

The Effect of Transformational Leadership, Quality of Work-Life on Organizational Citizenship Behavior with Organizational Commitment Mediation

Dachlyani Yustina Dewi, Yudi Nur Supriadi, Acim Heri Iswanto

Faculty of Economics and Business, University of Pembangunan Nasional Veteran, Jakarta, Indonesia

Email: dachlyaniyustina.dewi@gmail.com, yudinursupriadi@upnvj.ac.id, h.iswanto@upnvj.ac.id

ARTICLE INFO

Date received: 19 February 2022
 Revision date : 01 March 2022
 Date received : 15 March 2022

Keywords:

Transformational leadership;
 quality of work life;
 organizationalcommitment;
 organizational citizenship
 behavior

ABSTRACT

The purpose of this quantitative study was to determine the effect of Transformational Leadership (TL), Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB) with Organizational Commitment (OC) Mediation. ASN Civil servants millennial employees of the Human Resources Development Training and Education Unit of the Ministry of Law and Human Rights are the population in this study. The criteria for respondents using purposive sampling technique. The number of samples used in this study were 100 respondents, using simple random sampling method. Data collection was done by distributing questionnaires. The analysis technique of this research uses Structure Equation Models (SEM) analysis using Partial Least Square (PLS). This study shows that (1) TL has a significant effect on OCB with a path coefficient value of 0.375 with a Tstatistic value of 3.116 > 1.96 (2) QWL has no significant effect on OCB with a path coefficient value of 0.163 with a Tstatistic value of 1.400 < 1.96 (3) TL has an effect significant effect on OC with a path coefficient value of 0.263 with a Tstatistic value of 2.846 > 1.96 (4) QWL has a significant effect on OC with a path coefficient value of 0.462 with a Tstatistic value of 5.506 > 1.96 (5) OC has a significant effect on OCB with a pathcoefficient value of 0.315 with Tstatistic value 3.765 > 1.96.

INTRODUCTION

Human resources (HR) have an important role in the success of an organization in the current era of globalization. HR must be able to regulate itself and all of its capabilities to achieve a balanced and sustainable peaceful life to be able to carry out its duties as flexible and transformative social beings. An organization must have a competitive advantage in order to achieve its goals, and one of the strategies that can produce a sustainable competitive advantage is through human resource management that is able to achieve predetermined targets (Jackson, Ones, & Dilchert, 2018). HR skills

advantages Indonesia compared to other ASEAN countries can be seen in Figure 1.



Figure 1. Competitiveness of Indonesian HR in ASEAN

Source: ASEAN Secretariat

How To Cite: Dewi, D. Y., Supriadi, Y.N., & Iswanto, A. H. (2022) The Effect of Transformational Leadership, Quality of Work-Life on Organizational Citizenship Behavior with Organizational Commitment Mediation. *Journal of Social Science*, 3(2). <https://doi.org/10.46799/jss.v3i2.315>
 E-Issn: 2721-5202
 Published By: Ridwan Institut

The management of HR has added value that supports competitive advantage (Arifin & Pranogyo, 2021). According to Rahma (2020) the quality of Indonesian human resources is increasing. It is

known that Central Statistics Agency (BPS) shows that in 2021 it is known that human development index (HDI) has increased by 1.76 in a period of 5 years 2016 to 2020 as shown in Figure 2.



Figure 2. Diagram of Indonesia's HDI

Source: processed data

Organizational behavior emphasizes individual behavior in carrying out their daily work effectively (Anggraeni, Basalamah, & Farida, 2021). One of the organizational behaviors is shown through HR management. Human resource management is the main thing in the organization because human resources are actors, managers and implementers in the organizational performance process. According to Ong and Mahazan (2020), to produce appropriate actions in achieving organizational goals, it must be equipped with appropriate HR management strategies and quality human resources.

Human resource management needs to be done because the level of ability to change an organization is seen from the consistency of sustainable HR changes and the formation of a culture where this is the key to the success of change (Kusumajati, 2014); (Ulrich, 1998). According to Handitya (2019), HR is a strategic position for accelerating the country's development and comprehensive policies and work programs must be implemented in order to obtain quality human resources so that they can compete at the global level. The participation of all employees in organizational change efforts is very much needed. Therefore, all will be achieved as long as there is the will and also the ability of each individual employee. A synergistic policy is needed inter-

executive interests in related fields as well as across fields to combine existing resources and strengths to accelerate human resource development in Indonesia.

According to (Organ, Podsakoff, & MacKenzie, 2005), another problem related to HR management is the behavior of people in the organization, how the performance and what are the attitudes of people known as organizational behavior which is often done to overcome problems in the workplace such as absenteeism, work results, quality of work, motivation, working in groups, and job satisfaction. Discussion about OB is important because an organization definitely expects loyalty from its employees at work, who are always willing to do tasks outside of the job description listed in the employee's job description (for example, helping work partners; polite behavior to other employees) and the behavior carried out employees happily, voluntarily, and sincerely will have a good impact on the company such as profits can also increase the effectiveness and efficiency of organizations that are not related to compensation schemes known as organizational citizenship behavior (OCB). OCB is an uncommon part of a person in his work activities. One of the achievements of an organization's success is if it has employees who are willing to do other additional tasks apart from their main tasks such as willing to give advice, work together,

actively participate, help each other, and want to use their work time effectively. According to (Supriadi, Ahman, Wibowo, & Furqon, 2019) employees who have good organizational citizenship behavior tend to work professionally and are able to complete quality work.

There are several opinions stating the need to implement OCB. Organ et al., (2005) argue that OCB as a simple practice extended to colleagues, bosses, and clients. This takes the form of helping work partners who have excessive work responsibilities or engage in innovative and spontaneous activities and talk about the organization positively to outsiders. The growth of OCB in employees in the organizational environment is very important, this alone makes the emergence or increase of OCB (Nugraha & Adnyani, 2017). According to Siders et al. (2009), the main things that affect the increase in OCB behavior include those that originate from the employee's own personality (internal) such as satisfaction, competence, commitment, positive behavior, etc. Then those that start from outside employees (externals) such as management, administration, organizational culture and leadership. (Robbins & Judge, 2013) revealed that in OCB work employees are the main determinant.

Several elements that influence OCB, namely organizational culture, personality, organizational commitment, organizational climate, job satisfaction, servant leadership and transformational leadership, social responsibility of workers, age of workers, collectivism, work involvement and fairness (Hendrawan & Sucahyawati, 2017). OCB is related to transformational leadership. The picture of transformational leadership is that the leader becomes an inspiration/role model for his subordinates and has charisma and is intellectually a leader who can stimulate his subordinates to be

skilled in solving problems. Transformational leadership becomes an agent of change in the organization through the behavior and performance of emotionally and intellectually capable leaders.

Apart from transformational leadership and quality of work life, organizational commitment also influences OCB (Supriadi et al., 2019). Commitment is a determination that comes from the heart to work hard, be devoted and obliged to achieve the mission and vision of the company that has been previously agreed upon. Mowday et al. (1982, p. 186) that organizational commitment describes an individual's feeling of a perception of the organization and also its involvement in a particular organization. This indicates that organizational commitment is not only passive loyalty, but also includes an active bond from employees to participate more in the organization. Contributing and having a strong understanding of the mission and values of the organization, being willing to always be ready to work harder, and having a strong will to remain in the organization are characteristics of organizational commitment.

The Human Resources Development Training and Education Unit of the Ministry of Law and Human Rights was formed based on Permenkumham Number 29 of 2015 which is the spearhead in implementing the HR development task of the Ministry of Law and Human Rights so that it is required to be able to meet the needs of developing knowledge, skills and attitudes of the State Civil Apparatus Ministry of Law and Human Rights in order to carry out their duties properly. However, this is a phenomenon related to OCB practices in the Human Resources Development Training Work Unit, especially civic virtue regarding employee participation in activities organized by the Human Resources Development Training Work Unit. Organization is relatively low (see Table 1).

Table 1
Employee Participation in Organizational Activities

No	Activity	Information		
		Target	Participate	Not Participating
1	Gymnastics (weekly)	422	27	395
2	Morning assembly (weekly)	422	225	197
3	Pancasila Day Ceremony (annual)	422	327	115
4	Indonesian Independence Day Ceremony (annual)	422	346	76
5	Pancasila Sanctity Day Ceremony (annual)	422	331	91
6	Internal Survey (annual)	422	254	168
Total Activity Participation			252 (59,7%)	

Source: Employment Data (Number of Employees 422)

Based on table 1, it shows that the activity that gets the highest number of employees is the Indonesian Independence Day Ceremony, and the activity with the lowest participation is Gymnastics. To find out another phenomenon, the author

conducted an independent survey through WhatsApp communication media by sending questions to 61 employees regarding participation in the Social Media and YouTube accounts of bpsdm_kumham, as shown in Figure 3.

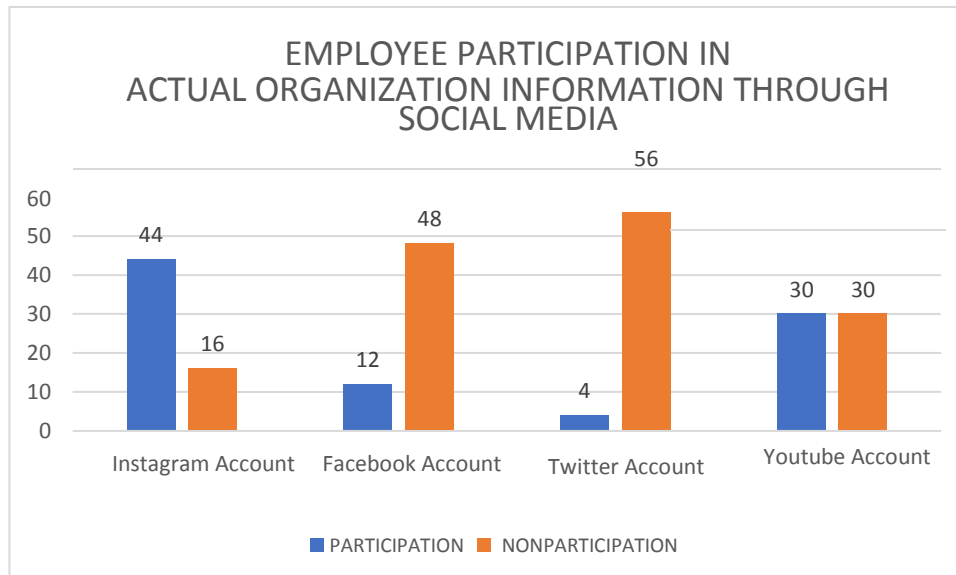


Figure 3. Employee Participation in Following Organizational Social Media
Source: Primary Data

Based on Figure 3, it is known that the participation of employees to follow the organization's social media accounts as a medium for delivering organizational activities is low, only 37.5% who follow the social media accounts of the Human Resources Development Training Work Unit. The most followed social media account is Instagram and the least followed is Twitter. This shows that there are variations in employee participation in supporting organizational activities as part of the OCB value.

In addition to the phenomenon of employee civic virtue, there are other OCB practices in the Human Resources Development Training Unit, namely cooperation (altruism) and managing

change (sportmanship). Every year Human Resource Development Agency (*BPSDM*) Law and Human Rights carries out competency assessment activities, especially managerial competence which refers to two managerial competencies related to OCB criteria, namely cooperation (altruism) and managing change (sportmanship). Based on the observations and results of discussions of several functional officials who carried out the assessment task, the following data were obtained.

Based on the assessment on the Civil Servants of the Human Resources Development Training and Education Unit in 2020, the competency results were found as shown in Table 2.

Table 2
Competency Results of Legal and Human Rights BPSDM Employees Related to OCB in 2020

No	Competence	Information		
		Exceed Standard	Standard	Below Standard
1	Cooperation	12,05%	81,93%	6,02%
2	Managing Change	6,02%	73,49%	20,48%

Source: Assessment Data

Based on these data, it can be seen that there are still employees with below-standard OCB criteria, however, from these data it is not possible to distinguish between competency results.

employee seniors and employees from the millennial circle. Based on BPS data, the composition of the population by generation for the millennial population is 25.87% as shown in Figure 4.

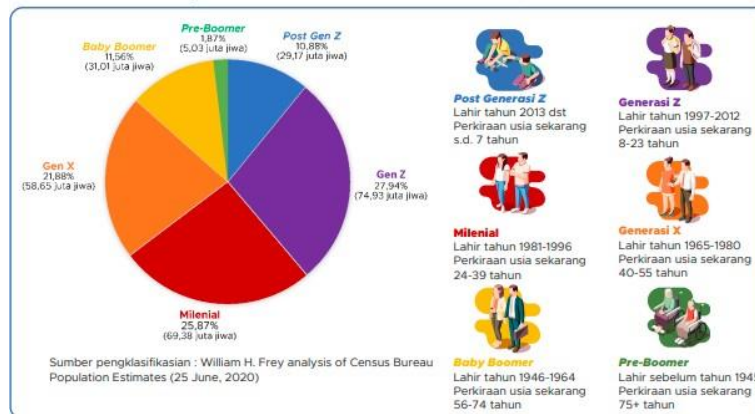


Figure 4. Population Composition by Generation, 2020

Source: Official News of Statistics No. 7/01/Th. XXIV, January 21, 2021

The entry of the millennial generation into the world of work indicates that this group has different characteristics from the previous generation. According to data from [Alvara \(2020\)](#), the loyalty of the millennial generation is low. Millennials at work according to Gallup (2016) have different characteristics, namely: (a) not only receiving a salary, millennials also have goals that they aspire to, (b) apart from not really pursuing satisfaction at work, millennials also want self-development with new skills, get to know many people, learn new things and other opportunities, (c) in assessing leaders, millennials do not like leaders who often command and carry out strict supervision, (e) millennials want continuous communication and not an annual review, (f) millennials are more concerned with developing their strengths than improving their weaknesses, (g) for millennials, work is part of life.

This study wants to see how millennials who work as civil servants perceive TL, QWL, OC, and OCB. So that it can be seen how much the millennial generation wants to show OCB behavior. Considering the number of millennials, especially those with less than 5 years of service, is around 133 people or 31% of the total employees in the Human Resources Development Training and Education Unit. If they have OCB behavior, it will have a big impact on the overall performance of the organization. Phenomena that exist in The Human Resources Development Training Work Unit is the low participation of employees and causes problems, namely in the form of obstacles to the successful performance of the Human Resources Development Training Work Unit and there are still employees with OCB criteria in employee competency assessment, namely the criteria for cooperation and managing changes that are the results of the assessment, below standard.

Based on the results of the journal search that the author has done, finding a research gap to strengthen the basis of this research can be described as follows: there are differences in research results on the relationship of TL to OCB. Research by [\(Lofquist & Matthiesen, 2018\)](#), [\(Nurjanah, Pebianti, & Handaru, 2020\)](#), and [\(E.-J. Kim & Park, 2019\)](#) stated that TL has a significant influence on OCB. Meanwhile, [Pratama Vini Wiratno \(2019\)](#) states the effect was not significant. Likewise with the results of the QWL study from [\(Yadav, Rangnekar, & Srivastava, 2019\)](#), [\(Pio & Tampi, 2018\)](#), [\(Hamzah, Hubeis, & Hendri, 2020\)](#), and [\(Pio & Lengkong, 2020\)](#) state that QWL has a significant effect on OCB. In contrast, [Suriyana, Wijaya, and Kumbara \(2020\)](#) state that QWL has no effect on OCB. OC can have a mediating role. However, previous studies have not explained the role of OC as a mediator in the relationship between TL and QWL with OCB. Where OC as a mediation has never been studied at research sites in government organizations in this case at the Ministry in Indonesia. Therefore, researchers feel the need to further examine the results of the relationship between TL with OCB and OC as a mediating determinant relationship with OCB in the Human Resources Development Training Unit.

[Zulkarnain \(2018\)](#) looks at the effect of TL on OC in this case OC does not have a role as a mediation between the relationships of other factors. From the results of the literature collected, there are 19 articles that examine OCB with these various determinants. Based on this research on OCB, it is known that there is no research that discusses the combination of factors between TL, QWL in influencing OCB, especially with the intervention of OC as well as problems related to OCB. experienced by *BPSDM* Law and Human Rights, the authors are interested in conducting

research which will be discussed with the title of the thesis the effect of TL, QWL on OCB with mediation from OC.

Thus, the purpose of this study is to analyze the data and test results of the influence of transformational leadership and quality of work life on organizational citizenship behavior mediated by organizational commitment. The benefit of this research is that this research provides theoretical and practical contributions to the development of HR Management theory through an explanation of the effects of TL, QWL on OCB .

METHOD

Quantitative methods are used in this study. The population in this study were employees of the Human Resources Development Training and Education Unit of the Ministry of Law and Human Rights, namely the Echelon II unit and Poltekim Poltekip who were the millennial generation, namely employees who were born in 1985-1998 and entered as Civil Servants between 2015-2020 as many as 133 employees. Meanwhile, the millennial Civil Servants criteria set by researchers to become respondents through purposive sampling technique amounted to 100, namely those who had worked as Civil Servants for less than 5 years and Civil

Servants served in the Human Resources Development Training Work Unit. Data collection techniques using primary data collection methods. Primary data is data that is collected and processed by the researcher directly from the respondents obtained through a survey method, namely a questionnaire. The data analysis technique in this research is descriptive analysis. Descriptive analysis has the aim of describing respondents' answers from various constructs development. This analysis was used to obtain a descriptive visualization of the respondents in this study, especially regarding the research variables used, this analysis was carried out using index analysis techniques (Ferdinand, 2014).

RESULTS AND DISCUSSION

In this study, data were obtained through distributing questionnaires by taking research subjects, namely millennial employees in the Human Resources Development Training Unit, and 100 respondents were selected.

A. Results

1. Transformational Leadership Research Variables

Table 3
The Average Value of the Transformational Leadership Variable

	Code	Standard Deviation	Mean	Information
Intellectual Stimulation	TL1	0.669	4.180	High
	TL2	0.726	4.050	High
Ideal Influence	TL3	0.747	4.110	High
	TL4	0.754	3.970	High
Individual Considerations	TL5	0.726	3.950	High
	TL6	0.740	3.850	High
Inspirational Motivation	TL7	0.692	3.960	High
	TL8	0.742	3.990	High
Overall Average			4.008	High

Source: PLS results, processed data (2021)

Based on the table above which shows the highest average value of each transformational leadership dimension, namely the intellectual stimulation dimension of 4,180 on TL1, the data shows that superiors want employees to use reasoning in solving problems. In the dimension of the ideal influence, TL3 is 4,110 with a superior's statement encouraging employees to be more creative. On the individual consideration dimension of 3,950 on TL5 with a superior's statement stimulating the innovation of his subordinates. In the dimension of inspirational motivation of 3,890 at TL8 with a superior's

statement always providing an example through real action. Based on these data, it is stated that the superior indicator requires employees to use reason in solving problems, to be more creative, superiors stimulate subordinates' innovation and superiors provide examples in real action getting a good response from millennial employees of *BPSDM* Law and Human Rights. Judging from the overall average value in the transformational leadership variable of 4,007 (high category) it shows that overall millennial employees in the Human Resources Development Training Unit give positive

responses to statements about the transformational leadership variable.

2. Variabel Study Quality of Work Life

Table 4
Average Value of Quality of Work Life

Dimension	Code	Standard Deviation	Mean	Information
Compensation	QWL1	0.721	3.980	High
	QWL2	0.778	4.120	High
	QWL3	0.800	4.140	High
Career development	QWL4	0.698	4.150	High
	QWL5	0.631	4.040	High
Communication	QWL6	0.698	4.180	High
	QWL7	0.658	4.260	Very High
Employee Participation	QWL8	0.650	4.090	High
	QWL9	0.658	4.130	High
Work environment	QWL10	0.608	3.990	High
	QWL11	0.665	4.090	High
Health	QWL12	0.711	4.210	Very High
	QWL13	0.680	4.090	High
Overall Average			4.113	High

Source: PLS output results, data processed (2021)

Based on the Table 4, it shows the highest average value of each quality of work life dimension, namely the compensation dimension of 4,140 in QWL3, the data shows that the salary and benefits provided provide many benefits. The career development dimension is 4,150 in QWL4 with a statement that the organization provides training/training for employees. The communication dimension is 4,260 in QWL7 with a statement that communication between coworkers is going well. In the dimension of employee participation of 4,130 in QWL9 with a statement of experience possessed can support participation in work. The dimensions of the work environment are 4090 in QWL11 with the

statement that the work environment makes a sense of comfort at work. In the health dimension of 4,210 in QWL12 with a statement that the office provides convenience in health checks. Judging from the overall average value in the quality of work life variable of 4,113 (high category) it shows that overall millennial employees in the Human Resources Development Training Unit give positive responses to statements about the quality of work life variable.

3 Organizational Commitment Research Variables

Table 5
Organizational Commitment Variable Average Value

Dimensi	Code	Standard Deviation	Mean	Information
Affective Commitment	OC1	0.697	3.710	High
	OC2	0.708	3.830	High
	OC3	0.621	3.790	High
Commitment Sustainable	OC4	0.753	4.150	High
	OC5	0.940	3.750	High
	OC6	0.781	3.810	High
Normative Commitment	OC7	0.886	3.720	High
	OC8	0.752	3.900	High
	OC9	0.691	4.060	High
Overall Average			3.858	High

Source: PLS output results, data processed (2021)

Based on the Table 5, the highest average value of each organizational commitment dimension, namely the affective commitment dimension on OC2 is 3,830 with a statement providing more energy or effort than normal for the organization to be successful. On the dimension of continuous commitment of 4,150 in OC4 with a statement that it feels unethical if you don't come to work when you have a lot of work and let your coworkers do it. Then the dimension of normative commitment on OC9 is 4,060 with a statement

being able to show loyalty in doing the given task. Judging from the overall average value on the organizational commitment variable of 3,858 (high category) it shows that overall millennial employees in the Human Resources Development Training Unit gave positive responses to statements about organizational commitment variables.

4 Research Variables Organizational Citizenship Behavior

Table 6
The Average Value of Organizational Citizenship Behavior

Dimension	Code	Standard Deviation	Mean	Information
<i>Altruism</i>	OCB1 OCB2	0.608	4.480	Very High
		0.726	4.050	High
<i>Conscientiousness</i>	OCB3 OCB4	0.740	3.950	High
		0.712	3.850	High
<i>Sportmanship</i>	OCB5 OCB6	0.692	4.040	High
		0.671	4.010	High
<i>Courtesy</i>	OCB7 OCB8	0.643	4.370	Very High
		0.665	4.280	Very High
<i>Civic Virtue</i>	OCB9	0.721	4.020	High
		OCB10	4.120	High
Overall Average			4.117	High

Source: PLS output results, data processed (2021)

Based on Table 6, the highest average value of each dimension of organizational citizenship behavior, namely the altruism dimension on OCB1 is 4,480 with statements that are happy to help coworkers who need help without expecting anything in return. In the conscientiousness dimension of 3,950 in OCB3 with the statement that it always increases working time from normal hours even though it is not paid overtime. The sportmanship dimension in OCB5 has the same value of 4,040 with a statement that it is easy to adapt to changes that occur within the organization. On the courtesy dimension of 4,370 in OCB7 with a statement always avoiding disputes between coworkers. And the civic virtue dimension on OCB10 is 4,120 with a statement that active participation will provide benefits for the organization. Judging from the overall average value of the organizational citizenship behavior variable of 4.117 (high category), it shows that overall millennial employees in the Human Resources Development Training Unit gave positive responses to statements about organizational citizenship behavior variables.

B. Discussion

1. Effect of Transformational Leadership (TL) on Organizational Citizenship Behavior (OCB)

This study reveals that there is a positive and significant effect of TL, and OCB. This finding can be interpreted that with good TL, it will make OCB for millennial employees of BPSDM Law and Human Rights increase. Through these results, it can be indicated that the low level of OCB of millennial employees is determined by transformational leadership. The findings of this study indicate that the respondents gave positive answers to all dimensions of TL, namely intellectual stimulation, ideal influence, individual considerations, and inspirational motivation. The index results from the statement of the intellectual stimulation dimension, namely superiors who are able to stimulate subordinate innovation have the highest results compared to other statements.

The results of this study are in line with previous research by Manoppo (2020) where the research was conducted at a private

hospital in the city of Manado, Indonesia, which stated that transformational leadership had a significant positive effect on OCB, this was due to the role of transformational leadership which could provide clear direction and right on his subordinates so as to produce good OCB to his subordinates. Then, based on the research results of Manopp (2020) conducted at the Indonesian Ministry of Education and Culture, there is a positive and significant influence between transformational leadership on organizational citizenship behavior, this shows that the better the transformational leadership, the better OCB will be. This research is also in line with research that conducted by Lofquist and Matthiesen (2018) in Norway which states a positive relationship between transformational leadership and OCB. This is also supported by Kim and Park (2019) who conducted a research in South Korea. They stated that transformational leadership has a positive and significant effect on OCB. However, the results of this study are not in line with the results of research where it is stated that transformational leadership has no effect on organizational citizenship behavior that the nature of transformational leadership is not necessarily able to foster organizational citizenship behavior in employees carried out in Semarang Indonesia (Wiratno, 2019).

The analysis of the role of transformational leadership in the Human Resources Development Training and Education Unit that influences the OCB of millennial employees is related to several characteristics of transformational leadership in the previous literature. Transformational leadership has the characteristic that the leader is able to provide a positive influence for his subordinates in carrying out work such as high self-confidence and motivation which will certainly make the organization progress and develop well (Thomas & Scott, 2017), 2013; Rai Technology University, 2000). In addition, transformational leaders are leaders who direct individuals to have a commitment to encourage better employee competencies so as to create a better organization (Keegan & Den Hartog, 2004). Transformational leaders must be able to lead so that subordinates have a sense of pride in their leaders (Bowers, Hall, & Srinivasan, 2017). Transformational leaders take a subordinate approach that aims to create positive changes in individuals and social

systems in their subordinates (Bukit, Malusa, & Rahmat, 2017). The research findings can be analyzed as follows. First, the transformational leadership of the Human Resources Development Training Work Unit has carried out its duties and responsibilities in being a role model for employees in the Human Resources Development Training Work Unit, especially among millennials. Second, the leaders in the Human Resources Development Training and Education Unit have been thinking strategically. Third, the leader in the Human Resources Development Training and Education Unit has been oriented to the details of implementing the duties of millennial employees while looking at the big picture as a whole. Fourth, leaders in the Human Resources Development Training and Education Unit have been able to connect the dots using cause-and-effect logic by leveraging various experiences. The pattern of transformational leadership in the Human Resources Development Training and Education Unit ultimately affects OCB among millennial employees.

2. Effect of Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB)

Research on millennial employees in the Human Resources Development Training and Education Unit found that QWL had a positive effect on OCB but was not significant. Research findings indicate that respondents stated that the dimensions of QWL such as compensation, career development, communication, employee participation, work environment and health have been obtained by millennial employees in the Human Resources Development Training Work Unit. These dimensions encourage employees to work better. Although everything has been fulfilled, this does not increase the QWL of millennial employees of the Human Resources Development Training Unit. The results of this study differ from the results of research (Hamzah et al., 2020) which states that the QWL has a significant and positive effect on OCB. This difference is because there are differences in the number of samples of 233 respondents with a population of managers at PT. Nusantara XIII Plantation. In line with the results of previous research, Pio and Tampi (2018) state that the quality of work life has a direct and significant influence on organizational citizenship behavior, with a total sample of 292 nurses working in hospitals in

North Sulawesi. Then, the results of research from [Yadav et al.\(2019\)](#) that QWL was found to positively affect OCB. The study population was drawn from employees involving male and female employees from junior, middle and senior positions of private and public organizations, mainly from western, northern and central parts of India. And the number of samples as many as 375 respondents. The data analysis method uses IBM SPSS 20. QWL has a significant effect on OCB. With a total sample of 150 respondents with a population of employees who work in hospitals in Manado, Indonesia ([Pio & Lengkong, 2020](#)).

Furthermore, the results of the research on QWL have no effect on OCB. The sample used was 34 respondents, namely employees of PT. Graindo Mediatama Padang with data analysis techniques using multiple regression analysis using SPSS 21.0. The research location was conducted at PT. Graindo Mediatama Padang, Indonesia ([Suriyana et al., 2020](#)), this result is the same as the findings of this study, which is not significant. The findings in this study differ from the results of previous studies, presumably due to differences in the number of samples, respondents, and methods of data analysis. In this study, the samples and respondents taken by the researchers were 100 people who were millennial Civil Servant employees of the Human Resources Development Training and Education Unit. And researchers used Smart PLS software to analyze the data in this study.

Analysis of QWL that affects the OCB behavior of millennial employees in the Human Resources Development Training and Education Unit refers to the previous literature. Employees will work better if they receive compensation such as satisfactory salaries and benefits ([Y. G. Kim et al., 2017](#)); ([Uhl-Bien, Piccolo, & Schermerhorn Jr, 2020](#)). Employees who are satisfied in carrying out their work find a sense of comfort in good social interaction (communication) with each other in carrying out their duties ([Schermerhorn Jr & Bachrach, 2020](#)). Employees will work well if they have opportunities to develop their skills ([Cascio, 1986](#)); ([Mullins, 2007](#)). Employees feel that their life at work is better because they get the opportunity to take part in training ([Bernardin & Russell, 2013](#)). The research findings can be analyzed as follows. First, the Human Resources Development Training and Education Unit has not provided salary and

allowance facilities in accordance with the expectations of millennial employees. Second, social interaction (communication) among millennial employees of the Human Resources Development Training and Education Unit has not been well established. Third, the Human Resources Development Training Unit has not fully provided opportunities for millennial employees to attend training. The quality of work life ultimately affects the OCB of millennial employees in the Human Resources Development Training Unit.

3. Effect of Transformational Leadership (TL) on Organizational Commitment (OC)

This study reveals that there is a positive and significant effect of TL on OC. This finding can be interpreted that with good TL, it will increase the OC of millennial employees. The results of this study are in line with previous research from [Baek, Byers, and Vito, \(2018\)](#) state that transformational leadership is positively related to organizational commitment, where this study was conducted in Korea with a population of police officers. Furthermore, the research results of [Khan, Rao, Usman, and Afzal \(2017\)](#) confirmed that there is a strong positive correlation between transformational leadership and organizational commitment. The study was conducted in Pakistan. This research is also in line with the results of research by ([Zulkarnain, 2018](#)) conducted on plantation companies in Indonesia which states that transformational leadership affects organizational commitment. Research by [Gede \(2020\)](#) states that transformational leadership has a positive and significant effect on organizational commitment. The research was conducted at Hotel Visesa Ubud. Likewise, the results of the research conducted by [Utarayana, and Adnyani \(2020\)](#) where research conducted at the Denpasar Secretariat stated that it simultaneously had a significant and partially positive effect on organizational commitment. However, in contrast to research from [Harijanto \(2010\)](#), transformational leadership has no effect on organizational commitment. Samples were taken from 70 employees of PT. Telecommunications Indonesia Witel Semarang. The analytical method used here is multiple regression analysis which includes validity test, reliability test, classical assumption test, multiple linear regression test and hypothesis testing. While in this study, researchers used a sample of 100 millennial

Civil Servant employees of the Human Resource Development Training and Education Unit using Smart PLS software for data processing.

Analysis of the role of TL in influencing millennial employee commitment refers to the previous literature. Millennial employees will have a commitment if the leader approaches their subordinates (Bukit et al., 2017). Millennial employees will be more confident in carrying out their work when leaders motivate their subordinates to advance the mission and goals of the organization (Rai Technology University, 2000). Millennial employees will be committed to the organization because they have a sense of obligation to the organization and lose when they leave the organization (E. Locke, 2011). Millennial employees have a commitment if they want to stay with the organization (Robbins & Judge, 2013). Millennial employees who have commitment are usually shown with great hopes and desires so that they can continue to grow with the organization (Luthans, 2006). The research findings can be analyzed as follows. First, millennial employees have the desire to have a career in the Human Resources Development Training Work Unit. Second, millennial employees feel comfortable working in the Human Resources Development Training Work Unit. Third, millennial employees have few opportunities to be able to move to other work units from the Human Resources Development Training Work Unit. Fourth, millennial employees feel that working in the Human Resources Development Training Unit is better than other work units. The pattern of transformational leadership in the Human Resources Development Training and Education Unit ultimately affects organizational commitment among millennial employees. Through these findings, the transformational leadership of the Human Resources Development Training Work Unit has gone well by carrying out tasks properly such as providing intellectual stimulation, ideal influence, individual considerations and inspirational motivation so as to increase the organizational commitment of millennial employees of the Human Resources Development Training Work Unit.

4. Effect of Quality of Work Life (QWL) on Organizational Commitment (OC)

This study states that QWL has a positive and significant effect on OC. From

these findings, it means that good QWL for millennial employees of the Human Resources Development Training and Education Unit will increase the OC of millennial employees. In line with previous research by Zulkarnain (2018) which states that the quality of work life affects organizational commitment, the research was conducted on companies engaged in plantations in North Sumatra, Indonesia. The results of this study are the same as those of Hamzah et al. (2020) that the quality of work life has a significant and positive influence on organizational commitment, where the research was conducted at PT. Nusantara XIII Plantation, Indonesia. Furthermore, the results of research from Ramadhoan (2015) stated that there was a direct positive influence on QWL on organizational commitment. The research was conducted at PT. BRI, Tbk East Java Province. Then according to research by Mataram and Handriyono (2018), the quality of work life has a significant and positive effect on organizational commitment. The research was conducted at the official Honda motorcycle repair shop, Summersari sub-district, Jember district.

Analysis of the effect of QWL on OC refers to the previous literature. Employees will work better if they receive compensation such as satisfactory salaries and benefits (Ogbuabor & Okoronkwo, 2019); (Schermerhorn Jr, Osborn, Uhl-Bien, & Hunt, 2011). Employees feel enthusiastic about carrying out their work because they are supported by working conditions and a comfortable work environment (Cascio, 1986); (Menken, 2012). Employees will certainly feel meaningful when the organization provides training to improve the quality and quality of employees (Mullins, 2007). Improving the quality of life of employees is important where organizations must be able to create a sense of pride, security, equality between employees and flexibility, thus as to create a quality work life for employees (Srivastava & Kanpur, 2014). Working environment conditions affect the commitment of millennial employees because they have a sense of obligation to the organization and lose when they leave the organization (Locke & Latham, 1990). Working environment conditions affect the commitment of millennial employees because employees want to stay with the organization (Robbins & Judge, 2013). The conditions of the work environment affect the expectations and

desires of millennial employees so that they can continue to develop with the organization (Luthans, 2011). The research findings can be analyzed as follows. First, millennial employees can provide input for the progress of the organization. Second, millennial employees get facilities to support their work. Third, millennial employees feel comfortable working in the Human Resources Development Training Work Unit. Fourth, the work space in the Human Resources Development Training and Education Unit supports the convenience of millennial employees in carrying out their duties. The quality of work life affects the organizational commitment of millennial employees in the Human Resources Development and Training Work Unit. Based on the results of research on the QWL in the Human Resources Development Training and Education Unit. Humans have been given well through the provision of compensation, career development, communication, inviting employee participation, a comfortable work environment and health facilities so that it has an impact on increasing the organizational commitment of millennial employees of the Human Resources Development Training Unit.

5. Allegedly Organizational Commitment (OC) affects Organizational Citizenship Behavior (OCB)

These results show that the relationship between OC and OCB is positive and significant. Which means that millennial employees of the Human Resources Development Training Unit with good OC will increase the OCB of millennial employees. The findings of this study indicate that respondents gave positive answers to all dimensions of OC, namely affective commitment, continuance commitment and normative commitment. Based on the index results from the statement of affective commitment dimensions, employees feel happy to spend the rest of their careers in the organization having the highest results compared to other statements. Through these results, the high OC of millennial employees in the Human Resources Development Training Unit has made the OCB of millennial employees increase.

In line with the results of previous studies, Obedgiu, Bagire, & Mafabi (2017) stated that there was a significant positive relationship between organizational commitment and organizational citizenship behavior, where this study was conducted in

Uganda. Furthermore, Paul et al. (2016) stated that organizational commitment has a positive and significant relationship with OCB. The research was conducted on the manufacturing industry of Uttarakhand and Himachal Pradesh in India. The results of this study are also in line with (Fitrio, Apriansyah, Utami, & Yaspita, 2019) in which research was conducted at the Economics College of Indragiri Rengat by stating that organizational commitment has a positive and significant effect on OCB. Then, according to the research results of (Putra & Riana, 2020) that organizational commitment significantly influences organizational citizenship behavior, where the research was conducted at Kuta Seaview Boutique Resort Bali. Furthermore, according to Elmi et al. (2020) states that organizational commitment has a significant effect on civic organizational behavior. The research was conducted at the Directorate of Elementary School Development of the Ministry of Education and Culture in Indonesia. However, it is different from the results of research by (Harwiki, 2016) that organizational commitment has no significant effect on OCB, where the research was conducted on women's cooperatives in East Java with a sample of 40 respondents. While in this study, researchers used a sample of 100 millennial employees of the Human Resources Development Training Work Unit.

Analysis of the effect of OC on OCB refers to the previous literature. Employees who have close attachments to the organization who wish to remain in their work and are afraid of losing and want to remain with the organization (Hellriegel & Slocum, 2011; (E. Locke, 2011); (Robbins & Judge, 2013). An individual's intellectual bond with his organization including work participation, obedience, and belief in the quality of the institution is understood as organizational commitment (Mullins, 2007). Employees have a desire to be able to develop in increasing their abilities in order to improve the quality of high-value organizations (Luthans, 2011). The research findings can be analyzed as follows. First, the commitment of millennial employees to encourage them to actively participate in providing good performance for the Human Resources Development Training Work Unit. Second, the commitment of millennial employees to encourage them to adapt to changes that occur in the Human Resources Development Training Work Unit. Third, the

commitment of millennial employees to encourage them to comply with the rules and policies in the Human Resources Development Training Work Unit. Fourth, the commitment of millennial employees to encourage them to

help their co-workers voluntarily in the Human Resources Development Training Work Unit. All aspects of TL, QWL, and OC ultimately affect OCB in the Human Resources Development Training Unit.

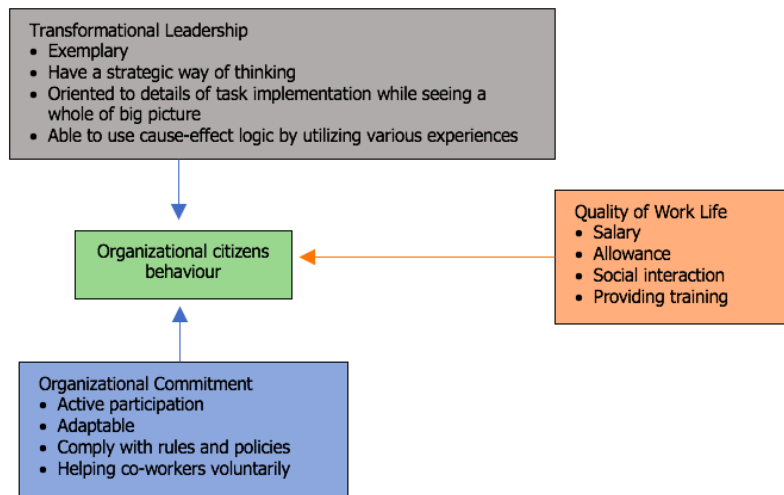


Figure 5. OCB Millennial Employees Behaviour in Human Resources Development Agency

CONCLUSION

Based on the results of the analysis and discussion in the previous chapter with the data analysis method using Smart PLS 3.0 software about the effect of TL, QWL on OCB with OC mediation as well as testing that has been done can be concluded as follows. Research respondent data originating from millennial employees in the Human Resources Development Training and Education Unit shows that the indicators of responsibility and employee loyalty contained in OC variable and voluntary indicators that are not obligations on QWL variable are not reflected on respondents' answers. OCB behavior of millennial employees in the Human Resources Development Training Unit is influenced by TL but not influenced by QWL, and OC mediates the effect of TL and QWL on OCB of millennial employees of the Human Resources Development Training and Education Unit. This is because the leadership of the Human Resources Development Training and Education Unit carries out intellectual stimulation, ideal influence, individual considerations and inspirational motivation. Moreover, millennial employees have affective commitment, ongoing commitment, and great normative commitment to the organization but the Human Resources Development Training Unit has not been able to optimally encourage voluntary employees to do something that is not an employee's obligation.

REFERENCES

- Alvara. (2020). *Indonesia Gen Z Anda Millennial Report 2020: The Battle Of Our Generation*.
- Anggraeni, L. S., Basalamah, M. R., & Farida, E. (2021). Pengaruh Kepemimpinan Transformasional, Budaya Organisasi, Perilaku Organisasi Terhadap Kinerja Karyawan (Pada PT. Inkor Bola Pacific Pasuruan). *Jurnal Ilmiah Riset Manajemen*, 10(05). [Google Scholar](#)
- Arifin, A. L., & Pranogyo, A. B. (2021). Membangun Sdm Cendekia Menuju Organisasi Unggul. *Media Bina Ilmiah*, 15(8), 4949–4958. [Google Scholar](#)
- Baek, H., Byers, E. H., & Vito, G. F. (2018). Transformational leadership and organizational commitment in Korean police station: Test of second-order MLQ-6 S and OCQ. *International Journal of Police Science & Management*, 20(2), 155–170. [Google Scholar](#)
- Bowers, M. R., Hall, J. R., & Srinivasan, M. M. (2017). Organizational culture and leadership style: The missing combination for selecting the right leader for effective crisis management. *Business Horizons*, 60(4), 551–563. [Scopus](#)

- Bukit, B., Malusa, T., & Rahmat, A. (2017). Pengembangan Sumber Daya Manusia. Teori, Dimensi Pengukuran,. file. *C:/Users/Smile/Downloads/Manajemen Sumber Daya Manusia (PDFDrive. Com)*. [Google Scholar](#)
- Cascio, W. F. (1986). *Managing human resources: Productivity, quality of work life, profits*. [Google Scholar](#)
- Ferdinand, A. (2014). *Metode Penelitian Manajemen: Pedoman Penelitian untuk Penulisan Skripsi Tesis dan Desrtasi Ilmu Manajemen*. [Google Scholar](#)
- Fitrio, T., Apriansyah, R., Utami, S., & Yaspita, H. (2019). The effect of job satisfaction to organizational citizenship behavior (OCB) mediated by organizational commitment. *International Journal of Scientific Research and Management*, 7(09), 1300–1310. [Google Scholar](#)
- Hamzah, H., Hubeis, M., & Hendri, I. (2020). The Effect of Career Development, Justice Organization and Quality of Work Life to Organizational Commitment and Implications to Organizational Citizenship Behavior of Employees at PT. Perkebunan Nusantara XIII. *International Review of Management and Marketing*, 10(3), 101. [Google Scholar](#)
- Handitya, B. (2019). Menyemai Nilai Pancasila Pada Generasi Muda Cendekia. *ADIL Indonesia Journal*, 1(2). [Google Scholar](#)
- Harijanto, S. (2010). Pengaruh Budaya Organisasi, Gaya Kepemimpinan, dan Kepuasan Kerja terhadap Kinerja Kepala Sekolah Menengah Atas di Jakarta Timur. *Jurnal Manajemen Pendidikan*, 1(1), 80–91. [Google Scholar](#)
- Harwiki, W. (2016). The impact of servant leadership on organization culture, organizational commitment, organizational citizenship behaviour (OCB) and employee performance in women cooperatives. *Procedia-Social and Behavioral Sciences*, 219, 283–290. [Scopus](#)
- Hendrawan, A., & Sucahyawati, H. (2017). Organizational Citizenship Behavior (OCB) pada karyawan akademi maritim nusantara. *Prosiding Seminar Nasional & Internasional*, 1(1). [Google Scholar](#)
- Jackson, S. E., Ones, D. S., & Dilchert, S. (2018). *Managing human resources for environmental sustainability*. John Wiley & Sons. [Google Scholar](#)
- Keegan, A. E., & Den Hartog, D. N. (2004). Transformational leadership in a project-based environment: a comparative study of the leadership styles of project managers and line managers. *International Journal of Project Management*, 22(8), 609–617. [Scopus](#)
- Khan, R. S., Rao, B., Usman, K., & Afzal, S. (2017). *The mediating role of job satisfaction between transformational leadership and organizational commitment within the SMEs of Karachi*. [Google Scholar](#)
- Kim, E.-J., & Park, S. (2019). The role of transformational leadership in citizenship behavior: Organizational learning and interpersonal trust as mediators. *International Journal of Manpower*. [Google Scholar](#)
- Kim, Y. G., Baltabekova, A. Z., Zhiyenbay, E. E., Aksambayeva, A. S., Shagyrova, Z. S., Khannanov, R., ... Shustov, A. V. (2017). Recombinant Vaccinia virus-coded interferon inhibitor B18R: Expression, refolding and a use in a mammalian expression system with a RNA-vector. *PLoS One*, 12(12), e0189308. [Google Scholar](#)
- Kusumajati, D. A. (2014). Organizational citizenship behavior (OCB) karyawan pada perusahaan. *Humaniora*, 5(1), 62–70. [Google Scholar](#)
- Locke, E. (2011). *Handbook of principles of organizational behavior: Indispensable knowledge for evidence-based management*. John Wiley & Sons. [Google Scholar](#)
- Locke, E. A., & Latham, G. P. (1990). Work motivation and satisfaction: Light at the end of the tunnel. *Psychological Science*, 1(4), 240–246. [Google Scholar](#)
- Lofquist, E. A., & Matthiesen, S. B. (2018). Viking leadership: How Norwegian transformational leadership style effects creativity and change through organizational citizenship behavior (OCB). *International Journal of Cross Cultural Management*, 18(3), 309–325. [Google Scholar](#)

- Lubis Zulkarnain, W. U. Z. (2018). Pengaruh Kepemimpinan Transformasional Dan Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi. *Jurnal Penelitian Bimbingan Dan Konseling*, 3(1). Retrieved from <http://jurnal.untirta.ac.id/index.php/JPBK/article/view/3198/2438>
- Luthans, F. (2006). *Perilaku organisasi*. [Google Scholar](#)
- Luthans, F. (2011). Organizational Behavior: An Evidence-Based Approach. *McGraw-Hill/Irwin*. [Google Scholar](#)
- Manoppo, V. P. (2020). Transformational leadership as a factor that decreases turnover intention: a mediation of work stress and organizational citizenship behavior. *The TQM Journal*. [Google Scholar](#)
- Menken, I. (2012). *Organizational behavior and leadership management essentials*. Emereo Publishing. [Google Scholar](#)
- Mullins, L. J. (2007). *Management and organisational behaviour*. Pearson education. [Google Scholar](#)
- Nugraha, I. P. S., & Adnyani, I. G. A. D. (2017). budaya organisasi, komitmen organisasi, dan kompetensi terhadap organizational citizenship behaviour pada setda kota Denpasar. *E-Jurnal Manajemen*, 7(1), 1–28. [Google Scholar](#)
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management*, 7(1), 1793521. [Google Scholar](#)
- Obedgiu, V., Bagire, V., & Mafabi, S. (2017). Examination of organizational commitment and organizational citizenship behaviour among local government civil servants in Uganda. *Journal of Management Development*. [Google Scholar](#)
- Ong, J. O., & Mahazan, M. (2020). Strategi pengelolaan sdm dalam peningkatan kinerja perusahaan berkelanjutan di era industri 4.0. *Business Economic, Communication, and Social Sciences (BECOSS) Journal*, 2(1), 159–168. [Google Scholar](#)
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publications. [Google Scholar](#)
- Pio, R. J., & Lengkong, F. D. J. (2020). The relationship between spiritual leadership to quality of work life and ethical behavior and its implication to increasing the organizational citizenship behavior. *Journal of Management Development*. [Google Scholar](#)
- Pio, R. J., & Tampi, J. R. E. (2018). The influence of spiritual leadership on quality of work life, job satisfaction and organizational citizenship behavior. *International Journal of Law and Management*. [Google Scholar](#)
- Pratama Vini Wiratno, L. A. P. (2019). The Effect Of Transformational Leadership On Organizational Citizenship Behavior (OCB) Through Organizational Commitment And Trust In Leaders As Mediation. *Management Analysis Journal*, 8(4), 434–443.
- Putra, A., & Riana, I. G. (2020). The Role of Organizational Commitment Mediate The Effect of Job Satisfaction On Organizational Citizenship Behavior. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 4(3), 371–378.
- Rahma, A. (2020). BPS: Kualitas SDM Indonesia Semakin Meningkatkan. Retrieved September 1, 2021, from <https://www.liputan6.com/bisnis/read/4180915/bps-kualitas-sdm-indonesia-semakin-meningka>.
- Ramadhon, R. (2015). Kualitas Kehidupan Kerja terhadap Kinerja Karyawan melalui Komitmen Organisasi dan Kepuasan Kerja sebagai Variabel antara (Intervening Variable). *JEPE: Jurnal Ekonomi Pembangunan*, 13(2), 199–217. [Google Scholar](#)
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behavior, 15th. *Shahriyar*, 13, 1393. [Google Scholar](#)
- Schermerhorn Jr, J. R., & Bachrach, D. G. (2020).

- Exploring management*. John Wiley & Sons. [Google Scholar](#)
- Schermerhorn Jr, J. R., Osborn, R. N., Uhl-Bien, M., & Hunt, J. G. (2011). *Organizational behavior*. John Wiley & Sons. [Google Scholar](#)
- Srivastava, S., & Kanpur, R. (2014). A study on quality of work life: key elements & It's Implications. *IOSR Journal of Business and Management*, 16(3), 54–59. [Google Scholar](#)
- Sudewa I Gede, A. A. G. A. R. (2020). Pengaruh Kepemimpinan Transformasional, Budaya Organisasi Dan Motivasi Kerja Terhadap Komitmen Organisasional Pada Hotel Visesa Ubud. *E-Jurnal Manajemen*, 9(8), 3145–3168.
- Supriadi, Y. N., Ahman, E., Wibowo, L. A., & Furqon, C. (2019). Organizational citizenship behavior model for turnover intention management. *International Journal of Recent Technology and Engineering*, 8(2), 340–347. [Google Scholar](#)
- Suriyana, N., Wijaya, R. A., & Kumbara, V. B. (2020). Pengaruh Tingkat Quality Of Work Life (QWL), Dan Knowledge Management Terhadap Organizing Citizenship Behavior (OCB) Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Graindo Mediatama. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 1(2), 548–559. [Google Scholar](#)
- Thomas, B. S., & Scott, S. A. (2017). *Management: Leading & collaborating in the competitive world*. New York: McGraw-Hill. [Google Scholar](#)
- Uhl-Bien, M., Piccolo, R. F., & Schermerhorn Jr, J. R. (2020). *Organizational behavior*. John Wiley & Sons. [Google Scholar](#)
- Ulrich, D. (1998). A new mandate for human resources. *Harvard Business Review*, 76, 124–135. [Google Scholar](#)
- Utarayana, I. G., & Adnyani, I. G. A. D. (2020). Pengaruh Budaya Organisasi, Motivasi Kerja, Dan Kepemimpinan Transformasional Terhadap Komitmen Organisasional. *E-Jurnal Manajemen*, 9(1).
- Yadav, M., Rangnekar, S., & Srivastava, A. P. (2019). Demographic variables as moderators between QWL and OCB. *Industrial and Commercial Training*. [Google Scholar](#)

Copyright holder:

Dachlyani Yustina Dewi, Yudi Nur Supriadi, Acim Heri Iswanto (2022)

First publication right:

Journal of Social Science

This article is licensed under:

