

HOW ORGANIZATIONAL COMMITMENT EXPLAINS THE EFFECT OF LEADERSHIP AND WORK QUALITY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract. Organizational Citizenship Behavior (OCB) is an important factor that supports the effectiveness and well-being of a company, especially in the hospitality industry which relies heavily on employees' extra contributions. This study aims to analyze the factors that influence Organizational Citizenship Behavior among employees of Kiyana Hotel in one chain, focusing on the influence of Transformational Leadership and Quality of Work Life as well as the mediating role of Organizational Commitment. This study uses a quantitative approach with a probability sampling method through a census sampling technique. The data collection instrument used a questionnaire with a Likert scale. The study population was all employees totaling 43 respondents. The study sample consisted of 35 employees of Kiyana Premiere Hotel Batang and 8 employees of Kiyana Resort Dieng as respondents. Data analysis was conducted using SEM-PLS to test the relationship between variables simultaneously. The results of the study show: Transformational Leadership and Quality of Work Life have a positive and significant effect on Organizational Citizenship Behavior; Transformational Leadership and Quality of Work Life have a positive and significant effect on Organizational Commitment; Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior; Organizational Commitment mediates Transformational Leadership and Quality of Work Life on Organizational Citizenship Behavior; These findings underscore the importance of inspiring leaders and a work environment that supports employees' quality of life in building high levels of commitment, ultimately encouraging extracurricular behaviors that benefit the company. This research offers practical implications for hotel management in designing leadership strategies and improving work quality to enhance overall employee contribution.

Keywords: Organizational Citizenship Behavior; Organizational Commitment; Quality of Work Life; Transformational Leadership

I. INTRODUCTION

In the face of growing global business competition, companies must optimize their human resources to sustain a competitive edge. According to data from Badan Pusat Statistik (BPS) Hotel statistics from 2024, the number of national accommodation businesses rose from 30.823 in 2020 to 31.175 in 2024, with a growth rate of 7.48% in the most recent year. This increase in hotel numbers reflects heightened competition, positioning the quality and behavior of employees as key strategic elements. Additionally, the hotel industry employed over 371.443 workers in 2023, underscoring that regular attendance, preparedness for work, and the ability to deliver outstanding service are essential for maintaining guest satisfaction and loyalty [1]. The following data relates to the number of hotels and accommodations in Indonesia in 2020-2024.

Table 1. Number Of Hotels And Other Accommodation Business In Indonesia, 2020-2024

Year	Frequency	Percentage (%)
2020	30.823	20.92%
2021	27.607	18.73%
2022	28.800	19.53%
2023	29.005	19.69%
2024	31.175	21.14%

Source: Processed Data, 2025

The growth in the number of hotels and accommodation facilities has been directly accompanied by an increase in employment. Data from BPS show that the hospitality sector employed more than 371.443 workers in 2023, indicating that the quality of human resources plays a crucial role in determining service success [1]. This situation highlights the significance of OCB or extra-role behavior. Numerous studies

have demonstrated that OCB positively contributes to enhancing service effectiveness and overall organizational performance [2]. OCB serves as a crucial component in enhancing service quality, as employees who exhibit this behavior are likely to deliver superior service, assist their coworkers during peak work periods, and foster a positive and supportive work environment [3]. Several studies in the hospitality industry indicate that OCB contributes to enhancing service quality [4], but also promotes employees' innovative behavior [5] and supports hotel operational efficiency [6], [7]. Furthermore, OCB has been proven to decrease employees' intentions to leave their jobs, thereby contributing to workforce stability within the hospitality industry [8], [9].

Various studies in human resource management confirm that transformational leadership and quality of work life are two important factors that encourage the emergence of positive employee behavior outside their formal duties [10]. Transformational leadership, characterized by the leader's ability to inspire, motivate, and develop the potential of subordinates, has been proven to have a positive influence on various indicators of company success in a number of industries [11]. Several empirical studies in Indonesian hotel industry reveal that transformational leadership has a significant positive impact on employee's OCB. For instance, research involving 69 frontline employees at ASTON Hotel Manado found that both transformational and transactional leadership significantly influenced OCB [12]. Similarly, a study conducted in hotels in Taiwan confirmed that transformational leadership enhances affective commitment, which subsequently promotes employee creativity and performance [13]. Furthermore, previous studies also show that transformational leadership has a positive influence on OCB [8], [14], [15] [16]

Meanwhile Quality of Work Life, which includes work-life balance, supportive work environment, appropriate compensation, and career development opportunities, plays an important role in shaping employee attitudes and behavior towards the company. A study of 266 hotel employees in Banten, DKI Jakarta, and West Java showed that QWL had a positive effect on OCB, where the relationship was fully mediated by organizational commitment [8]. However, research at the St. Regis Bali Hotel found that QWL did not have a direct effect on OCB, but rather through work motivation as a mediator, which reflects the existence of more complex psychological dynamics [17]. Studies on this matter show that previous research also shows that transformational leadership has a positive effect on OCB [15], [18], [19], [20], [21].

In human resource management, Organizational commitment has been recognized as an important mediator between management practices and various employee behavioral outcomes [22]. Social exchange theory provides a foundation for understanding how transformational leadership and perceived quality of work life, viewed as a form of company support, can strengthen employee commitment which in turn encourages the emergence of OCB as a form of reciprocity [23]. Recent empirical findings in the hospitality industry support this mediating role.

Organizational commitment fully mediates the relationship between transformational leadership and QWL on OCB in hotel employees in Indonesia [8]. Meanwhile, a study on hotels and travel agents in Egypt showed that OCB and commitment simultaneously mediate the relationship between leadership and innovation [10]. However, several other studies reported partial mediation or found additional factors such as work involvement and motivation [17], [24]. These varying findings suggest that the mechanisms of influence of organizational commitment may differ across contexts, thus requiring further testing. Furthermore, previous studies also showed that organizational commitment has a positive effect on OCB [25], [26], [27].

Besides being an independent variable, organizational commitment also functions as a mediating variable in the relationship between transformational leadership and quality of work life on OCB. Several studies have found that organizational commitment strengthens the influence of both variables on OCB. Furthermore, previous studies also show that the role of organizational commitment mediates transformational leadership on OCB [28], [29], [30]. In addition, organizational commitment also mediates quality of work life on OCB [31], [32], [33].

At the operational level, internal phenomena also present real challenges in human resource management. Fluctuating operational dynamics dependent on hotel occupancy levels lead to frequently changing, unstable, and unpredictable work schedules, such as work demands outside of standard operating days and hours, which can cause physical and psychological stress for employees. Increased workload over a period requires employees to adapt quickly, potentially reducing quality of work life, stressing work-life balance, and weakening employees' emotional commitment to organization. In the long term, this situation can result in low motivation to demonstrate extra-role behaviors or OCB, which are truly needed in the hospitality industry.

During the economic recovery period in 2024, the number of accommodation establishments increased by 7.48% compared to 2023, reaching 31.175 units [1]. This increase indicates economic recovery along with the development of the tourism sector. In Central Java Province, where Kiyana Premiere Hotel Batang and Kiyana Resort Dieng are located, human resources management dynamics are influenced by regional characteristics, such as the mix of business and leisure guest, local culture, and geographic conditions. Previous studies have widely established that transformational leadership and quality of work life (QWL) positively influence Organizational Citizenship Behavior (OCB) in the hospitality industry. However, most of these studies emphasize direct relationships, providing limited explanation of the psychological mechanisms underlying this influence. In particular, organizational commitment has often been examined as an independent predictor of OCB rather than as a mediating variable that explains how leadership and work quality foster discretionary employee behavior. In addition, empirical research on this topic is largely concentrated on hotels in major urban or international tourism destinations, while regional hotels with distinct operational characteristics—such as seasonal demand, limited workforce

capacity, and diverse guest profiles—remain underrepresented. Studies that integrate transformational leadership, QWL, organizational commitment, and OCB into a single comprehensive model within the regional hotel context are still scarce. Therefore, this study addresses these gaps by testing an integrated organizational behavior model that positions organizational commitment as a mediating mechanism explaining the effects of transformational leadership and quality of work life on OCB in regional hotels in Central Java.

II. RESEARCH METHODS

This study uses the Model of Organizational Behavior which has been adapted in various research contexts related to work behavior and human resource dynamics [34], [35], [36]. The original model was introduced by Luthans (1973) who explained the principles of organizational behavior modification through reinforcement, punishment, and

extinction. Furthermore, the organizational behavior model was explained comprehensively by Luthans (2011) which includes the interaction between individual factors, job characteristics, organizational environment, and leadership style [36]. Over time, this model has been developed to be more comprehensive by adding various psychological and structural variables that influence employee behavior, such as transformational leadership [8], [37], [12], [14], [15], [32], quality of work life [19], [21], [38], organizational commitment [21], [39], [40], [26], [29]. This study is based on the model of organizational behavior [41], which aims to analyze the factors influencing OCB behavior among employees at the Kiyana Premiere Hotel Batang and Kiyana Resort Dieng. This model serves as a conceptual instrument to explain the direct and indirect interaction between variables, thus providing a deeper understanding of the factors influencing the emergence of OCB in the hospitality context. The following is a visual representation of the conceptual model, presented in Fig. 1:

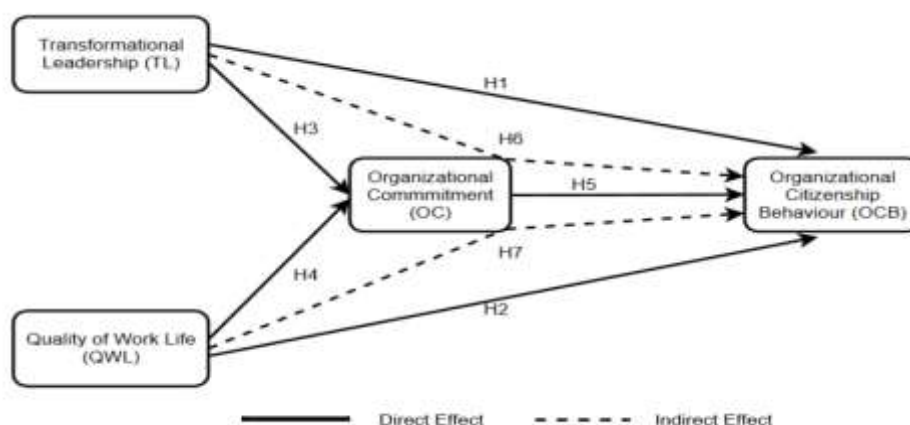


Figure. 1 Conceptual Framework
 Source: Processed Data, 2025

Based on the conceptual framework above, the following hypotheses can be developed:

- H1:** TL has a positive and significant effect on OCB
- H2:** QWL has a positive and significant effect on OCB
- H3:** TL has a positive and significant effect on OC
- H4:** QWL has a positive and significant effect on OC
- H5:** OC has a positive and significant effect on OCB
- H6:** OC mediates the relationship between TL on OCB
- H7:** OC mediates the relationship between QWL on OCB

Methodology

This study uses a quantitative research design that aims to present research results and explain the relationship between

variables used in the study. This research approach uses probability sampling with a census sampling technique. The data collection instrument in this study is a questionnaire. The population in this study is 43 employees. The research sample consists of 35 employees of Kiyana Premiere Hotel Batang and 8 employees of Kiyana Resort Dieng as respondents. The data analysis technique uses SEM-PLS which is used by researchers in analyzing the hypothesis model. All measurement items used in this study come from instruments that have been widely used and validated in previous studies related to TL, QWL, OC, and OCB. Thus, Table 2 contains a complete series of measurement items for each variable used in this study and serves as the main reference in the data collection process.

Table 2. Indicator Research

Variable	Indicator	Item	Measurement	Source
Transformational Leadership (TL)	Idealized Influence	TL1	1. Leaders can carry out leadership well and become role models	Njaramba, F (2024)
		TL2	2. Leaders have charisma and a firm stance when facing difficult situations	
	Inspirational Motivation	TL3	3. Leaders emphasize the importance of the organization's vision and mission	
		TL4	4. Leaders provide motivation and foster work enthusiasm	
	Intellectual Stimulation	TL5	5. Leaders encourage employees to find new and creative ways to work	
		TL6	6. Leaders provide opportunities to try innovative approaches to addressing work challenges	
	Individual Consideration	TL	7. Leaders help develop employee skills and competencies	
		TL8	8. Leaders listen to and respond to employee complaints and input	
Quality of Work Life (QWL)	Pay and Benefits	QWL1	1. Compensation helps meet living expenses	Abdullah, N. A. C. et al (2021)
		QWL2	2. Salaries and benefits are paid on time	
	Career Growth/Training	QWL3	3. The company provides training activities to improve skills	
		QWL4	4. Outings help build teamwork and motivate self-development	
	Teamwork & Communication	QWL5	5. Communication between coworkers is smooth and effective	
		QWL6	6. Employees are free to express ideas, opinions, and suggestions for the company's progress	
	Autonomy and Participation Decision	QWL7	7. Experience and expertise give employees the confidence to actively contribute to their tasks	
		QWL8	8. Work facilities support comfort and safety	
Organizational Commitment (OC)	Affective Commitment	OC1	1. Feeling proud to recommend the company as a good place to work	Benkarim, A., et al (2021) and Mahooti, M. et al (2018)
		OC2	2. Willing to put extra effort into the company's success	
	Continuance Commitment	OC3	3. Staying because it's difficult to find a better job	
		OC4	4. Considering the risks/losses of leaving the company	
	Normative Commitment	OC5	5. Feeling obligated to give their best in return for what they receive	
		OC6	6. Feeling responsible for continuing to contribute to the company's success	
	Altruism	OCB1	1. Helping coworkers without expecting anything in return	
		OCB2	2. Caring about coworkers' difficulties and helping alleviate them	
Organizational Citizenship Behaviour (OCB)	Conscientiousness	OCB3	3. Always arriving on time	Santos, R. S (2023)
		OCB4	4. Preferring to complete work rather than engaging in unproductive activities	
	Sportsmanship	OCB5	5. Maintaining a conducive work environment even under pressure	
		OCB6	6. Accepting and supporting company policies even when they don't align with personal preferences	
	Courtesy	OCB7	7. Avoiding conflict for the sake of workplace harmony	
		OCB8	8. Respecting coworkers' opinions	
	Civic Virtue	OCB9	9. Actively participating in company	
		OCB10	10. Believing that active participation contributes to the company's progress	

Source: Processed Data, 2025

The data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach to test the seven hypotheses proposed in this study. The analysis began with the evaluation of the measurement model, which involved assessing convergent validity and construct reliability through

factor loadings, average variance extracted (AVE), Cronbach's alpha, and composite reliability. All indicators met the minimum loading thresholds, and each construction demonstrated strong reliability based on the recommended standards. Once the measurement model was confirmed to be

adequate, discriminant validity was examined using the Heterotrait-Monotrait Ratio (HTMT) criterion, and the results indicated that each construct was distinct and well differentiated. The next phase involved evaluating the structural model, which included analyzing the direction and strength of the relationships among constructs and the R-square values to assess the predictive capability of the endogenous constructs. The obtained R-square values suggested that the model possessed sufficient predictive power. Hypothesis testing was then performed using the bootstrapping technique to determine the statistical significance of both direct and indirect effects. This procedure allowed for a comprehensive evaluation of path coefficients and effect sizes, supporting a deeper interpretation of the relationship between variables within the research model.[42].

III. RESULT AND DISCUSSION

Respondent Characteristics

This section provides an overview of the respondents' characteristics involved in this study. The data cover aspects such as gender, age, length of service, and job title. Understanding the distribution of respondents across these categories enables researchers to evaluate the sample's representativeness and its relevance to the variables examined. The following data summarizes the respondents' characteristics in this study, as presented in Table 3. The table provides information on the frequency and percentage of respondents based on each category, offering a clear picture of the workforce composition at the research sites.

This study emphasizes the verification of construct validity and reliability within the research model through an outer loading evaluation. The results reveal that the correlations between the constructs and all measurement items show outer loading values greater than 0.70. Thus, all items have met the convergent validity requirements for explanatory research [43].

The path coefficient between constructs and the outer loading values of each indicator are displayed in Fig. 2. This visualization provides a clearer picture of the strength of the relationship between variables and the magnitude of each indicator's contribution in reflecting the construction it measures.

Table 3. Respondent Characteristics

Characteristics	Frequency	Percentage (%)
Gender		
Female	16	32.7%
Male	27	62.8%
Age		
<25 year	24	57.1%
25-30 year	7	16.7%
31-40 year	8	19%
>30 year	3	7.1%
Tenure		
<1 year	22	51.2%
1-3 year	19	44.2%
>5 year	2	4.7%
Job position		
Admin & General	2	4.7%
Accounting	4	9.3%
Sales&Marketing	6	14%
Front Office	4	9.3%
Housekeeping	5	11.6%
Food&Beverage	12	27.9%
Engineering	6	14%
Security	4	9.3%

Source: Processed Data, 2025

Validity Test

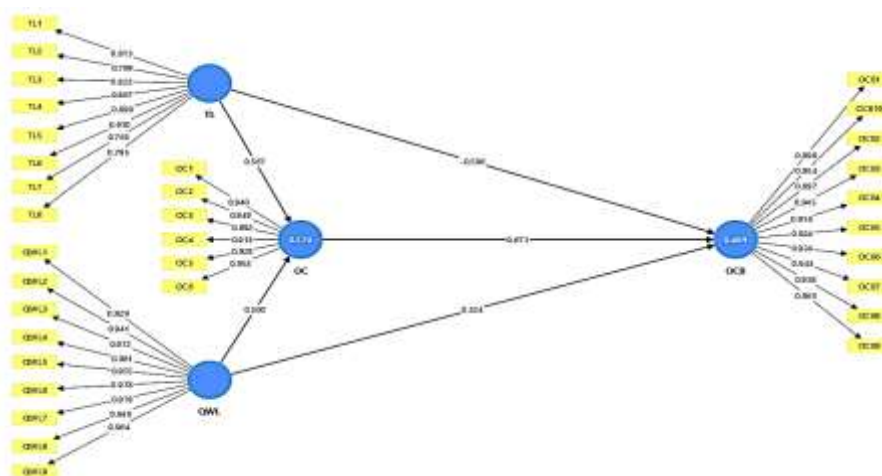


Fig. 2 Path Coefficients

Source: Processed Data, 2025

In addition to assessing the loading factor values, construct testing also continued by evaluating reliability and convergent validity through AVE, Cronbach's Alpha, and Composite Reliability. All AVE values obtained were >0.50 , which means that each indicator was able to describe the construct well [43]. Cronbach's alpha and composite reliability

value for all constructs were at the threshold of >0.70 , which indicates that each variable has strong internal consistency. Details of the test results are presented in Table 4 and confirm that TL, QWL, OC, and OCB have met the validity and reliability criteria according to the recommended quantitative analysis standards [43].

Table 4. Ave, Cronbach's Alpha And Composite Reliability

Variable	Indicator	AVE	Cronbach's Alpha	Composite Reliability
TL	TL1	0.695	0.937	0.948
	TL2			
	TL3			
	TL4			
	TL5			
	TL6			
	TL7			
	TL8			
QWL	QWL1	0.922	0.989	0.991
	QWL2			
	QWL3			
	QWL4			
	QWL5			
	QWL6			
	QWL7			
	QWL8			
	QWL9			
OC	OC1	0.864	0.968	0.974
	OC2			
	OC3			
	OC4			
	OC5			
	OC6			
OCB	OCB1	0.866	0.983	0.985
	OCB2			
	OCB3			
	OCB4			
	OCB5			
	OCB6			
	OCB7			
	OCB8			
	OCB9			
	OCB10			

Source: Processed Data, 2025

Discriminant Validity

Discriminant validity was tested using the Heterotrait-Monotrait Ratio (HTMT) approach to ensure that each construct in the model has a clear difference from each other. The test results in Table 5 show that all HTMT values <0.85 , which indicates that there is no excessive correlation between constructs [43]. Thus, the constructs of transformational leadership, quality of work life, organizational commitment, and organizational citizenship behavior are proven that each construct truly captures a different meaning, so that there is no overlap between variables in measuring the concept being studied. So that the evaluation of discriminant validity using HTMT is fulfilled.

TABLE 5. HTMT

	OCB	OC	QWL	TL
OCB				
OC	0.447			
QWL	0.507	0.534		
TL	0.111	0.699	0.300	

Source: Processed Data, 2025

R^2 measures the variance explained in each endogenous construct and is therefore a measure of the model's explanatory power [44]. The test results in Table 6 show that the adjusted R-square value for the organizational commitment variable is 0.570, indicating that transformational leadership and quality of work life can explain 57% of the organizational commitment variable. Therefore, it can be concluded that the model is considered moderate. Meanwhile, he adjusted R-square value for the organizational citizenship behavior variable is 0.489, indicating that transformational leadership, quality of work life, and organizational commitment can explain 48% of the organizational citizenship behavior variable. It can be concluded that the model is considered moderate.

TABLE 6. R-SQUARE

R-Square	
OC (R^2)	0.570
OCB (R^2)	0.489

Source: Processed Data, 2025

Hypothesis Test

To evaluate the specific contribution of each construct to the endogenous variables, the effect size (f^2) is displayed in Table 7. The f^2 value indicates that transformational leadership has a large influence on organizational commitment ($f^2=0.6854$) and a moderate effect on organizational citizenship behavior ($f^2=0.378$). Furthermore, quality of work life has a moderate effect on organizational commitment ($f^2=0.277$) and a small effect on organizational citizenship behavior ($f^2=0.379$), indicating that organizational commitment plays a significant role in enhancing organizational citizenship behavior (OCB). The following is the effect size (f^2) value data used to measure the strength of the influence of each exogenous construct on the endogenous construct in the structural model, as summarized in Table 7.

TABLE 7. EFFECT SIZE

	OC	OCB
OC		0.379
OCB		
QWL	0.277	0.147
TL	0.684	0.378

Source: Processed Data, 2025

Based on the categories, a value higher than 0.02 indicates a small effect, 0.15 a medium effect, and 0.35 a large effect [42]. These results indicate that the TL construct is the strongest predictor in the model, particularly in the formation of OC, followed by the contribution of OC to OCB. Thus, these variables play a dominant role in explaining variations in employee behavior and attitudes in this study.

TABLE 8. HYPOTHESIS TESTING RESULTS

Hypothesis	Original Sample	T-stas	P-value	Result
Transformational Leadership → Organizational Citizenship Behavior	-0.596	2.577	0.010	Accepted
Quality of Work Life → Organizational Citizenship Behavior	0.324	1.983	0.047	Accepted
Transformational Leadership → Organizational Commitment	0.567	4.243	0.000	Accepted
Quality of Work Life → Organizational Commitment	0.360	3.207	0.001	Accepted
Organizational Commitment → Organizational Citizenship Behavior	0.671	3.114	0.002	Accepted
Transformational Leadership → Organizational Commitment → Organizational Citizenship Behavior	0.381	2.432	0.015	Accepted
Quality of Work Life → Organizational Commitment → Organizational Citizenship Behavior	0.242	2.010	0.044	Accepted

Source: Processed Data, 2025

All hypotheses were found to be significant, indicating that transformational leadership and quality of work life significantly influence organizational citizenship behavior, both directly and through organizational commitment as a mediator.

The findings of this study indicate that all proposed hypotheses are supported, confirming that transformational leadership and quality of work life (QWL) have a significant influence on organizational citizenship behavior (OCB), both directly and indirectly through organizational commitment as a mediating variable. These results suggest that organizational commitment serves as a psychological foundation that encourages employees to voluntarily contribute beyond their formal job responsibilities. When leaders are able to provide inspiration, act as role models, attend to individual needs, and foster employees' competency development, employees are more likely to exhibit higher levels of OCB.

These findings are consistent with the study by [45] published in *Heliyon* (Elsevier), which demonstrates that transformational leadership has a positive and significant effect on OCB, both directly and through improvements in QWL and organizational commitment. The study emphasizes that leadership characterized by a clear vision, individualized support, and employee empowerment is capable of strengthening employees' emotional attachment to the

organization, which in turn promotes sustained extra-role behaviors.

Furthermore, the results of this study also indicate that quality of work life makes a significant contribution to OCB, suggesting that employees who perceive their work environment as safe, balanced, and supportive of personal development tend to demonstrate greater concern for the organization. This finding is in line with the study by [46] published in the *International Journal of Human Resource Management*, which found that QWL plays a crucial role in enhancing affective commitment and prosocial employee behaviors, including OCB. Therefore, QWL functions not only as a welfare-related factor but also as a strategic instrument for fostering positive employee behaviors.

This study further confirms that transformational leadership and quality of work life significantly enhance organizational commitment, which subsequently leads to increased OCB. These results align with the findings of [47] in the *Leadership & Organization Development Journal*, which indicate that transformational leadership plays an important role in shaping organizational commitment through the creation of meaningful work, trust, and emotional relationships between employees and the organization. When organizational commitment is strongly established, employees are more likely to demonstrate loyalty and a willingness to assist colleagues and support organizational goals.

However, several international studies suggest that the effects of leadership and QWL on OCB are not always direct but are highly dependent on employees' internal psychological conditions. A study by [48] published in the *International Journal of Contemporary Hospitality Management* found that organizational commitment plays a key mediating role in the relationship between working conditions and OCB. The study indicates that without strong affective commitment, organizational support and favorable working environments may not optimally translate into OCB. This finding reinforces the results of the present study, emphasizing that organizational commitment is a central mechanism explaining why employees are willing to engage in voluntary contributions.

Moreover, the findings of this study are also consistent with the research by [49] published in *Administrative Sciences*, which explains that transformational leadership influences positive employee behaviors through psychological activation, such as increased self-confidence, work meaningfulness, and emotional attachment to the organization. This psychological activation subsequently strengthens organizational commitment, which ultimately fosters OCB. Thus, organizational commitment serves as a critical bridge linking leadership practices and quality of work life with employees' extra-role behaviors.

This finding indicates that organizational commitment serves as a crucial foundation for motivating employees to voluntarily contribute more to the organization, thereby confirming the acceptance of Hypotheses 1 and 2. In essence, when leaders are able to inspire, act as role models, provide individual support, and facilitate the development of employees' skills, employees are more likely to engage in contributions that go beyond their formal job responsibilities. This finding is consistent with research [14], [15], [25] which states that a transformational leadership style encourages the emergence of organizational citizenship behavior. The results of this study also indicate that quality of work life contributes to organizational citizenship behavior. Employees who feel they have a safe, balanced work environment and provide opportunities for development tend to care more about the company and want to participate voluntarily. This finding is consistent with research [19], [21], although not always found in different contexts such as in study [18], thus indicating sensitivity to organizational conditions and work culture.

In addition to their influence on organizational citizenship behavior, the results of this study demonstrate that both transformational leadership and quality of work life significantly increase organizational citizenship behavior, thus accepting Hypotheses 3 and 4. In other words, when leaders are able to provide inspiration and individual attention, and the company is able to provide a quality work life, employees will feel emotionally attached and loyal to the company. This finding supports research [31], [50]. However, this finding is inconsistent with research [51], [52], which found that the influence of both was not always significant, thus indicating that employee commitment is influenced by other contextual factors such as job characteristics, organizational justice, or work climate.

Furthermore, the research findings show that organizational commitment significantly increases organizational citizenship

behavior, thus accepting Hypothesis 5. In other words, employees who have a strong commitment will tend to help coworkers, maintain the company's reputation, and make more contributions without being asked. These results strengthen the findings [26], [50], [53] which state that commitment is an important driver of organizational citizenship behavior. Furthermore, this study also found that organizational commitment was able to mediate the influence of transformational leadership and quality of work life on organizational citizenship behavior, thus, Hypotheses 6 and 7 were accepted. This means that employees are not only willing to behave voluntarily because they are inspired by their leaders or feel comfortable with their quality of life, but also because they first develop a sense of belonging, connection, and loyalty to the organization. These results support research [29], [32] which explains that commitment is a psychological mechanism that strengthens this relationship.

Overall, the results of this study confirm that increasing organizational citizenship behavior in Kiyana Premiere Hotel Batang and Kiyana Resort Dieng does not only rely on leadership style or good working conditions but must fundamentally be built through strengthening organizational commitment as the foundation for employee voluntary behavior.

IV. CONCLUSIONS

Research conducted at Kiyana Premiere Hotel Batang and Kiyana Resort Dieng reveals that transformational leadership (TL) and quality of work life (QWL) are vital in influencing employees' organizational citizenship behavior (OCB) within the hospitality sector. Transformational leaders who offer inspiration, motivation, and personal attention have been found to enhance employees' willingness to contribute beyond their formal job responsibilities. In addition, a positive quality of work life—reflected in a comfortable work environment, supportive relationships, opportunities for growth, and a balanced work-life dynamic—fosters employees' prosocial behavior. The findings of this study also confirm that organizational commitment plays a crucial role in strengthening the relationship between transformational leadership and quality of work life, with organizational citizenship behavior. Organizational commitment serves as a psychological mechanism that bridges the influence of these two factors. Employees with high levels of commitment tend to respond to inspirational leadership and a conducive work environment by exhibiting stronger and more consistent organizational citizenship behavior. Conversely, when levels of commitment are low, the influence of leadership and quality of work life on organizational citizenship behavior is less than optimal. Thus, organizational commitment is a key element in developing work behavior that goes beyond formal obligations and supports sustainable company performance. These findings provide practical implications for the management of Kiyana Premiere Hotel Batang and Kiyana Resort Dieng to focus more on developing leadership styles and improving the quality of employee work life as a strategy to build organizational commitment and encourage organizational citizenship behavior. These efforts are expected to improve service quality,

teamwork, and company competitiveness in the hospitality industry. This study focused solely on transformational leadership, quality of work life, organizational commitment, and organizational citizenship behavior. With this limited variable space, many other aspects of organizational citizenship remain unexplored. Future research could consider expanding the sample size and adding variables to better represent the findings and provide a more robust picture, including the use of other variables influencing organizational citizenship behavior, such as organizational justice, perceived organizational support (POS), employee engagement, and service climate.

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