

## Factor Affecting Work Engagement, Affective Commitment, And Organizational Citizenship Behavior

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**Abstract:** This study examines the effect of transformational leadership on work engagement, affective commitment, and OCB both directly and indirectly. The quantitative design of this study used survey methodology by sending questionnaires to frontline employees in the hospitality industry. One hundred and eighty questionnaires out of 200 questionnaires issued were usable. The data analysis used to test the Structural Equation Model - Partial Least Squares (SEM-PLS) approach is SmartPLS 4.0. The results obtained concluded that transformational leadership, affective commitment, and work engagement affect OCB, transformational leadership affects affective commitment and work engagement, work engagement affects affective commitment, transformational leadership affects OCB through affective commitment, transformational leadership affects OCB through work engagement, and work engagement affects organisational citizenship behaviour through affective commitment. The effect of transformational leadership on OCB of hotel employees in North Sumatra - Indonesia, mediated through affective commitment and work engagement.

**Keywords:** Organisational Citizenship Behavior; Affective Commitment; Work Engagement; Transformational Leadership.

**Abstrak:** Penelitian ini bertujuan untuk menguji pengaruh kepemimpinan transformasional terhadap work engagement, komitmen afektif dan OCB baik secara langsung maupun tidak langsung. Desain kuantitatif penelitian ini menggunakan metodologi survei dengan mengirimkan kuesioner kepada karyawan garis depan di industri perhotelan. Seratus delapan puluh kuesioner dapat digunakan dari 200 kuesioner yang dikeluarkan. Analisis data yang digunakan untuk menguji pendekatan Structural Equation Model - Partial Least Squares (SEM-PLS) adalah SmartPLS 4.0. Hasil penelitian diperoleh kesimpulan bahwa kepemimpinan transformasional, komitmen afektif, dan keterlibatan kerja berpengaruh terhadap OCB, kepemimpinan transformasional berpengaruh terhadap komitmen afektif dan keterlibatan kerja, keterlibatan kerja berpengaruh terhadap komitmen afektif, kepemimpinan transformasional berpengaruh terhadap OCB melalui komitmen afektif, kepemimpinan transformasional berpengaruh terhadap OCB melalui keterlibatan kerja, dan keterlibatan kerja berpengaruh terhadap perilaku kewargaan organisasional melalui komitmen afektif. Pengaruh kepemimpinan transformasional terhadap OCB karyawan hotel di Sumatera Utara - Indonesia, dimediasi melalui komitmen afektif dan keterlibatan kerja.

**Kata Kunci:** Organisational Citizenship Behavior; Affective Commitment; Work Engagement; Transformational Leadership.

## INTRODUCTION

As a service-based industry, hotel workers' role as the company's vanguard is essential in providing excellent service (Leyva & Parra, 2021). Researchers are interested in studying the elements that influence the conduct of front liners in the hospitality business. Employee



Organizational Citizenship Behavior (OCB) is one of the behaviours that has piqued the interest of scholars. This conduct is linked to high customer satisfaction and low turnover. Organisational Citizenship Behavior contributes significantly to organisational performance (Jufrizen et al., 2023). Employees with Organizational Citizenship Behavior will willingly engage in behaviours to assist colleagues on sick leave or inexperienced colleagues and assist the organisation in difficult circumstances (Rahman & Karim, 2022).

Leadership is one factor that has a significant impact on organisational citizenship behaviour. (Yukl & Gardner, 2020) state that the ability of managers to affect individual behaviour in the workplace is referred to as leadership. A successful leader can persuade his employees to engage in beneficial organisational behaviour, such as organisational citizenship behaviour in the workplace (Khalili, 2017). Transformational leadership has garnered the most attention and is regarded as the most effective type (Khan et al., 2020). Regularly, positive work outcomes, including employee creativity, job satisfaction, organisational commitment, psychological empowerment, OCB, and subordinate effectiveness, are generated under transformational leadership (Ma et al., 2020; Shafi et al., 2020). Transformational leadership, associated with Organizational Citizenship Behavior, comprises a collection of leadership-defined actions that inspire and motivate individuals to exceed average or surpass their job performance by modifying their beliefs, needs, preferences, and aspirations (Gurmani et al., 2021). This leadership is successful when subordinates can accept the leader's values, ambitions, and aspirations and modify attitudes, beliefs, and goals (Lee et al., 2018).

Prior studies have established a correlation between transformational leadership and employees' organisational citizenship behaviour (Nohe & Hertel, 2017; Galati et al., 2022; Buil et al., 2019). Nevertheless, the psychological determinants that underlie this impact remain fiercely debated (Nohe & Hertel, 2017). Describing this procedure is essential to comprehend how transformational leadership affects organisational citizenship behaviour and other outcomes (Ng, 2017). Consequently, despite several positive correlations between transformational leadership and organisational citizenship behaviour, further research is required to determine how transformational leadership influences organisational citizenship behaviour (Istiqomah & Riani, 2021).

For the OCB behaviour of employees to be adequately shown, the effectiveness of the role of a company leader is essential. To be an effective leader, a leader must be able to positively impact all of the personnel he leads to fulfil the company's goals (Ghavifekr & Adewale, 2019). Transformational leadership is particularly well-suited for implementation within a corporation's dynamic environment. Transformational leaders motivate their followers to prioritise the organisation's interests over their own, inspiring them (Khan et al., 2020).

Numerous research investigations have endeavoured to elucidate this psychological mechanism by implementing diverse theoretical frameworks, including the Social Exchange Theory (SET). According to this theory, social exchange is a series of interactions involving typically interdependent relationships with others (Ahmad et al., 2023). This interdependent relationship could result in a high-quality relationship under certain circumstances (Nazir et al., 2018). The level of work involved is one condition that promotes this relationship (Buil et al., 2019; Bhatti et al., 2018). Work engagement is an optimistic psychological state associated with the task and distinguished by perseverance, dedication, and openness. Work engagement indicates considerable physical and mental fortitude, a willingness to put effort



into one's work, and perseverance when facing challenges. Work engagement can be described as the state of being fully absorbed and committed to one's work (Ashfaq, 2021).

The affective commitment was employed as a mediator in this study. Employee commitment helps the development of organisational citizenship behaviour (Lee et al., 2018). In contrast to pressure (continuance commitment) and obligations (normative commitment), employees' affective commitment is based on their emotional emotions and intrinsic motivation. Affective and identification mechanisms explain transformational leadership and organisational citizenship behaviour (Ng, 2017). The mediating role of affective commitment between transformational leadership and organisational citizenship behaviour is motivated by two primary factors (Lee et al., 2018). Influential leaders positively affect employees through effective mechanisms, one of which is to increase affective commitment, which positively affects organisational citizenship behaviour. Second, employee role identification identifies the values of managers and organisations so that employees can engage in activities that impact and benefit managers and organisations through organisational citizenship behaviour (Peng et al., 2020).

This study is motivated by the existence of research gaps in previous studies. Based on the research, it is known that transformational leadership has a significant effect on work engagement (Jiatong et al., 2022; Amor et al., 2020), affective commitment (Shao et al., 2022; Peng et al., 2020), and OCB (Qalati et al., 2022; Dedic & Mujezinovic, 2022). Furthermore, work engagement has a positive and significant effect on affective commitment (Jiatong et al., 2022) and OCB (Rahman & Karim, 2022; Sridadi et al., 2022; Jufrizen et al., 2023), and affective commitment has a significant effect on OCB (Ho, 2022; Grego-Planer, 2019). However, in contrast to the results of research showing that transformational leadership does not have a significant effect on work engagement (Hidayat & Nasution, 2023; Hidayat & Masdupi, 2022), affective commitment (Eliyana et al., 2019; Herminingsih, 2020; David et al., 2017) and OCB (Purnomo & Hadi, 2019; Subhaktiyasa et al., 2023). Likewise, work engagement does not have a significant effect on affective commitment (Rikmaratri & Prohimi, 2018; Kambunawati, 2022) and OCB (Affandi et al., 2018), and affective commitment has no significant effect on OCB (Novianti, 2021). Based on the research gap identified previously, this study aims to determine the impact of transformational leadership on OCB mediated by work engagement and affective commitment.

## THEORETICAL REVIEW

**Organisational Citizenship Behavior.** Organisational Citizenship Behavior (OCB) is an individual's willingness to exceed role demands in the workplace (Munawir et al., 2019). Organisational Citizenship Behavior (OCB) is actions carried out by members of an organisation that exceed the formal requirements of their work (Bogler & Somech, 2023). (Robbins & Judge, 2017) describe OCB as an employee's voluntarily chosen action that hinders the organisation's effectiveness but is not required by law. OCB is a discretionary individual initiative and option permissible without being displayed. The independent conduct of an employee that is not explicitly or directly associated with a formal reward system is referred to as organisational citizenship behaviour (OCB). It facilitates the optimal and streamlined functioning of the entire organisation (L'opez-Cabarcos et al., 2022). The personality foundation of OCB is comprised of the qualities of cooperative, helpful,





compassionate, and severe employees (Luthans et al., 2021). A previous study has discovered the importance of organisational citizenship behaviour and the characteristics that contribute to it (Tefera & Hunsaker, 2020). Previous research has linked OCB to enhanced employee performance, organisational productivity, higher service quality, a better organisational climate, and organisational effectiveness and efficiency (Qalati et al., 2022). The extensive array of variables and empirical discoveries in prior studies facilitates a more comprehensive investigation of novel variables or alterations in variables that hold significance within the research's specific context and geographical setting.

**Transformational Leadership.** Transformational leadership can motivate followers to implement and manage their interests for the organisation's benefit through individual friendliness, intellectual stimulation, and ideal influence, all of which will result in additional effort from employees for enhanced organisational effectiveness (Robbins & Judge, 2017). Transformational leadership is a leader who has a high social nature and cares about the common good (Qalati et al., 2022). Transformational leadership can inspire and motivate followers to go beyond their initial expectations and attain outcomes of greater significance. Providing internal rewards characterises this leadership approach (Bakker et al., 2022). Transformational leadership instils common ideals and goals in subordinates. It motivates employees to enhance their conduct in daily duties and work that goes above and beyond job requirements and descriptions, as well as OCB (Khan et al., 2020). (Nurjanah et al., 2020) found that Transformational leadership influences the development of organisational citizenship behaviour. Besides, meta-analysis research (Nohe & Hertel, 2017) demonstrates the link between transformative leadership and OCB.

Consistently, empirical studies have identified positive correlations between leadership and behaviour among workers. These connections may occur on an organisational, group, or individual level (Ma et al., 2020). Transformational leadership has been found to improve subordinates' affective commitment (Peng et al., 2020). On the contrary, quiet leadership erodes subordinates' affective commitment (Wu et al., 2020). Additionally, transformational leadership can influence the intrinsic worth of subordinates in accomplishing objectives and inspire them to exhibit a more profound personal dedication to the shared vision, mission, and corporate targets (Khan et al., 2020). (Lee et al., 2018) discovered that transformational leadership had a beneficial effect on affective commitment. Another research by (Shao et al., 2022) also promotes the relationship between transformational leadership and affective commitment. Employee engagement and involvement in company strategy and goals are synonyms for transformational leadership. Employee commitment and passion at work are increased by transformational leadership (Anggiani, 2022). It happens due to leaders' ideal impact and individual factors employees recognise. Leaders who serve as role models give appealing visions, emotionally engage subordinates, and push staff to work hard to attain corporate goals (Steinmann et al., 2018). Leaders who serve as role models for their staff boost their worth and contribution by including them more in their work (Steinmann et al., 2018). The correlation between work engagement and leadership styles, specifically transformational leadership, has yet to be studied despite the considerable significance attributed to leadership (Caniëls et al., 2018). Research (Lai et al., 2020) shows that transformational leadership favours establishing employee work engagement in public sector firms. Based on the preceding, the third hypothesis is as follows:



- H1:** Transformational Leadership Affects Organisational Citizenship Behavior.
- H2:** Transformational Leadership Affects Affective Commitment.
- H3:** Transformational Leadership Affects Work Engagement.
- H7:** Transformational leadership affects Affective Commitment Mediated by Work Engagement.
- H8:** Transformational leadership affects Organizational Citizenship Behavior Mediated by Affective Commitment.
- H10:** Transformational leadership affects Organizational Citizenship Behavior mediated by Work Engagement and Affective Commitment.
- H11:** Transformational leadership affects Organizational Citizenship Behavior Mediated by Work Engagement

**Work Engagement.** Work engagement is a concept where employees have a sense of engagement. In other words, they feel attached to their work, so they will be more enthusiastic about doing it when they work. Work engagement is characterised by a positive correlation with workplace behaviour, which encompasses attitudes toward the connection between employees and their work and is marked by enthusiasm, commitment, and recognition. In other words, employees with high work engagement will focus all their attention and energy on their jobs and be more enthusiastic about their work (Ali et al., 2022). Work engagement is a positive, satisfying, work-related mental condition characterised by zeal, commitment, and absorption. The psychological condition of employee engagement is characterised by enthusiasm, ownership, and dedication to work. This is critical for organisational effectiveness for ascertaining why some employees "push harder" at their jobs than others (Monje-Amor et al., 2021).

Numerous determinants impact work engagement. The first pertains to the interactions between individual employees and their jobs, teams, or organisations. The second concern is implementing organisational strategy, stewardship, and policy to foster employee engagement. This encompasses operational or managerial aspects and business strategies (Turner, 2020). This variable is noteworthy due to its positive influence on various aspects of the organisation, such as performance (Khan et al., 2020), lowering the desire to resign (Karatepe & Avci, 2017), and decreasing undesirable behaviours such as absence (Zhenjing et al., 2022). Previous research has also looked into the function of work engagement in developing OCB in the workplace (Rahman & Karim, 2022; Park, 2019).

Work engagement's mediation role has been widely employed to explain a variety of workplace occurrences (Bhatti et al., 2018; Karatepe & Avci, 2017; Zahor, 2020). Work engagement's mediation role has been widely employed to explain a variety of workplace occurrences (Karatepe & Avci, 2017; Bhatti et al., 2018; Zahor, 2020). A transformational leader inspires and intellectually stimulates employees to accomplish a better job by identifying each employee's needs using ideals and individual judgment. Foster's reciprocity, in which colleagues reward this conduct with further involvement, encourages



one another to invest in their jobs. People feel helpful by doing and displaying conduct that is not part of their job description (Buil et al., 2019; Li et al., 2019).

(Buil et al., 2019) and (Azila-Gbettor, 2022) show that the relationship between transformational leadership and OCB is mediated by work engagement. Furthermore, work engagement mediates the relationship between leadership and OCB (Abas et al., 2019; Sugianingrat et al., 2019). Based on the provided description, the formulated hypothesis is as follows:

**H5:** Work Engagement Affects Organisational Citizenship Behavior.

**H6:** Work Engagement Affects Organisational Citizenship Behavior.

**H10:** Work Engagement Affects Organisational Citizenship Behavior Mediated by Affective Commitment.

*Affective Commitment.* Academic literature widely recognises organisational commitment as a multidimensional construct of three distinct components: affective, continuance, and normative (Oh, 2019). Affective commitment pertains to an employee's sentimental affinity, affiliation, and active organisational involvement. Motivated by desire, employees with high emotional commitment remain with the organisation. Affective commitment is also linked to employees' emotional sentiments and intrinsic motivation (normative commitment), as opposed to obligations and pressures (continuance commitment) (Wang et al., 2022). Employees with a strong emotional connection to the company are likelier to increase their passion, dedication, and service performance to achieve excellent work results (L'opez-Cabarcos et al., 2022). Affective commitment explains a strong individual's belief in adopting the organisation's values, beliefs, and goals. Therefore, the manager's role is vital in maintaining employee feelings and supporting cooperation between employees and the organisation (Alqudah et al., 2022). Al-Haroon & Al-Qahtani (2020) define Affective commitment as the state in which an employee develops a sense of identification with the organisation and its objectives while also harbouring the desire to maintain their membership. Affective commitment has also been linked to various workplace actions (Tang & Vandenberghe, 2020; Lee et al., 2018). The level of employee commitment plays a significant role in influencing the manifestation of organisational citizenship behaviour within the workforce of public enterprises (Hanaysha et al., 2022).

As per the SET theory, the association between transformational leadership and organisational citizenship behaviour is mediated by affective commitment. This is reinforced by an emotional dedication to conveying employees' sentiments regarding the organisation (Lee et al., 2018). More organisational citizenship behaviour will be generated through transformational leadership supported by committed subordinates (Lee et al., 2018). Organisations with solid organisational citizenship conduct require great collaboration between leaders and subordinates, as evidenced by high affective commitment. (Chen et al., 2018) state that a transformational leader aims to be a role model for subordinates by evaluating and developing people through coaching and mentoring, providing a clear vision, and encouraging employees to solve challenges creatively. This leads to social interactions that boost employees' chances of identifying with the organisation's values, goals, and standards. This is a sign of affective commitment, which causes employees to support their

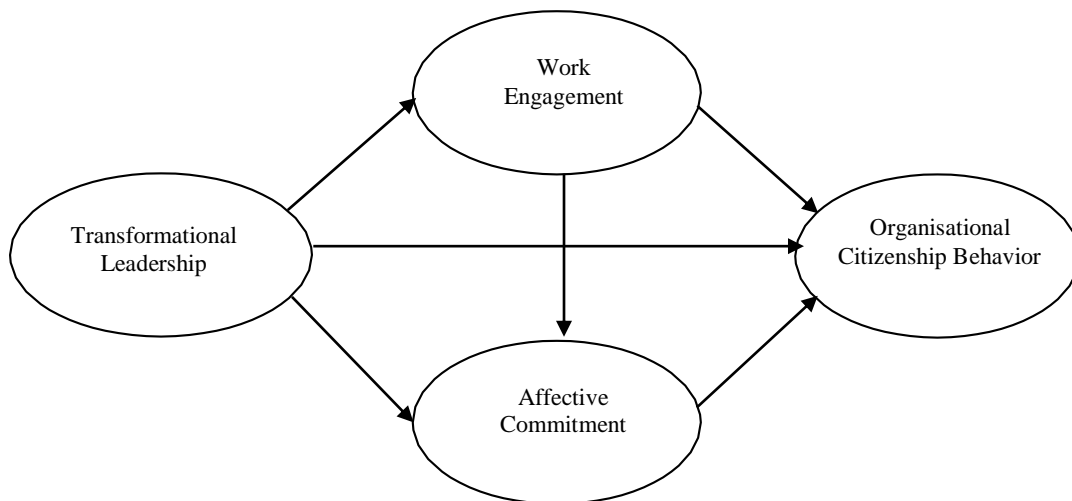


peers and give constructive suggestions for organisational development. They were all generals. Follow organisational rules and practices to prevent complicating colleagues' work and suffering from organisational challenges.

Several studies reveal that affective commitment benefits organisational citizenship behaviour (Shahjehan et al., 2019). Affective commitment has also been identified as a mediating component in prior investigations (Lee et al., 2018; Nohe & Hertel, 2017). Transformational leadership and organisational citizenship conduct are entirely mediated by affective commitment (Khaola & Rambe, 2021). Another finding (Pattnaik & Sahoo, 2021) is that it strengthens the affective commitment variable, which mediates the establishment of organisational citizenship behaviour in the workplace.

**H4:** Affective Commitment Affects Organisational Citizenship Behavior.

Based on the explanation above and prior research, the following can be stated regarding the effect of transformational leadership on OCB through affective commitment and work engagement:



**Figure 1.** Research Model

Source: Developed by the researcher for this research (2023)

**METHODS**

This study was conducted on hotel employees in North Sumatra - Indonesia. The hotel recipes were chosen because few studies have explored the role of transformative leadership in OCB by employing affective commitment and job engagement as mediating variables (Karatepe & Avci, 2017). The choice of this research topic also includes the growth of hotels that are becoming more competitive because of the COVID-19 pandemic, which forces restaurants and hotels to offer extra services to customers through OCB staff. With the help of the company's HR department, an employee survey needs to be given to gather information from the respondents. Due to the basic level and time required, the distribution technique was conducted online using HRDs or key informants to deliver the information to the respondents. Two hundred surveys were collected from two hundred employees in





ten North Sumatra, Indonesia hotels. Twenty of the 200 surveys needed to include more information; however, no outliers were identified, so they were excluded from the test results.

Transformational leadership is assessed using seven items from (Bakker et al., 2022), Work engagement is assessed using the 9 Utrecht Work Engagement Scale instruments developed by (Carmona-Halty et al., 2019), Affective commitment is assessed using eight instruments developed by (Moreira et al., 2020). Meanwhile, OCB is measured by (Kim et al., 2021). All the statements in the four variables listed above were stated on a Likert scale ranging from strongly disagree to agree strongly. The SmartPLS 4.0 software was used to test the hypothesis of this study, utilising a structural equation model using a partial least square (PLS) technique. Employing a structural equation model with the partial least squares (PLS) approach allows for simultaneously testing multiple independent and dependent variables (Hair et al., 2021).

## RESULTS

**Table 1** shows the respondents' demographic profile, showing that men comprised the majority of respondents (56.000 per cent, or n of 101) compared to women (44 per cent, or n of 44). Most respondents were under 40 (35 per cent, or n of 63), while only 83 (46 per cent) were under 30. Similarly, 58 per cent (n of 104) of employees have a bachelor's degree. Furthermore, most employees have a merit status of 65 percent (n of 117).

**Table 1.** Demographic Respondents

No.	Characteristics	Description	Frequency	Percentage
1	Gender	Man	101	56.000
		Woman	79	44.000
		Total	182	100.000
2	Age	Less than 30 Years	83	46.000
		30 to 40 Years	63	35.000
		Greater than 40 Years	34	19.000
		Total	182	100.000
3	Education	High school		15.000
		Diploma	35	19.000
		Bachelor	104	58.000
		Masters	14	8.000
		Total	180	100.000
4.	Marital status	Not Married	63	35.000
		Married	117	65.000
		Total	180	100.000

Source: Processed Data (2023)

Construct validity and reliability is a test that determines a construct's reliability. The construction sites must have an adequate level of dependability greater than 0.600, which is the composite's reliability criterion (Hair et al., 2021).





**Table 2.** Measurement of Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ACM	0.920	0.923	0.934	0.640
OCB	0.909	0.914	0.925	0.553
TLD	0.930	0.937	0.943	0.675
WEG	0.879	0.887	0.903	0.540

Source: Processed Data (2023)

**Table 2** shows the results of measuring the validity and reliability of the research variables consisting of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). Average Variance Extracted (AVE) with a value greater than 0.500. Thus, all the controls in this study have met the value of good validity and reliability.

Further examination for cross-loading reveals that each item loaded more heavily on its particular constructions than on any other constructs. Meanwhile, for the HTMT technique, the value fulfilled the acceptable value of HTMT 0.850 (Hair et al., 2021) and HTMT 0.900 (Hair et al., 2021). The confidence interval bias for the causal path also showed that 0 did not straddle between a 5 per cent and 95 per cent confidence level and did not exceed the value of 1, suggesting all values were statistically significant. Hence, the results indicated that they had met the discriminant validity. The results of the study's discriminant analysis are shown in **Table 3**:

**Table 3.** Item Loading and Cross Loading

	Affective Commitment	OCB	Transformational Leadership	Work Engagement
ACM1	0.778	0.585	0.466	0.585
ACM2	0.786	0.637	0.512	0.614
ACM3	0.811	0.628	0.460	0.590
ACM4	0.787	0.644	0.441	0.497
ACM5	0.791	0.556	0.405	0.495
ACM6	0.844	0.639	0.526	0.567
ACM7	0.773	0.627	0.500	0.559
ACM8	0.829	0.787	0.594	0.661
OCB1	0.528	0.824	0.812	0.574
OCB10	0.552	0.844	0.881	0.579
OCB2	0.717	0.782	0.579	0.650
OCB3	0.707	0.778	0.571	0.641
OCB4	0.437	0.668	0.411	0.577
OCB5	0.628	0.702	0.482	0.609
OCB6	0.423	0.669	0.415	0.585
OCB7	0.443	0.747	0.669	0.425
OCB8	0.458	0.765	0.693	0.446
OCB9	0.557	0.625	0.411	0.470
TLD1	0.428	0.520	0.663	0.378
TLD2	0.554	0.735	0.879	0.535
TLD3	0.552	0.844	0.881	0.579
TLD4	0.523	0.706	0.876	0.505
TLD5	0.526	0.694	0.847	0.451
TLD6	0.501	0.689	0.860	0.485
TLD7	0.477	0.664	0.824	0.486



TLD8	0.468	0.593	0.713	0.430
WEG1	0.375	0.498	0.368	0.699
WEG2	0.453	0.545	0.476	0.771
WEG3	0.526	0.604	0.463	0.812
WEG4	0.448	0.679	0.439	0.801
WEG5	0.478	0.490	0.337	0.695
WEG6	0.333	0.448	0.325	0.657
WEG7	0.628	0.702	0.482	0.709
WEG8	0.707	0.676	0.505	0.721

Source: Processed Data (2023)

The previous table shows that each indicator of the variable under study produces a more considerable cross-loading value for the variables it produces than the others. The findings show that the variables utilised in this study's indicators have high discriminant validity.

**Table 4.** HTMT Criterion

	<b>Affective Commitment</b>	<b>Organization Citizenship Behavior</b>	<b>Transformational Leadership</b>
ACM			
OCB	0.872		
TLD	0.660	0.894	
WEG	0.760	0.893	0.636

Source: Processed Data (2023)

The results in **Tables 2, 3, and 4** shows demonstrate that the validity measures for all four constructs (affective commitment, OCB, transformational leadership, and work engagement) measured their respective constructs based on their parameter estimates and statistical significance. All the results met the criterion of the acceptable value of validity and reliability tests. Next, the researcher proceeded to examine the structural model. The measurement model results showed that the data fulfilled all the constructs' reliability and validity. The model was initially offered to improve understanding of the proposed model during the confirmatory factor analysis (Hair et al., 2021).

The researcher calculated the collinearity before evaluating the structural model because each endogenous latent variable's regressions on the relevant antecedent constructs are generated using ordinary least squares (OLS), a method for estimating path coefficients in structural models (Hair et al., 2021). Additionally, if significant collinearity exists between the predictor constructs during estimation, the path values in multiple regressions may also be skewed (Hair et al., 2021). The Variable Inflation Factor (VIF) is another way to test collinearity. The researcher also looked at the VIF values of each predictor construct in the structural model to assess for collinearity. The collinearity between is free from inheritance if the VIF's value is less than 5 (Hair et al., 2021).



**Table 5.** Inner VIF Values

	Affective Commitment	Organization Citizenship Behavior	Transformational Leadership	Work Engagement
ACM		2.334		
OCB				
TLD	1.535	1.736		1.000
WEG	1.535	2.228		

Source: Processed Data (2023)

The indicators in **Table 5** shows do not exhibit multicollinearity because their VIF values are less than 5. Therefore, there is no overall multicollinearity between transformational leadership variables and OCB as measured by work engagement and affective commitment.

The coefficient of determination in the structural model represents the Variance in the endogenous constructs that can be attributed to the exogenous constructs connected to them (Hair et al., 2017). The  $R^2$  value was computed the researcher, utilising the squared correlation between the observed and predicted values of an endogenous variable (Hair et al., 2021). The coefficient of determination, denoted as  $R^2$ , is a statistical measure that varies between 0 and 1. A higher  $R^2$  value indicates higher predictive accuracy (Hair et al., 2021). Therefore, it can be observed that  $R^2$  values of 0.750, 0.500, and 0.250 for an endogenous latent variable correspond to strong, moderate, and weak associations, respectively (Hair et al., 2021).

**Table 6.** R-Square

	R Square	R Square Adjusted
ACM	0.572	0.567
OCB	0.884	0.882
WEG	0.349	0.345

Source: Processed Data (2023)

As shown in **Table 6** shows, construct affective commitment, transformational leadership, and work engagement explained 88.400 per cent of the endogenous construct' OCB ( $R^2 = 0.884$ ). So, according to the rule of thumb, the  $R^2$  values for both OCBs (0.884 greater than 0.750) can be vital. Transformational leadership and work engagement explained 57.200 per cent of the endogenous construct' Affective Commitment ( $R^2$  equals 0.572). So, according to the rule of thumb, the  $R^2$  values for both Affective Commitment (0.572) can be considered moderate, and construct transformational leadership explained 34.900 per cent of the endogenous construct' work engagement ( $R^2$  equals 0.349). So, according to the rule of thumb, the  $R^2$  values for both work engagements (0.349) can be considered weak.

Direct effect analysis aims to assess the direct effect hypothesis of an exogenous variable on an endogenous variable:

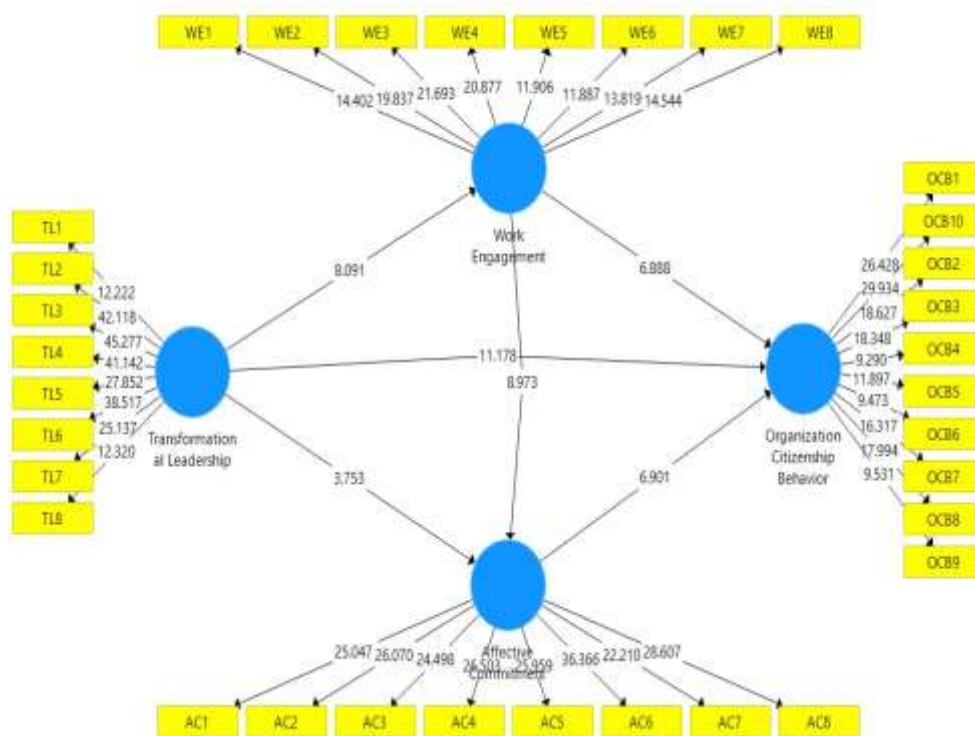


**Table 7.** Direct Effect

	T-Statistics	P- Values	Information
ACM -> OCB	6.901	0.000	Accepted
TLD -> ACM	3.753	0.000	Accepted
TLD -> OCB	11.178	0.000	Accepted
TLD -> WEG	8.091	0.000	Accepted
WEG -> ACM	8.973	0.000	Accepted
WEG -> OCB	6.888	0.000	Accepted

Source: Processed Data (2023)

Tables 7 and 8 show that the calculation of the hypothesis research results, directly and indirectly, obtained the structural research model, as shown in Figure 2.



**Figure 2.** Research Structural Model

Source: Processed Data (2023)

The objective of testing the indirect effect hypothesis is to demonstrate that a variable may have an indirect (through an intermediary) effect on other variables.

**Table 8.** Indirect Effect

	T-Statistics	P -Values	Information
TLD -> WEG -> ACM	6.346	0.000	Accepted
TLD -> ACM -> OCB	3.165	0.002	Accepted
WEG -> ACM -> OCB	5.025	0.000	Accepted
TLD -> WEG -> ACM -> OCB	4.956	0.000	Accepted



TLD -> WEG -> OCB	5.303	0.000	Accepted
Source: Processed Data (2023)			

## DISCUSSION

**The Effect of Transformational Leadership on Organizational Citizenship Behavior.** The results of testing hypotheses indicate that transformational leadership has a positive and significant effect on organisational citizenship behaviour. This implies that an increase in organisational citizenship behaviour among employees is directly proportional to the intensity of transformational leadership implementation. Conversely, as the intensity of transformational leadership implementation decreases, so does the degree of organisational citizenship behaviour exhibited by employees. Enhancing employees' organisational citizenship behaviour can be achieved through the heightened implementation of transformational leadership. A robust correlation exists between transformational leadership, characterised by charisma, inspiration, individual attention, intellectual stimulation, and its capacity to foster favourable employee attitudes and conduct (Li et al., 2019; Bakker et al., 2022; Alessa, 2021). One of the outcomes of positive behaviour is organisational citizenship behaviour. Outcomes in attitudes and behaviour are more due to leadership roles. The impact of the dimensions of transformational leadership, such as individual attention given by leaders to their employees, which aims to enable employees to maximise their work performance and have a high sense of self-confidence, even builds emotional bonds with superiors and the organisation. This gives employees a greater sense of caring for their colleagues and the organisation. Study (Nurjanah et al., 2020), (Nohe & Hertel, 2017), (Ghavifekr & Adewale, 2019), and several other studies found that organisational citizenship behaviour is significantly improved by transformational leadership. Empirical studies corroborate this (Qalati et al., 2022; Dedic & Mujezinovic, 2022), which state that transformational leadership positively affects organisational citizenship behaviour. The results of this study differ from the results of research (Purnomo & Hadi, 2019; Subhaktiyasa et al., 2023), which states that transformational leadership has no significant effect on organisational citizenship behaviour.

**The Effect of Transformational Leadership on Affective Commitment.** The hypothesis testing results indicate a positive and statistically significant relationship between transformational leadership and affective commitment. This means that the higher the intensity of the application of transformational leadership, the higher the level of employee affective commitment. Conversely, the lower the intensity of transformational leadership application, the lower the level of employee affective commitment. Employee affective commitment can be improved by increasing the intensity of transformational leadership application. Transformational leadership is one of a kind because it makes people emotionally connected to their work, which is good for long-term organisational growth (Lai et al., 2020). Transformational leadership transcends the transactional process and influences employees' emotions (Khan et al., 2020). Transformational leadership, characterised by an exemplar who conveys inspiration, values, and personalised attention to staff members, contributes to the development of affective commitment (Lai et al., 2020). Several studies show that transformational leadership influences the affective commitment of employees (Shao et al., 2022; Peng et al., 2020). A study (Peng et al., 2020; Ribeiro et



al., 2018) found that leadership with a transformational style has a significant positive effect on affective commitment. The results of this study differ from the results of research (Eliyana et al., 2019; Herminingsih, 2020; David et al., 2017), which states that transformational leadership has no significant effect on affective commitment.

**The Effect of Transformational Leadership on Work Engagement.** The hypothesis testing results indicate a statistically significant positive relationship between transformational leadership and work engagement. This means that the higher the intensity of applying transformational leadership, the higher the employee work engagement. Conversely, the lower the intensity of applying transformational leadership, the lower the level of employee work engagement. Work engagement can be improved by increasing the intensity of applying transformational leadership. A leader's leadership style is a discernible pattern that underscores the conduct or mindset of a leader when engaging with his subordinates (Fries et al., 2021). The leadership style employed by a company leader significantly impacts the emotional state and level of engagement exhibited by employees. A leader's leadership style becomes one-factor influencing employees' actions. The policies that are made, the approach to employees, and even the atmosphere of the work environment determine the formation of employee engagement (Khan et al., 2020). (Gemed & Lee, 2020) argue that transformational leadership significantly influences the behaviour and habits of followers (employees). Transformational leadership (and transactional leadership) increase worker/employee engagement in the workplace; however, transformational leadership's contribution is more significant than transactional leadership because it has a more significant impact on employee attitudes and work behaviour. Transformational leaders can generate intrinsic motivation for work, whereas transactional leaders emphasise extrinsic motivation (Jiatong et al., 2022). This aligns with previous research by (Jiatong et al., 2022; Amor et al., 2020), who concluded that transformational leadership and work engagement are significantly and positively correlated. The results of this study differ from the results of research (Hidayat & Nasution, 2023; Hidayat & Masdupi, 2022), which states that transformational leadership has no significant effect on work engagement.

**The Effect of Work Engagement on Affective Commitment.** The hypothesis testing findings indicate a statistically significant positive relationship between work engagement and affective commitment. This means that work engagement owned by employees can have an impact on employee affective commitment. This means that employees' increased work engagement can increase affective commitment. Organisational commitment is a human resource vital to achieving company/organisation goals. Employees who possess a strong sense of organisational commitment exert a favourable influence on the company in which they are employed. To attain a significant level of organisational commitment, it is imperative to enhance work engagement. Work engagement has a significant impact on organisational commitment. This means that employees will have a high organisational commitment if they are willing to involve themselves in their work outside their obligations or established working hours. Employees with high organisational commitment have a high probability of showing a strong attachment to the organisation, so the employees will feel engaged with their work and the company they work for and will continue to be part of it. The results of this research align with the results of research (Jiatong et al., 2022), which shows that work engagement has a substantial and beneficial effect on affective commitment. The results of this study differ from the results of research



(Rikmaratri & Prohimi, 2018; Kambunawati, 2022), which states that work engagement does not significantly affect affective commitment.

**The Effect of Affective Commitment on Organizational Citizenship Behavior.**

Based on the results of hypothesis testing, affective commitment has a positive and significant effect on organisational citizenship behaviour. This shows that the higher the affective commitment employees own, the higher the Organizational Citizenship Behavior (OCB). In general, affective commitment among employees motivates them to exert their utmost effort. They have reduced their sensitivity towards transactional elements (Grego-Planer, 2022). They might perform tasks and assume obligations in addition to those specified in the job description. A connection founded on sentimental values and fondness constitutes an affective commitment. This implies that members of the organisation have an intense emotional attachment to those with a high affective commitment to the extent that they strive to act in their best interest. Several studies have been conducted (Novianti, 2021; Kartika & Pienata, 2020). This aligns with previous research by (Ho, 2022; Grego-Planer, 2019), who concluded a positive and significant relationship between affective commitment and organisational citizenship behaviour. The results of this study differ from the results of research (Novianti, 2021), which states that affective commitment has no significant effect on organisational citizenship behaviour.

**The Effect of Work Engagement on Organizational Citizenship Behavior.**

According to the findings of the research evaluating the hypothesis, work engagement has a positive and statistically significant effect on organisational citizenship behaviour. Work Engagement in good performance will give rise to OCB. This means high levels of employee OCB can be encouraged by high work engagement and vice versa. Low employee OCB may result from low work engagement. Those who possess a high level of work engagement approach their tasks with utmost seriousness.

Conversely, when personnel exhibit reduced engagement in their tasks, they operate routinely. Therefore, an increase in OCB can be attributed to good employee work engagement. Active employees will exert additional effort to enhance the organisation's performance, not solely by concentrating on their progress but also by directing their attention toward the company's overall growth. The organisation's positive reputation beyond the workplace is correlated with extra-role conduct, which pertains to employee performance evaluation (Wahda et al., 2020). Engaged employee extra-role behaviour exhibits behaviour that goes beyond the requirements of their job, such as taking the initiative to solve a problem or assisting a former colleague (Noercahyo et al., 2021). Another name for this extra-role conduct is organisational citizenship conduct. Employee engagement influences organisational citizenship behaviour because it emphasises the commitment and involvement of personnel beyond the confines of the organisation. Consequently, engaged employees are likelier to exhibit organisational citizenship behaviour (Na-Nan et al., 2021). This aligns with previous research by (Rahman & Karim, 2022 Sridadi et al., 2022 Jufrizen et al., 2023), who concluded a significant positive relationship between work engagement and organisational citizenship behaviour. The results of this study differ from the results of research (Affandi et al., 2018), which states that work engagement does not significantly affect organisational citizenship behaviour.

**The Effect of Transformational Leadership on Organizational Citizenship Behavior Mediated by Affective Commitment.** The research findings indicate that affective commitment mediates the relationship between transformational leadership and





organisational citizenship behaviour among North Sumatra, Indonesia, hotel employees. This suggests that affective commitment plays a significant role in influencing transformational leadership and organisational citizenship behaviour. In the context of hotel employees in North Sumatra, Indonesia, transformational leadership influences corporate citizenship behaviour through affective commitment. As a result, the mediating variable (affective commitment) bridges transformational leadership and organisational citizenship behaviour. This study's findings provide a complete picture of how transformational leadership affects OCB employees in the context of North Sumatra - Indonesia hotel employees. According to research findings, transformational leadership can, directly and indirectly, affect OCB through mediating variables such as affective commitment and work engagement. This result is consistent with prior research examining the function of affective commitment in OCB formation (Lee et al., 2018; Khaola & Rambe, 2021). The results of this study indicate that through a motivational process, a transformational leader will establish emotional connections with his subordinates, thereby increasing their affective commitment (Lee et al., 2018). In addition to providing guidance, elevating expectations, and having faith in staff, transformational leadership will inspire individuals in various ways, thereby increasing employee engagement with the organisation.

Moreover, to foster employee OCB behaviour, transformational leaders who are intellectually stimulated provide and promote the implementation of novel and creative problem-solving approaches as well as individualised assistance tailored to employees' needs and progress. According to SET theory, affective commitment mediates the relationship between transformative leadership and OCB. This is supported by affective commitment reflecting employee attitudes toward the organisation (Lee et al., 2018).

**The Effect of Transformational Leadership on Organizational Citizenship Behavior Mediated by Work Engagement.** According to the hypothesis testing research results, work engagement mediates the relationship between transformational leadership and organisational citizenship behaviour; thus, for hotel employees in North Sumatra, Indonesia, transformational leadership significantly influences organisational citizenship behaviour through work engagement. This demonstrates how the mediating variable (work engagement) links individual transformational leadership and organisational citizenship behaviour. Furthermore, this study discovered that work engagement is a mechanism that can explain the transformational leadership process that can impact OCB. These findings support prior findings, such as those (Buil et al., 2019; Sugianingrat et al., 2019). The results of this study lend credence to the notion that transformational leaders, who stimulate the intellect, inspire motivation, and provide individual attention while idealising influence, significantly contribute to fostering employee engagement in their work. This, in turn, increases the propensity of employees to assist troubled organisations and their peers. (Khaola & Rambe, 2021) concluded that Transformational leadership is a more practical approach to enhancing hospitality workers' Organizational Citizenship Behavior (OCB). This is achieved by fostering a sense of identification among followers with both the leader and the organisation, promoting higher organisational commitment.

Consequently, this heightened commitment elicits positive emotions such as enthusiasm, excitement, and happiness, which indicate OCB. (Buil et al., 2019) show that Work engagement links transformational leadership and organisational culture. Furthermore, recent research has discovered that among hotel employees, work engagement mediates the association between leadership and OCB (Sugianingrat et al., 2019).





**The Effect of Transformational Leadership on Organizational Citizenship Behavior Mediated by Affective Commitment and Work Engagement.** Based on the hypothesis testing research results, it can be concluded that transformational leadership substantially influences organisational citizenship behaviour among hotel employees in North Sumatra, Indonesia, through work engagement and affective commitment as mediators. This indicates that transformational leadership significantly impacts organisational citizenship through work engagement and affective commitment. The results of this study provide empirical evidence that a transformational leader can establish emotional connections with his subordinates using a motivational procedure that enhances the subordinates' emotional investment and dedication (Lee et al., 2018). A transformational leader will motivate employees through multiple means, such as providing direction and increasing employees' hope and trust, to increase work engagement and employee dedication to the organisation. In addition, they intellectually stimulated transformational leaders to provide and encourage new and innovative problem-solving methods and provide individualised support to followers based on their requirements and development, thereby increasing employee OCB behaviour.

**The Effect of Transformational Leadership on Affective Commitment Mediated by Work Engagement.** Based on the hypothesis testing research findings, transformational leadership considerably impacts Affective Commitment as mediated by work engagement commitment. Transformational leadership significantly affects Affective Commitment through Work Engagement in North Sumatra - Indonesia hotel employees. Transformational leadership involves aspects that go beyond transactional processes and impact employee affection. (Ribeiro et al., 2018) explain that transformational leadership can influence affective commitment. Transformational leadership entails an individual figure imparting inspiration, values, and personalised attention to staff members, serving as a role model, and contributing to the development of affective commitment (Li et al., 2019). Multiple research studies have demonstrated the impact of transformational leadership on employees' affective commitment, with work engagement as a mediating factor (Jiatong et al., 2022).

**The Effect of Work Engagement on Organisational Citizenship Behavior Mediated by Affective Commitment.** Based on the hypothesis testing research findings, work engagement considerably impacts organisational citizenship behaviour as mediated by affective commitment, meaning that Work Engagement significantly affects Organizational Citizenship Behavior through Affective Commitment in North Sumatra - Indonesia hotel employees. Individuals are more committed to the organisation when actively engaged in their work (Juaneda-Ayensa et al., 2017). Prior studies have demonstrated that organisational commitment mediates the association between employee engagement and variables related to organisational citizenship behaviour (OCB) (Jena et al., 2018).

## CONCLUSION

The present study investigates the influence of transformational leadership on organisational citizenship behaviour (OCB), with affective commitment and work engagement serving as mediating variables. The study's findings indicate significant relationships between transformational leadership, affective commitment, work engagement, and organisational citizenship behaviour (OCB). Specifically, transformational leadership directly impacts affective commitment and work engagement.



Additionally, work engagement is positively associated with affective commitment. Furthermore, transformational leadership indirectly affects OCB by influencing affective commitment.

Moreover, transformational leadership indirectly influences OCB through work engagement, which is influenced by affective commitment. The present study examines the impact of transformational leadership on the organisational citizenship behaviour (OCB) of hotel employees in North Sumatra, Indonesia. It investigates the mediating role of affective commitment and work engagement in this relationship.

Based on the findings above, it is recommended that hotel managers prioritise individuals exhibiting transformational leadership styles when making decisions regarding the promotion or recruitment of new supervisors. A manager who employs the principles of transformational leadership can effectively convey the organisation's vision, mission, and objectives. Additionally, they demonstrate a proactive approach in motivating their subordinates, providing guidance and support as a mentor, and displaying attentiveness towards the needs of employees. This leadership style fosters a sense of mental commitment and employee dedication within the gastronomy industry while enhancing employees' organisational citizenship behaviour. Furthermore, the study's findings have consequences for employers in terms of building a work environment that supports employee engagement and affective commitment, allowing individuals to devote their time, energy, and ideas to helping colleagues or the organisation.

This study has various drawbacks; the questionnaires were only delivered to North Sumatra, Indonesia hotels. Both data sets were collected cross-sectionally to ensure rigorously carried out generalisations. Third, bias in data collecting is possible because this study only uses one-way assessments, namely employee self-reports. Therefore, the author suggests that future research should include data from other provinces in Indonesia to enrich research on this matter. Second, further research should be conducted longitudinally to produce more accurate data to see the impact of transformational leadership on OCB. Moreover, the data collection process can be bidirectional or dyadic, widely regarded as yielding more objective data than self-reported data. To conduct a more comprehensive examination of the mechanisms and procedures through which transformational leadership impacts organisational citizenship behaviour (OCB), future studies should establish a connection between the influence of these two variables, specifically by considering affective commitment, work engagement, and other relevant factors.

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