

## **Transformational leadership, quality of work life, and organizational citizenship behavior: Work motivation as mediation**

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**Abstract:** *This research aimed to investigate the direct and indirect impact of transformational leadership and quality of work life on organizational citizenship behavior OCB, with work motivation as a mediator. An explanatory method was adopted to examine the relationship between antecedent, mediator, and consequences, with seven hypotheses being tested. A total of 216 employees from the St. Regis Hotel in Bali were selected as the participants using a simple random sampling. Data were analyzed using SEM-PLS, which included conducting validity and reliability tests through algorithm methods, followed by hypothesis testing using bootstrapping. The results of the analysis showed that transformational leadership directly impacted OCB. When work motivation acts as a mediator, transformational leadership significantly affects OCB. While QWL did not directly affect increasing OCB, its relationship with OCB became significant when work motivation was introduced as a mediator.*

**Keywords:** *hotel; motivation; organizational citizenship behavior; quality work life; transformational leadership*

## **Kepemimpinan transformasional, kualitas kehidupan kerja, dan organizational citizenship behavior: Motivasi kerja sebagai mediasi**

**Abstrak:** *Penelitian ini bertujuan untuk menyelidiki dampak langsung dan tidak langsung dari kepemimpinan transformasional dan kualitas kehidupan kerja terhadap organizational citizenship behavior, dengan motivasi kerja sebagai mediator. Metode eksplanatori digunakan untuk menguji hubungan antara variabel anteseden, mediator, dan konsekuensi dengan tujuh hipotesis yang diuji. Sebanyak 216 orang karyawan dari Hotel St Regis di Bali dipilih sebagai partisipan dengan menggunakan simple random sampling. Analisis data yang digunakan pada penelitian ini adalah SEM-*

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*PLS, yang menguji validitas dan reliabilitas dengan metode algoritma, dilanjutkan dengan uji hipotesis menggunakan bootstrapping. Hasil analisis menunjukkan bahwa kepemimpinan transformasional secara langsung berdampak pada OCB. Ketika motivasi kerja bertindak sebagai mediator, kepemimpinan transformasional secara signifikan berpengaruh pada OCB. Sementara, QWL tidak memiliki efek langsung pada peningkatan OCB, hubungannya dengan OCB menjadi signifikan ketika motivasi kerja diperkenalkan sebagai mediator.*

**Kata kunci:** hotel; kepemimpinan transformasional; kualitas kehidupan kerja; motivasi; organizational citizenship behavior

## INTRODUCTION

Hotels' ability to meet the evolving and diverse needs of consumers is essentially based on the initiative, engagement, and responsiveness of frontline employees in understanding consumers' expectations and providing superior service (Tuan & Ngan, 2021). Providing superior service requires frontline employees who are willing to go beyond formal tasks, take on additional responsibilities beyond their job descriptions, and show performance that exceeds expectations to ensure consumer satisfaction (Vuong, 2022). In the hospitality sector, organizational citizenship behavior (OCB) performs a significant function in improving the quality of services and creating a friendly environment that promotes consumer interaction. OCB also contributes to service innovation that is in line with consumers' demands, increases satisfaction, and forms competitive advantages (Tuan & Ngan, 2021). Based on the report from the St. Regis Bali Hotel from 2020-2022, it has been observed that most employees have not shown OCB consistently. The percentage of employees not showing OCB has also experienced significant fluctuations during this period.

To address the issue mentioned above, this research refers to the Conservation of Resources (COR) Theory. The main concept of COR Theory is that people have a fundamental desire to get, keep up, and protect what they consider valuable (Hobfoll et al., 2018). Therefore, high basic motivation is essential for employees to contribute more effectively to organizations. Robbins & Judge (2017) outlined motivation as the process of taking into account the focus, tenacity, and direction of people's efforts toward a goal. In the context of work motivation, this persistence is in line with achieving work-related objectives.

Previous investigations found that transformational leadership (TFL) and quality of work life (QWL) had a positive impact on employee work motivation (Bastari et al., 2020; Ibrahim et al., 2022). Furthermore, the significant impact of work motivation on OCB has been observed by several researchers (Arshad et al., 2021; Ghasemy & Elwood, 2023; Widarko & Anwarodin, 2022). Despite the support from the COR Theory, some inconsistencies have been observed in several reviews. As samples, Munawar et al. (2023) and Nenggor et al. (2022) discovered that TFL effectively increased employees OCB. The outcomes did not support the findings of Sofiah et al. (2022) and Baihaqi & Saifudin (2021), who found that transformational leadership did not significantly influence OCB. Therefore, this research focuses on the St. Regis Bali Hotel, a five-star hotel managed by Marriott International, where issues related to OCB among frontline employees were identified. Additionally, it seeks to ascertain how QWL and transformational leadership affect OCB, with work motivation acting as a mediating factor.

According to Podsakoff et al. (2018), OCB is extra-role behavior, particularly employee behavior that goes beyond the formal responsibilities and tasks outlined by organizations. This shows that OCB is not required by the job description, and there is no punishment when such behavior is not performed. In the context of hospitality in Indonesia, most investigations continue to use the OCB Organ construct, which is separated into five sections, including altruism, courtesy, civic virtue, conscientiousness, and sportsmanship (Halim & Dewi, 2018; Hermanto et al., 2024). The construct is widely used because it is considered applicable to all organizations (Kim & Gatling, 2019). However, Kloutsiniotis & Mihail (2020) argued that the OCB Organ construct was not suitable for all types of organizations. For instance, in service organizations such as hotels, which have special characteristics, OCB dimensions should also account for interactions between frontline employees and consumers, as well as the representation of organizations to external parties. In response to such concerns, Tuan & Ngan (2021) developed an OCB construct that focused on service composed of three dimensions, including loyalty, participation, and

service delivery. Therefore, this research adopts the OCB construct proposed by Tuan & Ngan (2021). The issue of OCB has been widely explored in previous investigations due to its important role in organizational effectiveness. A good business is where employees perform better than the expectations (Luu, 2020). There is as yet little theoretical research on how the different links in the OCB model account for its outcomes. These also work in concert with each other, as noted by Kanat-Maymon et al. (2018) in their grouping into two main categories of OCBs: OCB-O (OCB-Organization) and OCB-I (OCB-Individual). Examples of OCB-O behaviors are behaving by informal (unwritten) rules and regulations or going beyond normal attendance requirements. To OCB-I behaviors belong actions that directly assist coworkers, e.g., helping one's colleagues and worrying about their welfare. Both fall under extra-role behaviors since they are not prescribed by the organization, so both categories are beneficial to the organizations. Tremblay & Simard (2018) reported that altruism, politeness, peacemaking, and cheerleading were included in the category of OCB-I, while conscientiousness, civic virtue, and sportsmanship fell under OCB-O.

One type of leadership that supports members by raising awareness of the importance of group objectives, addressing personal needs, serving as a role model, and leading followers to think beyond individual interests for the common good is called transformational leadership (Jena et al., 2018; Khan et al., 2022). According Burns (1978) this kind of leadership is the capacity of leaders to motivate subordinates to achieve group objectives as opposed to focusing on their interests. Furthermore, transformational leaders have main characteristics, including (1) intellectual stimulation, (2) idealized influence, (3) individualized consideration, and (4) inspirational motivation (Al Yahyae & Mohamad, 2021). Inspirational motivation is considered the leader's ability to develop and express a vision while setting challenging goals for employees (Avolio & Bass, 2021). Idealized influence occurs when followers respect, trust, and follow their leaders. Transformational leaders act as good role models by demonstrating high integrity, ethics, commitment, and dedication, building trust through consistency, honesty, and transparency. Individualized consideration is when a leader attends to the unique needs and desires of members, acting as a mentor or coach. Intellectual stimulation is described when transformational leaders reevaluate current assumptions, habits, and beliefs in organizations to generate more new ideas and ways of completing tasks (Khan et al., 2022). By promoting intellectual stimulation, leaders support their subordinates to develop new perspectives and leadership abilities. Through their inspiration and charisma, transformational leaders are perceived as supportive and caring individuals (Avolio & Bass, 2021).

Employee work motivation is the drive that individuals have to carry out tasks and responsibilities at work with enthusiasm and commitment. It has a significant impact on performance, productivity, and job satisfaction. Various factors, such as work environment, leadership, recognition, and work-life balance, can influence such work motivation. High levels of work motivation will encourage employees to contribute more, innovate, and demonstrate OCB (Robbins & Judge, 2017).

Transformational leadership motivates followers to achieve bigger, higher, and more fulfilling goals (Jiatong et al., 2022). The essence of leadership style is to foster personal growth and bring about positive changes (Ghasabeh & Provitera, 2017; Niphadkar & Kuhil, 2017; Shrestha, 2020). There are three main ways transformational leaders influence their followers, (1) by increasing followers' awareness and understanding of the importance and value of work results, (2) by motivating followers to prioritize the interests of organizations over personal ones, and (3) changing the level of needs of group members.

The process of how transformational leadership influences OCB and work motivation can be understood through the Conservation of Resources (COR) Theory, which emphasizes the importance of resource management to improve individual performance (Hobfoll et al., 2018). Transformational leaders can be the exemplary role modeling behaviors that are positive to include the creation of a sense of security and social support net that will contribute to the value and worthwhile contributions by the employees (Hassan et al., 2020). In providing an inspirational vision and setting targets that can be achieved by employees, this will help them keep their emotional resources and increase their commitment to OCB (Tan & Lee, 2020). Transformational leaders will increase a greater attachment of employees that fosters the development of resources and good citizenship behaviors in the workplace by encouraging individual creativity and attending to followers' needs.

Previous investigations, such as Munawar et al. (2023) and Nenggor et al. (2022) stated that TFL had a significant impact on OCB. Three investigations prove leaders who are transformational serve as

examples and foster employees' self-confidence in their potential, promoting followers to be engaged, and loyal, and contribute as much as possible to the organizations as a form of OCB. Empirical research has also found that transformational leadership could increase employee work motivation (Bastari et al., 2020; Ibrahim et al., 2022), thereby proposing the following hypothesis.

H1: TFL has a positive effect on OCB.

H2: TFL has a positive effect on work motivation.

QWL is defined as an environment at work that promotes and strengthens worker happiness by offering fair pay, stable employment, and room for advancement (Majumder & Biswas, 2021). The current body of QWL literature covers a wide range of topics, including improved incentive structures, job security, pay raises, career advancement possibilities, collaborative decision-making, and enhanced organizational productivity. Although QWL's concept was introduced over three decades ago, interest in its development remains strong. QWL is also related to individuals' intention to seek a better job situation, with intention defined as the personal motivation to endure a particular situation, whether favorable or unfavorable (Pradana et al., 2022). Since the 1990s, there has been a revived interest in QWL among practitioners and academics. More attention has been given to the concept because it offers enhancements in both organizations and employees regarding level of satisfaction of work and result (Fakhri et al., 2020).

The relationship that exists between QWL and OCB, as well as employee work motivation, can be explained through the COR Theory. A positive change in QWL (e.g., supportive work environment, social support, and work-life balance) is perceived by the employees as an investment in them to contribute more. Thus, when employees feel they have received adequate social and personal support, they are likely to exhibit more citizenship behaviors within the organization. In turn, quality QWL fosters greater employee work motivation, as they feel more involved and committed to achieving organizational goals. Some sample references, as explanation on the way of writing can be seen in Purwanto et al. (2021) found the impact of QWL on OCB. In the same result, Ogbuabor & Okoronkwo (2019) stated that QWL may have impacted on motivation which shows an inevitable need to pay attention to QWL in human resource management especially within hospitality industry.

H3: QWL has a positive effect on OCB.

H4: QWL has a positive effect on work motivation.

Motivation, which is directly linked to worker satisfaction and output, is the term used to describe the efforts made by individuals to accomplish a particular goal. According to Robbins & Judge (2017), motivation is important for managers, as they have to work with others. Managers need to understand employees' behavior to influence them to work according to the needs of the organization. Motivation is a skill that provides direction for employees to pursue both personal and company objectives. It is described as an underlying force that drives individuals to behave or act in a certain way (Widarko & Anwarodin, 2022). While motivation can sometimes be instinctive, it comes from rational decision-making. The relationship between an employee's demands and outside factors influencing their conduct shapes the psychological state of motivation (Xie, 2024). Additionally, it provides energy to carry out activities and direct behavior toward fulfilling those needs. Schwegker & Dimitriou (2021) defined motivation as the internal drive that leads employees to achieve certain goals by creating favorable conditions, thereby directing their behavior toward the desired goal. In this context, motivation is the force driving individuals to behave in such a way that brings satisfaction from achieving their goals. An employee's method to their workplace has a significant impact in determining their level of motivation. Terms such as needs, wants, and goals are all considered the underlying motives from which the phrase "motivation" arises (Gurjar, 2022).

Based on Wei Tian et al. (2016), work motivation is the ability to motivate employees and organizations to achieve organizational goals. High work motivation encourages employees to contribute more than the expected tasks, as they feel they have sufficient emotional resources to do so. Employees who feel motivated are not only engaged in their work but are also committed to creating a positive work environment, which is particularly important in the hospitality industry that relies heavily on good customer service and guest experience. Previous investigations support the significant influence of work motivation on OCB, as found by Ghasemy & Elwood (2023), Widarko & Anwarodin (2022), and Arshad et al. (2021). The hypothesis that follows is put forth in light of these findings.

H5: Work motivation has a positive effect on OCB.

H6: Work motivation mediates the effect of TFL on OCB.

H7: Work motivation mediates the effect of QWL on OCB.

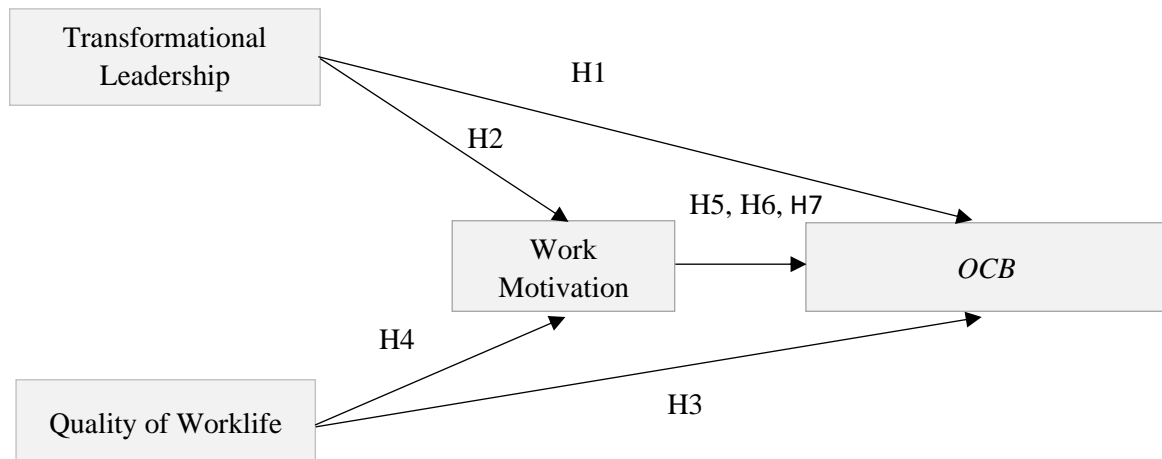


Figure 1. Research framework  
 Source: Authors' research framework (2024)

**METHOD**

This research used an explanatory method, explaining the relationship between variables through hypothesis testing. A total of 216 front-office (FO) employees from the St. Regis Bali Hotel were selected as the participants. The front office employees in this research work as receptionists, concierge, bell desk or porter, guest relations, and telephone operator communications. The reason for choosing FO employees in this study is because they have a central role in direct interaction with hotel guests. FO employees play an important role in creating a positive first impression, therefore they must demonstrate high levels of OCB, such as friendliness, politeness, and helping guests beyond their formal responsibilities, to ensure a great guest experience. The data collection technique in this study used a survey sent out with Google Form by giving a set of written sentences to people to fill in and finish. The way of collecting data was used to get people's thoughts on personal details and things like TFL, QWL, work drive, and OCB. The transformational leader scale is built on a list of questions taken from Jiatong et al. (2022) which has 8 statements. one example statement was “My boss helps me think about problems from a new view”. The way to see QWL is based on a changed form of the plan made by Nanjundeswaraswamy (2022) which consists of 13 items. A sample item was “My company work environment is good and highly motivating”. The OCB variable is measured using a questionnaire adapted from Tuan & Ngan (2021) which consists of 11 statements. A sample item is “I encourage co-workers to contribute ideas and suggestions for service improvement”. For work motivation using a questionnaire adaptation from Widarko & Anwarodin (2022) consisting of 10 statements, one example item was “I enjoy this work very much”. All of these factors were quantified using a Likert scale with a range of one (strongly disagree) to five (strongly agree). The hypothesis was tested using the SEM-PLS.

**RESULTS AND DISCUSSION**

**Results**

The descriptive data showed that 52.3% of the participants were female (n=113), with the remaining being male. Approximately, 45.3% of the participants (n=98) were aged between 20 and 30 years. Furthermore, 84.2% of the participants (n=182) had a high school education and 38.4% (n=83) had worked for 6 to 10 years.

Table 1. Respondent profile

Description	F	%
Gender		
Man	103	47.7%
Woman	113	52.3%
Age		
20-30 years old	98	45.3%
31-40 years old	92	42.5%
41-50 years old	26	12.2%
Last education		
Senior high school/equivalent	182	84.2%
D3	20	9.2%
S1/D4	14	6.6%
Length of service		
1-5 years	81	37.5%
6-10 years	83	38.4%
11-15 years	52	24.1%

Source: Primary data processed (2024)

The outcomes of the description from each variable are presented in Table 2. The highest average value in the transformational leadership variable was item TFL6, with a value of 4.28. This showed that almost all participants agreed their leader had provided a new perspective on previously confusing issues. Conversely, item TFL3 had the lowest average value at 4.22, showcasing hesitation and disagreement among the participants about whether their leader encouraged cooperation in the workgroup. For most transformational leadership items, the average response was positive, with a value of 4.55. This suggested that transformational leadership in the hotel in Bali was rated at a good level.

In terms of QWL, item QWL12 had the highest average value at 4.31, showing that almost all participants agreed cleanliness and health of the workplace environment could contribute to their ability to work effectively. On the other hand, item QWL10 had the lowest average value at 4.15, as most of the participants felt hesitant or disagreed with the opinion about regularly seeking input from their superiors to address any issues. For the QWL variable, the item had an average agreement value of 4.28, showing that QWL at the hotel in Bali was considered satisfactory. Regarding the work motivation variable (MOT), item MOT1 had the highest average value of 4.28, suggesting that nearly all the participants agreed their salary was sufficient to meet basic household needs. Item MOT5 had the lowest average value of 4.15, as most of the participants were hesitant about their consistency in attending work. However, the total average value for the work motivation variable was 4.19, showing that employees' work motivation at the hotel in Bali was at a good level.

In terms of OCB, item OCB10 had the highest average value at 4.32, suggesting that most participants regularly participated in activities held by organizations. The lowest average value was observed in item OCB4 at 4.20, where the majority of the participants were hesitant about taking much time for lunch or rest. However, the total average value for OCB was 4.29, showing that OCB among the hotel employees in Bali was at a good level.

Table 2. Mean result each variable based on participants' answers

Variable	Item	Mean
TFL	TFL1	4.25
	TFL2	4.24
	TFL3	4.22
	TFL4	4.24
	TFL5	4.23
	TFL6	4.28
QWL	QWL1	4.27
	QWL2	4.29
	QWL3	4.29

	QWL4	4.24
	QWL5	4.27
	QWL6	4.26
	QWL7	4.24
	QWL8	4.27
	QWL9	4.20
	QWL10	4.15
	QWL11	4.22
	QWL12	4.31
	QWL13	4.26
MOT	MOT1	4.28
	MOT2	4.27
	MOT3	4.24
	MOT4	4.22
	MOT5	4.15
	MOT6	4.21
	MOT7	4.28
	MOT8	4.27
	MOT9	4.24
	MOT10	4.22
OCB	OCB1	4.15
	OCB2	4.22
	OCB3	4.29
	OCB4	4.20
	OCB5	4.30
	OCB6	4.24
	OCB7	4.25
	OCB8	4.25
	OCB9	4.32
	OCB10	4.32
	OCB11	4.32

Source: Processed primary data (2024)

The convergent validity test used the value of outer loading, as shown in the table mean results. The results showed that all items of TFL, QWL, MOT, and OCB variables were used in this research because they had outer loading values above 0.70 and were declared valid.

Table 3. Outer loading values

Variables	Item	Outer loading
TFL	TFL1	0.903
	TFL2	0.923
	TFL3	0.927
	TFL4	0.925
	TFL5	0.939
	TFL6	0.930
QWL	QWL1	0.890
	QWL2	0.904
	QWL3	0.903
	QWL4	0.904
	QWL5	0.924
	QWL6	0.935
	QWL7	0.909
	QWL8	0.936
	QWL9	0.929
	QWL10	0.928

	QWL11	0.931
	QWL12	0.911
	QWL13	0.913
MOT	MOT1	0.925
	MOT2	0.926
	MOT3	0.922
	MOT4	0.897
	MOT5	0.930
	MOT6	0.945
	MOT7	0.925
	MOT8	0.939
	MOT9	0.931
	MOT10	0.916
OCB	OCB1	0.911
	OCB2	0.924
	OCB3	0.927
	OCB4	0.925
	OCB5	0.938
	OCB6	0.919
	OCB7	0.943
	OCB8	0.933
	OCB9	0.923
	OCB10	0.915
	OCB11	0.891

Source: Primary data processed (2024)

Table 4. Cross-loading

Item	TFL	QWL	MOT	OCB
TFL1	<b>0.903</b>	0.504	0.452	0.424
TFL2	<b>0.923</b>	0.579	0.501	0.547
TFL3	<b>0.927</b>	0.603	0.500	0.525
TFL4	<b>0.925</b>	0.643	0.495	0.554
TFL5	<b>0.939</b>	0.629	0.467	0.508
TFL6	<b>0.930</b>	0.589	0.484	0.486
QWL1	0.628	<b>0.890</b>	0.601	0.613
QWL2	0.609	<b>0.904</b>	0.607	0.538
QWL3	0.612	<b>0.903</b>	0.613	0.611
QWL4	0.687	<b>0.904</b>	0.634	0.604
QWL5	0.581	<b>0.924</b>	0.562	0.565
QWL6	0.579	<b>0.935</b>	0.585	0.615
QWL7	0.620	<b>0.909</b>	0.639	0.715
QWL8	0.663	<b>0.936</b>	0.652	0.698
QWL9	0.579	<b>0.929</b>	0.878	0.597
QWL10	0.475	<b>0.928</b>	0.913	0.582
QWL11	0.418	<b>0.931</b>	0.913	0.560
QWL12	0.495	<b>0.911</b>	0.933	0.640
QWL13	0.518	<b>0.913</b>	0.646	0.767
MOT1	0.488	0.582	<b>0.925</b>	0.784
MOT2	0.474	0.641	<b>0.926</b>	0.887
MOT3	0.515	0.598	<b>0.922</b>	0.893
MOT4	0.529	0.602	<b>0.897</b>	0.904
MOT5	0.636	0.680	<b>0.930</b>	0.914
MOT6	0.612	0.611	<b>0.945</b>	0.639
MOT7	0.687	0.604	<b>0.925</b>	0.652
MOT8	0.581	0.565	<b>0.939</b>	0.678



MOT9	0.579	0.615	<b>0.931</b>	0.613
MOT10	0.620	0.715	<b>0.916</b>	0.613
OCB1	0.663	0.698	0.604	<b>0.911</b>
OCB2	0.579	0.597	0.565	<b>0.924</b>
OCB3	0.475	0.582	0.615	<b>0.927</b>
OCB4	0.418	0.560	0.715	<b>0.925</b>
OCB5	0.495	0.640	0.698	<b>0.938</b>
OCB6	0.518	0.767	0.597	<b>0.919</b>
OCB7	0.488	0.784	0.582	<b>0.943</b>
OCB8	0.598	0.887	0.560	<b>0.933</b>
OCB9	0.602	0.602	0.640	<b>0.923</b>
OCB10	0.680	0.680	0.767	<b>0.915</b>
OCB11	0.611	0.611	0.602	<b>0.891</b>

Source: Processed primary data (2024)

Table 4 showed correlation values of the indicator constructs were greater than their correlations with other variable indicators. Therefore, all latent variables have met the discriminant validation requirements. The cross-loading value showed each indicator was valid because their relationship with latent variables exceeded the relationship with other latent variables. Another parameter used to evaluate the consistency of the measurement instrument is the average variance extracted (AVE). The value examines whether a latent variable can explain more than half of the variance on average. Therefore, a latent variable has good convergent validity when the AVE value is greater than 0.5 (Hair et al., 2019). In addition, the reliability test values were reflected in the values of Cronbach alpha (CA), composite reliability (CR) and acceptable threshold values were CA and CR>0.7. Table 5 explained CA, CR and AVE scores. Therefore, all variables used in this research were valid and reliable and could proceed to hypothesis testing.

Table 5. CA, CR, and AVE scores

Variables	CA	CR	AVE
TFL	0.966	0.972	0.855
QWL	0.984	0.986	0.841
MOT	0.981	0.984	0.857
OCB	0.983	0.984	0.851

Source: Data primary processed (2024)

Table 6. R<sup>2</sup> results

Variables	R <sup>2</sup>	Adjusted R <sup>2</sup>
MOT	0.942	0.942
OCB	0.951	0.950

Source: Processed primary data (2023)

The R<sup>2</sup> value represented the coefficient of determination for the endogenous construct. Ghazali & Latan (2015) stated that the R<sup>2</sup> value was 0.75 indicated as strong, 0.50 as moderate, and 0.25 as weak. The value of R<sup>2</sup> for work motivation was 0.942, indicating that TFL and QWL accounted for 94.2%, with the remaining variance attributed to other variables outside the research model. The determination coefficient fell into the strong category because it was above 0.75. For OCB, the R<sup>2</sup> value was 0.950, suggesting the influence of TFL, QWL, and MOT was 95%, with the remaining outlined by other factors not comprised in the model. The determination coefficient fell into the strong category because it was above 0.75.

The GoF index for the inner model was assessed using the predictive relevance value (Q<sup>2</sup>). The results showed a Q<sup>2</sup> value of 0.970 or 97%, signifying that the model had a relevant predictive value. This Q<sup>2</sup> showed that 97% of the variance in the data could be explained by the model, while the remaining 3% was outlined by other variables and errors. The outcomes showed that the PLS model formed was highly effective, as it tended to explain 97% of the total information.

Table 7. Path coefficients results

Variables	Original sample	Sample mean	SD	T statistic	P values
TFL → OCB	0.276	0.287	0.086	3.212	0.001
TFL → MOT	0.407	0.425	0.105	3.890	0.000
QWL → OCB	0.080	0.071	0.078	1.022	0.307
QWL → MOT	0.583	0.565	0.106	5.499	0.000
MOT → OCB	0.633	0.631	0.108	5.846	0.000

Source: Processed primary data (2024)

Table 7 presents the calculation results using the bootstrapping method with the SmartPLS program. The value of the inner model indicated the level of significance in hypothesis testing, requiring the t-value to exceed 1.96 at a significance level of 0.05 (Ghozali & Latan, 2015). The t-statistic for the relationship between TFL and OCB was 3.212, with a p-value of 0.000 (t-statistic  $3.212 > 1.95$ ; p-value  $0.000 < 0.05$ ). Therefore, the path coefficient of TFL on OCB showed a direct effect of 0.276, leading to the acceptance of hypothesis 1 (H1). For the relationship between TFL and MOT, the t-statistic value was 3.890 and the p-value was 0.000. The t-statistic value ( $3.890 > 1.95$ ) and p-value ( $0.000 < 0.05$ ) showed a direct influence of TFL on MOT, with a path coefficient of 0.407, thereby accepting hypothesis 2 (H2). Conversely, the results for the relationship between the variables of QWL and OCB showed a t-statistic value of 1.022 and a p-value of 0.307 (t-statistic value  $1.022 < 1.95$ ; p-value  $0.307 > 0.05$ ). The path coefficient of QWL on OCB indicated no direct effect of 0.080, leading to the rejection of hypothesis 3 (H3). The result of the relationship between QWL and work motivation yielded a t-statistic value of 5.499 and a p-value of 0.000. Since the t-statistic value ( $5.499 > 1.95$ ) and p-value ( $0.000 < 0.05$ ), it means that QWL has direct effect on work motivation with path coefficient 0.583, therefore accept hypothesis 4 (H4). Last but not least, the t-statistic value of 5.846 and p-value (0.000) indicated that work motivation is directly related to OCB. As shown in Table 4, the t-statistic value ( $5.846 > 1.95$ ) and p-value ( $0.000 < 0.05$ ) of MOT were both significant; it showed a direct effect on OCB with path coefficient 0.633 thus support H5.

Table 8. Results of mediation path coefficients

Variables	Original sample	Sample mean	STDEV	T statistic	P values
TFL → MOT → OCB	0.369	0.357	0.092	3.990	0.000
QWL → MOT → OCB	0.257	0.268	0.081	3.170	0.002

Source: Data processed (2024)

The output of the t-statistic for the relationship between TFL and OCB, which has been mediated by work motivation with p-value 0.000 is noted as 3.990. As the t-statistic and p-value ( $3.990 > 1.95$  &  $0.000 < 0.05$ ), then there was a direct positive effect of path coefficient is 0.369 This indicated that a significant TFL on OCB relationship was explained additionally by work motivation. Therefore, hypothesis 6 is accepted after treating motivation as a partial mediating variable. For the relationship between QWL and OCB, mediated by work motivation, the t-statistic was 3.170 with a p-value of 0.000. The t-statistic value ( $3.170 > 1.95$ ) and the p-value ( $0.000 < 0.05$ ) showed a direct effect with a path coefficient of 0.257. The results demonstrated that there is a significant impact of QWL on OCB, and work motivation also played a significant role. As a result of this, it was indicated that work motivation is a partially mediating variable, leading to the acceptance of hypothesis 7 (H7). This test presents the results of analysis on this structural model represented in Figure 2.

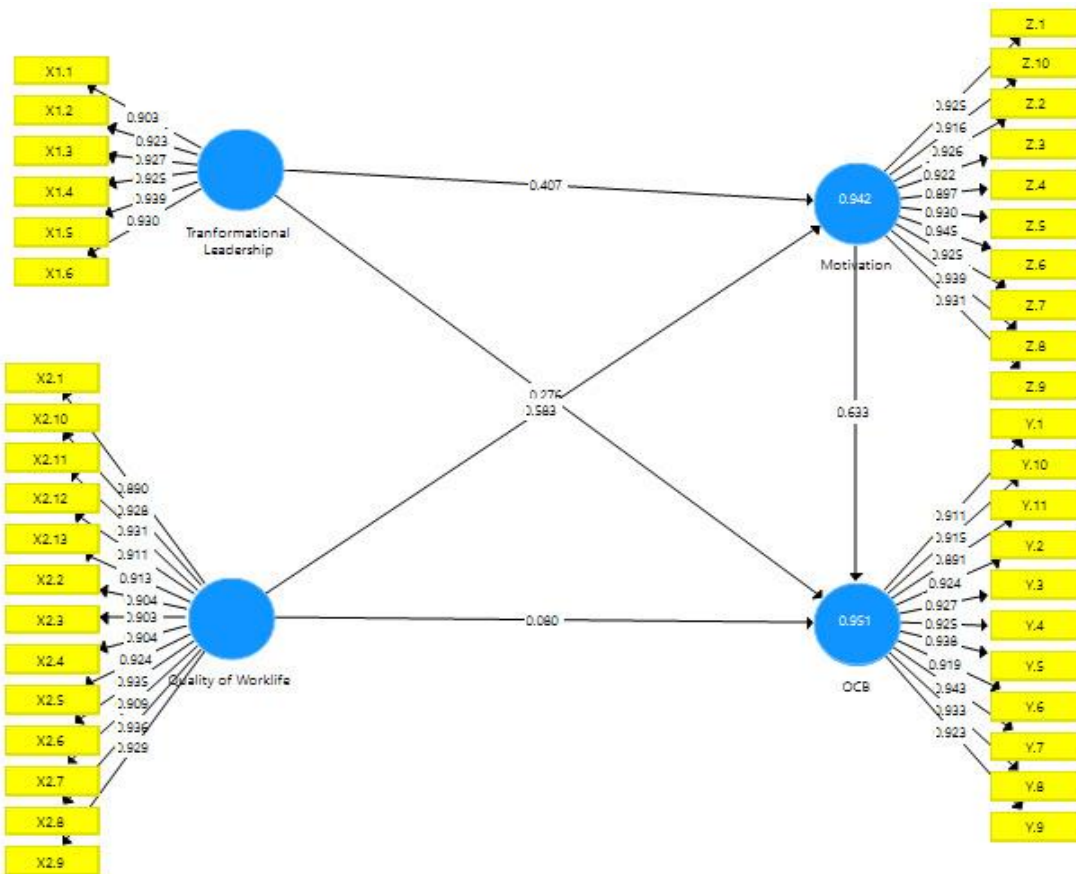


Figure 2. Structural model test results  
Source: Data processing results from SmartPLS (2024)

**Discussion**

Transformational leadership involves motivating followers to achieve organizational goals rather than focusing on personal interests. Recent research by Nenggor et al. (2022) found a positive impact of TFL on OCB among hotel employees in Bali. Studies by Pantih (2024), Rahmat & Wahyuningtyas (2022), Yulman & Trinanda (2023), and Yusup & Maulani (2023) consistently show a positive correlation between this leadership style and employee motivation. Transformational leaders inspire others by fostering purpose, supporting growth, and increasing productivity (Reyaz, 2024), leading to higher job satisfaction, commitment, and engagement. Research also indicates that transformational leadership influences worker output through factors like readiness to change and work motivation (Hadi, 2018; Hariadi & Muafi, 2022), as well as enhancing employees' creativity and organizational innovation (Ngo et al., 2022).

TFL influence toward motivation has been investigated in various organizational settings such as schools (Sitompul & Tung, 2023), health care (Hidayah & Fadila, 2019) and also the banking sector (Aunjum et al., 2017). As individuals who contributed to the development of employees and shaped work culture within an organization, motivational practices are critical in promoting transformational leadership style (Zamilah, 2024). Transformational leadership, in addition has been shown to decrease resistance to change and increase dedication as well as facilitate organizational progress (Chukwuma & Zondo, 2024). Such findings were consistent with the results of Ibrahim et al. (2022). as also discussed by Afsar & Umrani (2020) showed that transformational leadership influences employee motivation positively. Moreover, the result has brought empirical evidence on work motivation in this TFL also can increased with most of employees that working at Hotels in Bali.

QWL could be defined as a work environment that supports and promotes employee satisfaction by providing fair compensation, job security, and growth opportunities (Majumder & Biswas, 2021). Although the concept of QWL has existed for over three decades, interest in its development has remained. QWL was also related to individuals' intention to seek better job opportunities, where such

intention was defined as personal motivation to persist in a certain situation, whether favorable or unfavorable (Pradana et al., 2022). Since the 1990s, there has been a revived interest in QWL among academics and practitioners. The concept has gained more attention because it provided improvements to both organizations and employees in terms of job satisfaction and performance (Fakhri et al., 2020). This research differed from the observation of Purwanto et al. (2021), who discovered that QWL significantly affected OCB was positive significantly. Empirically, the result showed that QWL did not affect OCB among hotel employees in Bali, suggesting other factors might contribute to OCB.

The relationship between QWL and motivation was an important aspect of corporate governance. Previous investigations have shown that QWL significantly influences the level of motivation among employees (Fancha et al., 2024; Ogbuabor & Okoronkwo, 2019). Studies from Mathur et al. (2023) and Alex & Sundar (2019) concluded that there are positive relationships between QWL and higher levels of motivation. One of empirical research which has studied the effect of QWL on intention to quit and motivation is indicator as a mediating variable (Ogbuabor & Okoronkwo, 2019). Hence, improving QWL is likely to affect positively employee motivation and decrease turnover intention.

Factors that affect organizational outcomes were also examined, exploring QWL and job satisfaction as mediating factors in the relationship of which spiritual leadership had with employee performance (Pio, 2021). This study is consistent with Ogbuar & Okoronkwo (2019) who stated that QWL significantly influences motivation on hotel employees in Bali. Motivation is an attitude and mental state that gives people the energy to propel actions and shape behavior in the direction of meeting needs. Schwepker & Dimitriou (2021) explained it as an internal drive that encourages individuals to behave in a manner to pursue a certain goal by creating some conditions, thereby directing their behavior toward the desired goal. This research was done by the observation of Ghasemy & Elwood (2023), Widarko & Anwarodin (2022), and Arshad et al. (2021), who found that motivation significantly affected OCB. Empirically, the analysis showed that work motivation could increase OCB among hotel employees in Bali.

In this research, work motivation served as a mediating variable between TFL and OCB. Results from the hypothesis test demonstrated that transformational leadership directly affected OCB. Additionally, TFL had a significant effect on work motivation, which affected OCB, indicating work motivation acted as a partial mediation. This suggested that when hotel employees in Bali were motivated, their OCB improved. Work motivation was also placed as a mediating variable between QWL and OCB. Hypothesis test results showed that QWL did not directly have a significant effect on OCB. However, QWL significantly affected work motivation, which exerted an effect on OCB. This showed work motivation served as a perfect or full mediation, signifying that good work motivation increased the OCB of hotel employees in Bali.

## **CONCLUSION AND SUGGESTIONS**

In conclusion, this research showed that TFL successfully became a strong predictor of OCB. This leadership style also had a significant effect on OCB when mediated by work motivation. While QWL failed to directly increase OCB, work motivation played a role as a full mediation in the relationship between QWL and OCB. Therefore, work motivation was needed to increase OCB, with transformational leadership and QWL acting as predictors among hotel employees in Bali.

To enhance employees' OCB, St. Regis Hotel should increase the role of transformational leadership by providing special training for managers or supervisors on the principles of transformational leadership, such as inspirational vision, effective communication, and employee empowerment, therefore employees are motivated to perform OCB in the workplace. Moreover, hotel management could prioritize the enhancement of Quality of Work Life (QWL) by maintaining a positive work environment, setting clear objectives, and encouraging innovation and personal growth. These efforts collectively enhance employees' ability to perform OCB and overall performance.

The research identified several limitations, particularly about the variables used. These variables might not necessarily be used in other hospitality organizations, as hotels in Bali possess unique characteristics and cultural contexts. Therefore, the result might not be generalized to hotels in other areas or organizations. There were still three percent of other variables that could explain the OCB variable not discussed in this research.

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