

The Effect Of Transformational Leadership On Organizational Citizenship Behavior (Ocb) Mediated By Quality Of Work Life (Qwl) And Organizational Commitment In The Chemical Manufacturing Industry Sector In Cilegon City

✉ **Nadia Mutiara Dwiputri¹, Furtasan Ali Yusuf², Uli Wildan Nuryanto³**

¹ Student at Master of Management, Bina Bangsa University, Indonesia

^{2&3} Lectur at Master of Management, Bina Bangsa University, Indonesia

Abstrak

The background of this study is the crucial role of transformational leadership in fostering OCB in the chemical manufacturing industry, which faces significant challenges related to safety and quality of work. QWL and organizational commitment are considered mediating factors that can strengthen the influence of leadership on OCB in this work environment. The purpose of this research is to analyze the effect of transformational leadership on employee OCB in the chemical manufacturing sector of Cilegon City, simultaneously assessing the mediating roles of QWL and organizational commitment. The research method employed is quantitative using Structural Equation Modeling based on Partial Least Squares (PLS-SEM). Data were collected via questionnaires distributed to 300 permanent employees across five chemical manufacturing companies in Cilegon City. Path analysis was conducted to test the direct and indirect relationships among variables. The results indicate that transformational leadership significantly affects OCB both directly and indirectly through the mediation of QWL and organizational commitment. Moreover, QWL significantly influences organizational commitment and OCB. These variables collectively explain 87.2% of the variance in employee OCB. The conclusion highlights the importance of developing transformational leadership and enhancing QWL and organizational commitment to improve OCB in the chemical manufacturing industry. Practical implications suggest the need for integrated programs combining leadership development, QWL, and organizational commitment to foster sustainable organizational performance.

Kata Kunci: Transformational Leadership, Quality of Work Life (QWL), Organizational Commitment, Organizational Citizenship Behavior (OCB), Chemical Manufacturing Industry.

Copyright (c) 2022 **Nadia Mutiara Dwiputri**

✉ Corresponding author :

Email Address : nadiamutiarad92@gmail.com

INTRODUCTION

In the era of globalization and the Industrial Revolution 4.0, the manufacturing sector, particularly the chemical industry, faces significant challenges in maintaining competitiveness and productivity (Roodbari et al., 2025). Digital transformation, global market pressures, and sustainability demand require companies to adapt quickly and

effectively. Implementation of superior strategies in the context of human resource capacity development is carried out through strengthening organizational citizenship behaviour (OCB). Research conducted by Nuryanto and Pratiwi (2024) demonstrated a significant positive impact of trust and workforce participation on OCB in the Indonesian chemical manufacturing industry, which in turn makes a significant contribution to optimizing organizational effectiveness. The Indonesian chemical manufacturing sector, particularly in the Cilegon City area, has experienced substantial expansion in recent years. This expansion requires improvements in organizational performance to compete in the international market arena. According to information from the Central Statistics Agency (BPS), the chemical industry sector's contribution reached 4.5% of the total national Gross Domestic Product (GDP) in 2023, indicating its significance to the Indonesian economy (BPS, 2024).

Cilegon City, one of Indonesia's leading chemical industrial areas, plays a vital role in the dynamics of the national economy (Ministry of Industry of the Republic of Indonesia, 2022). However, despite its encouraging expansion, corporations in this sector face complex human resource management challenges, particularly in maintaining workforce quality standards and optimizing productivity levels. According to findings by Nuryanto and Pratiwi (2024), this rapid development acceleration has also created challenges in managing employment aspects, particularly those related to worker welfare and employee work behavior patterns.

The expansion of this industrial sector simultaneously presents complexities in managing employment aspects, particularly in efforts to encourage the manifestation of employee work behavior that goes beyond the boundaries of their formal obligations, known as Organizational Citizenship Behavior (OCB). The concept of OCB plays a fundamental role in optimizing organizational efficiency and effectiveness, especially when operating in the context of a dynamic and highly competitive work environment (Bawa & Brockport, 2021). Organizational Citizenship Behavior (OCB) reflects the voluntary attitudes and actions of employees carried out not because of obligations or specific rewards, but rather out of concern and a desire to support the smooth running and success of the organization as a whole. As shown by recent research, OCB has the ability to increase productivity and create a more harmonious work environment in manufacturing companies (Bawa & Brockport, 2021). Mastering the elements that contribute to the improvement of OCB is a crucial aspect in the context of the chemical manufacturing industry, which has complex characteristics and requires intensive collaboration. Amidst globalization and intensifying industrial competition, the chemical manufacturing sector faces substantial challenges in maintaining organizational performance (Cheng et al., 2025). Transformational leadership, which has the capability to inspire employee motivation and dedication through the articulation of a compelling vision, is believed to play a vital role in driving increased OCB within the organizational environment (Iddrisu, 2025).

A study by Hermanto et al. (2024) indicates that strengthening the implementation of transformational leadership practices and initiatives to improve QWL can effectively encourage increased employee OCB. A study by Syamsuddin and colleagues (2020) demonstrated that QWL has a beneficial and substantial effect on employee dedication to the organization, which in turn contributes to the emergence of OCB. The research specifically outlined the causal relationship between QWL and organizational commitment. Based on the results of the study by Syamsuddin and team (2020), QWL has a beneficial and substantial

impact on employee organizational commitment, reaching a proportion of 72.7%. Thus, optimizing QWL can substantially increase employee loyalty and participation in the organization. According to Damayanti and Prohimi (2023), organizations should continue to focus on improving QWL as a strategic factor for increasing employee loyalty and commitment.

Research conducted by Kartika and Pienata (2020) identified that all dimensions of organizational commitment affective, normative, and continuance have positive and significant implications for organizational citizenship behavior (OCB). Research conducted by Nuryanto and colleagues (2023) confirmed that organizational commitment has a positive and significant influence on OCB. Increasing levels of organizational commitment can trigger voluntary employee behavior in supporting the organization, ultimately increasing performance effectiveness, both personally and collectively, while potentially reducing employee turnover rates in the chemical manufacturing industry (Jia et al., 2025).

The underlying phenomenon of this research is the persistent presence of various human resource dynamics in the manufacturing sector, particularly those related to low levels of positive organizational citizenship behavior (OCB), imbalances in quality of work life (QWL), and suboptimal organizational commitment. These conditions are common challenges in competitive and stressful work environments. A study by Putri and Riyanto (2021) revealed that low QWL negatively impacts employee satisfaction and engagement, which in turn weakens their dedication to the institution.

The focus of research on the chemical manufacturing industry in Cilegon City is highly significant, given its position as a leading chemical industry center in Indonesia. The chemical industry in this region is characterized by complex, high-risk, and technology-intensive work, necessitating careful human resource management with a long-term vision (Zumitzavan et al., 2025).

Thus, this study focuses on investigating how transformational leadership applied in the chemical industry in Cilegon City can improve employee OCB behavior, by exploring the mediating role of QWL and organizational commitment. The findings of this study are projected to contribute conceptual and applicable insights to design leadership approaches and HR management systems in industrial environments characterized by operational pressure and substantial levels of risk.

State of the art

Table 1 Research Gap From the Side Evidence Gap

No	Researchers and Years	Research Focus	Key Findings	Sector	Research Gap
1	Hermanto et al. (2024)	The influence of Transformational Leadership on OCB is mediated by QWL and Organizational Commitment.	QWL and Organizational Commitment significantly mediate the influence of Transformational Leadership on OCB.	Education sector in Indonesia.	Has not examined the context of the chemical manufacturing industry with different work characteristics and risks.

No	Researchers and Years	Research Focus	Key Findings	Sector	Research Gap
2	Kurniawati dan Margaretha (2024)	The Influence of Transformational Leadership on OCB with work motivation as a mediator.	Work motivation acts as a mediator in the relationship between Transformational Leadership and OCB.	Hospitality industry.	Not considering QWL and Organizational Commitment as mediators, the industrial sectors differ.
3	Sari et al. (2023)	The Influence of Transformational Leadership on OCB.	There is a significant direct influence between Transformational Leadership and OCB.	Chemical industry in Medan.	Does not consider the mediating role of QWL and Organizational Commitment in the relationship between variables. It does not involve transformational leadership and has not been tested in the chemical industry sector.
4	Hastuti dan Wibowo (2019)	The influence of QWL and organizational commitment on OCB.	QWL and organizational commitment influence OCB.	Hospital (nursing staff).	

Sumber: Hermanto et al. (2024);Kurniawati & Margaretha (2024);Sari et al. (2023);Hastuti dan Wibowo (2019)

Based on the phenomena and research gaps that have been explained, the formulation of the problem in this study is 1) Is there a direct influence of transformational leadership on organizational citizenship behavior (OCB) in the chemical manufacturing industry sector in Cilegon City? 2) Is there a direct influence of transformational leadership on quality of work life (QWL) in the chemical manufacturing industry sector in Cilegon City? 3) Is there a direct influence of transformational leadership on organizational commitment in the chemical manufacturing industry sector in Cilegon City? 4) Is there a direct influence of QWL on organizational commitment in the chemical manufacturing industry sector in Cilegon City? 5) Is there a direct influence of QWL on OCB in the chemical manufacturing industry sector in Cilegon City? 6) Is there a direct influence of organizational commitment on OCB in the chemical manufacturing industry sector in Cilegon City? 7) Is there an indirect influence of transformational leadership on OCB through QWL in the chemical manufacturing industry sector in Cilegon City? 8) Is there an indirect influence of transformational leadership on OCB through organizational commitment in the chemical manufacturing industry sector in Cilegon City?

Novelty

The novelty of this research lies in its focus on the chemical manufacturing industry in Cilegon, which has high operational risks and specific work characteristics, unlike the majority of previous research that has concentrated on the service sector. This study also integrates two mediating variables, namely QWL and organizational commitment, within a complete structural framework to explain the relationship between transformational leadership and OCB. Using a quantitative SEM-based approach, this study not only tests the direct relationship but also analyzes the hierarchical mediation mechanism (serial

mediation), thus producing a more comprehensive understanding of the psychological and institutional dynamics that shape employees' extra-role behavior. Furthermore, this research is the first to be conducted specifically in Cilegon City, thus enriching the academic literature and providing a practical contribution to HR management in the high-risk industrial sector.

Theoretical Study

Transformational Leadership towards Organizational Citizenship Behavior (OCB)

The direct influence of transformational leadership on OCB can also be explained through social exchange theory and the norm of reciprocity. When employees perceive that transformational leaders provide favourable treatment, such as trust, support, and development, they will be motivated to reciprocate with positive behaviors that benefit the organization, one of which is OCB. Hermanto et al. (2024) found that transformational leadership directly influences OCB through a social exchange mechanism where employees feel obligated to reciprocate positive treatment from the leader by demonstrating positive behaviors. *extra role* Furthermore, Putra and Sudja (2022) revealed that transformational leaders who recognize and appreciate employee contributions will create a positive work climate that encourages employees to voluntarily demonstrate OCB behaviors (Ma et al., 2025). Thus, transformational leadership not only influences OCB through mediators such as job satisfaction or organizational commitment but also has a direct influence on the formation of OCB among employees. Therefore, the following research hypothesis can be formulated:

H1: It is suspected that there is a direct influence between transformational leadership and OCB.

Transformational Leadership towards Quality of Work Life (QWL)

Transformational leadership is believed to have a direct impact on employees' quality of work life (QWL), encompassing various aspects, including a protective and conducive work environment, a proportional remuneration system, opportunities for professional development, and harmonization between professional activities and personal life (Aisyah and Hidayat, 2019). Several empirical studies, including those conducted by Vidal López and Vidal-Blanco (2023) and Saedi and Dastoorpoor (2021), have validated the beneficial and substantial influence of transformational leadership on QWL, with a significant correlation coefficient ($\beta = 0.52$ and a variance of 46%). These results indicate that transformational leadership figures have an essential function in constructing a professional atmosphere that facilitates the achievement of optimal QWL (Vidal López and Vidal-Blanco, 2023). When employees experience support from transformational leadership figures, they tend to develop more constructive perceptions regarding work situations, professional-personal life harmony, career development opportunities, and the compensation system they receive (Hermanto et al., 2024).

H2: It is suspected that there is a direct influence between transformational leadership and QWL.

Transformational Leadership on Organizational Commitment

Transformational leadership plays an essential role in building employee organizational commitment through several psychological mechanisms. Transformational leaders, characterized by role models, motivational drive, cognitive stimulation, and personal attention, have the capacity to build meaningful relationships with their subordinates. Based on Bass and Avolio's conceptualization (in Hashmi et al., 2021), transformational leadership inspires employees to transcend personal interests for the good of the organization. This process occurs when leaders successfully communicate a clear and compelling vision, encouraging employees to adopt the organization's values as an integral part of their personal identity. Thus, employees develop a stronger emotional bond with the organization, which is the core of organizational commitment, particularly affective commitment (Cloet et al., 2021). The direct impact of transformational leadership on organizational commitment can also be explained through the perspective of social exchange theory. When leaders demonstrate concern for employees' individual needs, provide support, and appreciate their contributions, employees tend to reciprocate with positive attitudes and behaviors toward the organization, including higher levels of commitment (Kampilong et al., 2025).

H3: It is suspected that there is a direct influence between transformational leadership and organizational commitment.

Quality of Work Life (QWL) towards Organizational Commitment

The theoretical model explaining the direct relationship between QWL and organizational commitment is based on social exchange theory, which suggests that relationships within an organization are influenced by employees' perceptions of the benefits they receive from the organization (Triana et al., 2025). When organizations provide good QWL, employees tend to reciprocate with positive attitudes and behaviors, including higher commitment to the organization. Research conducted by Dewi and Riana (2019) confirmed the positive relationship between QWL and organizational commitment, emphasizing that organizational investment in improving QWL can result in higher levels of commitment among employees. Similar findings were also validated by a study by Suropto et al. (2019) which showed that elements of QWL contribute significantly to the formation of organizational commitment, by strengthening employee engagement and reducing intentions to leave the organization. Therefore, the following research hypothesis can be formulated:

H4: It is suspected that there is a direct influence between QWL and organizational commitment.

Quality of Work Life (QWL) towards Organizational Citizenship Behavior (OCB)

The relationship between QWL and OCB can be interpreted through the framework of social exchange theory and the principle of reciprocity. Supriyanto et al. (2020) explained that when institutions facilitate optimal QWL, employees develop a moral responsibility to respond through constructive actions that benefit the institution, including OCB. Aspects of QWL include a proportional compensation system, opportunities to apply and develop competencies, and social cohesion in the professional environment, which are significant determinants of OCB. This finding is supported by research by Kashani (2022), which identified that QWL dimensions contribute up to 67% to the variability of OCB among

university academics. Furthermore, a study by Nguyen et al. (2022) found that elements of equitable remuneration, harmony between professional and personal life, and a protective work atmosphere are the QWL components that have the most substantial impact on OCB. Based on this understanding, allocating institutional resources to optimize QWL can be a strategic approach to facilitating OCB, which in turn contributes to improving overall institutional effectiveness (Davis et al., 2025). Based on this description, the following research hypothesis can be formulated:

H5: It is suspected that there is a direct influence between QWL and OCB.

Organizational Commitment to Organizational Citizenship Behavior (OCB)

The mechanism of organizational commitment's influence on OCB can be explained through social exchange theory and the norm of reciprocity. Ibrahim and Youssef (2020) argue that when organizations meet employees' needs and expectations, employees develop a strong commitment and then feel obligated to reciprocate with positive behaviors, including OCB. These behaviors include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, which collectively contribute to organizational effectiveness (Sharma et al., 2025). These dimensions of OCB reflect extra-role behaviors voluntarily undertaken by employees to support the overall functioning of the organization (Robbins and Judge, 2022). Musa et al. (2023) reinforce this argument by demonstrating that organizational commitment serves as a crucial driver for employees to demonstrate OCB because it creates a deep psychological attachment and fosters a shared identity between employees and the organization. Overall, various empirical studies validate that organizational commitment has a direct and positive impact on OCB, making it a crucial element that organizations need to develop to encourage beneficial volunteer behavior in the workplace (Nagy & Gáspár, 2025). Based on this description, the research hypothesis can be formulated as follows:

H6: It is suspected that there is a direct influence between commitment and OCB.

Transformational Leadership towards Organizational Citizenship Behavior (OCB) through Quality of Work Life (QWL)

Organizational citizenship behavior (OCB) is a voluntary action by employees that is not included in formal job descriptions or official compensation systems, but contributes significantly to optimizing institutional effectiveness (Özkan et al., 2025). OCB encompasses aspects of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. A study by Decha et al. (2023) identified that QWL plays a role as a bridge between transformational leadership and OCB. Transformational leaders encourage the optimization of QWL by creating a conducive work atmosphere, implementing a proportional reward system, and facilitating employee capacity development. Furthermore, optimal QWL conditions encourage employees to demonstrate OCB as a reciprocal response to a constructive work environment. These findings are supported by research by Miao et al. (2022), which demonstrated that transformational leadership impacts OCB through its mediating function of psychological aspects and professional environmental conditions. Based on this understanding, transformational leadership not only directly influences OCB but also indirectly by optimizing employee QWL (Hussain et al., 2025). Based on this description, the following research hypothesis can be formulated:

H7: It is suspected that there is an indirect influence between transformational leadership and OCB through QWL as a mediating variable.

Transformational Leadership towards Organizational Citizenship Behavior (OCB) through Organizational Commitment

It should be noted that the effectiveness of organizational commitment's mediating role in the relationship between transformational leadership and OCB can be influenced by various contextual factors within the organization. Zeinabadi and Salehi (2023) demonstrated that organizational justice can moderate the mediating influence of organizational commitment, with the mediation effect being stronger when perceived organizational justice is high. Meanwhile, Hermanto et al. (2024) explained that quality of life (QWL) can act as a parallel mediator with organizational commitment, although organizational commitment remains a stronger mediating effect. These studies underscore the importance of considering other organizational factors such as organizational culture, work climate, and job characteristics, which can strengthen or weaken the mediating role of organizational commitment in explaining how transformational leadership influences OCB (Virmani et al., 2025). A comprehensive understanding of the interactions between these factors is crucial for optimizing transformational leadership practices in enhancing OCB by strengthening organizational commitment. Therefore, the following research hypothesis can be formulated: H8: It is suspected that there is an indirect influence between transformational leadership and OCB through organizational commitment as a mediating variable.

METODOLOGI

Types of research

This research applies a quantitative methodology, with the primary objective being to objectively and systematically examine the relationship between variables. The study was conducted at a number of selected chemical manufacturing companies located in Cilegon City, Banten Province. Specifically, the research focused on leading chemical corporations operating in Cilegon City, including PT Chandra Asri Pacific, PT Asahimas Chemical, PT Lotte Chemical Indonesia, PT Dover Chemical, and PT Nippon Shokubai Indonesia. The selection parameters were companies employing at least 100 permanent employees and operating for at least 10 years.

Population and sample

The population comprises thousands of employees across various chemical industry companies in Cilegon City, including PT Chandra Asri Pacific, PT Asahimas Chemical, PT Lotte Chemical Indonesia, PT Dover Chemical, and PT Nippon Shokubai Indonesia. The population in this study is 4,814. The sample size will be determined using the Stratification (Proportional) formula or by referring to the analysis guidelines. Structural Equation Modelling (SEM) and the sample size is 300.

Data analysis techniques

Data analysis in this study was carried out quantitatively using a quantitative approach. Structural Equation Modelling based Partial Least Squares (SEM-PLS) using SmartPLS software version 3.29. This method was chosen because it can handle complex structural

models, is suitable for small to medium sample sizes, and does not require the assumption of normal data distribution. SEM-PLS also allows researchers to analyze causal relationships, both direct and indirect, between latent variables measured through manifest indicators.

To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value Average Variance Extracted (AVE) and construct reliability test through the value Composite Reliability (CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 2 below.

Table 2 AVE and CR test results

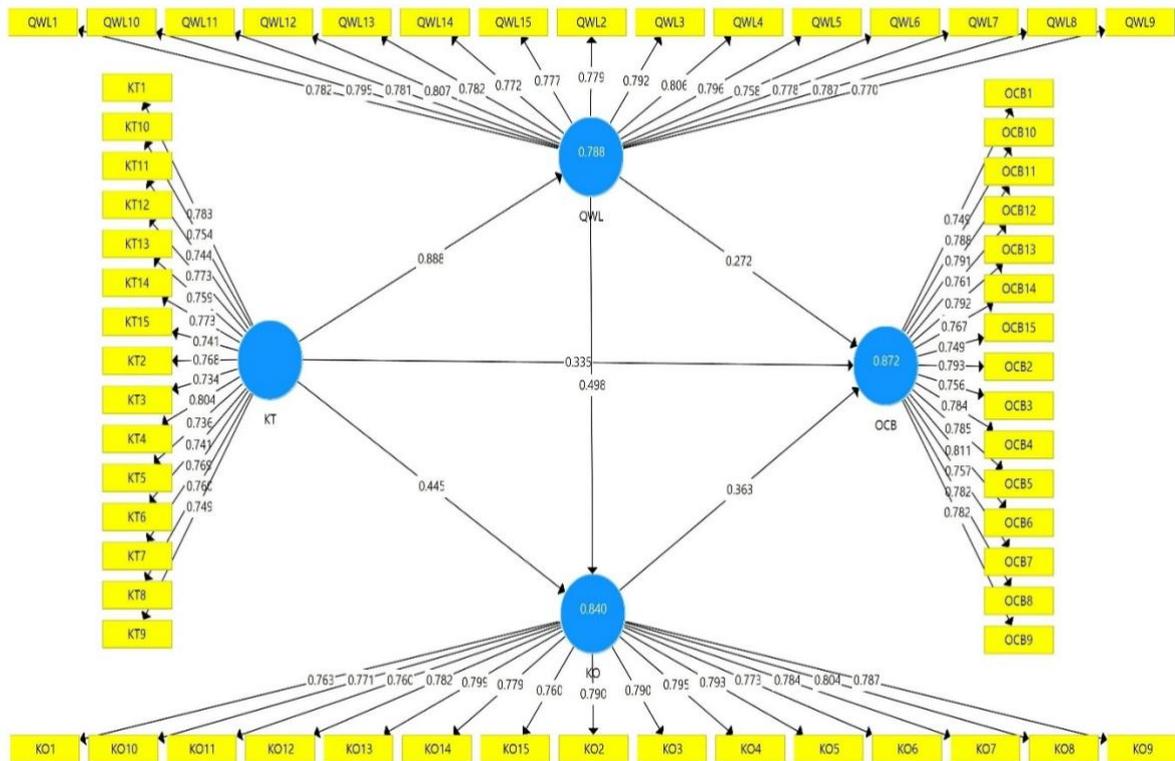
Variabel	Average Variance Extracted (AVE)	Composite Reliability	information
Transformational leadership	0,577	0,953	Valid
Quality of Work Life (QWL)	0,615	0,960	Valid
Organizational commitment	0,612	0,959	Valid
Organizational Citizenship Behavior (OCB)	0,603	0,958	Valid

Source: SEM PLS data processing results (2025)

The test results in Table 2 show that all research variables have AVE values above 0.50 and Composite Reliability values above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency. Thus, this research instrument is proven valid and reliable in measuring the constructs of transformational leadership, OCB, quality of work life, organizational commitment.

RESULT AND DISCUSSION

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 1 below.



Source: SEM PLS data processing results (2025)

Figure 1 Outer Model Analysis Results (PLS Algorithm)

The hypothesis testing in this study aims to analyze the direct influence between latent variables including Transformational Leadership, Quality of Work Life (QWL), Organizational Commitment, and Organizational Citizenship Behavior (OCB). The hypothesis verification process is carried out through the evaluation of the path coefficient parameters, t-statistic values, and p-values obtained from the bootstrapping procedure using the SmartPLS application version 3.29. The results of the t-statistic measurement of the direct relationship between variables in the model structure (Bootstrapping results) are in Table 3 below:

Table 3 Results of T-Statistic Measurement of Direct Relationship Inter-Variables in the Model Structure

No	Hubungan Antar Variabel	Nilai t-statistik	Nilai p-value	H ₀	Keterangan
1	Transformational Leadership - OCB	6,063	0,000	Rejected	There is a significant influence
2	Transformational Leadership - QWL	89,368	0,000	Rejected	There is a significant influence
3	Transformational Leadership - Organizational Commitment	8,870	0,000	Rejected	There is a significant influence
4	QWL - Organizational Commitment	9,938	0,000	Rejected	There is a significant influence
5	QWL - OCB	6,151	0,000	Rejected	There is a significant influence

No	Hubungan Antar Variabel	Nilai t-statistik	Nilai p-value	H ₀	Keterangan
6	Organizational Commitment - OCB	7,438	0,000	Rejected	There is a significant influence

Source: *Output* from SmartPLS (2025)

Based on table 3, the results of the hypothesis testing can be described as follows:

The first hypothesis explores the influence of Transformational Leadership on improving Organizational Citizenship Behavior (OCB) among employees at five chemical manufacturing companies located in Cilegon City. Based on the data analysis in Table 4.17, the path coefficient value was 0.335 with a t-statistic value of 6.063. Empirical findings indicate that the t-statistic value (6.063) exceeds the critical value of 1.96, accompanied by p-value of 0.000, which is below the significance threshold of 0.05. The results of this statistical analysis confirm that Transformational Leadership empirically has a significant positive influence on the manifestation of organizational behavior. Organizational Citizenship Behavior (OCB) in the context of the organization being studied.

The second hypothesis tests whether Transformational Leadership has a significant influence in increasing Quality of Work Life (QWL) of employees at five chemical manufacturing companies in Cilegon City. Empirical analysis revealed that the path coefficient (referring to table 4.17) for the relationship between Transformational Leadership and Quality of Work Life (QWL) reached a value of 0.888, accompanied by a t-statistic value of 89.368. The statistical findings demonstrated that the calculated t-value (89.368) substantially exceeded the critical value of 1.96, with a significance level of 0.888. p-value of 0.000, which is far below the threshold $\alpha = 0.05$. This empirical evidence confirms that Transformational Leadership provides a statistically significant positive contribution to the increase in Quality of Work Life (QWL) in the context of the organization being studied.

The third hypothesis examines the influence of Transformational Leadership on increasing Organizational Commitment among employees in five chemical manufacturing companies in the Cilegon region. Empirical data in Table 4.17 shows a path coefficient of 0.445 with a t-statistic value of 8.870. The results of the statistical test show that the calculated t-value (8.870) exceeds the critical value of 1.96, accompanied by p-value 0.000, which is smaller than the significance level of 0.05. This finding empirically proves that Transformational Leadership has a positive and significant influence on employee Organizational Commitment in the industrial context studied.

The fourth hypothesis analyzes the influence Quality of Work Life (QWL) on increasing employee Organizational Commitment in five chemical manufacturing companies in Cilegon City. Based on the data in table 4.17, the path coefficient of the relationship between QWL and Organizational Commitment was recorded at 0.498, with a t-statistic value reaching 9.938. Inferential analysis shows that the calculated t-value (9.938) significantly exceeds the critical value of 1.96, accompanied by a probability value (p-value) 0.000 which is below alpha 0.05. This statistical evidence confirms that Quality of Work Life provide a significant positive impact on the formation of Organizational Commitment in the research context.

The fifth hypothesis tests whether Quality of Work Life (QWL) has a significant influence in increasing Organizational Citizenship Behavior (OCB) of employees at five chemical manufacturing companies in Cilegon City. The test results show that the path coefficient value (table 4.17) Quality of Work Life (QWL) towards Organizational Citizenship Behavior (OCB) of 0.272 and t-statistic of 6.151. From these results, a significant t-statistic was obtained, namely $6.151 > 1.96$ with $p\text{-value } 0.000 < 0.05$, so this proves that Quality of Work Life (QWL) is proven to have a significant positive influence on Organizational Citizenship Behavior (OCB).

The sixth hypothesis investigates the influence of Organizational Commitment on increasing Organizational Citizenship Behavior (OCB) among employees in five chemical manufacturing companies in the Cilegon region. The analysis results in Table 4.17 indicate a path coefficient of 0.363 with a t-statistic value of 7.438. Empirical findings show that the calculated t-value (7.438) exceeds the critical limit of 1.96, accompanied by a significance level ($p\text{-value}$) of 0.000 which is lower than $\alpha = 0.05$. The results of this statistical test verify that Organizational Commitment empirically contributes positively and significantly to the development of organizational behavior. Organizational Citizenship Behavior in the industrial environment being studied.

Indirect Effect Test

Mediation hypothesis analysis was conducted to identify whether exogenous variables influence endogenous variables through the role of mediator variables. This study tested two mediation hypotheses. The first hypothesis explored the influence of Transformational Leadership on Organizational Citizenship Behavior (OCB) mediated by Quality of Work Life (QWL). The second hypothesis investigates the influence of Transformational Leadership on OCB with Organizational Commitment as a mediator variable.

Hypothesis verification is based on the evaluation of the Structural Model (*Inner Model*) which includes the coefficient of determination, path parameters, and t-statistic values. The criteria for accepting or rejecting the hypothesis are determined through an evaluation of the level of significance between constructs, the t-statistic value, and p-value. The data analysis process was carried out using the SmartPLS application version 3.29. These parameters were obtained through the procedure bootstrapping. The decision criteria applied in this study used a t-statistic value > 1.96 at the significance level. $p\text{-value} < 0.05$ (5%) with a positive beta coefficient. The results of the research hypothesis verification are presented comprehensively in Table 4:

Table 4 Results of T-Statistic Measurement of Indirect Relationships
Inter-Variables in the Model Structure

Information	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational leadership → QWL → OCB	0,242	0,240	0,039	6,132	0,000
Transformational leadership → organizational commitment → OCB	0,162	0,162	0,027	5,890	0,000

Source: *Output* SmartPLS (2025)

Based on the test results in table 4.28, it can be explained as follows: The seventh hypothesis examines the role of mediation. Quality of Work Life (QWL) in the relationship between Transformational Leadership and Organizational Citizenship Behavior (OCB) in five chemical manufacturing companies in the Cilegon region. Statistical analysis shows an indirect path coefficient of 0.242 with a t-statistic value of 6.132. The results of the inferential test show that the calculated t-value (6.132) exceeds the critical value of 1.96, accompanied by a significance level (*p-value*) 0.000 which is below the threshold of 0.05. This empirical finding confirms that Quality of Work Life plays a significant role as a mediator variable in transmitting the influence of Transformational Leadership on improving Organizational Citizenship Behavior in the context of the industry being studied.

The eighth hypothesis tests whether Organizational Commitment mediates Transformational Leadership in improving Organizational Citizenship Behavior (OCB) in five chemical manufacturing companies in Cilegon City. The test results showed that the original sample value was 0.162 and the t-statistic was 5.890. From these results, a significant t-statistic was obtained, namely $5.890 > 1.96$ with *p-value* $0.000 < 0.05$, so this proves that Organizational Commitment is able to mediate the influence of Transformational Leadership in improving Organizational Citizenship Behavior (OCB).

The Influence of Transformational Leadership in improving Organizational Citizenship Behavior (OCB) employees in the chemical manufacturing industry sector in Cilegon City

Based on the results of the tests conducted, Transformational Leadership was proven to have a significant and positive influence in improving Organizational Citizenship Behavior (OCB) of employees in the chemical manufacturing industry sector in Cilegon City. The path coefficient value is 0.335 with a t-statistic of 6.063 and a *p-value* 0.000 shows that the higher the employee's perception of the transformational leadership style applied by their superiors, the higher their tendency to demonstrate OCB behavior, such as helping coworkers, being loyal to the organization, and doing work outside of formal responsibilities (Tanveer, 2025).

Research conducted by Silard et al. (2025) in the higher education sector identified a significant positive impact of transformational leadership on OCB, where OCB serves as a crucial mechanism in optimizing employee performance (Silard et al., 2025). Parallel results were also reported in a study by orkam (2025), which revealed that transformational leadership stimulates OCB through both direct and indirect channels, with job satisfaction as an intermediary variable (Orkamo et al., 2025).

In a more specific context, Al-suwaidi (2025) examined the chemical manufacturing sector, similar to this study, and found that transformational leadership can encourage OCB through an inspirational approach and intellectual stimulation. The results of this study reinforce these findings and indicate that in an industrial sector heavily influenced by formal work structures such as chemical manufacturing, a leadership approach that encourages vision, motivation, and individual attention can still foster voluntary work behavior among employees (Al-Suwaidi et al., 2025).

Several other studies, such as lian & Ding (2025), also support these findings, although they added mediating variables such as job happiness and knowledge sharing as a link between transformational leadership and OCB. Although their mediation approaches

differ, the direction of the relationship and the positive contribution of transformational leadership to OCB remain consistent (Lian & Ding, 2025).

The Influence of Transformational Leadership in improving Quality of Work Life (QWL) of employees in the chemical manufacturing industry sector in Cilegon City

The empirical findings of the study verify the substantial positive impact of Transformational Leadership on improving Quality of Work Life (QWL) in the context of the chemical manufacturing industry in the Cilegon region. Statistical parameters show a path coefficient of 0.888 accompanied by a t-statistic value of 89.368 and a significance level (*p-value*) of 0.000. This high coefficient magnitude reflects that leadership practices that are inspirational, motivating, accommodating individual needs, and facilitating employee development contribute substantially to employees' positive evaluations of aspects of their work life. The practical implications demonstrate that the intensity of the transformational approach perceived by employees is directly proportional to the increase in their evaluations of work-life harmony, comfortable work environment conditions, and organizational satisfaction levels (Rai & Koodamara, 2025).

Santika and Anshima (2025) found that transformational leadership had a positive and significant effect on QWL with a coefficient of 0.554, albeit in the context of the hospitality industry (Anshima et al., 2025). Hu et al. (2025) found a similar relationship in the context of state-owned enterprises and construction companies, where QWL served as an intervening variable between leadership and performance. Although the variables studied differed, the results consistently demonstrate the importance of leadership in shaping employee perceptions of QWL (Hu et al., 2025).

Furthermore, research by Vidal and Vidal-Blanco (2023) in the healthcare sector showed that transformational leadership significantly impacts QWL, particularly on the dimensions of job satisfaction and general well-being. In this study, although conducted in the chemical manufacturing sector, the results indicate that the influence of leadership on QWL is even stronger, as reflected in a coefficient of 0.888, which exceeds most previous studies.

The Influence of Transformational Leadership in increasing employee organizational commitment in the chemical manufacturing industry sector in Cilegon City.

The results of the empirical analysis confirm that Transformational Leadership has a significant and positive impact on strengthening Organizational Commitment among employees of the chemical manufacturing industry in the Cilegon region. The recorded path coefficient parameter is 0.445 with a t-statistic value of 8.870 and significance (*p-value*) 0.000 indicates that the increase in the quality of transformational leadership practices implemented by leaders is positively correlated with the intensification of employees' psychological bonds with the institutions where they work. Leadership that is able to inspire, provide clear direction, support individual growth, and build trust has been shown to encourage emotional attachment, loyalty, and a sense of belonging for employees to their workplace (Fauzi et al., 2025).

This finding aligns with the results of various previous studies, as outlined by Alodeani et al. (2023), who found that transformational leadership significantly increases organizational commitment in higher education institutions in Saudi Arabia, with leaders'

communication skills being the most influential aspect. Despite the different sector contexts, the direction of the influence remains consistent: strengthening organizational commitment. More broadly, Taha et al. (2025) in a systematic review of 20 studies concluded that the relationship between transformational leadership and organizational commitment was positive in the majority of the studies analyzed. Their findings confirmed that motivation and inspiration from leaders are key elements capable of increasing employee commitment (Taha et al., 2025).

Influence Quality of Work Life (QWL) in increasing employee organizational commitment in the chemical manufacturing industry sector in Cilegon City.

Empirical analysis proves that Quality of Work Life (QWL) provides a positive and significant contribution to strengthening Organizational Commitment among employees in the chemical manufacturing industry in the Cilegon region. Statistical parameters show a path coefficient of 0.498 accompanied by a t-statistic value of 9.938 and a significance level (*p-value*) 0.000. These data indicate that an increase in employee perceptions of QWL, which includes dimensions of comfort, job security, work-life harmony, and opportunities for competency development, is directly proportional to the intensification of their commitment to the organization. Employees who feel appreciated and supported by the organization in both professional and personal areas demonstrate superior levels of loyalty and a readiness to make long-term contributions (Asif et al., 2025).

The results of this study strengthen the empirical evidence from previous studies summarized in Table 2.4. For example, an investigation by Dewi and Riana (2019) identified a significant positive impact of QWL on organizational commitment. In the banking sector, employees demonstrated higher levels of commitment when they perceived that management paid serious attention to their QWL. Research by Suropto et al. (2019) and Young et al. (2024) also supports these findings. They show that QWL not only influences job satisfaction but also directly shapes employee commitment. Although some of these studies used organizational commitment as an intervening or mediating variable, the direction of the relationship remains consistent: the better the QWL, the higher the employee commitment (Young & Roos, 2024).

Influence Quality of Work Life (QWL) in improving Organizational Citizenship Behavior (OCB) employees in the chemical manufacturing industry sector in Cilegon City

The results of empirical verification show that Quality of Work Life (QWL) contributes significantly in driving the manifestation of Organizational Citizenship Behavior (OCB) among workers in the Cilegon chemical manufacturing industry. The path coefficient was recorded at 0.272 with a t-statistic value of 6.151 and a probability (*p-value*) 0.000. These findings indicate that employees' positive perceptions of QWL – including work-life balance, job security, a conducive work climate, and opportunities for self-development – encourage the emergence of organizational citizenship behavior. The manifestation of OCB is reflected in the willingness to help colleagues, institutional loyalty, and initiatives to contribute beyond formal responsibilities (Nishanthi et al., 2025).

This empirical evidence is supported by previous research. For example, a study by Syahril and Widayarni (2019) identified a positive impact of QWL on OCB, with organizational commitment acting as a partial mediator. Although that study included

additional intermediary variables, the pattern of significant relationships between QWL and OCB remains consistent with the findings of this study. Similarly, Kashani (2022) found that QWL dimensions accounted for up to 67% of the variation in OCB among university lecturers. This suggests that employee perceptions of QWL play a significant role in encouraging voluntary and positive work behavior, although the sectoral context of the study differs from this one.

Research by Hermawan et al. (2020), Allameh et al. (2021), and Supriyanto et al. (2020) also supports this finding. All three showed that QWL has a significant influence on OCB despite the involvement of various mediators such as job satisfaction, psychological capital, and organizational commitment. In this regard, your research strengthens the conclusion that while mediator variables can broaden the understanding of the relationship, the direct influence of QWL on OCB remains significant and important.

The Influence of Organizational Commitment in improving Organizational Citizenship Behavior (OCB) employees in the chemical manufacturing industry sector in Cilegon City

Empirical findings confirm that Organizational Commitment has a significant positive impact on increasing Organizational Citizenship Behavior (OCB) among employees in the chemical manufacturing sector in the Cilegon region. Statistical data shows a path coefficient of 0.363 with a t-statistic value of 7.438 and a significance level (*p-value*) 0.000. The results of this analysis indicate that the intensity of employee commitment to the institution is directly proportional to their tendency to display behaviors beyond formal roles (OCB). Manifestations of these behaviors include a willingness to provide assistance to colleagues, demonstrating loyalty to the company, and concern for the sustainability of the organization as a whole (Levovnik et al., 2025b).

This finding aligns with various previous studies. For example, Khunsoonthornkit and levovnik et al. (2025) revealed that organizational commitment has a direct positive effect on OCB, even strengthened through the mediation of employee engagement and moderation by organizational justice. Although this study used additional mediators and moderators, the main results still demonstrate the importance of organizational commitment as a predictor of OCB (Levovnik et al., 2025).

Research by Udin et al. (2021) in the context of the Indonesian manufacturing industry also supports these findings. They found that organizational commitment significantly reduced turnover intention and increased OCB. These results emphasize that employees' emotional and psychological commitment to the organization is a crucial factor in fostering positive behaviors beyond formal obligations.

The Influence of Transformational Leadership in improving Organizational Citizenship Behavior (OCB) employees through *Quality of Work Life* (QWL) in the chemical manufacturing industry sector in Cilegon City

Empirical analysis verifies the existence of a substantial indirect influence of Transformational Leadership on development. Organizational Citizenship Behavior (OCB) among employees of the chemical manufacturing industry in the Cilegon region. Statistical parameters show an indirect path coefficient of 0.242, accompanied by a t-statistic value of 6.132 and a significance level (*p-value*) 0.000. This result confirms that Quality of Work Life (QWL) functions effectively as a mediator in the relationship between Transformational

Leadership and OCB. These findings reflect that a leader who is able to inspire, motivate, and accommodate the individual development of employees does not merely stimulate behavior outside of their formal role directly. Furthermore, transformational leadership also contributes to the formation of a high-quality work ecosystem, which in turn plays a role in strengthening the manifestation of organizational citizenship behavior among employees (Bui et al., 2025).

These results are consistent with research by Hermanto et al. (2024) which states that QWL and organizational commitment simultaneously mediate the relationship between transformational leadership and OCB. In this study, QWL was shown to be an effective pathway in transmitting the influence of transformational leadership style on volunteer work behavior. Although Hermanto's study also included organizational commitment as a mediator, this study confirms that QWL alone is significant in bridging the relationship (Zhu et al., 2025).

Research by Ataei et al. (2023) in the context of public hospitals in Thailand also found that QWL partially mediated the effect of transformational leadership on OCB. This means that when leaders create supportive working conditions, such as work-life balance, participation, and a healthy environment, OCB will emerge as a positive response from employees to the organization (Ataei et al., 2025).

The Influence of Transformational Leadership in improving Organizational Citizenship Behavior (OCB) of employees through Organizational Commitment in the chemical manufacturing industry sector in Cilegon City

The results of empirical verification demonstrate that Transformational Leadership has a significant indirect impact on increasing Organizational Citizenship Behavior (OCB) among employees in the chemical industry sector in Cilegon. The indirect path coefficient was recorded at 0.162 with a t-statistic value of 5.890 and a significance level (*p-value*) 0.000. These data confirm the role of Organizational Commitment as an effective mediator in transmitting the influence of Transformational Leadership on OCB. This phenomenon reflects that the transformational leadership approach which includes the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individual attention not only stimulates the emergence of OCB directly, but also constructs organizational commitment which further intensifies the manifestation of this behavior (Ak et al., 2025).

This finding corresponds to the research of Hermanto et al. (2024) who verified that Organizational Commitment together with QWL function as simultaneous mediators in the Transformational Leadership-OCB relationship, with the magnitude of the mediation effect of Organizational Commitment being more dominant relative to QWL. This result implies that when employees develop affective bonds and dedication to the institution as a consequence of transformational leadership practices, their probability of demonstrating behaviors outside of formal roles becomes higher such as providing assistance to colleagues, demonstrating organizational loyalty, and displaying superior levels of initiative (Halidu et al., 2025).

Research by Supriyanto et al. (2020) also supports these findings by stating that Organizational Commitment significantly mediates the relationship between Transformational Leadership and OCB, with the mediation effect being more dominant than

the direct effect. This finding underscores the importance of building employee emotional attachment to the organization as a crucial intermediate step in developing OCB.

CONCLUSION

Based on the results of the analysis, it can be concluded that 1) there is a direct influence of transformational leadership on organizational citizenship behavior (OCB) in the chemical manufacturing industry sector in Cilegon City 2) there is a direct influence of transformational leadership on quality of work life (QWL) in the chemical manufacturing industry sector in Cilegon City 3) there is a direct influence of transformational leadership on organizational commitment in the chemical manufacturing industry sector in Cilegon City 4) there is a direct influence of QWL on organizational commitment in the chemical manufacturing industry sector in Cilegon City 5) there is a direct influence of QWL on OCB in the chemical manufacturing industry sector in Cilegon City 6) there is a direct influence of organizational commitment on OCB in the chemical manufacturing industry sector in Cilegon City 7) there is an indirect influence of transformational leadership on OCB through QWL in the chemical manufacturing industry sector in Cilegon City 8) there is an indirect influence of transformational leadership on OCB through organizational commitment in the chemical manufacturing industry sector in Cilegon City.

Implications

The results of this study provide important practical and theoretical implications. Practically, the findings confirm that transformational leadership, supported by improved quality of work life (QWL) and organizational commitment, can encourage higher OCB, making it relevant to the manufacturing chemical industry, which requires employee collaboration, innovation, and dedication. Theoretically, this study enriches the literature with empirical evidence that the relationship between transformational leadership and OCB is not only direct but also through a multi-layered mediation mechanism, thus expanding the development of social exchange theory in the context of high-risk industries. Furthermore, this study opens up opportunities for further studies through sample expansion, the use of qualitative approaches, the addition of moderating variables, and longitudinal designs to gain a more comprehensive understanding of the dynamics of leadership and organizational behavior.

References :

- Ak, M., Turkmenoglu, M. A., Elbardan, H., & Yüce, H. (2025). Eco-friendly behavior as a moderator: How responsible leadership shapes environmental performance through organizational green culture in the hospitality industry? *International Journal of Hospitality Management*, 131(June), 104346. <https://doi.org/10.1016/j.ijhm.2025.104346>
- Al-Suwaidi, K., Alsyouf, I., Tahboub, Z., Alsaad, A., & Alsyouf, A. (2025). Integrating fourth industrial revolution technologies in human resource practices: Mediating roles of work flexibility, quality of work life, and distributive fairness in enhancing employee productivity. *Sustainable Futures*, 10(January), 101150. <https://doi.org/10.1016/j.sftr.2025.101150>
- Anshima, Sharma, D., & Bhardwaj, B. (2025). Green human resource management practices and sustainable development in India: A systematic literature review and future research agenda. *Social Sciences and Humanities Open*, 11(February), 101420. <https://doi.org/10.1016/j.ssaho.2025.101420>
- Asif, M., Shao, Z., Sharif, M. N., Alshdaifat, S. M., & Hanaysha, J. R. (2025). Feeling empowered, acting

- beyond duty: A moderated-mediation model linking transformational leadership to organizational citizenship behavior. *Acta Psychologica*, 260(September), 105642. <https://doi.org/10.1016/j.actpsy.2025.105642>
- Ataei, P., Karimi, H., Behroozeh, S., & Jafari, F. (2025). Effect on authentic leadership on innovation performance of Agriculture Jihad Organization in Kerman province: The mediating role of interpersonal trust and collaborative culture. *Results in Engineering*, 26(February). <https://doi.org/10.1016/j.rineng.2025.105002>
- Bawa, P., & Brockport, S. U. N. Y. (2021). What do they think and why it matters? Views of administrators and faculty on the use of Massively Multiplayer Online Games for Learning. *Computers and Education Open*, 2(April), 100034. <https://doi.org/10.1016/j.caeo.2021.100034>
- Bui, Q. T., Anh Do, V. P., Ly Tran, L., & Nguyen, P. M. (2025). Examining the Relationship between Corporate Social Responsibility, Organizational Citizenship Behavior and Job Satisfaction: Evidence from Vietnamese Manufacturing Firms in the Digital Age. *Procedia Computer Science*, 253, 717-726. <https://doi.org/10.1016/j.procs.2025.01.133>
- Cheng, Z., Jin, X., & Kwak, W. J. (2025). Using the new positive aspect of digital leadership to improve organizational sustainability: Testing moderated mediation model. *Acta Psychologica*, 255(January). <https://doi.org/10.1016/j.actpsy.2025.104963>
- Davis, J. M., Agrawal, D., & Ogbanufe, O. (2025). Shaping extra-role security behaviors through employee-agent relations: A dual-channel motivational perspective. *International Journal of Information Management*, 80(July 2024), 102833. <https://doi.org/10.1016/j.ijinfomgt.2024.102833>
- Fauzi, Basrowi, Wulandari, & Irviani, R. (2025). Fostering sustainability through leadership and employee personality traits. *Sustainable Futures*, 9(February), 100502. <https://doi.org/10.1016/j.sftr.2025.100502>
- Halidu, O. B., Awuah-Gyawu, M., Otchere Fianko, A., Gyamfi, B. A., & Asongu, S. A. (2025). Corporate governance and circular supply chains: Synergizing eco-adaptive organizational culture, leadership eco-innovation willingness, and perceived urgency for circularity. *Journal of Environmental Management*, 392(April), 126689. <https://doi.org/10.1016/j.jenvman.2025.126689>
- Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024). The mediating role of quality of work life and organizational commitment in the link between transformational leadership and organizational citizenship behavior. *Heliyon*, 10(6), e27664. <https://doi.org/10.1016/j.heliyon.2024.e27664>
- Hu, S., Ghardallou, W., Dong, R. K., Li, R. Y. M., & Nazeer, S. (2025). From ethical leadership to green voice: A pathway to organizational sustainability. *Acta Psychologica*, 257(May), 105116. <https://doi.org/10.1016/j.actpsy.2025.105116>
- Hussain, M. A., Ali, S., Ali, S., Goh, G. G. G., Saif, N., & Khan, S. U. (2025). Redefining the concept of green transformational leadership through psychometric analysis: Evidence from educational setup of developing country prospective. *Asia Pacific Management Review*, 30(3), 100354. <https://doi.org/10.1016/j.apmr.2024.100354>
- Iddrisu, I. (2025). Understanding the nexus between organizational culture and trust: The mediating roles of communication, leadership, and employee relationships. *Sustainable Futures*, 9(February), 100555. <https://doi.org/10.1016/j.sftr.2025.100555>
- Jia, J., Zhang, Y., Bakar, L. J. A., & Ilyas, M. A. (2025). Transforming work in the digital era: AI-enhanced leadership and its effect on IT professional burnout. *Acta Psychologica*, 260(September), 105537. <https://doi.org/10.1016/j.actpsy.2025.105537>
- Kampilong, J. K., Karauwan, W., Suatan, M., Merentek, T. C., & Korua, S. R. N. (2025). Sustainable leadership innovation capability (SLIC): Enhancing organizational sustainability performance in the construction industry. *Sustainable Futures*, 10(June), 101016. <https://doi.org/10.1016/j.sftr.2025.101016>
- Levovnik, D., Aleksić, D., & Gerbec, M. (2025a). Examining the relationship between managers'

- commitment to safety, leadership style, and employees' perception of managers' commitment. *Journal of Safety Research*, 92(September 2023), 230–244. <https://doi.org/10.1016/j.jsr.2024.11.024>
- Levovnik, D., Aleksić, D., & Gerbec, M. (2025b). Exploring the research on managers' safety commitment through the prism of leadership. Part 1: A bibliometric analysis. *Journal of Loss Prevention in the Process Industries*, 94(December 2023). <https://doi.org/10.1016/j.jlp.2024.105527>
- Lian, R., & Ding, T. (2025). Illegitimate tasks diminish my engagement in organizational citizenship behaviors: A reciprocity perspective model. *Acta Psychologica*, 256(September 2024), 105014. <https://doi.org/10.1016/j.actpsy.2025.105014>
- Ma, X., Waqas, A., & Malik, J. T. (2025). Transformational leadership and total quality management practices: Moderating role of collectivism. *Acta Psychologica*, 260(September), 105489. <https://doi.org/10.1016/j.actpsy.2025.105489>
- Nagy, Á., & Gáspár, J. (2025). Responsible organizational transformation: Social and systemic challenges, and the role of foresight. *Sustainable Futures*, 10(February). <https://doi.org/10.1016/j.sftr.2025.101325>
- Nishanthi, B., Hariharan, C., Babu, M., Srinivasan, S., & Anandhabalaji, V. (2025). Exploring workplace spirituality and its impact on organizational effectiveness: A bibliometric review and prospective research directions. *Social Sciences and Humanities Open*, 12(June), 101685. <https://doi.org/10.1016/j.ssaho.2025.101685>
- Orkamo, M., Ukko, J., Rantala, T., & Saunila, M. (2025). Leadership behaviours to promote organisational performance in private sector digital transformation – A systematic literature review. *Digital Business*, 5(2), 100155. <https://doi.org/10.1016/j.digbus.2025.100155>
- Özkan, O. S., Huertas-Valdivia, I., Üzümlü, B., & Contreras-Gordo, I. (2025). Responsible leadership and job embeddedness in hospitality: The role of managers' light-triad personality and employees' prosocial identity. *International Journal of Hospitality Management*, 131(June). <https://doi.org/10.1016/j.ijhm.2025.104351>
- Rai, S. S., & Koodamara, N. K. (2025). How does trust in leader influences organizational commitment? A test of a moderated mediation model. *Acta Psychologica*, 257(May), 105092. <https://doi.org/10.1016/j.actpsy.2025.105092>
- Roodbari, H., Mirfakhar, A. S., Trullen, J., Valverde, M., & Ogbonnaya, C. (2025). What works for whom in which circumstances in successful HRM implementation? A realist synthesis. *Journal of Business Research*, 188(January 2024), 115115. <https://doi.org/10.1016/j.jbusres.2024.115115>
- Sharma, S., Albishri, N., Zafar, H., Singhal, A. B., & Singh, G. (2025). Shades of green and transformational leadership: Predicting employees' green creativity and green work engagement at work. *Acta Psychologica*, 259(June), 105393. <https://doi.org/10.1016/j.actpsy.2025.105393>
- Silard, A., Miao, C., Rego, A., Akkan, E., Yoon, D., & Qian, S. (2025). Leader expressed humility: A meta-analysis and an agenda for future research. *Personality and Individual Differences*, 242(February). <https://doi.org/10.1016/j.paid.2025.113196>
- Taha, S., Osaili, T. M., Griffith, C. J., Fadhel, A., Holley, R., Sprenger, R., Albloush, A., Nasaj, M., & Hilal, H. (2025). Fostering Food Safety Culture in Restaurants in the United Arab Emirates (UAE): Leadership Impact on Food Handlers' Commitment and Compliance. *Journal of Food Protection*, 88(7). <https://doi.org/10.1016/j.jfp.2025.100523>
- Tanveer, M. (2025). Leading green with heart and intelligence: Uniting AI, emotional intelligence, and transformational leadership for a sustainable future. *Sustainable Futures*, 10(June), 101137. <https://doi.org/10.1016/j.sftr.2025.101137>
- Triana, M. del C., Garcia, M. F., Richard, O., Yücel, İ., & Ahmed, R. (2025). Status incongruence effects under conditions of task interdependence: Too close for comfort. *Journal of Business Research*, 189(January). <https://doi.org/10.1016/j.jbusres.2024.115174>
- Virmani, N., Sharma, S., Kumar, P., Luthra, S., Jain, V., & Jagtap, S. (2025). Navigating the landscape through digital human resource management: An initiative to achieve sustainable practices.

- Sustainable Futures*, 9(January), 100621. <https://doi.org/10.1016/j.sftr.2025.100621>
- Young, C., & Roos, J. H. (2024). Factors that influence the quality of work life in nursing departments: A management perspective. *International Journal of Africa Nursing Sciences*, 20(August 2023), 100672. <https://doi.org/10.1016/j.ijans.2024.100672>
- Zhu, J., Zhi, W., & Fang, Y. (2025). Ethical leadership, organizational learning, and corporate ESG performance: A moderated mediation model. *International Review of Economics and Finance*, 98(February), 103966. <https://doi.org/10.1016/j.iref.2025.103966>
- Zumitzavan, V., Prachumrasee, K., & Pathak, S. (2025). Transformational leadership cultivating innovation and transparency in local government organisations, Thailand. *Journal of Open Innovation: Technology, Market, and Complexity*, 11(3), 100626. <https://doi.org/10.1016/j.joitmc.2025.100626>