

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK ENGAGEMENT ON OCB

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Abstract: Low employee engagement and minimal volunteer work behavior are serious challenges in healthcare organizations because they can affect work effectiveness, loyalty, and team stability. One internal factor believed to play a role is leadership style. This study aims to examine the effect of transformational leadership on work engagement and organizational citizenship behavior. The study used a quantitative approach with a cross-sectional design using a sample of 243 employees through purposive sampling. The instrument was a questionnaire, and data analysis was conducted using binary logistic regression. The results obtained showed that the majority of respondents rated transformational leadership (60.5%), work engagement (58.4%), and organizational citizenship (65.8%) in the low category. Statistical tests showed a significant influence between transformational leadership on organizational citizenship behavior ($p=0.000$; $POR=9.903$), and work engagement on organizational citizenship behavior ($p=0.000$; $POR=29.567$). Work engagement was the variable that most influenced organizational citizenship behavior with a probability of 92.26%. Thus, it can be concluded that transformational leadership contributes significantly to employee engagement and organizational citizenship behavior. Strengthening leadership styles that build employee engagement and encourage voluntary work behavior is necessary to create adaptive and high-performing organizations.

Keywords: Work Engagement, Organizational Citizenship Behavior, Transformational Leadership

1. Introduction

Leadership is a fundamental element in determining the success of any organization, including hospitals as public service institutions. A report Gallup (2022) revealed that only 20% of employees globally feel engaged in their work, and this low engagement has the potential to cost the global economy up to USD 7.8 trillion. This situation demonstrates that employee engagement is a strategic issue that directly impacts work effectiveness, loyalty, and organizational stability.

In Indonesia, the issue of employee engagement is also evident. Dewi & Maharani (2023) study at Hermina Hospital in Bogor found that 7% of non-medical employees were actively disengaged, while Syafira & Mardawan (2017) study at Cicendo Eye Hospital in Bandung showed that 63.3% of nurses had low levels of work engagement. A similar finding was found in Jufrizen et al. (2025) study, which found that work engagement levels were significantly associated with the emergence of organizational citizenship behavior (OCB).

At the provincial level, research by Adhellia & Qowi (2023) at Muhammadiyah Babat Hospital, Lamongan, showed that the majority of nurses (58.3%) had a moderate level of organizational citizenship behavior, while only 41.7% were in the high category, and no respondents were found in the low category. Although there was no explicit low OCB, the dominance of the moderate category indicates that employee voluntary work behavior is not optimal.

Meanwhile, on a local scale in Sidoarjo Regency, a study by Soesianingsih et al., (2023) at Delta Surya Hospital in Sidoarjo actually showed that the majority of employees showed low levels of OCB, with only 33.34% of employees showing OCB in the high category. This study

proves that the level of job satisfaction and organizational culture have a large role and have a real influence on OCB, while length of service has no significant effect. This finding reflects the need to strengthen internal organizational factors, including leadership style and employee involvement to improve organizational citizenship behavior in private hospitals in the Sidoarjo area.

A similar situation occurred at Siti Hajar Islamic Hospital in Sidoarjo. A preliminary study in February 2025 revealed significant fluctuations in employee retention, with unstable turnover rates over the past three years. In 2022, 32 employees joined and 33 left; in 2023, only 10 joined and 32 left; and in 2024, the turnover increased to 38 joined and 27 left. This instability reflects weak employee engagement. An internal hospital survey also showed that while employee cooperation was high (a score of 0.956), some aspects of organizational citizenship behavior, such as preparedness for emergency situations, remained low (59.5%), indicating an imbalance in volunteer work behavior.

Previous research has highlighted the relationship between transformational leadership, work engagement, and OCB. Several studies have demonstrated that transformational leadership positively influences both work engagement and OCB (Yuwono et al., 2023; Aziza, 2023; Hasan et al., 2023). Similarly, work engagement has been shown to be a predictor of OCB across various sectors (Huang et al., 2022; Jufrizen et al., 2025; Salahuddin et al., 2025). Several studies have even emphasized the role of engagement as a mediating variable that bridges the influence of transformational leadership on OCB (Citrawati & Mujiati, 2024; Chen et al., 2024).

However, several research gaps can be identified. First, the majority of previous research has been conducted in the banking, education, and hospitality sectors (Binaba et al., 2024; Istiqomah, S. & Riani, 2021; Salahuddin et al., 2025), while research in the context of private hospitals is still very rare and limited. Second, research in Indonesia in the healthcare sector has largely focused on public hospitals, while studies examining the relationship between transformational leadership, work engagement, and OCB in private hospitals, particularly in regional areas, have not been widely explored (Soesianingsih et al., 2023; Jufrizen et al., 2025). Third, previous research has shown varying findings. Some studies report that work engagement plays a dominant role in influencing OCB (Huang et al., 2022; Ansori & Wulansari, 2021), while others emphasize the role of transformational leadership as a significant direct predictor (Aziza, 2023; Larasati, 2023). This variation in findings underscores the importance of further research to clarify the influential and dominant variables.

Based on this gap, this study seeks to contribute by simultaneously examining the influence of transformational leadership and employee engagement on OCB in private hospitals, specifically Siti Hajar Islamic Hospital in Sidoarjo. This research is expected to enrich the healthcare management literature and provide practical recommendations for strengthening leadership strategies and employee engagement to improve OCB.

2. Literature Review

Transformational leadership

Transformational leadership emphasizes providing inspiration, motivation, and individual attention to subordinates. Transformational leaders play a crucial role in enhancing employee intrinsic motivation through strong vision, support, and role models (Yuwono et al., 2023). Previous research confirms that this type of leadership not only directly impacts performance improvement but also encourages the development of extra-role behaviors or organizational citizenship behavior (OCB) (Aziza, 2023; Larasati, 2023)..

In the context of healthcare organizations, this leadership style has been shown to increase nurses' work engagement, which in turn impacts performance and prosocial behavior (Hasan et al, 2023). Furthermore, transformational leadership strengthens employees' psychological aspects, such as psychological capital, thus encouraging them to demonstrate voluntary behavior (Sri Ramalu & Janadari, 2022). The relationship between transformational leadership and OCB can be explained through Social Exchange Theory (SET), where employees reciprocate leader support with contributions beyond their formal duties (Lee et al., 2024).

Work Engagement

Work engagement is defined as a positive psychological state characterized by high energy, dedication, and immersion in work (Huang et al., 2022). Employees with high levels of engagement tend to be more proactive, innovative, and exhibit behaviors that go beyond formal obligations. Empirical studies show that engagement is closely related to OCB in various sectors, both healthcare and services (Jufrizen et al., 2025; Salahuddin et al., 2025). Furthermore, engagement has been shown to be an important mediating factor related to transformational leadership on OCB (Citrawati & Mujiati, 2024).

This confirms that inspirational leadership will be more effective in encouraging voluntary behavior if employees have a strong attachment to their work. Adequate organizational support also strengthens this relationship, where positive perceptions of organizational support facilitate the channeling of engagement into OCB (Ompusunggu & Rifani, 2023).

Organizational Citizenship Behavior

OCB is voluntary employee behavior that is not included in formal job descriptions but contributes significantly to organizational effectiveness. It includes helping coworkers, maintaining workplace conditions, and supporting goal achievement (Wu et al., 2023). Previous research shows that OCB is influenced by individual factors such as engagement, as well as contextual factors such as organizational culture and leadership style (Soesianingsih et al., 2023).

From a theoretical perspective, work engagement and OCB can also be explained through the framework of Social Exchange Theory. Employees who feel valued and gain meaningful work experiences are more likely to reciprocate with extra-role behaviors that support the organization (Ansori & Wulansari, 2021).

3. Method

The research approach used was quantitative with a cross-sectional model. This cross-sectional model was used because data were collected at a specific point in time without any treatment or manipulation of variables, making it suitable for testing the influence between variables naturally and efficiently (Sugiyono, 2022). The study was conducted at the Siti Hajar Islamic Hospital in Sidoarjo, located at Jl. Raden Patah No. 70-72, Jasem, Bulusidokare, Sidoarjo District, Sidoarjo Regency, East Java 61234 in July 2025.

The study population was all 621 employees of the Siti Hajar Islamic Hospital in Sidoarjo. The sample size was determined using the Slovin formula, resulting in 243 respondents using a purposive sampling technique with the following inclusion criteria: (1) permanent employees, (2) having worked for at least one year, (3) willing to be respondents by signing an informed consent, and (4) completing the questionnaire completely. The exclusion criteria were contract employees, employees on extended leave, and respondents who refused to participate.

This research used a questionnaire with a 1–5 Likert scale, adapted from previous research instruments and adapted to the hospital context. Transformational leadership was measured using indicators of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Work engagement was measured using the dimensions of vigor, dedication, and absorption, while organizational citizenship behavior was measured using indicators of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The instruments were tested for validity and reliability before use.

The data processing process includes editing, coding, data input, data processing using the SPSS program, and tabulating. The analysis stages include univariate tests to describe the characteristics and variables studied, bivariate tests to determine the relationship between variables using the chi-square test, and multivariate tests using binary logistic regression. Logistic regression analysis was chosen because the dependent variable (organizational citizenship behavior) is categorized into two groups, namely high and low. The backward LR method was used to determine the exogenous variables that have the most influence on the endogenous variables. Data processing was carried out using SPSS 24 software (Ibrahim & Puspitasari, 2024).

4. Result and Discussion

Respondent characteristics included age, gender, education, and length of service. The respondents in this study were employees at Siti Hajar Islamic Hospital in Sidoarjo, with a sample size of 243 employees.

Table 1. Frequency Distribution of Employee Characteristics

Characteristics	Category	Frequency	Percentage (%)
Age	20-25 Years	16	6.6
	26-35 Years	83	34.2
	36-45 Years	65	26.7
	46- 55 Years	79	32.5
	Total	243	100.0
Gender	Woman	171	70.4
	Man	72	29.6
	Total	243	100.0
Education	Junior High School	3	1.2
	Senior High School	26	10.7
	Associate Degree	84	34.6
	Undergraduate Degree	66	27.2
	Profession	61	25.1
	Master's Degree	3	1.2
	Total	243	100.0
Length of Work	<5 Years	40	16.5
	5-10 Years	58	23.9
	>10 Years	145	59.7
	Total	243	100.0

Based on Table 1, the majority of employees are in the age groups of 26–35 years (34.2%) and 46–55 years (32.5%), with the smallest proportion being in the 20–25 years age group (6.6%). Based on gender, the majority of respondents were female (171) (70.4%), while 72 were male (29.6%). The education level was dominated by D3 graduates (34.6%), D4/S1 (27.2%), and Professionals (25.1%). In terms of length of service, more than half of the respondents had a work period of >10 years (59.7%), followed by a work period of 5–10 years (23.9%), and <5 years (16.5%).

Frequency Distribution of Transformational Leadership, Work Engagement, and OCB

Univariate analysis was used to identify the frequency distribution of transformational leadership, work engagement, and OCB.

Table 2. Frequency Distribution of Transformational Leadership, Work Engagement, and OCB

Research Variables	Frequency	Percentage (%)
Transformational Leadership		
Low	147	60.5
High	96	39.5
Total	243	100.0
Work Engagement		
Low	142	58.4
High	101	41.6
Total	243	100.0
Organizational Citizenship Behavior		
Low	160	65.8
High	83	34.2
Total	243	100.0

Based on Table 2, it is explained that the majority of respondents have a low level of transformational leadership, namely 147 employees (60.5%), compared to the high category of 96 employees (39.5%). In the work engagement variable, the majority of respondents are also in the low category, namely 142 employees (58.4%), while those in the high category are 101 employees (41.6%). Meanwhile, in the OCB variable, the majority of respondents are in the low category, namely 160 employees (65.8%), compared to the high category of 83 employees (34.2%).

Analysis of the Influence of Transformational Leadership, Work Engagement, and OCB

Bivariate analysis was used to test the influence between variables, namely transformational leadership, work engagement and organizational citizenship behavior. Table 3 shows that the majority of employees under low transformational leadership (126 employees (85.7%)) also demonstrated low levels of organizational citizenship behavior. Meanwhile, only 22 employees (14.3%) continued to demonstrate high levels of organizational citizenship behavior despite being led by a low transformational leadership style. Conversely, in the group of employees with high transformational leadership, the majority (80 employees (83.3%)) demonstrated high OCB, while 16 employees (16.7%) demonstrated low OCB.

Table 3. The Influence of Transformational Leadership on Work Engagement and Organizational Citizenship Behavior

Variable	Organizational Citizenship Behavior		POR	95% CI	p-Value
	Low	High			
Transformational Leadership			9.903	5.354 – 18.314	0.000
Low	126	21			
High	16	80			
Work Engagement			29.567	13.949 – 62.672	0.000
Low	131	11			
High	29	72			

The variable of work engagement has a significant influence on OCB. The data show that the majority of employees with low work engagement (131 employees (92.3%)) also demonstrated low OCB, while only 11 employees (7.7%) demonstrated high levels of organizational citizenship behavior. Conversely, in the group with high work engagement, 72 employees (71.3%) demonstrated high OCB, while the remaining 29 employees (28.7%) demonstrated low OCB.

The results of the bivariate analysis obtained evidence that transformational leadership together with work engagement had a significant effect on OCB. The results of the Chi-Square test obtained a significance value of $p = 0.000 < (\alpha = 0.05)$, which means that both variables have an influence on organizational citizenship behavior.

The prevalence odds ratio (POR) for transformational leadership was 9.903 (95% CI: 5.354 – 18.314), indicating that employees with low transformational leadership were nearly 10 times more likely to exhibit low organizational citizenship behavior compared to employees led by high transformational leaders.

Meanwhile, the POR for work engagement was 29.567 (95% CI: 13.949 – 62.672), indicating that employees with low work engagement were 29 times more likely to exhibit low organizational citizenship behavior compared to employees with high work engagement.

Multivariate Analysis: Independent Variables Influencing Organizational Citizenship Behavior

Multivariate analysis with binary logistic regression was used to identify the simultaneous influence of exogenous variables on endogenous variables.

Table 4. Independent Variables that Influence Organizational Citizenship Behavior

Factor	B	S.E.	p	POR
Work Engagement	3,387	0,383	0,000	29,567

In Table 4, the results of the multivariate analysis show that the variable proven to influence organizational citizenship behavior is work engagement with $p = 0.000$ and $POR = 29.567$. Backward analysis results show that work engagement ($b1 = 3.387$). Therefore, the regression equation.

$$y = a + b_1X_1 + \dots + b_iX_i$$

$$y = -0,909 + 3,387.X_1$$

$$\begin{aligned}
 P &= \frac{1}{1 + e^{-(a + b_1X_1 + \dots + b_iX_i)}} \\
 P &= \frac{1}{1 + e^{-(-0,909 + 3,387(1))}} \\
 P &= \frac{1}{1 + e^{-(2,478)}} \\
 P &= \frac{1}{1 + 0,0839} \\
 P &= \frac{1}{1,0839} \\
 P &= 0,9226 \times 100\% \\
 P &= 92,26\%
 \end{aligned}$$

The calculation results show that low work engagement has a probability of low OCB of 92.26%.

Discussion

The Influence of Transformational Leadership on Organizational Citizenship Behavior

This study found that transformational leadership significantly influences OCB. These results demonstrate that leaders who are able to provide inspiration, intellectual stimulation, and individual attention will foster employees' intrinsic motivation to contribute beyond their formal obligations.

This finding is supported by research by Yuwono et al. (2023), which shows that transformational leadership positively impacts OCB, both directly and indirectly through psychological capital and work engagement. In other words, transformational leaders not only drive behavior but also strengthen employees' psychological aspects, which then encourages extra-role behavior.

This finding is also consistent with research by Aziza (2023), which demonstrated that transformational leadership significantly influences OCB. Larasati (2023) also explained that transformational leadership encourages increased OCB because employees tend to exhibit positive voluntary behavior when led by leaders who inspire, motivate, and support individual development.

In the context of healthcare, transformational leadership has proven crucial. Hasan et al, (2023) found that transformational leadership increased nurses' work engagement, which in turn led to improved performance and prosocial behavior. This indicates that in stressful work situations such as hospitals, a transformational leadership style can be key to creating a supportive work environment that makes employees more willing to perform tasks outside their formal roles.

Research by Sri Ramalu & Janadari (2022) confirmed that transformational leadership contributes to OCB by strengthening psychological capital. This means that inspirational leaders can foster self-confidence, optimism, and psychological resilience, which in turn encourage employees to demonstrate citizenship behavior.

Furthermore, Chen et al., (2024) found that the correlation between transformational leadership and OCB was strengthened by work engagement as a moderator variable. Employees with high levels of engagement were more motivated to respond to transformational leadership with citizenship behavior. This finding suggests that the effectiveness of transformational leadership is highly dependent on the level of work engagement of subordinates.

From a theoretical perspective, the correlation between transformational leadership and OCB can be explained through the Social Exchange Theory (SET) framework, where employees feel obligated to reciprocate the support, attention, and inspiration provided by leaders with positive behaviors outside of their formal duties. Recent research confirms that transformational leadership encourages the emergence of OCB because employees perceive a mutually beneficial reciprocal relationship with their leaders (Lee et al., 2024). Thus, transformational leadership plays a role not only as a driver of work motivation but also as a catalyst for the emergence of OCB through psychological and relational mechanisms, where trust, the quality of social exchange, and organizational support are important factors that strengthen employee engagement in extra-role behaviors (Wu et al., 2023).

The Influence of Work Engagement on OCB

The results of this study confirm that work engagement has a significant influence on OCB. Employees who demonstrate high levels of engagement tend to have greater energy, a strong sense of dedication, and absorption in their work, thus encouraging them to engage in extra-role behaviors such as helping coworkers, maintaining a healthy work environment, and supporting organizational goals, even if these are not stated in formal job descriptions.

These results align with research by Ompusunggu & Rifani (2023), which found that the higher the level of work engagement, the more likely employees are to exhibit organizational citizenship behaviors such as helping coworkers, maintaining harmonious relationships, and demonstrating loyalty to the organization. Similar findings were also obtained in research by Salahuddin et al. (2025), which concluded that work engagement has a positive and significant effect on OCB.

These findings align with Huang et al., (2022), who explain that engagement comprises cognitive, emotional, and physical dimensions that work simultaneously to encourage positive behavior. Engaged employees not only complete their primary tasks but are also more proactive and innovative in making additional contributions that strengthen organizational success.

Other empirical research supports this. Jufrizen et al., (2025) found that nurses' work engagement in Indonesian public hospitals had a significant positive correlation with OCB. This suggests that in stressful work environments like hospitals, engagement is key to fostering organizational citizenship behavior, which ultimately improves the quality of healthcare services. Similarly, Salahuddin et al. (2025) showed that hotel employees with high levels of work engagement were more proactive in helping colleagues, maintaining good relationships with customers, and supporting organizational effectiveness.

Furthermore, Ompusunggu & Rifani (2023) emphasized that perceived organizational support (POS) strengthens the relationship between engagement and OCB. Employees who feel supported by their organization are more likely to channel their work engagement into extra-role behaviors. This emphasizes the importance of the organization's role in creating a supportive work environment so that engagement can optimally manifest itself in the form of OCB.

From a theoretical perspective, the relationship between engagement and OCB can be understood through Social Exchange Theory. Employees who feel valued and treated fairly by the organization will respond with citizenship behavior as a form of reciprocity. Thus, engagement is not only an individual factor, but also the result of positive social exchanges in the workplace (Lee et al., 2024).

Practically, these findings have important implications for hospital management. To increase employee OCB, organizations need to design strategies that strengthen work engagement, for example, through providing training, recognizing achievements, providing job autonomy, and

creating a work-life balance. With high engagement, employees will be more willing to engage in voluntary behaviors that support team collaboration and organizational effectiveness.

Work Engagement as the Most Influential Variable on OCB

The findings of this study confirm that work engagement is the most influential exogenous variable on OCB. The analysis shows that compared to other variables, work engagement has the most dominant influence, with a probability of 92.26%. This means that employees with high levels of engagement are more motivated to engage in extra-role behaviors, such as helping coworkers, supporting the smooth running of the organization, and maintaining a harmonious work climate.

Theoretically, this relationship can be explained through Social Exchange Theory (SET), which emphasizes the principle of reciprocity. Employees who feel their work is meaningful, receive positive energy, and feel highly dedicated are more likely to reciprocate these positive experiences with extra contributions to the organization. Work engagement, in this context, functions as a psychological mechanism that encourages employees to voluntarily display OCB (Ansori & Wulansari, 2021; Huang et al., 2022).

International research supports these findings. Huang et al. (2022) emphasize that engagement is not simply an affective state but a psychological resource that drives individuals to demonstrate proactive behaviors, including OCB. Similarly, Ansori & Wulansari (2021) found that psychological capital positively influences OCB through the mediation of work engagement. This means that engagement is the primary channel connecting individual psychological factors with organizational citizenship behavior.

Cross-sector research also provides consistent evidence. Salahuddin et al. (2025) showed that hotel employees with high levels of engagement were more proactive in helping coworkers, maintaining service quality, and supporting organizational goals. Similar findings were revealed by Jufrizen et al. (2025) in a hospital context, where engaged nurses demonstrated more OCB, particularly in providing extra care to patients and supporting coworkers under high work pressure.

In addition to acting as a direct predictor, work engagement often mediates the relationship between organizational variables and OCB. Research by Yuwono et al. (2023) showed that work engagement acts as a significant mediator in the relationship between transformational leadership, psychological capital, and OCB. This means that engagement strengthens and channels the influence of these factors into citizenship behavior. A similar finding was found in a study in the hospital industry by Istiqomah, S. & Riani (2021), which confirmed that engagement, along with affective commitment, can mediate the effect of transformational leadership on OCB.

Based on these findings, it can be concluded that work engagement is the most dominant independent variable influencing OCB. Its influence is comprehensive, both as a direct predictor and as a mediator in various research models. Therefore, organizations need to pay serious attention to strategies to increase employee engagement, for example through organizational support, achievement recognition, career development, and the creation of a participatory and fair work environment. By increasing work engagement, organizations can encourage the emergence of OCB on an ongoing basis, which ultimately has a positive impact on organizational performance. Work engagement can be said to be the key variable that most influences OCB. Employees who are highly engaged emotionally, cognitively, and physically tend to be more concerned with the overall success of the organization. This is manifested through helpfulness, loyalty, and tolerance in dealing with work dynamics. Therefore, managerial efforts to increase work engagement are very strategic, not only to strengthen

individual performance, but also to foster a culture of volunteer work oriented towards organizational progress.

5. Conclusions

The conclusion of this study shows that transformational leadership, work engagement, and OCB among employees at Siti Hajar Islamic Hospital, Sidoarjo, are in the low category. There is a significant influence of exogenous variables: transformational leadership and work engagement on OCB. The results of the multivariate analysis confirmed that work engagement is the variable that most dominantly influences OCB among employees at Siti Hajar Islamic Hospital, Sidoarjo.

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