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THE ROLE OF QUALITY OF WORK LIFE AS A QUASI MODERATOR ON THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract :

This study aims to analyze the role of *Quality of Work Life* as a quasi-moderator in the influence of transformational leadership on *Organizational Citizenship Behavior* of PT Jambi Ekspres Televisi employees. This study is important because organizational citizenship behavior is not always formed only through leadership style, but is also influenced by the quality of work life perceived by employees. This study uses a quantitative approach with a survey method. Data were obtained by distributing questionnaires to 30 employees of PT Jambi Ekspres Televisi with a saturated sampling technique. Data analysis was carried out using *Partial Least Squares-Structural Equation Modeling* through SmartPLS. The results showed that transformational leadership had a positive but insignificant effect on *Organizational Citizenship Behavior*. Conversely, *Quality of Work Life* had a positive and significant effect on *Organizational Citizenship Behavior*. In addition, the interaction between transformational leadership and *Quality of Work Life* was proven to have a significant effect on *Organizational Citizenship Behavior*. These findings indicate that *Quality of Work Life* not only acts as an independent variable, but also strengthens the influence of transformational leadership on organizational citizenship behavior. Thus, *Quality of Work Life* can be categorized as a quasi-moderator. This study confirms that improving *Organizational Citizenship Behavior* in the broadcast media industry needs to be done by strengthening the quality of work life that supports leadership effectiveness.

Keywords: *Quality of Work Life, transformational leadership, Organizational Citizenship Behavior, quasi moderator, media industry*

INTRODUCTION

Changes in the business environment require organizations to rely not only on formal work systems but also on building voluntary employee behavior that supports organizational effectiveness (Zhou et al., 2023). In human resource management studies, this behavior is known as *Organizational Citizenship Behavior*, which is extra-role behavior that is not directly stated in job descriptions but contributes to smooth operations, teamwork, and the achievement of organizational goals (Hermanto & Srimulyani, 2022). Behaviors such as helping coworkers, maintaining work relationships, not complaining

easily, participating in organizational activities, and completing work beyond minimum standards are becoming increasingly important in modern organizations (Grasiaswaty, 2021). In broadcast media companies, the need for these behaviors is even greater because work takes place under time pressure, demands creativity, and the dynamics of rapidly changing information (Zamani et al., 2022).

The broadcast media industry has a different work character than conventional organizations (Gupta & Verma, 2024). Employees are not only required to complete administrative or technical tasks, but also must be able to work at a fast pace (Henderson et al., 2020), be responsive to current issues, and maintain the quality of production and information services to the public (Hermanto & Srimulyani, 2022). These conditions require companies to require employees who not only comply with formal instructions but also have a willingness to help, take initiative, and maintain work solidarity (Prouska et al., 2023). PT Jambi Ekspres Televisi, as a local television station in Jambi Province, faces these challenges. The company requires human resources who are able to work adaptively, collaboratively, and possess a high level of organizational awareness to maintain competitiveness amid changing media consumption patterns.

One factor often associated with the formation of *Organizational Citizenship Behavior* is transformational leadership (Histayanthi et al., 2024). Transformational leadership is seen as a leadership style capable of inspiring, providing direction, building motivation, and encouraging employees to develop their potential (Nurlaela et al., 2025). In an organizational context, transformational leaders are expected to foster moral and psychological commitment in employees so that they are willing to contribute beyond formal job demands (Saeed et al., 2022). Theoretically, transformational leadership can encourage *Organizational Citizenship Behavior* through role modeling, vision communication, individual attention, and intellectual stimulation (Liu et al., 2024). However, the assumption that transformational leadership always has a direct impact on organizational citizenship behavior still needs to be tested contextually, especially in local-scale organizations with a limited number of employees (Kristanto et al., 2019).

Initial observations at PT Jambi Ekspres Televisi indicate that leadership oriented toward vision, direction, and motivation has not been fully followed by optimal organizational citizenship behavior. Some employees still tend to work according to formal tasks, while initiatives to help colleagues, participate in informal organizational activities, and demonstrate extra contributions have not emerged evenly. This condition indicates that transformational leadership alone is not necessarily sufficient to encourage *Organizational Citizenship Behavior*. In work situations with time pressures, limited facilities, and flexible work demands, employees may limit their contributions if they do not perceive an adequate quality of work life (Malik et al., 2024). Therefore, it is necessary to analyze factors that can strengthen or weaken the influence of leadership on voluntary work behavior.

Quality of Work Life is an important concept in explaining employee behavior in the workplace (Ogunola, 2022). This concept refers to the quality of work experiences perceived by employees (Mohd. Hussain et al., 2024), including fair compensation, a safe and comfortable work environment, opportunities for development, freedom of expression, social solidarity, and support for potential development (Pio, 2022). From a human resource management perspective, *Quality of Work Life* is not only related to material well-being, but also reflects whether the organization treats employees as strategic assets that need to be valued (Mendoza-Ocasal et al., 2022). When employees experience a good quality of work life, they tend to have a sense of belonging, psychological attachment, and a willingness to reciprocate organizational support through positive behaviors, including *Organizational Citizenship Behavior*.

Several previous studies have demonstrated the relevance of transformational leadership, *Quality of Work Life*, and *Organizational Citizenship Behavior*. (Hermanto et al., 2024) found that transformational leadership influences *Organizational Citizenship Behavior* through *Quality of Work Life* and organizational commitment as mediators. (Heridiansyah et al., 2024) also showed that *Quality of Work Life* mediates the relationship between transformational leadership and *Organizational Citizenship Behavior*. (Kurniawati & Margaretha, 2024) tested transformational leadership, *Quality of Work Life*, and *Organizational Citizenship Behavior* with work motivation as a mediator. (Hidayah & Hendarsjah, 2021) found that *Quality of Work Life* and work motivation play a role in shaping *Organizational Citizenship Behavior* through job satisfaction. Meanwhile, (Engko et al., 2023) proved that *Quality of Work Life* can act as a moderator in the relationship between leadership and employee performance.

Although previous research has made important contributions, there are still gaps in knowledge that require further study. Most studies position *Quality of Work Life* as a mediator, a connecting variable that explains the mechanism of transformational leadership's influence on *Organizational Citizenship Behavior*. This approach is important, but it does not fully explain whether the level of *Quality of Work Life* can change the strength of transformational leadership's influence on *Organizational Citizenship Behavior*. In other words, there is still limited research examining *Quality of Work Life* as a moderating variable in this relationship. In organizational practice, leadership effectiveness often depends on the working conditions perceived by employees. Inspirational leaders can be less effective if the quality of employees' work lives is low.

Another gap lies in the research context. Previous studies have been conducted primarily in the education, hospitality, manufacturing, state-owned enterprises, or organizations with larger numbers of respondents. Studies on the local broadcast media industry are still relatively limited, even though this sector has unique work characteristics, such as deadline pressures, the need for creativity, job mobility, and demands for cross-divisional collaboration. PT

Jambi Ekspres Televisi is an interesting context because the local media organization must effectively manage human resources within limited structures, facilities, and operational pressures. Thus, this study offers an empirical contribution to the context of the local broadcast media industry, which has not been widely explored in studies of *Organizational Citizenship Behavior*.

Conceptually, this study uses *Quality of Work Life* as a *quasi-moderator*. This means that *Quality of Work Life* is not only tested as a variable that strengthens or weakens the influence of transformational leadership on *Organizational Citizenship Behavior*, but also as an independent variable that has a direct influence on *Organizational Citizenship Behavior*. This approach is important because quality of work life can work through two channels simultaneously. First, quality of work life can directly encourage organizational citizenship behavior because employees feel valued by the organization. Second, quality of work life can strengthen the effectiveness of transformational leadership because employees who work in a supportive environment are more easily responsive to direction, inspiration, and motivation from leaders.

Based on the description, the problem of this research is directed at three main questions, namely whether transformational leadership influences *Organizational Citizenship Behavior*, whether *Quality of Work Life* influences *Organizational Citizenship Behavior*, and whether *Quality of Work Life* is able to moderate the influence of transformational leadership on *Organizational Citizenship Behavior* at PT Jambi Ekspres Televisi. In line with this formulation, this study aims to analyze the influence of transformational leadership on *Organizational Citizenship Behavior*, analyze the influence of *Quality of Work Life* on *Organizational Citizenship Behavior*, and test the role of *Quality of Work Life* as a *quasi-moderator* in the influence of transformational leadership on *Organizational Citizenship Behavior*. The results of this study are expected to contribute to the development of human resource management studies and practical recommendations for local media organizations.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory research design, because it aims to test the effect of transformational leadership on *Organizational Citizenship Behavior* and analyze the role of *Quality of Work Life* as a *quasi-moderator*. The study was conducted at PT Jambi Ekspres Televisi located in Jambi City. The objects of this study were employees of PT Jambi Ekspres Televisi, while the variables analyzed included transformational leadership as an independent variable, *Organizational Citizenship Behavior* as a dependent variable, and *Quality of Work Life* as a variable that plays a dual role, namely as an independent variable and a moderating variable. Thus, this research model not only tests the direct influence between variables, but also tests the interaction effect. (Alford & Teater, 2025) between transformational leadership and *Quality of Work Life* towards *Organizational Citizenship Behavior*.

The population in this study was all 30 employees of PT Jambi Ekspres

Televisi. Due to the relatively small population, this study used a saturated sampling technique, so that all members of the population were used as research samples (Hossan et al., 2023). Primary data were obtained by distributing questionnaires to respondents who had worked at the company for at least one year. The research instrument was compiled based on indicators of each variable, namely transformational leadership, *Organizational Citizenship Behavior*, and *Quality of Work Life*. Each statement was measured using a seven-point *Likert scale*, ranging from strongly disagree to strongly agree. In addition to the questionnaire, this study was also supported by initial observations and literature studies to strengthen understanding of the research phenomenon and build a relevant theoretical foundation.

The data analysis technique was carried out using *the Partial Least Squares-Structural Equation Modeling approach using SmartPLS software*. The analysis was carried out through two main stages, namely the evaluation of the measurement model or *outer model* and the evaluation of the structural model or *inner model*. The *outer model evaluation* was used to test the validity and reliability of the construct through *the outer loading value, Average Variance Extracted, Composite Reliability, Cronbach's Alpha*, and discriminant validity. Meanwhile, the *inner model evaluation* was carried out to test the predictive ability of the model through *the R-Square value* and to test the research hypothesis through *the bootstrapping procedure*. The hypothesis is declared significant if the *t-statistic value* is greater than 1.96 and the *p-value* is less than 0.05 at a significance level of 5%.

RESULTS AND DISCUSSION

Results

This study involved 30 employees of PT Jambi Ekspres Televisi as respondents. Based on the characteristics of the respondents, the majority of respondents were male, namely 19 people or 63.33%, while female respondents numbered 11 people or 36.67%. In terms of age, respondents were dominated by the 22–26 year age group with 10 people or 33.33%, followed by the 27–31 year age group and 32–36 year age group with 9 people or 30.00% each. Meanwhile, based on length of service, the most respondents were in the 1–3 year service period category, namely 12 people or 40.00%. This picture shows that the research respondents came from a relatively productive group of employees and had sufficient work experience to assess leadership, quality of work life, and work behavior in the organizational environment.

Table 1: Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Man	19	63.33%
	Woman	11	36.67%
Age	22–26 years	10	33.33%
	27–31 years	9	30.00%
	32–36 years	9	30.00%

	37-41 years	1	3.33%
	42-46 years	0	0.00%
	47-51 years	1	3.33%
Years of service	< 1 year	0	0.00%
	1-3 years	12	40.00%
	3-5 years	8	26.67%
	> 5 years	10	33.33%

Source: Processed primary data, 2025

The results of the descriptive analysis indicate that all research variables are in the fairly high category. The transformational leadership variable obtained an average score of 154.50. The indicator with the highest score in this variable is the leader's ability to provide clear direction and work goals, while the lowest indicator is the leader's attention to the individual needs of employees. The *Organizational Citizenship Behavior* variable obtained an average score of 141.10. The highest indicator is the employee's willingness to maintain good relationships with coworkers, while the lowest indicator is the employee's ability to not make a problem of small personal matters while working. Meanwhile, the *Quality of Work Life* variable obtained an average score of 146.60, with the highest indicator being respect for diversity in the workplace and the lowest indicator being job security.

Table 2: Results of Descriptive Analysis of Research Variables

Variables	Average Score	Category
Transformational Leadership	154.50	High enough
Organizational Citizenship Behavior	141.10	High enough
Quality of Work Life	146.60	High enough

Source: Processed primary data, 2025

The measurement model was evaluated through construct validity and reliability testing. Initially, several indicators had *outer loading values* below 0.70, so they were removed from the model to improve measurement quality. After model refinement, all constructs met convergent validity and reliability criteria. The *Cronbach's Alpha value* for each construct was above 0.90, the *Composite Reliability value* was also above 0.90, and the *Average Variance Extracted value* was above 0.50. These results indicate that the research instrument has strong internal consistency and is able to adequately explain indicator variance.

Table 3: Results of Reliability and Convergent Validity Tests

Construct	Cronbach's Alpha	Composite Reliability rho_a	Composite Reliability rho_c	Average Variance Extracted
Transformational Leadership	0.914	0.955	0.935	0.741
Organizational Citizenship Behavior	0.922	0.926	0.938	0.685
Quality of Work Life	0.977	0.981	0.980	0.790

SmartPLS data processing results, 2025

Discriminant validity was further tested using the *Heterotrait-Monotrait Ratio approach*. The test results showed that all *HTMT values* were below the threshold of 0.90. The highest value was found in the relationship between *Organizational Citizenship Behavior* and *Quality of Work Life*, which was 0.897. Although this value is close to the maximum limit, this result still meets the discriminant validity criteria based on the *HTMT approach*. Thus, the constructs used in this study can be stated to be empirically different and are suitable for use in testing the structural model.

Table 4: Results of Discriminant Validity Test with HTMT

Construct	KT	OCB	QWL	QWL x KT
KT	-	-	-	-
OCB	0.713	-	-	-
QWL	0.846	0.897	-	-
QWL x KT	0.173	0.640	0.494	-

SmartPLS data processing results, 2025

The structural model evaluation was conducted by examining the *R-Square value* of the endogenous variable, *Organizational Citizenship Behavior*. The test results showed that the *R-Square value* was 0.793 and the *Adjusted R-Square value* was 0.769. This means that transformational leadership, *Quality of Work Life*, and the interaction between transformational leadership and *Quality of Work Life* were able to explain 79.30% of the variation in *Organizational Citizenship Behavior*. Meanwhile, the remaining 20.70% was explained by other variables outside this research model. These values indicate that the research model has strong predictive ability in explaining employee organizational citizenship behavior.

Table 5: R-Square Test Results

Endogenous Variables	R-Square	Adjusted R-Square
<i>Organizational Citizenship Behavior</i>	0.793	0.769

SmartPLS data processing results, 2025

Hypothesis testing was conducted through a *bootstrapping procedure* by observing the *path coefficient*, *t-statistic*, and *p-value*. The test results showed that transformational leadership had a positive but insignificant effect on *Organizational Citizenship Behavior*, with a coefficient value of 0.129, *t-statistic* of 0.644, and *p-value* of 0.520. Furthermore, *Quality of Work Life* had a positive and significant effect on *Organizational Citizenship Behavior*, with a coefficient value of 0.612, *t-statistic* of 2.253, and *p-value* of 0.024. These results indicate that improving the quality of employees' work lives can directly increase employees' tendency to demonstrate organizational citizenship behavior.

Table 6: Hypothesis Testing Results

Relationship between variables	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P-Value	Decision
KT → OCB	0.129	0.137	0.200	0.644	0.520	Rejected

QWL → OCB	0.612	0.602	0.272	2,253	0.024	Accepted
QWL x KT → OCB	0.363	0.366	0.173	2,097	0.036	Accepted

SmartPLS data processing results , 2025

The results of the moderation test show that the interaction between transformational leadership and *Quality of Work Life* has a positive and significant effect on *Organizational Citizenship Behavior*. The interaction coefficient value of 0.363 with a *t-statistic* of 2.097 and a *p-value* of 0.036 indicates that *Quality of Work Life* is able to strengthen the influence of transformational leadership on *Organizational Citizenship Behavior*. Because *Quality of Work Life* is proven to have a direct effect on *Organizational Citizenship Behavior* and is significant as an interaction variable, this variable can be categorized as a *quasi-moderator*. These results show that the effectiveness of transformational leadership in encouraging organizational citizenship behavior becomes stronger when employees feel a good quality of work life.

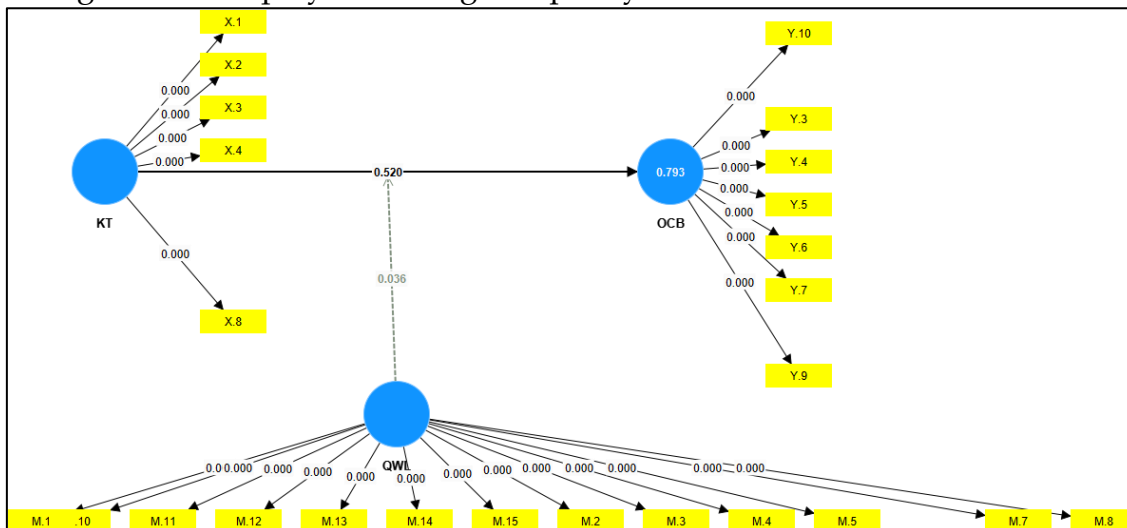


Figure 1: Structural Model of Research Results

Based on the overall test results, it can be emphasized that the research model shows two main findings. First, transformational leadership has not been able to provide a significant direct influence on the *Organizational Citizenship Behavior* of PT Jambi Ekspres Televisi employees. Second, *Quality of Work Life* has a strategic position because it directly influences *Organizational Citizenship Behavior* and simultaneously strengthens the influence of transformational leadership on said behavior. Thus, the results of this study position *Quality of Work Life* as a crucial factor in explaining organizational citizenship behavior in the context of the local broadcast media industry.

Discussion

The results of the study indicate that transformational leadership has a positive influence on *Organizational Citizenship Behavior*, but this influence is not statistically significant. This finding suggests that the presence of a leader who is able to provide direction, inspiration, and motivation does not automatically

encourage employees of PT Jambi Ekspres Televisi to display extra-role behavior. Theoretically, this result does not completely reject the basic assumption of transformational leadership, because the direction of the coefficient remains positive (Gorda et al., 2022). However, empirically, this influence is not strong enough to shape employee voluntary behavior in the context of the organization studied. Thus, the first hypothesis is not supported by the research data.

These findings provide an important explanation that transformational leadership does not always work directly in shaping *Organizational Citizenship Behavior*. From the perspective of *Social Exchange Theory*, employees can indeed reciprocate leader support through positive behavior if they feel a strong sense of concern, trust, and reciprocity (Cropanzano & Mitchell, 2005). However, in the context of PT Jambi Ekspres Televisi, these relationships do not appear to be strong enough to directly drive organizational citizenship behavior. Employees may understand the leader's direction but still limit their contributions to formal tasks if the working conditions do not fully support their psychological needs and well-being.

These results differ from several studies that state that transformational leadership has a positive and significant effect on *Organizational Citizenship Behavior*, such as those by Hermanto et al., 2024 and Hidayah & Hendarsjah, 2021. These differences can be explained by differences in organizational context, respondent characteristics, sample size, and working conditions. Previous studies were generally conducted in organizations with a larger number of respondents and a more stable work structure (Ocampo et al., 2018). While this study was conducted in a local broadcast media company with a limited number of employees. The media industry has unique work characteristics, such as deadline pressures, demands for creativity, flexible working hours, and the need for cross-divisional coordination. In such conditions, inspirational leadership may not be sufficient without adequate support for a quality of work life.

The finding of the insignificant direct influence of transformational leadership can also be understood through *Leadership Substitutes Theory*. This theory explains that under certain conditions, a leader's influence can weaken because employee behavior is more determined by other factors, such as work systems, operational standards, job characteristics, professionalism, or organizational culture (Kalifa, 2024). At PT Jambi Ekspres Televisi, some employees may view work as a formal requirement that must be completed according to their respective functions. As a result, even though the leader has provided direction and motivation, the encouragement to help coworkers, participate voluntarily, or perform work outside of formal descriptions has not yet emerged strongly. Thus, these results indicate that transformational leadership requires supportive organizational conditions to be able to produce organizational citizenship behavior.

In contrast to transformational leadership, *Quality of Work Life* has been shown to have a positive and significant effect on *Organizational Citizenship*

Behavior. This finding suggests that quality of work life is a factor more directly perceived by employees in determining their willingness to exhibit extra-role behavior. Employees who perceive a comfortable work environment, good social relationships, opportunities for development, fair treatment, freedom of expression, and organizational support tend to have a greater drive to help the organization voluntarily. Thus, the second hypothesis in this study is supported by empirical data.

These results align with the notion that *Quality of Work Life* reflects the quality of employees' experiences at work (Bobkov & Chernykh, 2023). Quality of work life is not only related to compensation, but also includes a sense of security, appreciation, opportunities for development, social engagement, and a balance between work demands and personal needs (Aruldoss et al., 2022). When an organization is able to provide a positive work experience, employees will more easily build a psychological attachment to the organization. From the perspective of *Social Exchange Theory*, perceived organizational support through quality of work life can generate reciprocal encouragement from employees in the form of voluntary behavior (Rasouli et al., 2025). Therefore, *Organizational Citizenship Behavior* does not arise solely from instructions, but from the perception that the organization is worthy of help and support.

These findings support the research findings of (Rivera et al., 2019), (Hidayah & Hendarsjah, 2021), and (Pahlawan, 2023), which show that *Quality of Work Life* has a significant relationship with *Organizational Citizenship Behavior* and employee performance. However, these findings differ from those of (Hidayah & Hendarsjah, 2021), which found that *Quality of Work Life* does not always have a direct effect on *Organizational Citizenship Behavior*, but rather operates through job satisfaction. This difference suggests that the influence of *Quality of Work Life* on organizational citizenship behavior can depend on the organizational context. In local broadcasting media companies, quality of work life appears to be a factor closely related to employees' daily experiences, so its impact on volunteer behavior can emerge directly without always having to go through intermediary variables.

The most important finding in this study is that *Quality of Work Life* is proven to moderate the influence of transformational leadership on *Organizational Citizenship Behavior*. This result indicates that the quality of work life can strengthen the effectiveness of transformational leadership. This means that leadership that provides inspiration, motivation, direction, and individual attention will be more effective in encouraging organizational citizenship behavior if employees also perceive a good quality of work life. Conversely, if the quality of work life is low, the influence of transformational leadership can be weakened because employees tend to limit their contributions to formal tasks and are not encouraged to demonstrate extra-role behavior.

The moderating role of *Quality of Work Life* can be explained through the *Job Demands-Resources Model*. Within this framework, quality of work life can be understood as a *job resource* that helps employees cope with job demands. The broadcast media industry has high work demands, such as the speed of

information production, deadline pressure, changing work agendas, and the need for rapid coordination. In such situations, transformational leadership requires the support of work resources to be positively received by employees. When employees perceive a supportive work environment, they are better able to respond to the leader's direction as encouragement to develop, rather than as additional pressure. Thus, *Quality of Work Life* becomes a crucial condition that determines how strongly transformational leadership can encourage *Organizational Citizenship Behavior*.

These results extend the findings of (Hermanto et al., 2024) and (Hidayah & Hendarsjah, 2021), which primarily position *Quality of Work Life* as a mediating variable in the relationship between transformational leadership and *Organizational Citizenship Behavior*. This study demonstrates that *Quality of Work Life* can not only explain the mechanisms of leadership influence but can also determine the strength of that influence. In other words, this study makes a conceptual contribution by positioning *Quality of Work Life* as a *quasi-moderator*. It is called a *quasi-moderator* because this variable has been shown to have a direct influence on *Organizational Citizenship Behavior* while strengthening the relationship between transformational leadership and *Organizational Citizenship Behavior*. This contribution is important because it shows that quality of work life has a dual role in shaping organizational citizenship behavior.

Theoretically, this study confirms that the formation of *Organizational Citizenship Behavior* cannot be explained by a single approach (Ocampo et al., 2018). Transformational leadership is indeed important, but its effectiveness depends on the working conditions experienced by employees. This finding strengthens the integration between *Social Exchange Theory* and the *Job Demands-Resources Model*. *Social Exchange Theory* explains why employees reciprocate organizational support through positive behavior, while the *Job Demands-Resources Model* explains why the quality of work life can be a resource that strengthens employees' responses to leadership (Nurlaela et al., 2025). Thus, this study shows that organizational citizenship behavior is the result of the interaction between leadership, work experience, and perceptions of organizational support.

Practically, the results of this study provide important implications for the management of PT Jambi Ekspres Televisi. The company must not only develop an inspirational leadership style but also significantly improve the quality of work life. Attention to individual employee needs, providing open communication, improving work facilities, supporting career development, and strengthening solidarity among employees should be on the human resource management agenda. Descriptive results indicate that indicators of attention to individual needs, job security, and employees' ability to not sweat the small stuff are still areas that need to be strengthened. If these aspects are improved, transformational leadership will have a stronger foundation for encouraging employee volunteer behavior.

Another implication of this research is the need for local media organizations to develop a more well-being-based management approach. In an

industry with high operational pressure, extra-role behavior cannot be enforced simply through instructions or demands for loyalty. Employees will be more willing to help coworkers, maintain harmony, and engage in organizational development if they perceive that the company cares about their well-being, fairness, and development. Therefore, *Quality of Work Life (QoL)* needs to be positioned as a management strategy, not simply an additional perk. Companies seeking to improve *Organizational Citizenship Behavior (OCB)* need to ensure that work policies, social relations, and employee development systems genuinely support a positive work experience.

However, this study has several limitations. First, the number of respondents is relatively small, namely 30 people, because the study used the entire employee population of PT Jambi Ekspres Televisi. This condition makes the research results relevant to understanding the context of the organization studied, but not yet strong enough to be generalized broadly to the entire broadcast media industry. Second, the results of the discriminant validity test using the *Fornell-Larcker criteria* have not been fully met, although the test with the *Heterotrait-Monotrait Ratio* is still below the acceptable threshold. This indicates that the interpretation of the results needs to be done carefully, especially because the constructs of transformational leadership, *Quality of Work Life*, and *Organizational Citizenship Behavior* have conceptual closeness in the study of organizational behavior.

Based on these limitations, further research is recommended to expand the number of respondents and involve several media organizations or other industry sectors to ensure stronger generalizability. Future research could also include other variables such as job satisfaction, organizational commitment, *leader-member exchange*, organizational culture, or perceived organizational support. These variables have the potential to explain why transformational leadership does not always have a direct effect on *Organizational Citizenship Behavior*. Furthermore, future research could employ a longitudinal or mixed-methods approach to capture the dynamics of employee behavior more deeply, particularly in organizations with high work pressure such as the broadcast media industry.

CONCLUSION

This study concludes that the formation of *Organizational Citizenship Behavior* among PT Jambi Ekspres Televisi employees cannot be explained solely through direct transformational leadership. Although transformational leadership exhibits a positive influence, the results show that this influence is not yet significant in encouraging organizational citizenship behavior. This finding indicates that direction, motivation, and inspiration from leaders are not sufficient to shape voluntary work behavior if not supported by working conditions that employees perceive as adequate.

The main findings of this study confirm that *Quality of Work Life* has a strategic role in improving *Organizational Citizenship Behavior*. A good quality of work life, such as a comfortable work environment, fair treatment,

development opportunities, social solidarity, and organizational support, can encourage employees to demonstrate extra-role behavior. In addition to its direct influence, *Quality of Work Life* has also been shown to strengthen the influence of transformational leadership on *Organizational Citizenship Behavior*. Thus, *Quality of Work Life* can be categorized as a *quasi-moderator* because it has a dual role, namely as a variable that has a direct influence and as a variable that strengthens the relationship between variables in the research model.

Conceptually, this study shows that the effectiveness of transformational leadership is highly dependent on the quality of work life perceived by employees. In the context of the local broadcast media industry, inspirational leadership will be more effective if the company also builds a work environment that supports employee well-being, engagement, and development. Therefore, PT Jambi Ekspres Televisi needs to strengthen human resource policies oriented towards improving the quality of work life, particularly in aspects of attention to individual needs, job security, work facilities, open communication, and career development. These efforts are important so that employees do not only work based on formal demands, but also have a willingness to contribute voluntarily to the progress of the organization.

This study is limited by its relatively small number of respondents and its focus on only one local media company, so generalization of the findings should be done cautiously. Future research is recommended to expand the research object to several media organizations or other industry sectors with a larger number of respondents. Furthermore, subsequent studies can consider other variables such as job satisfaction, organizational commitment, organizational culture, *leader-member exchange*, or perceived organizational support to gain a more comprehensive understanding of the formation of *Organizational Citizenship Behavior*.

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