

EXPLORING IMPACT OF TRANSFORMATIONAL LEADERSHIP, ENGAGEMENT, AND COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: EVIDENCE FROM INDONESIAN LABOR UNIONS

Luthfi Firdaus*

University of Lampung

Mohamad Fazli Sabri

Universiti Putra Malaysia

Habibullah Jimad

University of Lampung

Ayi Ahadiat

University of Lampung

Yuningsih

University of Lampung

ABSTRACT

The role of leadership in shaping positive organizational behaviors has gained increasing attention, particularly within labor union contexts where member participation is essential. Despite the widespread recognition of Transformational Leadership as a driver of organizational performance, empirical research that examines its influence on Organizational Commitment, Organizational Engagement, and Organizational Citizenship Behavior (OCB) in the setting of Indonesian labor unions remains limited. This study investigates the impact of transformational leadership on commitment, engagement, and OCB using a quantitative approach involving 126 union members across Indonesia. Data were analyzed using Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The findings reveal that transformational leadership significantly enhances commitment and engagement, but doesn't directly influence OCB. While organizational commitment neither mediates the relationship between transformational leadership and OCB nor significantly predicts OCB, organizational engagement emerges as a key mediator, underlining the role of active engagement in cultivating citizenship behaviors. The study contributes to the literature by clarifying the indirect role of leadership on OCB through engagement and provides practical insights into leadership strategies that promote deeper member involvement in union activities. These results offer valuable implications for the development of inclusive and engagement-centered leadership frameworks within collective organizations.

Keywords: Transformational Leadership, Organizational Commitment, Organizational Engagement, Organizational Citizenship Behavior, Labor Union.

* Corresponding author: Luthfi Firdaus, Faculty of Economics and Business, University of Lampung, Jl. Prof. Dr. Ir. Sumantri Brojonegoro, Gedong Meneng, Kec. Rajabasa, Kota Bandar Lampung, Lampung 35145, Indonesia. Tel: +62 882-1331-1093. Email: luthfi.firdaus@feb.unila.ac.id

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1. INTRODUCTION

Labor unions have historically protected workers' rights and promoted fair labor practices. In Indonesia, they remain key advocates for employee welfare amid socioeconomic transitions and regulatory shifts. Yet, their capacity to foster active participation and Organizational Citizenship Behavior (OCB) is increasingly questioned. Beyond labor market functions, unions also act as political agents influencing redistribution and civic engagement (Ahlquist, 2017). As societal complexity rises, labor disputes have become more varied, including rights conflicts, employment termination, and inter-union issues (Gaffar et al., 2021).

Statistical evidence suggests a decline in labor union membership, with union density in Indonesia standing at only 13%, and a reported decrease in unionized workers by 4.9% over the past four years (ILO, 2022). This trend signals a potential disengagement from collective labor representation, posing challenges for labor union sustainability. Internally, labor disengagement is fueled by limited awareness of union benefits, low participation in organizational activities, and perceptions of ineffectiveness, while externally, it is reinforced by systemic marginalization through anti-labor conditions, including illegal dismissals of activists and threats to their well-being (Hadiz et al., 2025). These conditions demand a reevaluation of how leadership, commitment, and engagement within unions contribute to fostering a stronger organizational culture and member alignment.

In Indonesia, strong industrial relations rely heavily on labor unions. Strikes often stem from unfair practices but can be mitigated through better work quality, employee involvement, and fair dispute resolution (Hamid & Wibisana, 2022). Unions have influenced wage policy and helped reduce disparities (Tampubolon et al., 2023) while also shaping political attitudes through mass membership (Frymer & Grumbach, 2020). Their political effectiveness is affected by leadership views, union size, cultural limitations, and strategic learning (Caraway & Ford, 2020). Transformational leadership emerges as a key factor in union effectiveness, beyond individual personality traits (Kaminski, 2024).

Transformational leadership fosters organizational commitment by inspiring members to assume responsibility, align personal and collective goals, and enhance engagement through intellectual stimulation and individual consideration (Bakker et al., 2023; Saad Alessa, 2021). Such leadership is vital in protecting members' rights and is closely linked to organizational commitment, defined as psychological attachment and sustained loyalty (Allen & Meyer, 1990; Meyer & Allen, 1991) as well as engagement, reflected in active participation and support for union activities (Chandani et al., 2016). Such engagement is essential for strengthening solidarity and the overall impact of the union (Schaufeli et al., 2002, 2006). Through OCB, labor unions promote member well-being, including financial well-being (Sabri & Zakaria, 2015), and industrial harmony, yet participation remains limited. Addressing these challenges requires transformational leadership, commitment, engagement, and OCB to encourage active involvement in advocating workers' rights.

Although prior research has examined the impact of leadership on employee attitudes and behaviors, there is a notable lack of empirical studies within labor union contexts in emerging

economies such as Indonesia. Specifically, the interaction between Transformational Leadership, Organizational Commitment, Organizational Engagement, and OCB remains underexplored. Most existing studies focus on corporate or public sector organizations (Hermanto et al., 2024; Khaola & Rambe, 2021; Yuwono et al., 2023), with limited attention to collective entities like labor unions, which rely on voluntary participation and solidarity. Inconsistencies in past findings, some identifying a direct effect of leadership on OCB, others emphasizing mediators, underscore the need for contextual inquiry. First, more empirical research is needed across diverse cultural and organizational settings, as existing evidence is predominantly Western-centric (Novianti, 2021; Wang et al., 2005). Second, the mechanisms linking transformational leadership to outcomes remain unclear, particularly the mediating roles of trust, motivation, and psychological safety (Podsakoff et al., 2000; Rafferty & Griffin, 2004). Third, the distinct effects of affective, continuance, and normative commitment on OCB require deeper investigation in non-Western contexts (Bakhshi, 2011; Shafazawana et al., 2016). Lastly, longitudinal studies are essential to assess the sustainability of transformational leadership's influence on commitment and citizenship behavior over time (Rodrigues & Ferreira, 2015; Sanamthong et al., 2017). Additional research also highlights that visionary leadership can reduce withdrawal behavior by lowering cognitive strain and contract violation, with these effects moderated by followers' conformity and leaders' integrity (Chen et al., 2024).

Grounded in Transformational Leadership Theory (Bass & Riggio, 2006) and Social Exchange Theory (Blau, 2017), this study investigates how transformational leadership influences organizational commitment, engagement, and OCB among Indonesian labor union members. It further examines the mediating roles of commitment and engagement in these relationships. By addressing gaps in the literature, particularly within the context of voluntary, collective organizations in emerging economies, the study aims to offer both theoretical and practical insights. The findings are expected to contribute to leadership and organizational behavior scholarship and assist labor unions in designing effective engagement strategies to enhance collective performance.

2. LITERATURE REVIEW

2.1. Transformational Leadership

Transformational leadership develops followers' potential while inspiring them to achieve meaningful goals (Ackoff, 1999; Bass & Riggio, 2006). Acting as strategists and motivators, such leaders foster confidence and responsibility (Hay, 2006), aligning personal and organizational goals to strengthen commitment and motivation (Ahsan, 2024; Saad Alessa, 2021). Behaviors like intellectual stimulation and individual consideration enhance initiative and performance (Bakker et al., 2023). In digital contexts, transformational leadership supports diverse, trust-based teams and promotes resilience, empowerment, and well-being in evolving economies (Greimel et al., 2023; Mahdzan et al., 2022; Yao et al., 2022).

To assess the extent of transformational leadership, this study measured several key dimensions developed by Rafferty & Griffin (2004). *Articulating a vision* evaluates the leader's clarity in defining long-term goals, such as outlining where the organization should be in five years. *Intellectual stimulation* examines the extent to which leaders encourage innovative thinking and problem-solving. *Inspirational communication* captures how leaders convey messages that instill

pride in being part of the organization. *Supportive leadership* reflects the degree to which leaders consider and prioritize employee interests. Finally, *personal recognition* assesses how leaders acknowledge and reward outstanding employee performance. Collectively, these dimensions offer a comprehensive measure of transformational leadership within organizational settings.

2.2. Organizational Commitment

Organizational commitment refers to the emotional bond that connects employees to their organization, reflected in their desire to remain and consideration of the implications of leaving (Allen & Meyer, 1990). It comprises three key components: affective, normative, and continuance commitment (Allen & Meyer, 1990; Alzoraiki et al., 2023; Lee et al., 2001; Meyer & Allen, 1991). Conceptually, it is an attitudinal construct marked by a strong intention to stay, a willingness to exert effort toward organizational goals, and alignment with organizational values (Hermanto et al., 2024). It also represents a psychological state shaped by identification with the organization, dedication to its success, and contemplation of turnover (Hanaysha, 2016a; Imamoglu et al., 2019).

To measure the extent of organizational commitment, this study adopted the dimensions proposed by Allen & Meyer (1990); Meyer & Allen (1991), which have been further evaluated and validated by Lee et al. (2001). Organizational commitment is assessed through three components: affective commitment, which reflects an employee's emotional attachment to the organization; continuance commitment, which relates to the recognition of the costs associated with leaving the organization; and normative commitment, which refers to a perceived obligation to remain with the organization. Together, these dimensions capture the psychological bonds that employees develop with their organization.

2.3. Organizational Engagement

Engagement is a positive psychological state that reflects self-fulfillment at work, where high levels of dedication enhance not only individual experience but also organizational performance, influencing factors such as profitability, productivity, commitment, and retention (Saks, 2006, 2019). Organizational engagement refers to the degree to which individuals invest themselves emotionally, physically, and intellectually in their roles, expressing enthusiasm and full attention (Hanaysha, 2016b; Yadav et al., 2019). It also reflects psychological attachment to the organization, where individuals choose to feel energized and motivated to contribute to its success (Ünal & Turgut, 2015).

In order to measure organizational engagement, this study adopted the Organizational Engagement Scale developed by Ünal & Turgut (2015). The scale comprises two key dimensions: organizational vigour and organizational dedication. *Organizational vigour* reflects the high energy, enthusiasm, and mental resilience that employees exhibit in relation to their organization, indicating a proactive and dynamic approach toward work responsibilities. *Organizational dedication* refers to employees' strong emotional attachment, sense of pride, and meaningful involvement in organizational activities, illustrating a deep psychological connection with the organization's mission and values.

2.4. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is strengthened by psychological capital—optimism, self-efficacy, hope, and resilience—which fosters positive attitudes and supportive behavior (Bogler & Somech, 2019). OCB encompasses voluntary actions such as helping others, offering suggestions, and assuming extra-role tasks (Organ, 1988; Robbins & Judge, 2013). It is vital for organizational adaptability and effectiveness (de Geus et al., 2020). Furthermore, Dekas et al. (2013) describe OCB as including informal yet impactful contributions by individuals beyond their formal job role.

In order to measure organizational citizenship behavior, this study adopted the OCB-KW (OCB for Knowledge Workers) scale developed by Dekas et al. (2013) scale developed by Dekas et al. (2013), comprising five dimensions. *Employee sustainability* refers to actions that support one's own or others' health and well-being. *Social participation* involves engaging in non-task-related social activities during the workday. *Civic virtue* reflects macro-level concern for the organization and a sense of responsibility as part of a larger entity. *Voice* captures behaviors such as offering suggestions or feedback to improve organizational functioning. *Helping* involves voluntarily assisting colleagues or proactively addressing potential work issues.

2.5. Theoretical Background

Transformational Leadership Theory, developed by Bass & Riggio (2006), emphasizes a leadership style that motivates followers to transcend self-interest by fostering vision, innovation, support, and individualized attention, ultimately enhancing commitment, engagement, and performance through trust and value alignment. Complementing this, Social Exchange Theory (Blau, 2017), explains how perceived organizational support, fairness, and trust lead to reciprocal behaviors such as commitment and OCB. Together, these theories provide a strong framework for understanding how transformational leadership and supportive environments foster loyalty and pro-social behavior in organizations.

2.6. Hypothesis Development

Transformational leaders inspire followers to go beyond self-interest by fostering acceptance, responsibility, and alignment with organizational and societal goals, thereby strengthening commitment (Ahsan, 2024; Saad Alessa, 2021). They encourage participative decision-making, idea sharing, and open dialogue to support goal achievement (Shao et al., 2022), and promote exceeding expectations, which enhances satisfaction and loyalty (Bass & Riggio, 2006). Intellectual stimulation is positively linked to both affective and continuance commitment (Jun & Lee, 2023; Rafferty & Griffin, 2004), and has been shown to impact all three dimensions of commitment— affective, continuance, and normative (Hermanto et al., 2024; Novianti, 2021; Nurjanah et al., 2020). Leaders who actively model expected behaviors and follow procedures build trust and cultivate a supportive, family-like organizational climate.

H1: Transformational Leadership has a significant influence on Organizational Commitment

Transformational leadership behaviors, particularly intellectual stimulation and individual consideration, encourage followers to utilize their strengths and take personal initiative, leading to increased work engagement, especially when followers actively use their strengths (Bakker et al., 2023; Qalati et al., 2022; Sridadi et al., 2022). Transformational leadership moves members or followers to perform beyond the standards set and produces a high level of commitment and satisfaction in followers to the group or organization (Bass & Riggio, 2006). Intellectual stimulation provided by transformational leaders shows a unique positive relationship with affective commitment and continuance commitment to the organization (Rafferty & Griffin, 2004). Other research shows that transformational leadership is able to influence directly and significantly on organizational engagement (Abas et al., 2018; Sanamthong et al., 2017).

H2: Transformational Leadership has a significant influence on Organizational Engagement.

Transformational leaders provide consistent and supportive direction, clarifying organizational goals and motivating aligned behaviors (Chen & Wu, 2022). This leadership style is positively associated with various dimensions of OCB, including innovation, positive climate, self-development, and collaboration (Hermanto et al., 2024; Rodrigues & Ferreira, 2015; Sanamthong et al., 2017). By fostering acceptance and responsibility, transformational leaders align individual and collective goals (Ahsan, 2024), with openness to change serving as a mediator in these outcomes (Jun & Lee, 2023). Inspirational leadership also encourages discretionary effort beyond formal roles (Abas et al., 2018; Novianti, 2021; Nurjanah et al., 2020; Vipraprastha et al., 2018). However, Podsakoff et al. (1990) noted no direct link between transformational leadership and OCB, cautioning that excessive intellectual stimulation may induce role ambiguity and stress, potentially undermining trust and reducing OCB when innovation demands become overwhelming.

H3: Transformational Leadership has a significant influence on Organizational Citizenship Behavior.

Research generally finds a positive link between organizational commitment (OC) and OCB. Higher OC—defined as employees' emotional attachment and desire to maintain the work relationship—predicts extra-role behavior (Allen & Meyer, 1990; Meyer & Herscovitch, 2001; Shafazawana et al., 2016). Employees satisfied with and committed to their jobs are more willing to exceed formal duties (Bolino et al., 2002). Most studies report a significant overall effect of OC on OCB (Hermanto et al., 2024; Nurjanah et al., 2020; Vipraprastha et al., 2018), though nuances emerge: some evidence suggests only normative commitment predicts OCB (Bakhshi, 2011), while other research shows affective commitment (AC) matters, but continuance (CC) and normative commitment (NC) do not (Novianti, 2021). Context plays a crucial role in determining which dimensions of OC lead to discretionary effort. When members perceive limited rewards or career advancement tied strictly to performance targets, they may resist contributing beyond formal responsibilities. Without adequate recognition or compensation, they are less inclined to engage in extra-role behaviors (Novianti, 2021).

H4: Organizational Commitment has a significant influence on Organizational Citizenship Behavior.

The results of other empirical studies explain the significance of the relationship between member engagement in the organization and OCB (Maharaj & Schlechter, 2007; Sanamthong et al., 2017).

Organizational members who are willing to dedicate themselves to the interests of the organization have strong self-confidence, and recognition of organizational targets and values is a form of good OCB (Saks, 2006, 2019). The company does not formally specify the activity, and staff members are not paid for participating in it. Research conducted by Abas et al. (2018) supports these results since it revealed a significant and favorable link between organizational engagement and OCB. This suggests that members of an engaged organization will help the company more broadly (Qalati et al., 2022; Sridadi et al., 2022).

H5: Organizational Engagement has a significant influence on Organizational Citizenship Behavior.

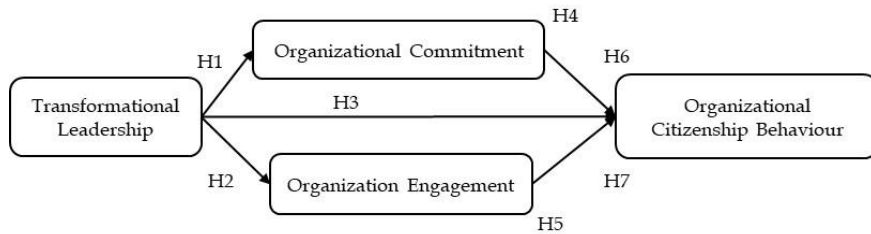
The partial mediating role of Organizational Commitment (OC) in the relationship between Transformational Leadership (TL) and OCB suggests that OCB can be enhanced both directly through effective TL, such as articulating vision, modeling behavior, providing support, and inspiring change, and indirectly by fostering employee commitment. Followers who admire and trust their leaders are more likely to go beyond formal duties and show greater dedication (Hermanto et al., 2024). Transformational leadership fosters emotional bonds and affective commitment, which are positively linked to OCB (Lee et al., 2018). These findings align with Nurjanah et al. (2020), who found that both TL and OC significantly influence OCB. In contrast, Novianti (2021) reported no direct effect of TL on OCB, highlighting that only affective commitment (AC) has a significant indirect impact.

H6: Organizational Commitment significantly mediates Transformational Leadership with Organizational Citizenship Behavior.

Transformational leadership fosters trust, emotional connection, and reduces negative behaviors such as disengagement and resistance to change, thereby enhancing OCB (Islam et al., 2021). Podsakoff et al. (1990) found that this relationship is indirect, with trust acting as a mediator. Leaders who provide stimulation, motivation, and support drive stronger contributions toward organizational goals (Wang et al., 2005). Effective transformational leaders demonstrate integrity, inspire change, and develop employee potential, encouraging proactive and adaptive behaviors (Sanamthong et al., 2017). Job engagement has also been identified as a key mediator (Abas et al., 2018), reinforcing that transformational leadership promotes engagement, which in turn enhances OCB—an effect also confirmed by Sridadi et al. (2022).

H7: Organizational Engagement significantly mediates Transformational Leadership with Organizational Citizenship Behavior

Figure 1. Research Framework



3. METHODOLOGY

This study employed a quantitative research approach using Partial Least Squares - Structural Equation Modeling (PLS-SEM) to examine the relationships among transformational leadership, organizational commitment, organizational engagement, and OCB. The research was conducted on 126 members of 26 labor unions spread across 10 provinces in Indonesia. Labor unions were selected as the research context due to their unique collectivist structure and the critical need for voluntary member participation in union sustainability, making them a relevant setting for studying discretionary behaviors like OCB. Respondents were selected through purposive sampling, targeting individuals who were actively involved in union activities.

Data were collected through a standardized questionnaire distributed via Google Forms. The measurement instruments were adapted from established scales. Transformational Leadership was assessed using five dimensions from Rafferty & Griffin (2004), consisting of vision, inspirational communication, intellectual stimulation, supportive leadership, and personal recognition, comprising 15 indicators. Organizational commitment is measured using three factors of organizational commitment (Allen & Meyer, 1990) developed by Lee et al. (2001), namely affective commitment, normative commitment, and continuance commitment, with a total of 15 indicators. Measurement of Organizational Citizenship Behavior uses the OCB-Knowledge Worker (OCB-KW) dimension developed by Dekas et al. (2013), consisting of 5 dimensions, namely, employee sustainability, social participation, civic virtue, voice, and helping each other, with a total of 23 indicators. Organization Engagement uses a scale developed by Ünal & Turgut (2015) with two factors, consisting of organizational vigor and organizational dedication, with a total of 9 indicators. All items were rated on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Data analysis was conducted using SmartPLS 4.0, following Hair et al. (2019), with evaluations of measurement validity, structural relationships, and predictive relevance.

4. RESULTS AND DISCUSSION

4.1. Respondent's demographic profile

Table 4 presents the demographic profile of 126 labor union members who participated in the study. The majority were male (87%), with female respondents comprising 13%. Educational backgrounds varied, with 48% holding a high school diploma, 42% an undergraduate degree, 5% a diploma, and 6% a Master's or Doctorate. Work experience was diverse: 33% had 6–10 years of

experience, 30% over 20 years, and 17% less than 5 years. These demographics offer valuable context for interpreting the study's findings and understanding participant perspectives.

Table 1: Respondents' demographic profile

Category	Category Total	Number of Respondents 126	Percentage of Respondents 100%
Gender	Man	110	87%
	Woman	16	13%
Age	20 - 30 years	38	30%
	31 - 40 years	42	33%
	41 - 50 years	35	28%
	51 years and above	11	9%
Marital status	Not married yet	21	17%
	Divorce (alive/death)	1	1%
	Marry	104	83%
Last education	High School Equivalent	60	48%
	Diploma	6	5%
	Undergraduate	53	42%
	Post-Graduate	7	6%
Income per month	Under IDR 2,500,000	5	4%
	IDR 2,500,000 to IDR 3,500,000	27	21%
	IDR 3,500,001 to IDR 4,500,000	28	22%
	IDR 4,500,001 to IDR 5,500,000	16	13%
	IDR 5,500,000 and above	50	40%
Work experience	Less than 5 years	17	13%
	6 - 10 years	41	33%
	11 - 15 years	22	17%
	16 - 20 years	8	6%
	More than 20 years	38	30%

4.2. Measurement Models Evaluation

The measurement model in this study consists of a reflective measurement model where the variables TL, OC, OE, and OCB are measured reflectively. The evaluation of the reflective measurement model consists of a loading factor ≥ 0.70 , composite reliability ≥ 0.70 (Cronbach alpha) and Average Variance Extracted ($AVE \geq 0.50$) as well as an evaluation of discriminant validity, namely the Fornell-Larcker criteria and HTMT (Heterotrait-Monotrait Ratio) below 0.9 (Cross Loading) (Hair et al., 2022).

Table 2: Evaluation of the Measurement Model

Variable	Measurement Items	Indicator	Outer loadings	Cronbach's alpha	Composite reliability	Average Variance Extracted (AVE)
Transformational Leadership	TL1	Vision	0.883	0.937	0.944	0.799
	TL2	Inspirational Communication	0.881			
	TL3	Intellectual Stimulation	0.939			
	TL4	Supportive Leadership	0.873			
	TL5	Personal Recognition	0.891			
Organizational Commitment	OC-1	Affective Commitment	0.931	0.903	0.907	0.838
	OC-2	Continuance Commitment	0.910			
	OC-3	Normative Commitment	0.904			
Organizational Engagement	OE-1	Organizational Vigour	0.975	0.951	0.953	0.953
	OE-2	Organizational Dedication	0.978			
Organizational Citizenship Behavior	OCB1	Employee Sustainability	0.858	0.938	0.942	0.803
	OCB2	Social Participation	0.906			
	OCB3	Civic Virtue	0.897			
	OCB4	Voice	0.926			
	OCB5	Helping	0.891			

The results show that all four variables in this study were measured with strong validity and reliability. Transformational Leadership demonstrated high reliability (CR = 0.944; AVE = 0.799), Organizational Commitment was also reliable (CR = 0.907; AVE = 0.838), Organizational Engagement showed excellent reliability (CR = 0.953; AVE = 0.953), and OCB was measured consistently (CR = 0.942; AVE = 0.803). These values confirm that the measurement instruments used in the study are statistically sound and appropriate.

Discriminant validity was assessed using the Fornell-Larcker criterion and HTMT. The root of AVE for each variable (OCB = 0.896, OC = 0.915, OE = 0.976) exceeded inter-variable correlations, confirming discriminant validity. Additionally, HTMT values for all variable pairs were below 0.90, further supporting discriminant validity as recommended by Hair et al. (2019).

4.3. Structural Model Evaluation

The structural model is evaluated in four stages: (1) assessing multicollinearity using Inner Variance Inflation Factor (VIF) values, with values below 5 indicating no multicollinearity (Hair

et al., 2022); (2) hypothesis testing using t-values (>1.96) or p-values (<0.05), along with 95% confidence intervals for path coefficients; (3) measuring effect size using f-square; and (4) assessing mediation effects with the upsilon v statistic (Lachowicz et al., 2018). Prior to evaluating the structural model hypotheses, inner VIF values were assessed to detect multicollinearity. The results showed that all inner VIF values were below 5, indicating low multicollinearity among variables. This supports the robustness and unbiased nature of the parameter estimates in the PLS-SEM analysis.

Table 3: Hypothesis testing (direct effect)

	Path Coefficient	P values	95% confidence interval Path Coefficient		F square
			Lower limit	Upper limit	
H1: TL -> OC	0.635	0.000	0.530	0.726	0.676
H2: TL -> OE	0.614	0.000	0.490	0.736	0.604
H3: TL -> OCB	0.011	0.918	-0.195	0.202	0.000
H4: OC -> OCB	0.201	0.076	-0.025	0.415	0.034
H5: OE -> OCB	0.602	0.000	0.399	0.808	0.313

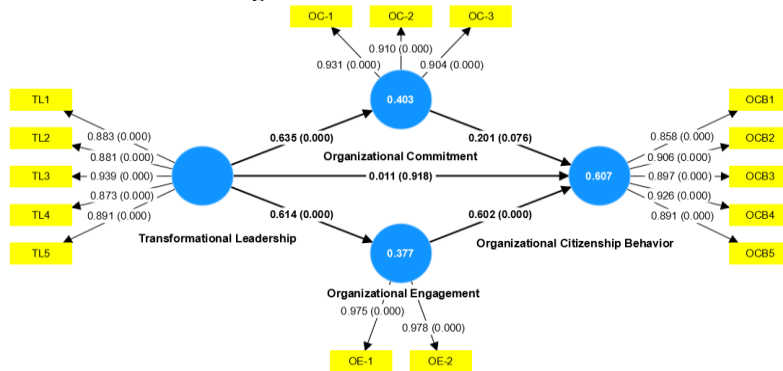
The study's hypothesis testing revealed that Transformational Leadership (TL) significantly influences Organizational Commitment (OC) (H1: $\beta = 0.635$, $p < 0.000$, $f^2 = 0.676$) and Organizational Engagement (OE) (H2: $\beta = 0.614$, $p < 0.000$, $f^2 = 0.604$), indicating strong effects within confidence intervals up to 0.726 and 0.736, respectively. However, TL showed no significant direct effect on OCB (H3: $\beta = 0.011$, $p = 0.918$, $f^2 = 0.000$), and OC also had no significant impact on OCB (H4: $\beta = 0.201$, $p = 0.076$, $f^2 = 0.034$), although the potential influence may reach up to 0.415. In contrast, OE significantly affected OCB (H5: $\beta = 0.602$, $p < 0.000$, $f^2 = 0.313$), with the potential to enhance OCB up to 0.808, highlighting the importance of OE improvement strategies.

Table 4: Hypothesis Testing Mediation Effects (Indirect)

	Path Coefficient	P values	(5% Path Coefficient confidence interval)		Upsilon (v)
			Lower limit	Upper limit	
H6: TL -> OC -> OCB	0.128	0.087	-0.015	0.277	0,016
H7: TL -> OE -> OCB	0.369	0.000	0.231	0.555	0,137

Based on Lachowicz et al. (2018), the sixth hypothesis (H6) was rejected, indicating that Organizational Commitment (OC) does not significantly mediate the effect of Transformational Leadership (TL) on OCB ($\beta = 0.128$, $p = 0.087$), with a low mediation effect (upsilon $v = 0.016$). However, this effect could increase to 0.277 with improved OC. Conversely, the seventh hypothesis (H7) was accepted, showing that Organizational Engagement (OE) significantly mediates the effect of TL on OCB ($\beta = 0.369$, $p = 0.000$), with a moderate-to-high mediation level (upsilon $v = 0.137$), potentially increasing to 0.555 with enhanced OE.

Figure 2. Outer Model



4.4. Model Goodness and Fit Evaluation

PLS is a variance-based SEM method aimed at testing theoretical models and emphasizing predictive analysis, with model fit assessed through R-squared, Q-squared, SRMR, PLS Predict, GoF Index, and linearity tests (Hair et al., 2019; Sarstedt et al., 2020). R-squared indicates that TL, OC, and OE jointly explain 60.7% of the variance in OCB (medium to strong effect), with TL and OC mediation explaining 40.3% and TL and OE mediation explaining 37.7% (both weak to medium effects). Q-square results show OCB has low predictive accuracy (0.228), while OC (0.391) and OE (0.350) have moderate predictive relevance, supporting the model’s overall adequacy in prediction.

Table 5: R Square

	R-square	Q ²
Organizational Citizenship Behavior	0.607	0.228
Organizational Commitment	0.403	0.391
Organizational Engagement	0.377	0.350

PLS is an SEM analysis focused on prediction, and its predictive power is assessed by comparing RMSE or MAE values with those of a linear regression (LM) model (Hair et al., 2019). A PLS model demonstrates good predictive power if all measurement items have lower RMSE and MAE than the LM model, and medium predictive power if the majority do. Based on data from 20 observations, 18 PLS measurement items had lower RMSE and MAE values than the LM model, indicating that the proposed PLS model has medium predictive power.

Table 6: PLS -Predict

	PLS-SEM		LM	
	RMSE	MAE	RMSE	MAE
OCB1	0.782	0.591	0.823	0.619
OCB2	0.712	0.568	0.732	0.582
OCB3	0.833	0.636	0.844	0.636
OCB4	0.743	0.612	0.758	0.627
OCB5	0.648	0.521	0.674	0.541
OC-1	0.672	0.523	0.680	0.526
OC-2	0.634	0.502	0.639	0.505
OC-3	0.792	0.651	0.775	0.629
OE-1	0.713	0.529	0.719	0.535
OE-2	0.696	0.530	0.701	0.535

4.5. Discussion

The acceptance of hypotheses H1 and H2 confirms that transformational leadership significantly enhances organizational commitment and engagement among labor union members. Transformational leadership fosters creativity and innovation by encouraging members to approach old problems with new perspectives (Shao et al., 2022) and to question conventional thinking (Jun & Lee, 2023). Indonesian labor union leaders demonstrate intellectual stimulation, empathy, and a clear articulation of shared goals, particularly the fight for workers' rights, while instilling pride in organizational achievements (Bakker et al., 2023). Such leadership behaviors strengthen emotional attachment and foster a sense of belonging, as members feel recognized and valued contributors to collective success (Alzoraiki et al., 2023; Hermanto et al., 2024). These findings align with prior research showing TL's role in building a committed and engaged workforce (Bass & Riggio, 2006; Novianti, 2021; Nurjanah et al., 2020; Rafferty & Griffin, 2004; Sridadi et al., 2022). Union members in Indonesia exhibit strong emotional bonds and shared responsibility, reflecting high engagement and the use of personal capacities to advance organizational goals and defend workers' rights.

Despite its recognized benefits, this study finds that Transformational Leadership (TL) does not have a significant direct effect on OCB, as indicated by the rejection of Hypothesis H3. This contrasts with prior studies that established a positive TL–OCB link. One explanation is that TL may exert behavioral control, reducing the voluntary nature of OCB (Nielsen & Daniels, 2012; Podsakoff et al., 2000; Qalati et al., 2022; Tourish, 2013; W. Zhu et al., 2009). As Tourish (2013) notes, transformational leaders may reward or penalize followers based on their alignment with organizational goals, potentially suppressing autonomous, extra-role behavior. Moreover, overly ambitious visions can induce cognitive strain and psychological contract breaches, ultimately reducing trust, motivation, and discretionary effort (Chen et al., 2024). In the labor union context, TL may fail to elicit OCB because members, already occupied with their main job duties, may feel fatigued and view additional participation as burdensome. As a result, they often delegate union responsibilities to elected leaders rather than engage voluntarily. This suggests that while TL effectively promotes commitment and engagement, its influence on OCB may be more complex and context-dependent.

The rejection of Hypothesis H4, which posited a significant effect of Organizational Commitment (OC) on OCB, challenges the assumption that strong commitment naturally translates into civic behavior (Hermanto et al., 2024; Massoudi et al., 2020). This finding suggests that other variables may moderate or mediate this relationship, such as job satisfaction and perceived fairness, factors not directly examined in this study (Lapointe et al., 2011; Meyer & Herscovitch, 2001; Organ & Ryan, 1995; Novianti, 2021). Prior research shows that OC's impact on OCB is not uniform across its dimensions (Bakhshi, 2011; Devece et al., 2015; Podsakoff et al., 2000). In labor unions, affective commitment often fosters proactive behaviors like mentoring and advocacy, while continuance commitment leads to passive membership retention with limited voluntary engagement. Normative commitment may encourage moderate, but not initiative-driven, involvement. These distinctions highlight that while affective and normative commitment can support OCB to varying extents, continuance commitment alone is inadequate. To strengthen OCB, unions should adopt high-performance HR practices that foster trust, ownership, and voluntary participation (de Geus et al., 2020).

The acceptance of Hypothesis H5 confirms that Organizational Engagement (OE) significantly contributes to enhancing OCB. This aligns with prior research emphasizing the role of engagement in promoting voluntary, pro-organizational actions (Bakker et al., 2011; Sridadi et al., 2022). Engaged individuals, who align with organizational values and possess strong self-confidence, are more likely to prioritize organizational interests and exhibit OCB (Saks, 2006, 2019). Supporting findings by Abas et al. (2018) and Sridadi et al. (2022), the study reinforces that highly engaged individuals often go beyond their formal roles. OE fosters feelings of energy, enthusiasm, and optimism, motivating individuals to make meaningful contributions to organizational success (Ünal & Turgut, 2015). In labor unions, highly engaged members are often those who voluntarily assist in organizing campaigns, support fellow members during negotiations, and actively participate in union meetings, not out of obligation, but driven by a strong sense of purpose and alignment with the union's collective goals.

With relation to H6, it was disproved that OC moderates the link between TL and OCB. While TL has a positive influence on OC, this increased commitment does not notably mediate TL's effect on OCB; OC has a minor and statistically inconsequential mediation effect. This is in line with earlier studies where OC proved not to be a strong indicator of OCB. OCB may be more directly impacted in the context of labor unions, where collective action and solidarity are valued, by elements other than leadership or commitment, including organizational culture or peer influence (Meyer & Allen, 1991; Podsakoff et al., 1996; Tourish, 2013). This finding contrasts with previous studies that have stated organizational commitment is capable of mediating the relationship between transformational leadership and OCB (Hermawanto et al., 2022) and strengthens their sense of responsibility, which in turn encourages them to demonstrate innovative behaviors that align with organizational goals and their personal commitment (J. Zhu et al., 2022). In labor unions, even when members express a strong sense of loyalty to the organization due to transformational leadership, they may still refrain from engaging in voluntary activities, such as assisting with union outreach or mentoring, if such behaviors are more strongly shaped by peer norms or the prevailing union culture than by personal commitment alone.

The findings also support hypothesis H7, which holds that OE is a major mediator in TL's indirect influence on OCB (Sridadi et al., 2022). This highlights the importance of engagement strategies in fostering OCB, particularly when the direct effects of TL are limited. While TL is essential for

cultivating commitment and engagement, its influence on citizenship behavior appears to operate primarily through mediators like OE (Podsakoff et al., 1990; Saks, 2006, 2019). Engagement can be strengthened through participatory decision-making and consistent communication via meetings, newsletters, or emails. TL enhances this by promoting ownership, collaboration, and shared responsibility (Qalati et al., 2022). In labor unions, when leaders involve members in decision-making processes, openly communicate through regular meetings or updates, and foster a shared sense of purpose, members are more likely to feel emotionally engaged, leading them to voluntarily support union activities such as advocacy campaigns or organizing efforts, even without direct instruction from leadership.

5. CONCLUSION & RECOMMENDATION

This study reveals a nuanced relationship among Transformational Leadership (TL), Organizational Commitment (OC), Organizational Engagement (OE), and Organizational Citizenship Behavior (OCB) within Indonesian labor unions. While TL positively influences both OC and OE, its effect on OCB is not direct, challenging the assumption that effective leadership alone guarantees increased extra-role behaviors. Notably, OC often regarded as a primary driver of OCB, was found to have no significant mediating effect. In contrast, OE plays a critical mediating role, highlighting that the emotional and psychological engagement of union members is key to fostering OCB. This indicates that to enhance OCB, strategies should shift from merely increasing commitment to actively cultivating meaningful engagement.

Theoretically, these findings expand the literature by clarifying that engagement, rather than commitment, is the dominant pathway through which TL affects OCB. Practically, labor unions should invest in leadership development initiatives that not only build transformational competencies but also promote participatory decision-making, recognize individual contributions, and provide opportunities for personal and professional growth. Such strategies are more likely to resonate with the intrinsic motivations of union members, encouraging greater voluntary contributions. Additionally, unions should tailor their leadership approaches to reflect the socio-cultural and organizational context of Indonesian labor dynamics, strengthening collective identity and shared purpose.

This study is limited by contextual challenges encountered during data collection, including limited access to diverse union branches and varying levels of member responsiveness, which may affect the broader applicability of the findings. Future research should explore the role of cultural, structural, and contextual variables in shaping OCB across a wider range of labor unions and geographic settings to build a more comprehensive understanding of member behavior in collective organizations.

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