

Linking Transformational Leadership to OCB in Hospitality Industry: the Mediating Influence of Affective Commitment and Work Engagement

Suryandari Istiqomah[✉], Asri Laksmi Riani

Faculty of Economic and Business, Universitas Sebelas Maret, Surakarta, Indonesia

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Abstract

This paper aims to examine the process of forming the Organizational Citizenship Behavior (OCB) of employees in the hotel industry. This study also uses affective commitment and work engagement as mediating variables to clarify the mechanisms for the effect of transformational leadership on OCB. The design of this study is a quantitative study using a survey method through distributing questionnaires to frontline employees in the hospitality industry. 250 questionnaires distributed there were 218 that can be used. By testing using the Structural Equation Model - Partial Least Square (SEM-PLS) method with SMART PLS 3, it was found that transformational leadership has no direct effect on OCB like most other Asian studies. Affective commitment and work engagement show partial mediating effects in the relationship between transformational leadership and OCB in the workplace. This study found that transformational leadership can influence OCB through the mediating effects of affective commitment and job involvement. These results are expected to enrich the psychological mechanisms that can explain the effect of transformational leadership on OCB. Future research is expected to be able to explain a more comprehensive flow of transformational leadership, affective commitment, work engagement, and OCB.

Menghubungkan Kepemimpinan Transformasional pada OCB dalam Industri Perhotelan: Pengaruh Mediasi Komitmen Afektif dan Keterikatan Kerja

Abstrak

Makalah ini bertujuan untuk mengkaji proses pembentukan Organizational Citizenship Behavior (OCB) karyawan di industri perhotelan. Penelitian ini juga menggunakan komitmen afektif dan keterikatan kerja sebagai variabel pemediasi untuk memperjelas mekanisme pengaruh kepemimpinan transformasional pada OCB. Desain penelitian ini adalah penelitian kuantitatif dengan menggunakan metode survey melalui penyebaran kuesioner pada karyawan frontline pada industri hospitality. Dari 250 kuesioner yang disebarkan terdapat 218 kuesioner yang dapat digunakan. Dengan pengujian menggunakan metode Structural Equation Model - Partial Least Square (SEM-PLS) dengan SMART PLS 3 didapatkan hasil bahwa kepemimpinan transformasional tidak berpengaruh langsung pada OCB seperti kebanyakan studi Asia lainnya. Komitmen afektif dan keterikatan kerja menunjukkan efek mediasi parsial dalam hubungan antara kepemimpinan transformasional dan OCB di tempat kerja. Studi ini menemukan bahwa kepemimpinan transformasional dapat mempengaruhi OCB melalui efek mediasi dari komitmen afektif dan keterikatan kerja. Hasil ini diharapkan dapat memperkaya mekanisme psikologis yang dapat menjelaskan pengaruh kepemimpinan transformasional terhadap OCB. Penelitian selanjutnya diharapkan mampu menjelaskan alur kepemimpinan transformasional yang lebih komprehensif, komitmen afektif, keterikatan kerja dan OCB.

JEL Classification: C11; G30; G32

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[✉]Correspondence Address

Jl. Ir Sutami No.36A, Jebres, Kec. Jebres, Kota Surakarta, Jawa Tengah 57126
Email: suryandari.istiqomah@staff.uns.ac.id

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INTRODUCTION

The COVID-19 pandemic currently happening around the world encourages organizations to survive. The hospitality industry is one of the industries most affected by the COVID-19 pandemic. As an industry that relies on service, the role of frontline employees as the avant-garde of the company is very important to provide excellent service (Buil et al., 2019). It has been an interesting topic for researchers to study the factors that influence the behavior of frontliners in the hotel industry. One of the behaviors that attract the attention of researchers is the Organizational Citizenship Behavior (OCB) of frontliners. This behavior is associated with high customer satisfaction and low turnover (Podsakoff et al., 2009). Chou et al. (2013) state that OCB presents a major contribution to organizational success. Employees with OCB behaviors will voluntarily engage in behaviors to help colleagues who are on sick leave or partners with less experience and help the organization in difficult times.

One of the contextual factors that are considered to have a major influence on the OCB behavior of employees in the organization is leadership. Humphrey (2012) states that leadership is the ability of leaders to influence individual behavior in the workplace. An effective leader is a person who can inspire subordinates to engage in positive behavior in organizations such as OCB in the workplace (Khalili, 2017). Of the leadership types that exist, transformational leadership is the type that is most widely discussed and is known as one of the most effective leadership (Pradhan & Pradhan, 2016) Transformational leadership consistently shows positive results for various work outcomes, including job satisfaction, organizational commitment, psychological empowerment, subordinate performance, employee creativity, and employee OCB behavior (Buil et al., 2019; Ma et al., 2020; Shafi et al., 2020) Regarding OCB behavior, transformational leadership describes a class of behaviors defined by a leader who changes values, needs, preferences, aspirations

and motivates employees to work above average or even outside their duties (House, 1997). This leadership is considered to succeed when subordinates can adopt the values, goals, and aspirations of the leader, a change of attitudes, beliefs, and goals (Lee et al., 2018).

Previous studies have linked transformational leadership with employee OCB behavior (Buil et al., 2019; Humphrey, 2012), but the psychological mechanisms underlying this influence are still a lot of questions and debates (Nohe & Hertel, 2017). This mechanism is important to explain how transformational leadership affects OCB or other resulting performance (Ng, 2017). Therefore, although there are many positive findings between transformational leadership and OCB, it is still necessary to explore the mechanism of how transformational leadership affects OCB.

Several studies have tried to reveal this psychological mechanism by using various theoretical approaches, one of the theories used is Social Exchange Theory (SET). This theory states that social exchange is a series of interactions in which there is usually an interdependent relationship with one another (Blau, 1964). This interdependent relationship will have the potential to produce high-quality relationships in certain circumstances (Cropanzano & Mitchell, 2005). One of the conditions that drive this relationship is the level of work engagement that occurs (Bhatti et al., 2018; Buil et al., 2019) define work engagement as a positive, satisfying, and work-related state of mind characterized by passion, dedication, and absorption. The use of this variable also refers to the importance of work engagement in the success of service organizations and the demand for exploration of the role of engaging work in the hotel industry (Buil et al., 2019).

The mediation variable used in this study is affective commitment. Commitment contributes to the formation of employee OCBs (Lee et al., 2018). Affective commitment is related to the emotional feelings and intrinsic motivation of employees compared to feelings of pressure (continuance commitment) and obli-

gations (normative commitment). The relevant mechanisms used to explain transformational leadership and OCB are affective and identification mechanisms (Ng, 2017). There are two main reasons for affective commitment to be a mediating variable between transformational leadership and OCB (Wang et al., 2011). An effective leader through an affective mechanism will have a positive influence on employees, one of which is increasing affective commitment which in turn has a positive impact on OCB. Second, with the identification role of an employee, it will identify the values of the leader and the organization so that employees will be able to engage in activities that have an impact and benefit for leaders and the organization through OCB.

This study was conducted on employees of the hospitality industry frontliners, in this case, hotels and restaurants are very important in facing difficult times as happening now. Previous research has shown that high OCB behavior can increase customer satisfaction, lower turnover, and even improve performance (Podsakoff et al., 2009). The formation of the OCB is expected to be able to help companies survive in facing the big challenges that are faced now and in the future. Furthermore, this study attempts to reveal the effect of transformational leadership on the formation of OCB behavior among hotel and restaurant frontliners using the SET approach. The results of this study are expected to have policy implications for human resource management, especially in the increasingly competitive hospitality industry.

Hypothesis Development

Organizational Citizenship Behavior

Organizational Citizenship Behavior or OCB is a behavior performed by employees outside of their duties and routines for which they are responsible (Humphrey, 2012). OCB is an optional individual behavior that does not directly result in formal reinforcement but shows that the organization is running effectively and efficiently (Organ, 1988). The role of OCB is currently becoming increasingly important, especially in the international context and ra-

pidly changing business (Liu & Cohen, 2010). OCB can be demonstrated in five aspects: (1) altruism, which refers to behavior directed at a particular person with an organizationally relevant problem, (2) awareness, which refers to behavior that exceeds the required minimum expectations, (3) sportsmanship, which refers to tolerate behavior uncomfortable situations and without complaint, (4) courtesy, which refers to behavior that helps prevent problems from occurring, and (5) civic virtue, which refers to behavior that involves participation in organizational problems as a whole (Organ, 1988).

Previous research has found the important role of OCB in the organization and the variables forming it (Jain, 2016; Lee et al., 2018; Buil et al., 2019). Several previous studies have found that OCB is positively related to employee performance, organizational productivity, improves service quality, creates a healthier organizational climate, and is associated with organizational effectiveness and efficiency (Podsakoff et al., 2009). The diversity of variables and results in previous research allows the opportunity for further exploration of new variables or variable modifications that are appropriate to the context of the object and site of the study.

Social Exchange Theory

The basic principle of social exchange theory is that individuals tend to reciprocate work partners with behaviors that are beneficial to them. In an organizational context, this behavior can be demonstrated through OCB and reflected in the behavior of employees carrying out activities that are not part of their responsibility but help the organization to achieve its goals (Blau, 1964). Social exchange theory (SET) is currently one of the most influential conceptual paradigms for understanding workplace behavior (Cropanzano & Mitchell, 2005). This theory also forms the basis for exploring the role of mediation formed by the psychological relationship between employees and organizations (Buil et al., 2019). Furthermore, this approach is used to guide studies of transformational leadership, its mechanisms, and its consequences (Nohe & Hertel, 2017).

Social exchange theory is also the most influential theory to explain the general dynamics from which OCB emerges and provides a framework for understanding the relationship between transformational leadership and more OCB followers (Wang et al., 2005). In contrast to the transactional leadership style which is synonymous with the exchange of resources and tends to be involved in economic exchange relationships, transformational leadership offers goals that focus on high-level intrinsic needs and go beyond short-term interests (Judge & Piccol, 2004). According to this perspective, employees can engage in social exchange relationships with their transformational leaders and reciprocate their behavior through engagement with OCB in the workplace.

Transformational Leadership

Leadership factors play an important role in fostering and improving employee behavior in organizations (Khalili, 2017). In short, leadership is described as the ability to influence followers or subordinates to complete tasks and achieve goals. Previous studies have shown that this leadership style can improve the effectiveness and performance of subordinates (Wang et al., 2005) and is also able to motivate followers to achieve beyond performance by changing followers' attitudes, beliefs, and values (Rafferty & Griffin, 2004). This leadership theory involves creating major changes in employee behavior, ethical advancement, and company direction. In practice, the working relationship that occurs involves leaders and employees who support each other's aspirations and goals.

Burns, (1978) is the first author to introduce transformational leadership which at that time used the term transforming leadership to distinguish it from transactional leadership styles. Transformational leadership refers to a leader transformation procedure that involves individuals, teams, and companies. Further, Bass dan Avolio (1993) conceptualize this leadership model in four main dimensions. First, idealized influence (exciting and awakening followers, so that followers emotionally identify themselves

to the leader's vision and mission), inspirational motivation (giving followers meaning and challenges in their work, which positively inspires), intellectual stimulation (challenging followers to think critically and find new ways to solve problems while questioning the leader), and individualized consideration (paying special attention to the needs, expectations, and development of each follower).

Affective Commitment

Organizational commitment has been widely accepted through a multi-dimensional concept comprising three components; affective, continuance, and normative (Meyer & Allen, 1991). Affective commitment is defined as an employee's emotional attachment, identification, and engagement in the organization. Employees with strong affective commitment survive with the organization because they want to do so. Affective commitment is also related to the emotional feelings and intrinsic motivation of employees compared to feelings of pressure (continuance commitment) and obligations (normative commitment) (Grant et al., 2008). Employees who possess an affective bond with the organization will guide them to increase enthusiasm, dedication, and improve service performance to produce valuable work results for the organization (Gelderen & Bik, 2016).

Affective commitment has also been found to be strongly associated with various workplace behaviors (Stinglhamber et al., 2015; Lee et al., 2018). Employee commitment contributes to the formation of OCB on employees working in public organizations in China (Liu & Cohen, 2010).

Work Engagement

Work engagement includes excitement, an effective relationship bond with work activities, and the ability to handle work demands (Demerouti et al., 2001). This variable is significant because it is associated with a positive influence on the organization, including on performance (Rich et al., 2010; Bailey et al., 2017; Bhatti et al., 2018), reducing the intention to

resign (Karatepe & Avci, 2016), and reducing negative behaviors such as absence (Schaufeli & Bakker, 2004). Several previous studies have also examined the role of work engagement in the formation of OCB in the workplace (Ahmed et al., 2012; George & Joseph, 2015).

Transformational Leadership and OCB

In contrast to the transactional leadership style which is synonymous with the exchange of resources and tends to be involved in economic exchange relationships, transformational leadership offers goals that focus on high-level intrinsic needs and go beyond short-term interests (Judge & Piccol, 2004). This transformational leadership character is very relevant to OCB which is long-term oriented. A transformational leader always tries to influence the way their subordinates think about their work, where they can see work as something useful, challenging, and more meaningful so that they will be happy to be involved in OCB behavior in their work (Purvanova et al., 2006). Transformational leaders will build collective beliefs and goals from subordinates and motivate employee behavior to work better in developing job tasks and daily work efforts that go beyond the requirements and job descriptions or OCB (Bass, 1990; Podsakoff et al., 1990; Guay & Choi, 2015). Khalili (2017) found that transformational leadership has a positive effect on the formation of OCB in organizations. Besides, meta-analysis research by Nohe and Hertel (2017) shows the relationship between transformational leadership and OCB. Based on various literature reviews, researchers offer the following hypothesis:

H1: Transformational leadership influences OCB

Transformational Leadership and Affective Commitment

Empirical evidence has consistently found positive associations between leadership and employee behavior. These associations may occur at the individual, group, or organizational level (Ma et al., 2020). Transformational leadership is shown to have a positive effect on subor-

dinates' affective commitment (Stinglhamber et al., 2015). On the contrary, passive leadership tends to weaken the affective commitment of subordinates (Chênevert et al., 2015). One of the attributes attached to transformational leadership style is oriented towards long-term goals (Judge & Piccol, 2004) and these attributes contribute to changes in attitudes, beliefs, and values of followers (Rafferty & Griffin, 2004) to enable leaders to create shared commitments between leaders and subordinates. Transformational leaders are also able to influence increase the intrinsic value of subordinates for the achievement of goals and demonstrate a higher level of personal commitment to shared vision/mission and organizational goals (Zhu, 2004).

Lee et al. (2018) found that transformational leadership has a positive effect on affective commitment. Another research by Amankwaa et al. (2019) also supports the relationship between transformational leadership and the formation of the affective commitment of employees in the financial sector. Based on this background, the second hypothesis is as following:

H2: Transformational leadership influences affective commitment

Transformational Leadership and Work Engagement

Transformational leadership is synonymous with employee engagement and involvement in company strategy and goals. Transformational leaders increase employees' involvement and enthusiasm at work (Schneider & Macey, 2019). It occurs as a result of the ideal influence shown by leaders and individual considerations perceived by employees. Leaders who exhibit as role models, articulate an attractive vision, and emotionally attract subordinates, will empower and drive employees to work hard to achieve organizational goals and objectives (Shin & Zhou, 2003). Leaders perceived as role models for followers will elevate value and contribution so that they are more involved in the task (Rich et al., 2010). Although leadership is viewed as an important aspect, leadership styles, especially transformational

leadership, have not received much attention regarding their relationship with work engagement (Caniëls & Semeijn, 2017).

Research conducted by Gyensare et al (2016) in public sector organizations found that transformational leadership has a positive effect on the formation of employee work engagement. Furthermore, similar findings were also discovered by Caniëls & Semeijn (2017) who researched technology companies in the Netherlands. Based on the background above, the third hypothesis is as follows:

H3: Transformational Leadership influences Work Engagement

Transformational Leadership, Affective Commitment, and OCB

Based on SET theory, affective commitment serves as a mediator for the relationship between transformational leadership and OCB. This is reinforced by the fact that affective commitment represents employee attitudes to the organization (Stinglhamber et al., 2015). Transformational leadership supported by committed subordinates will generate more OCB (Lee et al., 2018). Organizations with strong OCB require high collaboration between leaders and subordinates and it is shown by high affective commitment. Kim (2012) states that a transformational leader always strives to be the right role model for his subordinates, pays special attention to his subordinates through appreciation and employee development through coaching and mentoring, articulates a clear vision to subordinates, and encourages employees to solve problems faced in ways innovation which will lead to the social exchange which will increase the possibility of employees to identify values, goals, and norms in the organization which are the embodiment of AC which in turn make employees tend to support their colleagues, generate positive ideas for organizational development, tend to always obey and obey the rules and procedures of the organization, avoid work that will complicate the work of colleagues and be tolerant of problems in the organization.

Affective commitment has also been observed using meta-analysis and shows that it has a positive effect on OCB (Lepine et al., 2002). Several previous studies have also positioned affective commitment as a mediating variable (Chênevert et al., 2015; Nohe & Hertel, 2017). Affective commitment fully mediates the relationship between transformational leadership and OCB (Khaola, 2020). Another finding by Jain (2016) also reinforces the affective commitment variable that mediates the formation of OCB in the workplace. Based on the aforementioned previous research, the fourth hypothesis is as follows:

H4: Affective commitment mediates the relationship between transformational leadership and OCB behavior

Transformational Leadership, Work Engagement, and OCB

Transformational leadership tends to involve employees in achieving organizational goals (Schneider & Macey, 2019). This is in line with the characteristics of employees with a high work engagement attitude, which his enthusiasm for the work challenges (Schaufeli & Bakker, 2004). The mediation function of work engagement has been widely used in explaining various phenomena in the workplace (Bhatti et al., 2018; Karatepe & Avci, 2016; Zahoor, 2020). The mediation function of work engagement has been widely used in explaining various phenomena in the workplace (Karatepe & Avci, 2016; Bhatti et al., 2018; Zahoor, 2020). A transformational leader who will inspire and stimulate employees intellectually to do a better job, using individual ideals and considerations in seeing each employee's needs will lead to reciprocity where employees will reward this behavior with a higher engagement by investing in themselves in their work which in turn they will find useful by making extra efforts and exhibiting behavior outside of their job description (Rich et al., 2010; Buil et al., 2019).

Buil et al (2019) show that work engagement mediates the relationship between transformational leadership and OCB. Furthermore, ot-

her research also shows similar results that work engagement mediates the relationship between leadership and OCB in non-star hotel employees (Sugianingrat et al., 2019). Based on the description, the fifth hypothesis is as follows:

H5: Work Engagement mediates the relationship between transformational leadership and OCB behavior

The research framework can be seen in Figure 1.

data collection must be carried out employing a questionnaire to employees through the help of HRD from the company, because of the easy level and time required, the distribution method is carried out online using HRD or key informants to display to the respondent in question. From 250 questionnaires distributed to 8 hotels and 2 restaurants in Solo and Semarang, 232 questionnaires were collected. Of the 232 questionnaires, 14 questionnaires were incomplete and no outliers detected were

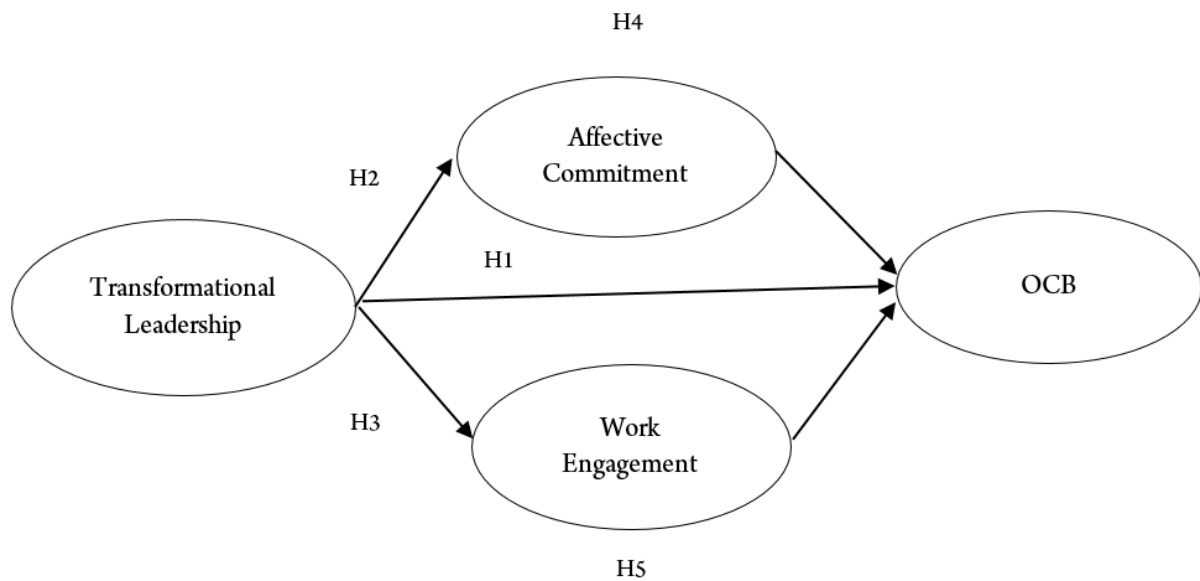


Figure 1. Research framework

METHOD

This research was conducted on hotel and restaurant employees in Solo and Semarang, Central Java. The selection of recipes for hotels and restaurants is because there are not many studies that address the role of transformational leadership in OCB by using affective commitment and work engagement as mediating variables (Karatepe & Avci, 2016). Furthermore, the selection of the object of this research also sees the development of hotels that are increasingly growing and competition is getting tighter when the Covid-19 Pandemic era demands hotels and restaurants to provide extra services to their customers through OCB employees. Questionnaires were distributed from August to September 2020. Respondent

not used in the test data. So that the total questionnaires used in this study were 218 questionnaires.

Transformational leadership is measured by 7 instruments from Carless et al., (2000). Examples of transformational leadership questions include: “My boss communicates a clear and positive vision of the future”, “My boss treats staff as individuals, supports and encourages their development”. Job involvement was measured using the 9 Utrecht Work Engagement Scale instruments proposed by Schaufeli et al (2006), where examples of questions include: “At work, I feel full of energy”, “When I wake up in the morning, I feel like going to work” and “My job inspires me”. Affective commitment is measured by 8 instruments developed by Meyer and Allen (1991). Item questions in-

cluded: 'I would love to continue my career in this organization'. Meanwhile, OCB is measured by Huang and You (2011) where examples of questions include: "Goes out of the way to help new employees" and "I make suggestions to improve the organization". The four variables above, all of the items stated using a Likert scale measuring 1-5, from strongly disagree to strongly agree.

Testing the hypothesis of this study using a structural equation model with a partial least square (PLS) approach using the SmartPLS 3.0 software. The use of a structural equation model with the partial least square (PLS) approach makes it possible to test simultaneously with many independent and dependent variables (Sholihin et al., 2011). This research was tested using a structural equation model (Structural Equation Model - SEM) which is processed using the Smart Partial Least Square (PLS) 3. Before testing the hypothesis, the validity and reliability are tested first. The validity test is a measurement to measure whether a test is correct in performing its measuring function according to what it should be measured. The validity test was carried out using the CFA (Confirmatory Factor Analysis) test tool using

the SmartPLS 3 software. The questionnaire is said to be valid, that is, if the factor loading value is ≥ 0.50 and has been perfectly extracted (Ghozali, 2006, 2011).

Reliability test is used to test how big a gauge is, measuring stably and consistently, the magnitude of which is indicated by the value of the reliability coefficient (Jogiyanto, 2004). The reliability test is calculated by looking at Cronbach's alpha in its measurement using SEM, namely SmartPLS 3. Cronbach's alpha is a reliability coefficient which refers to how well an item is positively correlated between items measuring, according to Sekaran (2013), reliability testing using Cronbach's alpha is divided into 3 categories, namely: good reliability 0.80-100, acceptable reliability 0.60 to 0.79 and less good reliability < 0.60

RESULT AND DISCUSSION

Table 1 shows that of the 218 respondents there were 133 male respondents (61%) and 85 female respondents (39%). Furthermore, the age range of respondents in this study was quite diverse, namely 14 respondents

Table 1. Demographic Information of Respondents

Variable	Sample	%	Variable	Sample	%
<i>Gender</i>			<i>Age</i>		
Male	133	61	< 20	14	7
Female	85	39	21-30	116	53
			31-40	37	17
			41-50	11	5
			> 50	5	2
			Not answer	8	16
<i>Education</i>			<i>Job tenure</i>		
Junior high	2	1	< 1 year	32	15
Senior high	83	38	> 1 - 3 years	85	39
Diploma	65	30	>3 - 5 years	44	20
Graduate	46	21	> 5 years	25	11
No Answer	22	10	No answer	32	15

(7%) aged < 20 years, and the majority of respondents 21-30 years old as many as 116 respondents (53%), 31-40 years old as many as 37 respondents (17%), then aged 41-50 years were 11 respondents (5%), aged > 50 years were 5 respondents (2%), and 8 respondents did not answer (16%). Other information we collect is the level of education of respondents consisting of junior high graduates as many as 2 respondents (1%), then senior high as many as 83 respondents (38%), then diploma 65 respondents (30%), graduate as many as 46 respondents (21%), and did not answer as many as 22 respondents (10%). Next is the length of work of the respondents consisting of < 1 year of 32 respondents (15%), > 1 - 3 years of 85 respondents (39%). Then with a working period of > 3-5 years as many as 44 respondents (20%), working period > 5 years were 25 respondents (11%), and did not answer as many as 32 respondents (15%).

Table 2 shows that the value of outer loadings in all constructs exceeded the cut-off limit of 0.7. Further, the composite reliability (CR) and average variance extracted (AVE) values also exceeded the cut-off limits of 0.7 and 0.5 so that the data used is convergent valid.

Moreover, discriminant validity used Fornell and Larcker's criteria indicator and the heterotrait-monotrait ratio (HTMT) method (Henseler & Sarstedt, 2013) namely goodness-of-fit indices. In order to illustrate the behavior of the goodness-of-fit index (GoF). The data shown in Table 3 shows that all values on the top diagonal which are the root of the AVE for each variable had a greater loading than other indicators.

Table 2. Measurement Model Result

Construct and indicator	Outer Loadings	CR	AVE
Transformational Leadership		.957	.760
TL1	.838		
TL2	.887		
TL3	.903		
TL4	.884		
TL5	.852		
TL6	.846		
TL7	.892		
Affective Commitment		.852	.591
AC1	.764		
AC2	.764		
AC4	.752		
AC7	.795		
Work Engagement		.921	.660
WE1	.809		
WE2	.826		
WE4	.865		
WE5	.862		
WE7	.780		
WE9	.723		
OCB		.918	.650
OCB1	.817		
OCB2	.858		
OCB3	.777		
OCB4	.733		
OCB5	.839		
OCB6	.808		

Table 3. Fornell and Larcker's Criterion

Construct	Affective Commitment	OCB	Transformational Leadership	Work Engagement
Affective Commitment	.769			
OCB	.573	.806		
Transformational Leadership	.600	.574	.872	
Work Engagement	.637	.693	.668	.812

Table 4 shows the test results with the heterotrait-monotrait ratio (HTMT) method. All HTMT indicator values were < 0.9. These two indicators show that the instrument has met the discriminant validity aspects.

tional leadership has an effect on work engagement also shows significant results (β : 0.668, SD: 0.042, t value: 15.940, $p < 0.01$).

The mediating effect of affective commitment, the results show that affective commit-

Table 4. Heterotrait– Monotrait Method Ratio

Construct	Affective Commitment	OCB	Transformational Leadership	Work Engagement
Affective Commitment				
OCB	.683			
Transformational Leadership	.680	.619		
Work Engagement	.747	.769	.725	

The relationship between variables in the model was tested simultaneously using a structural equation model with the help of Smart PLS 3 analysis software. The test results in table 5 Transformational leadership with OCB have a value (β : 0.144, SD: 0.082, t value: 1.768, $p > 0.05$). From these results, it can be concluded that the effect of transformational leadership on OCB is not significant, so hypothesis 1 is rejected.

Furthermore, the results of transformational leadership testing on affective commitment showed a significant effect (β : 0.600, SD: 0.052, t value: 11.567, $p < 0.01$). These results prove that hypothesis 2 can be accepted. The third hypothesis we propose is that transforma-

ment mediates the relationship between transformational leadership and OCB (β : 0.108, SD: 0.050, t value: 2.146, $p < 0.05$). The results of this test indicate that affective commitment fully mediates the effect of transformational leadership on employee OCB behavior because the direct relationship between transformational leadership and OCB is not significant. Subsequent tests on work engagement also significantly mediated the relationship between transformational leadership and OCB (β : 0.322, SD: 0.056, t value: 5.758, $p < 0.01$). The results of this test also show that work engagement fully mediates the effect of transformational leadership on employee OCB behavior because

Table 5. Structural Model Result

Hypothesized relationship	Path Coefficient (β)	Standard Deviation	T Value	P Values
H1. Transformational Leadership -> OCB	.144	.082	1.768	.078
H2. Transformational Leadership -> Affective Commitment	.600	.052	11.567	.000
H3. Transformational Leadership -> Work Engagement	.668	.042	15.940	.000
H4. Transformational Leadership -> Affective Commitment-> OCB	.108	.050	2.146	.032
H5. Transformational Leadership -> Work Engagement-> OCB	.322	.056	5.758	.000

the direct relationship between transformational leadership and OCB is not significant. The results of this study indicate that a mediating variable is needed, namely affective commitment and work engagement to link the effect of transformational leadership on OCB behavior in the frontline hotel and restaurant employees in Solo and Semarang.

Discussion

From the test results obtained, we can conclude several things. First, transformational leadership cannot directly influence OCB. This result is not in line with the findings in previous studies (Wang et al., 2011; Jha, 2014; Khalili, 2017) which consistently found that transformational leadership has an effect on employee OCB behavior. However, the results of this study are in line with the results of research conducted by (Kim, 2012; Khaola, 2020) this study examines whether transformational leadership (TL who found that transformational leadership does not directly affect employee OCB. Several previous studies linked these results by not considering OCB as a high-level reflective construct (Kim, 2012) this study examines whether transformational leadership (TL. This may also be influenced by cultural factors, so the OCB variable which consists of various dimensions, namely altruism, civic virtue, awareness, and sportsmanship can be generalized to organizational culture in Asia. This result is supported by research by Kim (2014) which states that the success of transformational leadership to improve OCB in organizations can be done by changing the organizational culture according to the existing local culture which is designed to be more attractive with a focus on organizational development and growth.

The results of this study provide a deeper contribution to the process and mechanism of how transformational leadership affects employee OCB in the context of hotel and restaurant employees in Solo and Semarang. Based on the findings of this study, transformational leadership cannot directly affect OCB but must go through mediating variables, namely affective

commitment, and work engagement. These results are in line with previous findings that also examine the mediating role of affective commitment to the formation of OCB (Jain, 2016; Lee et al., 2018; Khaola, 2020). These findings prove that a transformational leader will tend to form emotional bonds with his subordinates through a motivational process so that it will increase the affective commitment of his subordinates (Lee et al., 2018). A transformational leader will motivate employees by taking several approaches, including providing direction, increasing expectations and trust in employees so that it will increase employee commitment to being in the organization. Besides, a transformational leader with intellectual stimulation provides and encourages the use of new, innovative ways of solving problems and providing individual support to followers based on needs and development to form high loyalty and more commitment to the organization which in turn will improve employee OCB behavior. Also, this finding strengthens the social exchange theory previously mentioned, namely that a person will tend to retaliate against the actions of other parties (Blau, 1964). Employees will have a high level of affective commitment after being motivated and have a high emotional attachment to their superiors so that they are more willing to devote more time, skills, and efforts to helping their colleagues and helping the organization (Lee et al., 2018).

Moreover, this study also found that work engagement is one of the mechanisms that can be used to explain the transformational leadership process that can affect OCB. These results confirm previous findings including (Buil et al., 2019; Sugianingrat et al., 2019). These results further reinforce that a transformational leader with inspirational motivation, individual consideration, idealized influence, and intellectual stimulation plays a key role in promoting employee engagement in their work which in turn increases behaviors to help their colleagues and organizations experiencing problems. Khaola (2020) concluded that a transformation leader is more effective at increasing the OCB of emp-

loyees in the hospitality industry by motivating their followers so that they identify leaders and organizations to increase their involvement in the organization which in turn shows positive emotions (for example enthusiasm, joy, and happiness) which is a reflection of OCB.

CONCLUSION AND RECOMMENDATION

This study examined the effect of transformational leadership on OCB using the variables affective commitment and work engagement as mediating variables. From the results obtained, we get some conclusions, first, in the context of the frontline hotel and restaurant employees in Solo and Semarang, Central Java, transformational leadership has no direct effect on OCB. This is in line with many studies conducted in Asia and other developing countries (Kim, 2012; Khaola, 2020). Both transformational leaderships have a positive and significant effect on the affective commitment and job attractiveness of employees.

Third, affective commitment and work engagement mediate the full effect of transformational leadership on OCB of hotel and restaurant employees in Solo and Semarang. From these results, we can suggest to hotel and restaurant managers to consider people with transformational leadership styles in the promotion or recruitment process of new supervisors. A supervisor with transformational leadership will be able to communicate the vision, mission, and goals of the organization, provide active motivation to subordinates, be a good mentor and pay attention to employee needs so that it will increase affective commitment and work engagement of employees in the hospitality industry so that in turn it will increase OCB behavior employees.

In addition, this research also has implications for companies to create a work environment that encourages the formation of work engagement and affective commitment of employees so that employees will voluntarily devote their time, energy, and thoughts to helping colleagues or helping the organization.

Like many other studies, this study has several limitations, among others, that questionnaires were only distributed in hotels and restaurants in Solo and Semarang, Central Java. Both data collection was carried out in a cross-sectional manner so that generalizations were carefully carried out. Third, this study only uses one-way measurements, namely self-reports from employees so that bias in data collection can occur. Therefore, the authors suggest that future research is expected to expand data not only limited to cities in Central Java but other large cities so that it can enrich research in this field. Second, it is better if future research can be carried out longitudinally so that more accurate results are obtained to be able to see the phenomenon of the impact of transformational leadership on OCB. Additionally, data collection is two-way or dyadic so that it is expected to provide more objective data compared to self-reported. For future research, it is best to be able to relate the influence of the two variables, namely affective commitment, and work engagement, or the use of other variables so that it further explores the mechanisms and processes of transformational leadership influence on OCB

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