
**THE INFLUENCES OF TRANSFORMATIONAL LEADERSHIP STYLE AND
WORK ENVIRONMENT ON ORGANIZATIONAL CITIZENSHIP
BEHAVIOR WITH EMPLOYEE ENGAGEMENT AS A MEDIATING
VARIABLE AMONG NON-ASN EMPLOYEES AT THE RECTORATE OF
UNIVERSITY OF MATARAM**

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Abstract

This study aims to analyze the influence of transformational leadership style and work environment on Organizational Citizenship Behavior (OCB), with employee engagement as a mediating variable, among Non-Civil Servant Employees (Non-ASN) at the Rectorate of University of Mataram. A quantitative research approach was employed using a survey method involving 100 respondents, and the data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that the transformational leadership style did not have a significant direct influence on OCB. Conversely, the work environment had a positive and significant influence on OCB. Furthermore, both transformational leadership style and work environment were found to have a positive and significant influence on employee engagement. In addition, employee engagement had a positive and significant influence on OCB. The findings also reveal that employee engagement significantly mediated the relationship between transformational leadership style and work environment on OCB. These results suggest that employee engagement plays a crucial role in linking leadership practices and workplace conditions with organizational citizenship behavior. Overall, this study highlights that improving OCB among Non-ASN employees at the Rectorate of University of Mataram is not solely determined by leadership style and work environment directly, but also through the strategic role of employee engagement. The findings are expected to provide theoretical contributions and practical implications for human resource management in the higher education sector of University of Mataram.

Keywords: Transformational Leadership Style, Work Environment, Organizational Citizenship Behavior (OCB), Employee Engagement

INTRODUCTION

Human resources (HR) are a strategic organizational asset that must be managed and developed sustainably, as organizational success depends heavily on employees' ability to deliver optimal performance and contributions beyond their formal duties (Dessler, 2020). This applies not only to business organizations but also to government agencies, whose primary mandate is to regulate, manage, and provide services to the public. In this context, State Civil Apparatus (ASN) are required to carry out public service functions influenceively and efficiently to support the achievement of government goals (Setiawan et al., 2015).

To achieve optimal organizational performance, employees do not only carry out their core duties but also demonstrate proactive behavior, high initiative, and responsibility for the organization's progress. This behavior is known as Organizational Citizenship Behavior (OCB), which is voluntary work behavior that goes beyond formal roles, such as helping coworkers, maintaining the organization's image, and proposing innovative ideas. OCB has been shown to be positively correlated with increased employee performance, as it can strengthen cooperation and overall organizational influenceiveness (Supriyanto et al., 2018).

One important factor influencing the emergence of OCB is leadership. Leadership is a process of social influence that directs individuals to achieve common goals through formal and informal guidance (Parris & Peachey, 2013). In this regard, a transformational leadership style is considered more influenceive in encouraging intrinsic motivation, individual development, and employee commitment than a transactional leadership style that focuses on rewards and punishments (Northouse, 2022; Omar, 2013). Transformational leaders are able to clearly convey the organization's vision and mission, build trust, and foster mutual respect among members (Sivanathan & Fekken, 2002).

In addition to leadership, the work environment also plays a crucial role in determining employee productivity and work behavior. The work environment encompasses physical, non-physical, digital, and social aspects that can influence comfort, safety, and the quality of work interactions (Robbins & Judge, 2013; Palvalin, 2019). A safe, healthy, and supportive work environment has been shown to increase employee productivity, commitment, and participation, while simultaneously reducing various organizational costs (Rivai, 2009).

Another equally important factor is employee engagement, which is the level of emotional and intellectual attachment an employee has to their work, organization, and coworkers. Highly engaged employees tend to demonstrate a willingness to go beyond their formal roles and engage in OCB behaviors (Afsar & Badir, 2016). Job engagement also encourages employees to align personal goals with organizational goals and maintain long-term commitment (Luthans, 2006; Truss et al., 2013).

In the context of bureaucratic reform and campus autonomy in Indonesia, demands for improved service quality and performance in public institutions are increasing. As a state university under the Ministry of Higher Education, Science, and Technology, the University of Mataram (UNRAM) plays a strategic role in providing educational services. Based on 2025 staffing data from the University of Mataram Rectorate, there are 305 educational staff, consisting of civil servants (ASN) and non-ASN, spread across various work units.

An interesting phenomenon within the University of Mataram Rectorate environment shows that non-civil servants tend to display higher levels of OCB than civil servants. Contract employment status encourages them to be more proactive, take initiative, and

exhibit extra-role behaviors in an effort to maintain and increase job opportunities. Meanwhile, civil servants with relatively more stable job security have the potential to show a lower urgency for OCB. This condition indicates the importance of leadership, work environment, and employee engagement in encouraging OCB evenly among all employees. Therefore, this study is relevant to examine the factors that affect employee OCB in order to support improved performance and service quality within the University of Mataram environment.

RESEARCH METHOD

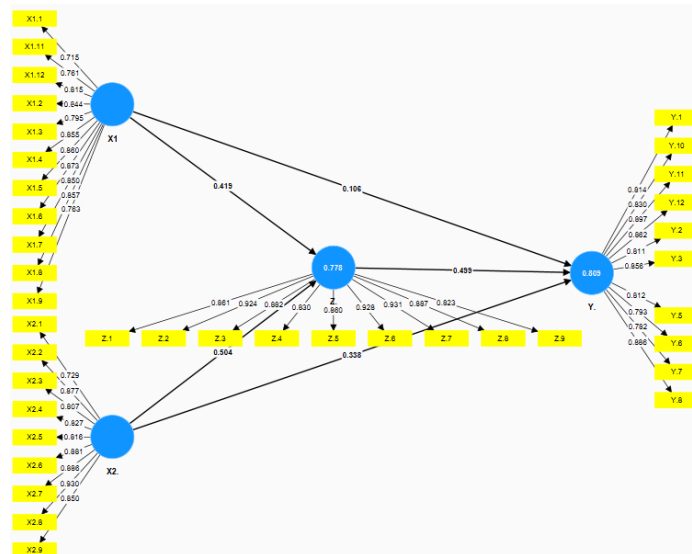
This study used a quantitative approach with an associative-causal research type aiming to analyze the relationship and influence of leadership style, work environment, and employee engagement on Organizational Citizenship Behavior (OCB). The quantitative approach was chosen because it allows for objective measurement of variables and testing of relationships between variables through statistical analysis (Malhotra, 2010). The study was conducted at the University of Mataram (UNRAM), West Nusa Tenggara Province. The research subjects were Non-Civil Servant (Non-ASN) employees with contract status working at the University of Mataram Rectorate office. The study population was 245 non-ASN employees. The determination of the number of samples used the Slovin formula to obtain 100 respondents, and the sampling technique used proportional random sampling so that each work unit has an equal opportunity to be represented (Arikunto, 2010; Ferdinand, 2014).

The research data consist of quantitative data sourced from primary and secondary sources. Primary data were collected through a structured questionnaire measuring transformational leadership, work environment, employee engagement, and OCB variables, while secondary data were obtained through supporting documentation. Data analysis was conducted using the Partial Least Squares (PLS) method supported by SmartPLS software. The PLS method was used because it can analyze structural models and measurement models simultaneously, and is suitable for research with complex latent variables and a relatively limited sample size. Validity and reliability tests were conducted through the measurement model, while causal relationships between variables were tested through the structural model to test the research hypothesis (Setiawan, 2023).

RESULTS AND DISCUSSIONS

Outer Model Convergent Validity Test

This convergence measurement indicates whether each question item measures the same dimension of the variable. According to Hair et al. (2010), a loading factor value above 0.7 is considered ideal, meaning the indicator is valid. However, values above 0.5 are acceptable, so values below 0.5 must be excluded from the model. Furthermore, valid indicators can be validated by comparing the t-statistic with the t-table value, where the t-statistic value must be greater than the t-table. A significance level of 5% is used to view the t-table, and df is the number of respondents minus the number of variables (independent and dependent).



Structural Model Outer Model Diagram

Based on the validity test results, all indicators in the four variables had outer loading values greater than 0.7. Therefore, it can be concluded that all statement indicators are valid and suitable for use in this research model, as they meet convergent validity criteria. This means that each statement item adequately represents its respective variable construct.

Discriminant Validity

Discriminant Validity is the extent to which a construct is truly different from other constructs. Thus, high discriminant validity provides evidence that the construct is unique and captures some phenomena that other measures do not (Hair et al., 2014). To prove the discriminant validity of a model, the AVE value must have a value of > 0.50 or higher (Hair et al., 2014). Discriminant validity of a measurement model with reflective indicators is assessed based on the cross-loading of measurements with the construct. According to Ghozali & Latan, (2015), the discriminant validity method is to test discriminant validity with reflective indicators, namely by looking at the cross-loading value for each variable must be > 0.5.

Table 1
Results of Discriminant Validity Data Processing

Latent Variables	AVE	Indicator	Criteria
Transformational Leadership	0.670	> 0,5	Valid
Work Environment	0.717	> 0,5	Valid
Organizational Citizenship Behavior	0.697	> 0,5	Valid
Employee engagement	0.777	> 0,5	Valid

Source: SmartPLS Data Processing Results

Based on Table 1, the results of the discriminant validity test using the Average Variance Extracted (AVE) value, all variables have an AVE value above 0.50. This indicates that each latent variable is able to explain more than 50% of the variance of its indicator, thus

meeting the convergent validity criteria. The Performance variable has an AVE value of 0.670 for Transformational Leadership, 0.717 for Work Environment, 0.697 for Organizational Citizenship Behavior, and 0.795 for Employee Engagement, all of which are above the minimum required limit. Thus, the constructs in this study can be declared valid and suitable for use in further analysis.

Reliability Test

The reliability test of latent variables is measured by composite reliability and Cronbach's alpha from a collection of indicators from each latent variable. A collection of latent variable indicators is declared reliable if the Cronbach's Alpha value is >0.6 and the Composite Reliability value is >0.7.

Table 2
Reliability Testing Results

Latent Variable	Number of Data	Composite Reliability	Cronbachs Alpha
Transformational Leadership	12	0.957	0.950
Work Environment	12	0.958	0.950
Organizational Citizenship Behavior	9	0.958	0.952
Employee engagement	9	0.969	0.964

Source: SmartPLS Data Processing Results

Based on the results of the reliability test in Table 2, all variables in this study show a Composite Reliability value greater than 0.7 and a Cronbach's Alpha value greater than 0.6.

Structural Model Evaluation (Inner Model)

R-Square Value

The R-Square value is used to measure the level of variation changes of the independent variable towards the dependent variable. Ghazali & Latan (2015) categorize the R-Square value into three categories:

1. R-Square value of 0.75 indicates that the model is strong.
2. R-Square value of 0.50 indicates that the model is moderate.
3. R-Square value of 0.25 indicates that the model is weak.

The following is a table of R-Square:

Table 3
R Square Results

	<i>R-square</i>	<i>Adjusted R-square</i>
OCB	0,809	0,803

Source: SmartPLS Data Processing Results

Based on the results shown in Table 3, an R-Square value of 0.809 and an Adjusted R-Square of 0.803 were obtained for the Employee Performance variable. This R-Square value indicates that Transformational Leadership, Work Environment, and Employee

Engagement simultaneously explain 80.3% of the variation in changes in the Organizational Citizenship Behavior (OCB) variable, while the remaining 19.1% is explained by other factors outside this research model.

Q Square Value

The Q-square is a useful tool for assessing the reliability of a regression model. A Q-square value greater than 0 indicates the regression model can explain data variation well, while a Q-square value less than 0 indicates a poor fit.

Table 4 Q-Square Value

Variable	Q-Square
Y	0,529

Source: SmartPLS Data Processing Results

Based on the calculation results in Table 4 above, the Q-Square value obtained for the OCB variable (Y) is 0.529. This value indicates that the model has good predictive ability, as the Q-Square value is greater than 0.

Hypothesis Test

The purpose of hypothesis testing is to statistically verify the validity of a hypothesis or assumption statement and draw a conclusion on whether to accept or reject it. In hypothesis testing, this study used several criteria that had to be met, namely the original sample value, the t-statistic value, and the probability value (probability value) through bootstrapping in PLS. The following are the original sample values, t-statistics, and p-values for each hypothesis in this study:

**Table 5
Hypothesis Test Results**

		Original sample (O)	t-statistics (O/STDEV)	P values	Notes
Direct Influence	X1>Y	0.106	1.041	0.298	Insignificant
	X2>Y	0.419	2.687	0.007	Significant
	X1>Z	0.338	2.193	0.028	Significant
	X2>Z	0.504	3.269	0.001	Significant
	Z>Y	0.499	4.043	0.000	Significant
Indirect Influence	X1>Z>Y	0.209	2.454	0.014	Significant
	X2>Z>Y	0.251	2.282	0.023	Significant

Source: SmartPLS Data Processing Results

Based on Table 5 above, the conclusions are:

- Hypothesis Testing 1 (The Influence of Transformational Leadership Style (X1) on Organizational Citizenship Behavior (Y))
The original sample value was 0.106, the t-statistic is 1.041, and the P-value was 0.298 > 0.05. These results indicated that transformational leadership style did not have a significant direct influence on Organizational Citizenship Behavior (OCB). Therefore, the first hypothesis (H1) is rejected. These findings indicate that transformational

leadership behaviors, such as providing vision, motivation, inspiration, and individual attention, have not been able to encourage extra-role behaviors among non-civil servant employees at the University of Mataram Rectorate.

2. Hypothesis Testing 2 (The Influence of the Work Environment (X2) on Organizational Citizenship Behavior (Y))

The original sample value was 0.419, with a t-statistic of $2.687 > 1.96$, and a P-value of $0.007 < 0.05$. These results indicated that the work environment had a positive and significant influence on OCB, thus accepting the second hypothesis (H2). This means that the better the work environment perceived by employees, both in terms of physical aspects such as comfort, safety, and cleanliness, and psychological aspects such as harmonious work relationships, good communication, and a conducive work atmosphere, the higher the tendency for employees to exhibit OCB behavior.

3. Hypothesis Testing 3 (The Influence of Transformational Leadership Style (X1) on employee engagement (Z)). The test results showed an original sample value of 0.338, a t-statistic of 2.193, and a P-value of $0.028 < 0.05$. Thus, transformational leadership style had a positive and significant influence on employee engagement, so the third hypothesis (H3) is accepted. This finding confirms that leaders who are able to provide inspiration, build trust, show exemplary behavior, and encourage employee creativity can increase emotional bonds, commitment, and employee involvement in work.

4. Hypothesis Testing 4 (The Influence of Work Environment (X2) on Employee Engagement (Z)). The original sample value was 0.504, t-statistic $3.269 > 1.96$, and P-value $0.001 < 0.05$. These results indicated that the work environment had a positive and significant influence on employee engagement, and the fourth hypothesis (H4) is accepted. This means that a comfortable, conducive, and supportive work environment can increase employee engagement with work. When employees feel safe, appreciated, supported, and work in a harmonious situation, they will feel more belonging to the organization, enjoy their work, and be motivated to give their best effort in the tasks assigned.

5. Hypothesis Testing 5 (The influence of employee engagement (Z) on Organizational Citizenship Behavior (Y)). The original sample value was 0.499, t-statistic 4.043, and P-value $0.000 < 0.05$. Thus, employee engagement had a positive and significant influence on OCB, so the fifth hypothesis (H5) is accepted. This means that employees who have a high level of work engagement characterized by enthusiasm, passion, commitment, and focus on work will be more encouraged to demonstrate voluntary behavior that benefits the organization.

6. Hypothesis Testing 6 (The mediating influence of employee engagement (Z), Transformational Leadership Style (X1), on Organizational Citizenship Behavior (Y)). The original sample value was 0.209, t-statistic $2.454 > 1.96$, and P-value $0.014 < 0.05$. This proves that employee engagement significantly mediated the influence of transformational leadership style on OCB. Thus, the sixth hypothesis (H6) is accepted. This finding indicates that although transformational leadership does not have a direct influence on OCB, this leadership style is able to increase employee engagement first, which ultimately encourages the emergence of OCB behavior. This means that the

The Influences of Transformational Leadership Style...

influence of transformational leadership on OCB occurs through a psychological mechanism, namely increasing employee involvement in work.

7. Hypothesis Testing 7 (The mediating influence of employee engagement (Z), Work Environment (X2), on Organizational Citizenship Behavior (Y)). The original sample value was 0.251, t-statistic $2.282 > 1.96$, and P-value $0.023 < 0.05$. This finding indicated that employee engagement also significantly mediated the influence of the work environment on OCB. Thus, the seventh hypothesis (H7) is accepted. This means that a good work environment not only encourages employees to show positive behavior directly, but also increases their involvement in work. Employees who feel comfortable, supported, safe, and accepted in the work environment will have higher engagement. These conditions further encourage them to contribute voluntarily for the advancement of the organization, for example, helping colleagues, maintaining the institution's image, and working beyond formal demands.

Transformational Leadership Influences Organizational Citizenship Behavior

The test results indicated that transformational leadership did not have a direct, significant influence on OCB. The original sample value of 0.106 did not reach the minimum t-statistic of 1.96, with a P-value of 0.298, which means the proposed hypothesis is rejected. This means that inspirational and constructive leadership behavior does not automatically encourage employees to display extra behaviors beyond formal job demands.

Theoretically, these results can be explained through the Job Demands Resources Model (Demerouti et al., 2001), which emphasizes that positive work behaviors such as OCB are not only affected by external factors such as leadership style, but also internal factors such as motivation, psychological energy, and job engagement. Furthermore, Blau's (1964) Social Exchange Theory explains that new employees will exhibit extra-personal behavior when they perceive a fair reciprocal relationship between effort and recognition. If employees feel the support they receive is not commensurate with their contribution, then extra-personal behavior will not emerge even if their superior's leadership style is good.

The findings of this study are consistent with several previous studies. Istiqomah and Riani (2021) found that transformational leadership does not always directly encourage OCB, as employees require other psychological and systemic supports, such as job satisfaction and organizational commitment, before exhibiting voluntary behavior.

Work Environment Influences Organizational Citizenship Behavior

Based on the results of statistical testing using Partial Least Square (PLS), it was found that the work environment had a positive and significant influence on OCB. The original sample value was 0.419, t-statistic $2.687 > 1.96$, and P-value $0.007 < 0.05$. These results indicated that the work environment had a positive and significant influence on OCB, so the second hypothesis (H2) is accepted. This means that the better the work environment perceived by employees, both in terms of physical aspects such as comfort, security, cleanliness, and psychological aspects such as harmonious work relationships, good communication, and a conducive work atmosphere, the higher the tendency of employees to demonstrate OCB behavior.

These findings align with various previous studies. Dwiyanti et al. (2022) found that a work environment that supports intrinsic needs such as comfort, a pleasant work

atmosphere, and harmonious social relationships can strengthen OCB among university staff. Jeong et al. (2019) also showed that in the context of professional sports, an organizational culture that provides flexibility and empowerment to employees contributes to increased OCB by encouraging creativity and work flexibility. Nielsen's (2012) research confirms that authentic leadership can increase OCB by creating a work environment free from conflict and negative pressure, thus making employees more enthusiastic about volunteering.

The results of this study support the findings of Azzahra et.al., (2025) which show that the Work Environment had a positive and significant influence on Organizational Citizenship Behavior (OCB) among lecturers in the Undergraduate Management Program, Faculty of Economics and Business, University of Mataram.

Employee Engagement Influences Organizational Citizenship Behavior

Based on the results of the hypothesis test using Partial Least Square (PLS), it is known that employee engagement had a positive and significant influence on OCB. The original sample value was 0.338, the t-statistic was 2.193, and the P-value was $0.028 < 0.05$. Thus, the transformational leadership style had a positive and significant influence on employee engagement, so the third hypothesis (H3) is accepted. This finding confirms that leaders who are able to provide inspiration, build trust, show role models, and encourage employee creativity can increase employee emotional bonds, commitment, and involvement in work.

Previous research also supports these findings. Gumapit and Schneider (2024) demonstrated a significant relationship between psychological capital, employee engagement, and OCB among teaching staff. These findings reinforce the view that employee engagement acts as a mediator in enhancing OCB through social and psychological exchange mechanisms. Nizar et al. (2022) also found that OCB can mediate the relationship between employee engagement and organizational commitment on individual performance, meaning that higher engagement leads to greater motivation to engage in voluntary behavior for organizational success.

Theoretically, the results of this study support the concept of Social Exchange Theory proposed by Blau (1964), which states that reciprocal relationships between employees and organizations will increase employees' emotional involvement in their work. When organizations provide support, recognition, and a healthy work environment, employees will reciprocate by demonstrating voluntary behaviors such as OCB. Furthermore, Hobfoll's (1989) Conservation of Resources theory also explains that employee engagement arises when individuals feel they have sufficient psychological resources, such as social support and rewards, which then encourages proactive behavior within the organization.

Transformational Leadership Influences Employee Engagement

Based on the results of statistical analysis using the Partial Least Square (PLS) method, the original sample value was 0.504, t-statistic $3.269 > 1.96$, and P-value $0.001 < 0.05$. These results indicated that the work environment had a positive and significant influence on employee engagement, and the fourth hypothesis (H4) is accepted. This means that a comfortable, conducive, and supportive work environment can increase employee engagement with work. When employees feel safe, appreciated, supported, and work in a

harmonious situation, they will feel more belonging to the organization, enjoy their work, and be motivated to give their best effort in the tasks assigned.

The findings of this study align with those of previous empirical studies. Mariah et al. (2023) confirmed that transformational leadership significantly contributes to work engagement, as leaders who create an inspiring environment can increase employees' emotional commitment. Similar results were found by Yohana et al. (2024), who demonstrated that transformational leadership positively impacts employee engagement and performance. Research by Lai et al. (2020) further corroborates these findings by demonstrating that transformational leadership increases intrinsic motivation and teamwork, ultimately enhancing engagement.

Theoretically, this finding is consistent with the Transformational Leadership Theory concept proposed by Bass and Avolio (1994), in which transformational leaders are able to motivate their followers to work beyond personal interests through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In this context, employee engagement emerges as a positive response to a leadership style that supports employee growth and self-recognition.

Work Environment Influences Employee Engagement

The results of statistical testing obtained an original sample value of 0.499, a t-statistic of 4.043, and a P-value of $0.000 < 0.05$. Thus, employee engagement has a positive and significant influence on OCB, so the fifth hypothesis (H5) is accepted. This means that employees who have a high level of work engagement characterized by enthusiasm, passion, commitment, and focus in their work will be more encouraged to demonstrate voluntary behavior that benefits the organization.

This research is also consistent with several previous studies. Schmitt et al. (2016) stated that a positive and supportive work environment is closely related to increased employee engagement, especially when combined with a transformational leadership style. Lai et al. (2020) added that a conducive work environment and support from leaders can increase intrinsic motivation and individual performance. Nazir and Islam (2017) found that perceptions of organizational support create a strong sense of belonging among employees, which further strengthens their work engagement. Furthermore, Fletcher et al. (2016) confirmed that social support and a sense of security in the work environment significantly influence employee engagement levels in the public sector. These findings are also reinforced by Salanova et al. (2011), who stated that positive environmental factors can increase motivation and extra-role behavior. Meanwhile, Dina and Tjahjono (2023) showed that leadership that is able to create a work environment that motivates and empowers employees can strengthen their psychological engagement.

From a theoretical perspective, these results support the Job Demands-Resources Model (JD-R) proposed by Bakker and Demerouti (2007), which categorizes a positive work environment as a "resource" that can increase employee motivation and engagement. When employees feel supported by their work environment—both physically and psychologically—they are more likely to demonstrate higher levels of engagement and proactive behavior at work.

Employee Engagement is able to mediate the relationship between Transformational Leadership Style and Organizational Citizenship Behavior.

Based on the results of the statistical analysis, the original sample value was 0.209, t-statistic $2.454 > 1.96$, and P-value $0.014 < 0.05$. This proved that employee engagement significantly mediated the influence of transformational leadership style on OCB. Thus, the sixth hypothesis (H6) is accepted. This finding indicates that although transformational leadership does not directly influence OCB, this leadership style is able to increase employee engagement first, which ultimately encourages the emergence of OCB behavior. This means that the influence of transformational leadership on OCB occurs through a psychological mechanism, namely increasing employee involvement in work.

This research is consistent with several previous studies. Kark et al. (2003) emphasized that transformational leaders empower their followers, increase work engagement, and encourage organizational citizenship behavior. Lai et al. (2020) also found that employee engagement plays a significant role in mediating the relationship between transformational leadership and helping behavior. Furthermore, Rachmat et al. (2023) stated that transformational leadership creates a strong emotional connection and trust between leaders and employees, which strengthens work engagement and increases OCB. Consistent results were also reported by Salim (2023), who showed that employee engagement is a key connecting variable explaining how transformational leadership styles influence organizational citizenship behavior. In other words, influenceive leaders are able to foster employee enthusiasm and active participation, which then gives rise to positive behaviors such as loyalty, caring, and voluntary cooperation.

From a theoretical perspective, this relationship can be explained through Social Exchange Theory (Blau, 1964), where a mutually beneficial relationship between leaders and employees creates a sense of emotional obligation for employees to reciprocate the support provided by leaders with positive behaviors such as high involvement and extra contributions (OCB). Azizah et al., (2024) work engagement is able to mediate the indirect influence of Perceived Organizational Support (POS) on OCB. In other words, OCB will increase along with increasing POS, but it needs to go through work engagement first.

Employee Engagement is able to mediate the relationship between the work environment and Organizational Citizenship Behavior.

The results of the statistical analysis obtained, the original sample value was 0.251, t-statistic $2.282 > 1.96$, and P-value $0.023 < 0.05$. These findings indicated that employee engagement also significantly mediated the influence of the work environment on OCB. Thus, the seventh hypothesis (H7) is accepted. This means that a good work environment not only encourages employees to demonstrate positive behavior directly, but also increases their involvement in work. Employees who feel comfortable, supported, safe, and accepted in the work environment will have higher engagement. These conditions further encourage them to contribute voluntarily for the advancement of the organization, for example helping colleagues, maintaining the institution's image, and working beyond formal demands.

This research aligns with several previous studies. Lavy and Littman-Ovadia (2016) found that positive emotions and work engagement serve as important mediators in the relationship between individual strengths and citizenship behavior, suggesting that employee

emotional engagement is a key driver of OCB. Farisi et al. (2024) in their study of hotel employees also found that employee engagement was a significant mediator between work culture and OCB. Similar results were presented by Alshaabani et al. (2021) who explained that employee engagement mediates the relationship between perceived organizational support and OCB. Furthermore, Carter et al. (2020) confirmed that a high-quality work environment increases active engagement and citizenship behavior, while Sutarya et al. (2023) showed that a conducive work environment has a direct influence on OCB, while strengthening the indirect influence through employee engagement.

From a theoretical perspective, this relationship can be explained through the Job Demands–Resources Model (JD-R Model) developed by Bakker and Demerouti (2007), which states that job resources such as a positive work environment play a significant role in increasing work engagement. When employees perceive social support, role clarity, and a pleasant work environment, they are more motivated and actively engaged, thus increasing extra-role behaviors such as OCB. Within this theoretical framework, employee engagement acts as a psychological pathway that connects work environment conditions with positive behavioral outcomes within the organization.

CONCLUSION

Based on the results of research on the influence of transformational leadership and work environment on Organizational Citizenship Behavior (OCB) with employee engagement mediation on non-ASN employees at the Rectorate of Mataram University, the following conclusions can be drawn:

1. Transformational leadership did not significantly influence Organizational Citizenship Behavior (OCB). These findings indicated that the application of a transformational leadership style, such as the ability to provide inspiration, motivation, clear direction, and role models, was not able to encourage an increase in OCB behavior in employees. Employees did not immediately demonstrate voluntary behavior in helping coworkers, concern for the organization, or extra commitment beyond formal duties even though a transformational leadership style was implemented.
2. The work environment had a positive and significant influence on Organizational Citizenship Behavior (OCB). A comfortable, safe, and harmonious work environment, both physically and non-physically, encouraged employees to exhibit extra-role behavior. A supportive work environment made employees feel valued and motivated to go above and beyond formal expectations for the success of the organization.
3. Transformational leadership had a positive and significant influence on employee engagement. This means that leaders who are able to provide a clear vision, inspiration, and individual attention to subordinates can increase employees' emotional and psychological involvement in their work. Transformational leaders are able to build employee enthusiasm, pride, and loyalty to the organization.
4. The work environment had a positive and significant influence on employee engagement. These results indicated that the better the employee engagement conditions in the work environment, in terms of social relationships, physical comfort, and

- emotional support, the higher the level of employee engagement in the work. A conducive work environment creates a sense of security and increases employee morale.
5. Employee engagement had a positive and significant influence on Organizational Citizenship Behavior (OCB). Employees who were highly engaged in their work tend to exhibit voluntary behaviors such as helping coworkers, going above and beyond their responsibilities, and demonstrating loyalty to the organization. Thus, employee engagement is a crucial factor in strengthening the emergence of OCB.
 6. Employee engagement significantly mediated the influence of transformational leadership on Organizational Citizenship Behavior (OCB). This means that transformational leadership not only directly influences OCB but also increases employee engagement. Inspirational leaders who are attentive to individual needs can foster a strong sense of belonging to their work, which ultimately encourages extra-role behavior.
 7. Employee engagement also significantly mediated the influence of the work environment on Organizational Citizenship Behavior (OCB). A positive work environment can increase employee engagement with their work, which in turn encourages them to behave more proactively and care about the organization. Thus, employee engagement serves as an important bridge between a supportive work environment and increased organizational citizenship behavior.

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