

Conceptualizing Organizational Citizenship Behavior and Learning Organization in the Labor Sector

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Abstract

Purpose – This study aims to investigate and evaluate the impact of Organizational Transformational Leadership and Work Engagement on Citizenship Behavior in mediating Learning Organization.

Methodology – A saturated sample of 96 employees were used, and the quantitative analysis employed the questionnaire collection method using the Smart-PLS Structural Equation Modeling.

Findings – Work Engagement had a significant impact on Organizational Citizenship Behavior (OCB), while Transformational Leadership had a negative impact. Work Engagement had a significant positive effect on Learning Organization, which in turn had a significant negative effect on OCB. Organizational Citizenship Behavior could be influenced by Transformational Leadership and Work Engagement through the mediation of Learning Organization.

Originality – This study examined the experiences of workers who were more objective in giving their perceptions due to the presence of serious problems in Work Engagement. Previous research used workers as a measure of Work Engagement success but were less objective, particularly in the manufacturing industry where work-related problems were absent.

1. Introduction

Organizational Citizenship Behavior (OCB), both within the individual and organizational spheres, is a priority concern in response to dynamic environmental challenges and intense competition in the all-digital era. Organizations need to develop and enhance their knowledge about the main organization component, namely human resources (HR) (Avolio et al., 2004; Luthans et al., 2021; Rohman et al., 2022; Turulja & Bajgoric, 2018). There is a need for changes in HR function, which previously served as an implementation staff, to transform into strategic partners and agents of change (Adamik, 2019; Majeed et al., 2017; Öztekin et al., 2015). Besides the resulting output being highly beneficial for an industry, maximum results can be achieved when employees no longer rely only on their skills, but enhance the function of understanding their own potential, their families, and society, to increase added value in the standard of living (Rohman et al., 2022; Soelton et al., 2020; Soelton, et al., 2020).

According to (Angelica et al., 2011; Langton et al., 2013), cited by (Iqbal et al., 2012; Soelton & Nugrahati, 2018; Wilkerson et al., 2008), HR management involves the knowledge or methods of efficiently and successfully managing the relationship and position of resources (labor) owned by individuals in order to utilize them optimally in achieving shared objectives of the business, employees, and society. One of the behaviors that can improve employee performance in the company is extra-role behavior, also known as OCB. OCB can improve the effectiveness, efficiency, and creativity of employees in their work to positively contribute and respond to change (Bowling, 2010; Elatotagam, 2017; Geer et al., 2008).

Employees' behavior reflects the characteristics of OCB, wherein individuals exhibit positive behavior that goes beyond their roles, duties, and work descriptions as required by the company. Organ (2014) described OCB as "behavior that is freely, indirectly or explicitly recognized by a formal reward system, and as a whole encourages the effective functioning of the organization". Employees with OCB characteristics voluntarily and spontaneously engage in this behavior without expecting rewards from the company (Jha, 2014; Kinicki et al., 2011; Sung & Joo, 2011).

This study was conducted on executive workers in industries engaged in the production and sale of sanitary products, equipment and kitchen system products, as well as other related activities. This industry is one of the leading companies in the sanitary sector with the best quality goods in Indonesia, including sanitary products, fittings, and kitchens. The company's commitment always prioritizes the quality of goods and customer satisfaction, both within Indonesia and several neighboring countries. In order to achieve the company's vision and goals, it relies on employees who can perform their jobs effectively and are willing to give their best at work. Maintaining balance is crucial for employees, as it enables the company to meet their needs.

Out of the three divisions, previous study specifically focused on the fitting division – the assembly department – as it was considered the weakest. The basic problem that occurs in the company is the low OCB of employees, as many lack the initiative to replace absent co-workers. Therefore, the workload becomes unbalanced, resulting in delays in the implementation of daily production targets. Employees are reluctant to help their colleagues who are busy (overloaded with work), unwilling to work beyond the allotted time, and some exhibit low loyalty (Brandon, 2013; Byrne & Hochwarter, 2008). In addition, not all employees arrive on time or provide attendance information. This can disrupt work schedules since each employee already has their targets. Late arrival or unreported absences during production process can result in delays or even a reduction in production output. Another factor that causes most supervisors to be dissatisfied with the production results of this division is the leadership's lack of awareness regarding these challenges. Interestingly, some employees express a desire to leave the company when it fails to tolerate a decrease in production output (Cheng, 2009; Hatfield et al., 2013; Kalshoven et al., 2011).

Low employees' OCB has significantly affect the overall results of the organization's work for the last two years, including several projects conducted annually. OCB is an important aspect of organizational performance. It is defined as individual behaviors that are voluntarily selected, not directly or openly restricted by a formal incentive system, and contribute to organizational success (Ng et al., 2006; Philipp & Lopez, 2013; Piccolo et al., 2010). It also involves going beyond assigned roles and responsibilities at work, helping others, working voluntarily when given more mandates, and complying with applicable regulations (Nafei, 2013; Pierce & Gardner, 2004).

Data from monitoring employee work efficiency showed that the targets were not achieved in January, March, April, May, and July 2021, with the attainment rate being 97.6%, 99.9%, 99.7%, 99.5%, and 99.64%, respectively. The existing production data obtained from the interviews with responsible leaders, and the pre-survey showed a very interesting and surprising

initial fact, namely the role of leadership and Work Engagement served as triggers for low individual citizenship behavior in companies. The indications were summarized even before the study was conducted, with the latest data showing frequent conflicts between co-workers over trivial matters. The observation revealed a tendency toward negligence regarding work properties, disregard for applicable regulations, an unpleasant work atmosphere, decreased involvement in work, a sense of collectivism and completely lacking in justice.

This study cited previous research that provided mixed findings. Some of the studies conducted (Nurjanah et al., 2020; Tofighi et al., 2015; Wang & Sung, 2016; Wilkerson et al., 2008) showed OCB was positively and significantly impacted by Transformational Leadership. However, (Ngadiman et al., 2013; Waspodo et al., 2014) claimed that it was not significantly affected. In contrast, (Rafida & Radiansyah, 2017; Handayani, 2018; Lee et al., 2019; Kurniawati, 2018; Ng et al., 2021) indicated a favorable and considerable impact of Work Engagement on OCB. According to (Ardianto et al., 2020; Lianto & Devie, 2015; Hutapea, 2016; Xie, 2019). Learning Organization benefited significantly and positively from Transformational Leadership. Work Engagement had a positive and significant effect on Learning Organization (Sholikhah, 2021; Hussein, 2017; Soetantyo, 2018; Anwar & Niode, 2017). It was also found that OCB was significantly and favorably impacted by Learning Organization (Chang et al., 2015; Kim & Park, 2019; Muharam et al., 2020); Astuti et al., 2021).

1.1 The Effect of Transformational Leadership on Organizational Citizenship Behavior

According to (Jha, 2014; Lee et al., 2018; Syamsudin, 2017; Waspodo et al., 2014), Transformational Leadership had a significant impact on OCB. It also had a favorable and considerable impact on OCB (Nurjanah et al., 2020). To increase their understanding of moral concerns and mobilize enthusiasm and resources for change, Transformational Leadership appeals to the moral principles of followers. Transformational Leadership style is carried out by a leader in influencing the behavior of others according to his will it is influenced by nature leader himself. Employees have leaders who Serves as a directive for employees to act according to company goals. Organization Citizenship behavior can bind leaders and employees indirectly, so it can build attitude and behavior in accordance with the vision, mission and strategy company. Leaders can establish mechanisms for maintain, develop or change existing organizational citizenship behavior. Mechanism organizational citizenship behavior taught by a leader will then be adapted by para followers through the process of socialization (Majeed et al., 2017; Sechudi & Olivier, 2016). Socialization process for convey the vision and mission of a leader to organization through organizational citizenship behavior need proper leadership, so it can promote strong organizational citizenship behavior.

H₁: Transformational Leadership generates a positive impact on Organizational Citizenship Behavior (OCB)

1.2 The Effect of Work Engagement on Organizational Citizenship Behavior

Work Engagement is a crucial tenet in the explanation of OCB, and cross-lag analysis has offered evidence to support this relationship. Several studies, including (Ng et al., 2021; Sechudi & Olivier, 2016; Syamsudin, 2017), highlighted the favorable and considerable impact of Work Engagement on OCB. Work engagement implies at the meaningful link with colleagues empathy and concern for co workers' feelings. Contrarily, cognitive engagement implies at precise consciousness about mission and responsibility at work place (Hussein, 2017). The most oft cited

meaning of employee engagement is that it is “a positive, fulfilling, work- related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002). When employees are appropriately engaged with work, then the results become positive (Anwar & Niode, 2017). While employees show their productivity and creativity and also walk extra mile for satisfying their requirement then it is beneficial for individuals and organizations (Bakker & Demerouti, 2007). Employee engagement is an intellectual, emotional and positive instrument and commitment of an individual indicates the success of an organization.

H₂: Work Engagement generates a positive impact on Organizational Citizenship Behavior

1.3 The Effect of Transformational Leadership on Learning Organization

The acknowledgment of the increasing popularity of current paradigm in academic study focuses on organizational leadership and learning (Xie, 2020). The dimensions of the Organizational Learning Questionnaire (DLOQ) have become the standard data collection tool for scholars studying leadership and organizational learning (Marsick & Watkins, 2003). Effective communication of the organization's vision and goal can improve subordinates' positive responses to a variety of issues, including job satisfaction, dedication, loyalty, motivation, and organizational productivity (Joo & Lim, 2009; Zgrzywa-Ziemak, 2015). The expression of positive and encouraging messages about the organization and statements that build motivation and confidence. Intellectual stimulation: Enhancing employees' interest in and awareness of problems and increasing their ability to think about problems in new ways. Leaders must sincerely believe that learning is the key to competitive advantage. Become a promoter or study every day. communicate the value of learning to everyone in the organization. describes how learning will enable the organization to achieve its vision and mission.

H₃: Transformational Leadership generates a positive impact on Learning Organization

1.4 The Effect of Work Engagement on Learning Organization

Work Engagement benefits both the organization and the personnel. It has been shown that businesses require their staff members to be engaged at work. When employees are invested in their work, they frequently share these positive feelings with others and tend to feel enthusiastic, joyful, and happier (Banihani et al., 2013). Employees' good attitudes, particularly when they are shown in the physical, emotional, and cognitive elements of their jobs, can reveal a positive emotional bond between them and their work (Anitha, 2014; Rifai, 2005). Research provides empirical evidence about the relationship between job involvement and positive work-related outcomes. For example engagement work has been found to be positively related to job satisfaction and behavior organizational citizenship (Rohman et al., 2022).

H₄: Work Engagement generates a positive impact on Learning Organization

1.5 The Effect of Learning Organization on Organizational Citizenship Behavior

Organizational learning aids in employee growth by enabling workers to foresee and assess their responses in error-related circumstances while dealing with their errors. According to (Crossan et al., 1995), a company's capacity to learn faster than its rivals is the sole factor that may give it a sustained competitive edge. Employees' behavior can be improved through organizational learning procedures and workplace learning, particularly in terms of assisting coworkers (Chang et al., 2015; Kim & Park, 2019; Muharam et al., 2020). Such learning procedures call for less

formal, decentralized, and adaptable educational frameworks that encourage OCB (Somech & Drach-Zahavy, 2004). A supportive leader and an open, healthy learning environment were found to be predictive of OCB (Dipaola & Tschannen-Moran, 2001). Learning organizations actively infuse the organization with new ideas and information. New knowledge must be transferred throughout the organization. Learning organizations seek to reduce interpersonal processes and barriers to the sharing of information, ideas, and knowledge between organizations.

H₅: Learning Organization generates a positive impact on Organizational Citizenship Behavior

1.6 The Effect of Transformational Leadership on Organizational Citizenship Behavior is mediated Learning Organization

Transformational Leadership is one of the most effective leadership styles in encouraging positive behavior in both the roles and extra roles of employees (Buil et al., 2019; MacKenzie et al., 2001). (Jha, 2014; Majeed et al., 2017; Sechudi & Olivier, 2016; Syamsudin, 2017; Waspodo et al., 2014), also showed how OCB was influenced by Transformational Leadership. Transformational Leadership is able to inspire others to look to the future optimistically, projects a vision ideal, and able to communicate these subordinates vision and mission can be achieved. Leadership transformational leadership. the principle of subordinate development (follower development). Transformational leaders evaluate abilities and the potential of each subordinate to carry out a task-job, while looking at the possibilities for expanding the responsibilities and authority of subordinates future. Transformational leadership enhances OCB and has indirect influence through organizational learning. The result reveals that more organizational learning leads to more OCB. OCB results from significant changes in organizational learning.

H₆: Transformational Leadership generates a positive impact on Organizational Citizenship Behavior (OCB) mediated by Learning Organization

1.7 The Effect of Work Engagement on Organizational Citizenship Behavior is mediated Learning Organization

Work Engagement is an essential factor on explaining OCB, and cross-lag analysis has offered evidence to support this relationship. (Lee et al., 2018; Maryam et al., 2021) showed that Work Engagement was crucial for OCB growth and for lowering unproductive workplace behavior. Similarly, Work Engagement was found to increase employees' OCB. Employee engagement is the degree to which employees invest their cognitive, emotional, and behavioral energies toward positive organizational outcomes. Employee engagement means they are able to put all their energy into it and are enthusiastic about their work. Employees find a greater sense of meaning in what they do. OCB can increase employee morale. Able to increase the level of meaningfulness of people's work. of course it's good for employee performance and productivity; in fact, research shows that OCB predicts performance positively. This creates better social interaction between employees.

H₇: Work Engagement generates a positive impact on Organizational Citizenship Behavior (OCB) which is mediated by Learning Organization

2. Research Methods

The research design began with the identification of problems in study locations, formulating problems, and developing basic theories to strengthen the foundation of each variable. This study

used a saturated sampling technique, wherein samples were drawn from the entire population. Furthermore, a survey was conducted using a questionnaire method and SEM (Partial Least Square). The population for this study consisted of employees from the Assembling Division (Fitting Division) of PT Surya Toto Indonesia Tbk, South Tangerang, with a total of 96 people.

Online questionnaires with a Likert scale were used to collect both main and secondary data. The items for each variable were adapted from previous studies, independent of the mediator and dependent factors, with slight modifications (Rohman et al., 2022; Nurjanah et al, 2022; Putri, 2020; Majeed et al., 2017; Syamsudin., 2017). Transformational Leadership was measured using indicators of ideal influence, inspirational motivation, intellectual stimulation, and individualized consideration. Work Engagement was measured using indicators of vigor, dedication, and absorption. OCB was measured using indicators of altruism, consciousness, courtesy, civic virtue, and sportsmanship. Furthermore, Learning Organization was measured using indicators of system thinking, mental models, personal mastery, team learning, and building a shared vision.

The questionnaire was tested for reliability and validity before use. Structural equation modeling (SEM) can be used in social science investigations to analyze econometric and psychometric results, as it causally evaluate additive models that have been theoretically verified (Haenlein & Kaplan, 2004; Statsoft, 2013). PLS-SEM (Partial Least Square Structural Equation Modeling) data analysis have advantages and disadvantages, particularly with regard to the assumption and consequent fit statistics, and are based on the Covariance Approach SEM (CB-SEM) and PLS-SEM. For CB-SEM to be utilized, the following criteria are required: 1) a large sample size; 2) normally distributed data; 3) reflective construct indicators; and 4) trigger factors (errors), which arise when the program fails to produce results due to the lack of identifying the model (Reinartz et al., 2009; Sarstedt & Hwang, 2020). PLS-SEM, on the other hand, can overcome this constraint by creating intricate models of causal links with latent variables. It is resistant or immune to multivariate statistical statistics that simultaneously manage numerous explanatory and response variables (Ramzan & Khan,2010).

3. Results and Discussions

The results of data processing in Table 1 below, showed that out of 96 respondents, there were 91 (94.8%) males and 5 (5.2%) females. The majority of respondents, namely 69 (71.9%), were between the ages of 20 and 30, while 7 (7.3%) were over 50 years. Regarding the level of education, as many as 76 (79.2%) respondents had completed the Senior High School, while a smaller number of 5 (5.2%) had a Diploma level. In terms of work experience, the highest number of respondents, 48 (50.0%), had a working time of 5-10 years, while 5 (5.2%) had a recent length of service between 1-5 years.

Table 1. Respondents' Characteristics

| Gender | N | Age's | N | Education Level | N | Work Period | N |
|--------|----|---------|----|--------------------|----|-------------|----|
| Male | 81 | 20 – 30 | 69 | Senior High School | 76 | 1– 5 | 5 |
| Female | 5 | 30 – 50 | 20 | Diploma | 5 | 5 – 10 | 48 |
| | | >50 | 7 | S1 | 15 | 10 – 15 | 30 |
| | | | | | | >15 | 13 |

Source: processed data

Observe (R^2) the tested R-Square (Goodness of Fit/GoF). In order to assess this model using PLS, the R^2 should be observed for each assigned latent variable. According to Ghozali (2014), an

R^2 value of 0.75 indicates strong, 0.50, moderate and 0.25, weak. Predictive relevance (Q^2) value is 0.02, which denotes small, 0.35, medium, and 0.35, big. Predictive Relevance (Q^2) on the inner model is used to test GoF model. The model is considered to have predictive importance when the value (Q^2) is greater than zero (0).

Table 2. Model Goodness of Fit

| Variable | AVE | Composite Reliability | Alpha Cronbach | R-2 |
|-------------------------------------|-------|-----------------------|----------------|--------------|
| Learning organization | 0.616 | 0.962 | 0.958 | 0.926 |
| Organizational Citizenship Behavior | 0.668 | 0.948 | 0.938 | 0.905 |
| Transformational Leadership | 0.654 | 0.944 | 0.933 | - |
| Work Engagement | 0.632 | 0.923 | 0.902 | - |

Source: processed data

The anticipated values for the path linkages in the structural model need to be significant. The bootstrapping procedure can be used to obtain the significance value for these hypotheses. The applicability of the suggested theory can be assessed by examining the parameter coefficient values and the bootstrapping report algorithm's significance value for the T-statistic. The T-table at alpha 0.05 (5%) = 1.96 can be used to determine the significance of the data, followed by comparing the T-table and T-count (T-statistics). The results of the hypothesis testing showed that Work Engagement had a substantial good impact on OCB. Transformational Leadership had a significant detrimental impact on OCB but a significant beneficial impact on Learning Organization. Work Engagement had a significant positive impact on Learning Organization, which in turn had a significant positive impact on OCB.

Table 3. Testing the Direct Effect and Mediating Test

| Description | Original Sample | Standard Deviation | T-Statistics | P Values | Remarks |
|---|-----------------|--------------------|--------------|----------|------------------------|
| Transformational Leadership → Organizational Citizenship Behavior | 0.073 | 0.099 | 0.742 | 0.458 | Not Significant |
| Work Engagement → Organizational Citizenship Behavior | 0.297 | 0.083 | 3.569 | 0.000 | Positive – Significant |
| Transformational Leadership → Learning Organization | 0.502 | 0.067 | 7.491 | 0.000 | Positive – Significant |
| Work Engagement → Learning Organization | 0.483 | 0.066 | 7.340 | 0.000 | Positive – Significant |
| Learning Organization → Organizational Citizenship Behavior | 0.597 | 0.123 | 4.852 | 0.000 | Positive – Significant |
| Mediating | | | | | |
| Transformational Leadership → Learning Organization → Organizational Citizenship Behavior | 0.299 | 0.076 | 3.954 | 0.000 | Partial Mediation |
| Work Engagement → Learning Organization → Organizational Citizenship Behavior | 0.288 | 0.070 | 4.123 | 0.000 | Partial Mediation |

Source: processed data

3.1 Mediating Analysis

The mediation analysis was conducted by applying direct, total and particular indirect, as well as total effect values obtained from the PLS-SEM algorithm's output and the bootstrapping procedure's findings. Table 4 analyzes and summarizes the mediating impact of organizational learning on the relationship between Transformational Leadership, Work Engagement, and OCB.

Table 4. Mediating Effect Hypothesis

| | Transformational Leadership | Work Engagement |
|------------------------|-----------------------------|-----------------|
| Direct w/o Med | 0.073 | 0.297 |
| Direct w/Med | 0.299 | 0.288 |
| IV > Med Beta | 0.506 | 0.495 |
| Med > DV Beta | 0.310 | 0.298 |
| IV > Med SE | 0.030 | 0.028 |
| Med > DV SE | 0.068 | 0.056 |
| Sobel test statistic | 3.908 | 4.244 |
| One-tailed probability | 0.000 | 0.000 |
| Two-tailed probability | 0.000 | 0.000 |
| Result | Significant | Significant |

Note: *p<. 05, **p<.01, ***p<0.001

Source: processed data

Hypothesis H₆ states that Transformational Leadership ($\beta = 0.073$ and $t = 0.742$) does not affect OCB, but organization learning mediates the relationship between Transformational Leadership and OCB. The Sobel test (independent vs. mediated and dependent) confirmed this mediation with a significant mediating effect of 3,908. The direct effect model showed how Transformational Leadership roles and OCB were considerably mediated by organizational learning. This is due to the importance of the coefficients of X to M and M to Y.

Hypothesis H₇ states Work Engagement ($\beta = 0.297$ and $t = 3.569$) mediates Organizational Learning, which have a positive impact on OCB. The Sobel test (independent vs. mediated and dependent) confirmed this mediation with a significant mediating impact of 4,244. According to the direct impact paradigm, Work Engagement and OCB strongly mediated Organizational Learning. This is due to the importance of the coefficients of X to M and M to Y in both relationships.

The model was analyzed in order to verify the accuracy and dependability of each dimension and the indicators used to measure each previously constructed variable. Since the composite reliability needs to be greater than 0.70, the dimensional analysis of the model can be defined by explaining the discriminant validity value and evaluating the square root value of AVE (Average Variance Extracted) with a boost value and loading factor each > 0.5, construct validity, as well as Cronbach Alpha.

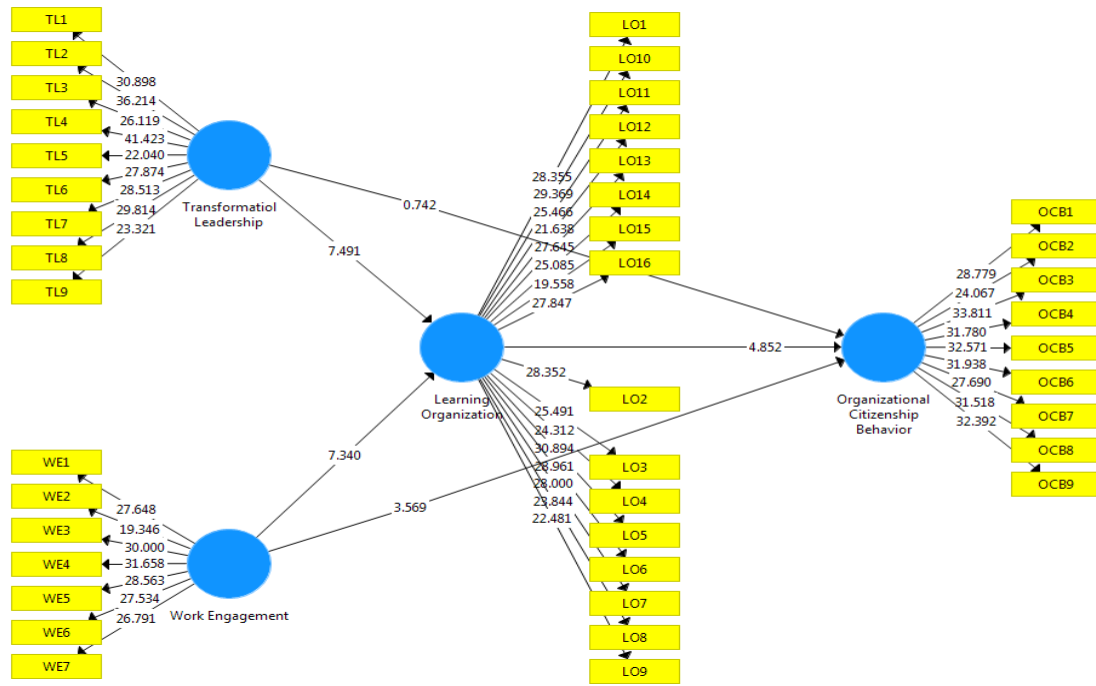


Figure 1. Bootstrapping Test Results

R² value indicates a strong creation. This is supported by empirical studies that identify the proposed model as the accurate one. The AVE value > 0.5 similarly shows every variable in the model satisfies the criteria for discriminant validity. Each variable is considered as reliable when its Cronbach Alpha value is greater than 0.7 (> 0.70) and meets the requirements for composite reliability. Based on the measurement results using factor analysis processing on indicators from the dimensional models, each indicator processed in Table 2 above is classified as invalid since the majority of the loading issue values are > 0.50 (more than 0.50).

3.2 The effect of Transformational Leadership on Organizational Citizenship Behavior

The results of the hypothesis testing showed a T-statistic value of 0.742, original sample value of 0.073, and P value of 0.458. This indicates that Transformational Leadership has no appreciable impact on OCB since T-statistic value is less than the T-table value of 1.96, the original sample value is positive, and the P value is higher than 0.05. This was supported by (Ngadiman et al., 2013; Wasposito et al., 2014), which showed Transformational Leadership had no significant and positive effect on OCB.

The result indicates that the leadership style of a leader in a company, whether good or not, will not affect employees' OCB. Employees feel that the socialization process for transformation efforts within the company is carried out in a short time. Therefore, there is no sufficient time to adapt to the transformation efforts initiated by the leadership, specifically for studies where the results show a lack of coordination within the company. This creates a feeling of indifference among employees who do not fully understand and believe in the need for transformation efforts by the leadership. This feeling can become a challenge in the process of change and also lead to feelings of threat, loss of economic opportunities, and loss of certain managerial positions for employees.

3.3 The Effect of Work Engagement on Organizational Citizenship Behavior

The results of the hypothesis testing showed a T-statistic value of 3.569, original sample value of 0.297, and P value of 0.000. This indicates that Work Engagement has a positive and significant impact on OCB because the T-statistic value is more than the T-table value of 1.96, with the original sample value being positive, and the P value less than 0.05.

Work Engagement serves as a hub for inspiration and constructive thought, incorporating elements of zeal, commitment, and engrossment. The vigor component is characterized by employees' high levels of energy and mental toughness at work, their eagerness to assist others with their task, and the capacity to overcome challenges. Employees with high vigor are capable of performing their job effectively. However, individuals with low morale struggle to complete work due to lack of mental resilience while working. The dedication aspect is characterized by the desire to be involved in work that is full of enthusiasm, inspiration, pride, and challenges, making the work very meaningful. Individuals with low dedication aspects do not have passion for their work. The absorption aspect is an optimal state characterized by focused attention, a clear mind, full concentration, willingness to do other people's work, and difficulty in separating oneself from work.

The results indicate that vigor has a higher value than other aspects. This aspect raises the behavior of employees, as it fosters enthusiasm, diligent work, and willingness to assist colleagues facing challenges. This consequently increases OCB variable, indicating that the employees' Work Engagement is good. The results were consistent with (Rafida & Radiansyah, 2017; Handayani, 2018; Lee et al., 2019; Kurniawati, 2018) which showed Work Engagement and quality of work life simultaneously and partially had a positive effect on OCB.

3.4 The Effect of Transformational Leadership on Learning Organization

The result of the hypothesis testing showed a T-statistic value of 7.491, original sample of 0.502, and P value of 0.000. This indicates that Transformational Leadership has a positive and significant impact on organizational learning since the original sample value is positive, the P value is less than 0.05, and the T-statistic value is more than the T-table value of 1.96.

Leaders are responsible for creating Learning Organization that motivates their followers to perform at their best. In this context, the vision, mission, abilities, and role of leaders in learning are also important skills for establishing Learning Organization. A supportive leader provides organizational learning through experimentation, communication, dialogue, personal mastery, or knowledge-creation processes. Leaders are expected to plan for change, train employees as part of the change, as well as prepare and motivate them for the change. Successful leadership is not only determined by the competence of a leader, but also by their ability to build a good organizational culture for the sustainability of the organization in the future. Leadership in an organization has a significant influence in creating a Learning Organization within the framework of the company's performance charm and competitive advantage.

This was supported by (Ardianto et al., 2020; Lianto & Devie, 2015; Hutapea, 2016; Xie, 2019; Astuti et al., 2021) entitled "Improving Organizational Citizenship Behavior by Strengthening Learning Organization and Transformational Leadership of School Principals", which showed a positive and highly significant relationship between Transformational Leadership and the sustainability Learning Organization.

3.5 The effect of Work Engagement on Learning Organization

The results of the hypothesis testing showed a T-statistic value of 7.340, an original sample value of 0.483, and a P value of 0.000. This indicates that Work Engagement has a positive and significant impact on organizational learning since the original sample value is positive, the T-statistic value exceeds the T-table value of 1.96, and the P value is less than 0.05.

Companies requires employees who have value in knowledge and support the desired goals within the company. Therefore, they are expected to provide the employees with challenges and opportunities in the interaction experience process to improve their abilities. Employees who are engaged at work frequently feel good emotions, including enthusiasm, joy, happiness, improved health, and a desire to help others. The results indicate that companies strive to enhance Learning Organization in terms of its impact on Work Engagement. They also offer opportunities for every employee to engage in continuous learning, thereby increasing their enthusiasm, composure, and focus on company goals, which ultimately enhances the involvement in work. These results were consistent with (Sholikhah, 2021; Hussein, 2017; Soetantyo, 2018; Anwar & Niode, 2017; Putri, 2020), which showed there was a positive relationship between Work Engagement and Learning Organization.

3.6 The Effect of Learning Organization on Organizational Citizenship Behavior

The results of the hypothesis testing showed a T-statistic value of 4.852, original sample value of 0.597, and a P value of 0.000. This indicates that Learning Organization has a positive and significant impact on civic organizational behavior since the T-statistic value is more than the T-table value of 1.96, the original sample value is positive, and the P value is less than 0.05.

Companies use the characteristics of empathy (learning and sharing, process, structure, and strategic leadership) from organizational learning to improve employees' behavior and OCB. Employees can predict and analyze their actions in error scenarios when dealing with their blunders through studies conducted on the organization, which also promotes employees' development initiatives. Workplace and organizational learning processes support organizational advantages and improve staff members' willingness to assist one another. Such a learning process requires a learning structure that is less formal, centralized, and versatile to promote OCB. Sharing knowledge among employees can increase teamwork within the company, thereby enhancing the tendency to help one another. Organizational learning mechanisms that are planned or not help to foster interaction between its members. This can also support or increase opportunities for both individuals and groups to work together, thereby strengthening the tendency of its employees to carry out OCB. The results were consistent with (Chang et al., 2015; Kim & Park, 2019; Muharam et al., 2020; Astuti et al., 2021) where there was a positive and significant relationship between strengthening Learning Organization (X1) and OCB with a correlation coefficient of $r_{y1} = 0.522$, and a coefficient of determination $R^2_{y1} = 0.2724$.

3.7 The Effect of Transformational Leadership on Organizational Citizenship Behavior through Learning Organization

The results of the hypothesis testing showed a T-statistic value of 3.954, original sample value of 0.299, and a P value of 0.000. This indicates that Transformational Leadership has a positive and significant impact on OCB through organizational learning since the T-statistic value

is greater than the T-table value of 1.96, the original sample value is positive, and the P value is less than 0.05.

Transformational Leadership style in the company has a major influence on the formation of employees' OCB. Leaders who can motivate their employees to work effectively, ensure the achievement of company goals, and promote employees to use creativity in completing work can increase employees' level of enthusiasm. This will consequently promote continuous learning, ultimately leading to positive OCB.

3.8 The Effect of Work Engagement on Organizational Citizenship Behavior through Learning Organization

The results of the hypothesis testing showed a T-statistic value of 4.123, original sample value of 0.288, and a P value of 0.000. This indicates that Work Engagement has a positive and significant impact on OCB through organizational learning because the T-statistic value is greater than the T-table value of 1.96, the original sample value is positive, and the P value is less than 0.05.

The results showed that good Work Engagement influenced OCB positively. Employees who are enthusiastic, diligent in facing difficulties, focused, and happy with their work contribute to OCB that consequently plays a positive role in company activities. Employees with high Work Engagement accept the challenge of developing their abilities through continuous learning, leading to an attitude of organizational citizenship in these individuals.

4. Conclusions

In conclusion, this study highlighted how Transformational Leadership is conceived to have a significant relationship with OCB, when it actually does not. It also emphasized the importance of the role of OCB in organizations, specifically the manufacturing industry, given the global conditions around the world. It is noteworthy that the results indicated whether or not the leadership style of a leader in a company will affect employees' OCB. Employees feel that the socialization process for transformation efforts within the company is carried out in a short time. Therefore, there is no sufficient time to adapt to the transformation efforts initiated by the leadership, specifically in studies showing lack of coordination within the company. This also creates a feeling of indifference among employees who do not fully understand or believe in the need for transformation efforts by the leadership. This feeling becomes an obstacle in the change process, thereby causing feelings of threat, loss of economic opportunities, and loss of certain employees' managerial positions.

In addition, this study has a theoretical contribution. The cognitive leadership theory, which initially presents a model of the cognitive processes, is one piece of the body of knowledge in the field of organizational behavior this study seeks to address. Therefore, leaders and followers are expected to share common understanding in order to achieve the best OCB. Transformational leaders are unable to generate the extreme loyalty expected by their employees. One of the problems lies in their inability to provide high tolerance. This does not lead to higher efficiency, satisfaction, or the achievement of forced production targets. Transformational leaders can create a shared vision, explore new possibilities, as well as inspire or guide people. The pursuit of novel prospects promotes increased subordinate accountability and strategic knowledge utilization within the company, ultimately boosting leaders' future optimism.

It is worth noting that the implementation of this approach is not easy, as it promotes all existing human resources to be friendly with each other among employees, certainly without discrimination. This situation is actively encouraged to increase staff members' skill levels in terms of influencing the development of production types. The company capitalizes on the opportunities in optimizing all the potential of existing resources, with the leader's motivation being to serve others. Leaders seek to satisfy followers by meeting their individual needs. This type of leaders takes the time to create community by actively listening and responding to members in an empathetic manner. This study suggests that the benefits are more than altruistic praise when Transformational Leadership exhibits high levels of OCB.

4.1 Limitations

This study focused on a weak division for sampling and utilized a one-dimensional scale. However, future studies can yield better results by employing a larger sample and considering the use of a more comprehensive multi-dimensional scale.

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