

The Effect of Transformational Leadership, Workload, Work Engagement on Emotional Exhaustion and Organizational Citizenship Behavior at PT. Wangta Agung Surabaya

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ABSTRACT

The problem of organizational citizenship behavior has not been fully implemented among employees. Employees are not willing to carry out more than their main duties and have not provided more than expected capabilities to the organization to improve the effectiveness of the company. The purpose of this study is to determine the influence of transformational leadership, workload and work engagement on emotional exhaustion and organizational citizenship behavior of employees at PT. Wangta Agung Surabaya. This study was carried out by a quantitative method supported by primary data sources obtained through the distribution of questionnaires. The research population is employees of PT. Wangta Agung Surabaya. The selection of respondents was carried out by the saturated non-probability sampling method with a total of 102 respondents. The method of analyzing the data is by descriptive analysis and SEM-PLS analysis. The findings of the study show that transformational leadership and workload have a significant effect on emotional exhaustion and organizational citizenship behavior of employees at PT. Wangta Agung Surabaya, while work engagement has a non-significant effect on emotional exhaustion but work engagement has a significant influence on OCB at PT. Wangta Agung Surabaya.

Keywords: *transformational leadership, workload, work engagement, organizational citizenship behavior*

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INTRODUCTION

Human resources (HR) is the most important component of a company or organization, because human resources are one of the basic capital, directly related to the process to achieve organizational goals. Companies that want to achieve maximum achievement in their organizational goals must have loyal human resources who are willing to carry out work beyond their formal duties or tasks outside the job description and provide capabilities that exceed the expectations determined by the company, in terms of initiative and a feeling of satisfaction without any burden in order to provide organizational effectiveness.

This situation is said to be Organizational Citizenship Behavior (OCB). OCB is a voluntary action in the workplace carried out by employees in a free way that is outside the requirements of a person's work and organizational regulations and is not contained in the company's reward system which if implemented by employees will provide an increase in the effectiveness of the company.

According to Podsakoff et al. (2000), OCB is a person's profound contribution that goes beyond the main tasks they perform at work, and has an impact on performance appraisals. Organ et al. (2005) said that OCB consists of 5 aspects. OCB that can show the components of OCB in organizational employees, namely: Conscientiousness, altruism, civic virtue, sportmanship, and courtesy. Conscientiousness, which is dedication to work that is more than formal requirements, is prudent and meticulous in utilizing time at work. Altruism, which is the voluntary behavior carried out by an employee in providing assistance to other individuals

who are in difficulty or problems in order to complete tasks. Civic virtue, which is behavior that shows that employees are aware that they are part of the company and accept responsibility. Sportsmanship, which is an attitude that patiently accepts the lack and weakness of the company as an inevitable part and maintains the company's good name. Courtesy, namely polite behavior as an action in preventing problems related to work and colleagues and making the use of time effective. The reality in today's fast-changing world of work encourages work to be done more often with a team and requires flexibility. In the end, companies also need human resources who have OCB behavior, such as helping someone in the team, taking the initiative to carry out extra work, avoiding problems with colleagues, obeying regulations, and accepting losses and interruptions related to work (Judge & Robbins, 2017).

Employees who display OCB are examples of good employee examples because indirectly employees will carry out work on the initiative outside of their main job (job description) as an employee (Ariyani & Zulkarnain, 2017). The success of a company fundamentally depends on employees who have a commitment as well as the company's goals and values regarding the willingness to go beyond the call of duty that has a contribution to the development of the company (Shaheen, Gupta, & Kumar, 2016). OCB from the company's point of view is the most important issue because this type of positive behavior leads to an increase in resource utilization and reduces the need for a more formal control mechanism, and does not require much cost. OCB can provide performance improvement by smoothing the social environment of the organization, reducing employee fatigue and stress in encouraging employees to develop competencies in their fields (Organ et al., 2005).

OCB can also encourage employees to choose to avoid problems together with colleagues and obey the rules and not easily complain about small problems in the company. Instead, employees can contribute by providing opinions for the betterment of the organization. Another method where OCB can provide increased organizational efficiency is by giving employees the freedom to be more productive. OCB can also provide an improvement in employee performance by having an impact on reducing scarce resources in the maintenance function and improving the coordination of work group activities.

Wirawan (2010) stated that there are various causes that influence OCB, for example, organizational commitment, job satisfaction, transformational leadership and servant leadership, personality, organizational culture, organizational climate, work engagement, employee age, collectivism, organizational justice and employee social responsibility. Apart from the above causes, another factor that influences OCB is workload. Excess workload will put pressure that affects employee performance, so this will also affect OCB. Prabowo & Djastuti (2014), provide evidence that there is an influence of transformational leadership on OCB. Meanwhile, Sari (2022), mentioned that transformational leadership, work involvement, and workload have an effect on OCB.

Management in the organization of PT. Wangta Agung also thinks that OCB issues are also important and need to be owned by employees, so researchers are interested in carrying out a study on OCB in the company. PT. Wangta Agung was founded in 1950, and began to develop from a home industry to become a well-respected family organization in 1972. With creativity and perseverance, the company speculated to become part of the world by starting exports to the USA and Europe in 1987.

In order to provide quality improvement and quality of production, the organization has various collaborations with manufacturing companies from Taiwan. With strong trust from consumers, PT. Wangta Agung has succeeded in producing shoes and sandals that are marketed both domestically and abroad, including Diadora, Tommy Hilfiger, O' Neil, Princess, Convers, Spalding, Donnay, Gola, Air Pro, Pro Kennex, Professional, Kelme, Ardiles, Gibor, Willow etc.

As a result of the initial observations made, the problem that still arises in the company is that Organizational Citizenship Behavior has not fully run among employees. Employees are not willing to carry out more than their formal duties and have not given performance that exceeds the organization's expectations to improve the effectiveness of the company.

Because the OCB behavior phenomenon is increasingly needed by companies, the presence of employees who are able to perform other tasks and responsibilities other than the job description voluntarily and without coercion is considered to be able to help the company's effectiveness. The researcher hopes that this research can be beneficial for improving the performance of PT. Wangta Agung is mainly related to the variables of the research carried out. The researcher aims to further develop the suggestions of previous research by adding variables of work engagement and transformational leadership that can affect emotional exhaustion and OCB.

Literature Review

Transformational leadership is a method carried out by leaders to motivate and empower employees to contribute to realizing the organization's vision. Haryati et al. (2014), showed the influence of transformational leadership on OCB. Meanwhile, Lestari (2023) stated that transformational leadership has an influence on OCB, while workload has no influence on OCB. Made & Ketut (2023), shows that transformational leadership has no effect on OCB.

Workload is a comparison between the employee's expertise and the work demands faced which means that if the employee has higher work skills than the main job, boredom will arise, on the other hand, if the employee's skills are lower than the job demands, it will cause more fatigue (Koesomowidjojo, 2017). Lestari (2023) and Made & Ketut (2023), proving the influence of workload on OCB. Meanwhile, Firdaus (2024), stated that the workload has no influence on OCB. Furthermore, Suryadi & Foeh (2022), stated that workload has a negative effect on OCB.

Emotional Exhaustion is a psychological term used to indicate a state of work fatigue that is often caused by demands related to work tasks. Fatmawati & Nugrohoseno (2023), that emotional exhaustion has a positive effect on OCB. Debora & Yustina (2018), mentioned that auditor fatigue mediated by professional commitment and job satisfaction will have a negative impact on OCB.

Kanungo (1982) argues that work involvement is a person's ego's involvement in work tasks. Work involvement is describing the extent of a person's confidence in the job (currently) and how far the work is useful to improve the fulfillment of their needs. Gusfira (2017) and Surya (2023), prove that there is a positive relationship between work involvement and OCB.

Organ et al. (2006), stated that OCB is an act that has a free nature, there is no attachment by the demand for participation and is carried out in a voluntary way. Free means that if the work is carried out, it will not be formally rewarded and vice versa, it will not be punished if it is not carried out. Among them are OCB coverage is the behavior of helping someone, volunteering for additional tasks, as well as compliance with regulations and procedures in the workplace. OCB is the attitude of employees who are carried out voluntarily, sincerely, and happily without having to be ordered and controlled by the company in providing good service. OCB is important for employees because OCB has a positive impact in increasing employee effectiveness. Employees who have a high OCB tend to have loyalty and devotion to the organization (Nugroho, Sutjipto, & Matin, 2016), and can succeed in achieving company goals (Rahman, 2014).

This study aims to determine the influence of transformational leadership, workload, and work engagement on organizational citizenship behavior in PT. Wangta Agung Surabaya. Based on the available literature and the conceptual framework of the research, the hypothesis is developed below:

1. H1: Transformational Leadership has a significant effect on Emotional Exhaustion.

2. H2: Transformational Leadership has a significant effect on Organizational Citizenship Behavior.
3. H3: Workload has a significant effect on Emotional Exhaustion.
4. H4: Workload has a significant effect on Organizational Citizenship Behavior.
5. H5: Work Engagement has a significant effect on Emotional Exhaustion.
6. H6: Work Engagement has a significant effect on Organizational Citizenship Behavior.
7. H7: Emotional Exhaustion has a significant effect on Organizational Citizenship Behavior.

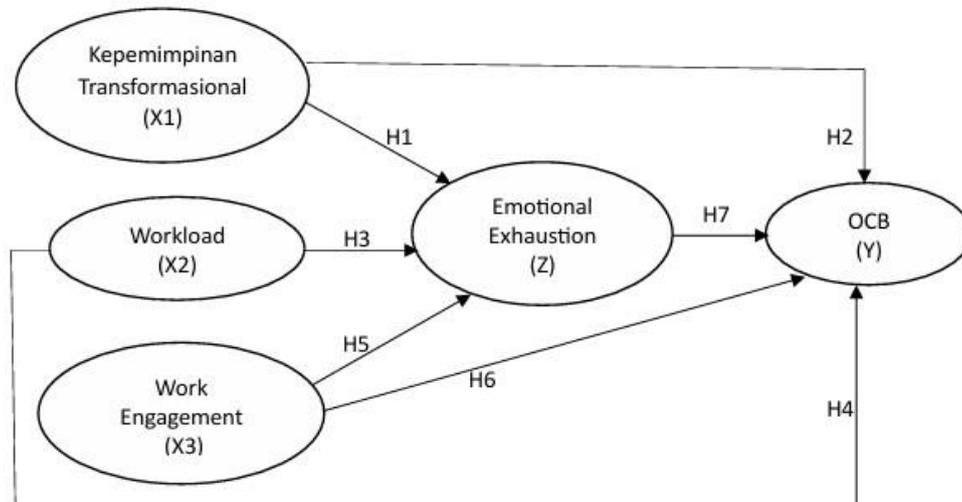


Figure 1. Research Concept Framework

While Organizational Citizenship Behavior (OCB) has been extensively studied in various organizational contexts, limited research examines the interplay between transformational leadership, workload, and work engagement on OCB, specifically mediated by emotional exhaustion. Moreover, existing studies often overlook how these dynamics manifest in medium-sized manufacturing companies like PT. Wangta Agung Surabaya, which operate in highly competitive markets and face unique workforce challenges.

The urgency of this research lies in addressing the critical need for companies like PT. Wangta Agung Surabaya to enhance employee performance and organizational efficiency through fostering OCB. With increasing demands for productivity and adaptability in competitive industries, understanding the factors influencing OCB and mitigating emotional exhaustion becomes crucial for maintaining a motivated and resilient workforce.

This study introduces a novel perspective by integrating transformational leadership, workload, and work engagement as predictors of OCB, with emotional exhaustion as a mediating variable. Unlike prior research, this study employs Structural Equation Modeling (SEM-PLS) to provide a comprehensive analysis of these relationships in the context of a medium-sized manufacturing company, offering actionable insights for improving employee behavior and organizational outcomes.

The study aims to analyze the influence of transformational leadership, workload, and work engagement on OCB, with a focus on the mediating role of emotional exhaustion among employees at PT. Wangta Agung Surabaya. It seeks to identify strategies to enhance positive employee behaviors and organizational effectiveness.

This research provides valuable insights for organizational leaders and HR practitioners to develop targeted interventions that foster OCB and reduce emotional exhaustion. It contributes to academic literature by addressing gaps in understanding the mediating factors of OCB and their practical implications. For PT. Wangta Agung Surabaya, the findings

support strategic workforce management, improving employee engagement, productivity, and overall competitiveness in the manufacturing sector.

METHOD

This research is a type of causal explanatory research or causal relationship. The population used is the staff of PT. Wangta Agung Surabaya is 102 employees. This study uses a saturated sampling method. By using SEM (Structural Equation Modeling) analysis techniques and the help of Warp PLS (Warp Partial Least Squares) software.

The source of the study data is data obtained from questionnaire answers. Data collection was carried out by giving various statements along with their demographic factors in a questionnaire, the opinion on the response used a 5-point Likert scale with the conditions of one (strongly disagree) to five (strongly agree), then explained by descriptive statistical analysis and hypothesis testing (Kyriazos & Stalikas, 2018)

After testing the instrument, a measurement model test is carried out, namely testing the outer model and inner model. The Goodness of fit overall model test is carried out to see the structural model as well as the measurement model in an integrated way. Finally, hypothesis testing is carried out.

RESULTS AND DISCUSSION

The description of the respondents including gender, age, level of education, and length of work is shown in Table 1 below:

Table 1. Characteristics of respondents (N = 102)

Characteristics	Frequency	Percentage (%)
Gender	Male	66
	Famale13	36
Age	< 20 years	-
	21-30 years old	19
	31-40 years old	60
	41-50 years old	13
	> 51 years	-
Education Level	SMA	38
	Diploma	29
	Bachelor	35
	Other	-
Length of Work	< 1 year	12
	1-2 years	61
	3-4 years	18
	> 4 years	11

The analysis of descriptive data on 102 respondents showed that: the gender of the respondents was dominated by men (65.0%). The characteristics of the respondents were sourced from age, dominated by the age range of 31 to 40 years, namely 58.8%, at the age of 41-50 years, a total of 12.6%, and at the age of 21 to 30 years, a total of 18.6% of respondents. The level of education of most respondents is high school which reaches 37.3%, while diploma education is 28.4%, and the rest have undergraduate education 34.3%. The majority of respondents worked for 1-2 years as much as 59.8%.

The goodness of fit model was analyzed on the values of Average Path Coefficient (APC), Average R Squared (ARS), Average adjusted R-squared (AARS) and Average Variance Inflation Factor (AVIF) values. Table 2 shows the analysis gains. Where AVIF and

APC show multicollinearity of independent variables and relationships. The data obtained from this evaluation provides information that the model can be accepted.

Table 2. Goodness of fit model

Result	P-Value	Criteria	Description
Average path coefficient	0.286	> 0.001	Supported
Average R-squared	0.648	> 0.001	Supported
Average adjusted R-squared	0.639	> 0.001	Supported
Average block VIF	1.700	< 5,000	Supported

Source: WarpPLS Output

Research Variable Validity Test

Source: Table 3, the loading factor value of each component is higher at 0.5, and the AVE (average variances extracted) value is higher than 0.5. Thus, all components and measures of convergent validity variables of the research meet the requirements

Table 3. Loading Factor values, and AVE

Research variables	Indicator	Outer Loading Factor Value	AVE
transformational leadership (Kep_Tran-X1)	Kep_Tran-X1.1	0.797	0.610
	Kep_Tran-X1.2	0.710	
	Kep_Tran-X1.3	0.812	
	Kep_Tran-X1.4	0.833	
workload (Bep_Ker-X2)	Bep_Ker -X2.1	0.725	0,761
	Bep_Ker-X2.2	0.726	
	Bep_Ker-X2.3	0.813	
Work Engagement (Ket_Ker-X3)	Ket_Ker-X3.1	0.805	0.659
	Ket_Ker-X3.2	0.827	
	Ket_Ker-X3.3	0.798	
emotional exhaustio (Kel_Emo-Z)	Kel_Emo -Z.1	0.705	0,728
	Kel_Emo-Z.2	0.773	
	Kel_Emo-Z.3	0.733	
	Kel_Emo-Z.4	0.806	
Organizational Citizenship Behavior (OCB-Y)	OCB-Y.1	0.779	0.673
	OCB-Y.2	0.715	
	OCB-Y.3	0.797	
	OCB-Y.4	0.843	
	OCB-Y.5	0.833	

Source: WarpPLS Output

Discriminant validity is indicated by the value of AVE,s (square roots of average variance extracted), where the value of AVE,s is in a diagonal position on the correlations among latent variables output WarpPLS, and the expected value is greater than the correlation value of the same block. Source: Table 4, the values in the diagonal blocks are more than in the values in the same blocks, so that All variables meet the criteria for discriminant validity.

Table 4. Correlations among latent variables

Variable	Kep_Tra	Beb_Ker	Ket_Ker	Kel_Emo	OCB
Kep_Tra	0.736	0.376	0.041	0.435	0.646
Beb_Ker	0.376	0.679	0.039	0.836	0.555
Ket_Ker	0.041	0.039	0.812	0.045	0.139
Kel_Emo	0.435	0.836	0.045	0.654	0.588
OCB	0.446	0.555	0.139	0.588	0.611

Source: WarpPLS Output

Research Variable Reliability Test

The reliability test of the study variables was measured by 2 criteria, namely composite reliability and Cronbach's Alpha.

Table 5. Reliability Test Results

Cut Off Value		Kep_Tra	Beb_Ker	Ket_Ker	Kel_Emo	OCB	Notes
Cronbach's Alpha	> 0.6	0.712	0.711	0.741	0.748	0.762	All meet the requirements
Composite Reliability	> 0.7	0.823	0.781	0.853	0.746	0.731	

Source: WarpPLS Output

Table 5 shows that the cronbach alpha value of each variable is higher at 0.6, the composite reliability value is more at 0.7 because all constructs have met the conditions.

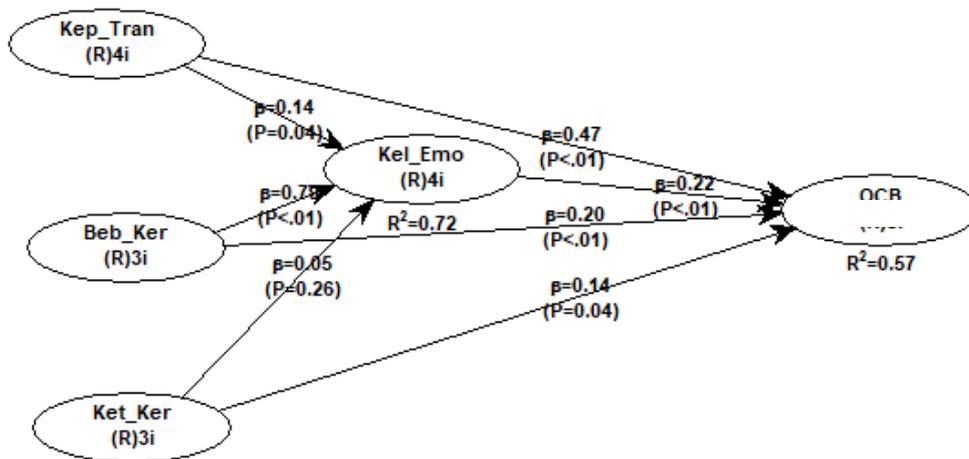


Figure 2. Study model path coefficient

Hypothesis testing

The hypothesis test was carried out based on the estimated significance value of the parameters of the study model as seen in Table 6.

Table 6. Hypothesis Testing

H	Relationship	Standardized Coefficient	T_Statistik	P_value	Decision
H1	Transformational leadership emotional → exhaustion	0.137	2.091	0.042	Significant
H2	OCB →'s Transformational Leadership	0.468	3.976	0.000	Significant
H3	Beben works → emotional exhaustion	0.789	5.624	0.000	Significant
H4	OCB work →	0.195	2.721	0.007	Significant
H5	Emotional Exhaustion Work Involvement →	0.052	1.006	0.259	Insignificant
H6	OCB →Work Engagement	0.137	2.091	0.042	Significant
H7	Emotional exhaustion → OCB	0.255	3.028	0.002	Significant

Source: WarpPLS Output

There was an influence of Transformational Leadership on emotional exhaustion as much as 0.137, with a value of p= 0.042. This shows that H1 is accepted. There was an

influence of Transformational Leadership on OCB as much as 0.468, with a value of $p=0.000$. This shows that H2 was accepted. The effect of workload on emotional exhaustion was 0.789 with a value of $p=0.000$. This shows that H3 was accepted.

There is an effect of workload on OCB as much as 0.195, with a p value equal to 0.007. This shows that H4 is accepted. There was an effect of Work Engagement on emotional exhaustion of 0.052, with a p value equal to 0.259. This shows that H5 was rejected. There was an influence of Work Engagement on OCB as much as 0.137, with a p value equal to 0.042. This indicates that H6 is accepted. There was an effect of emotional exhaustion on OCB as much as 0.255, with a p value equal to 0.002. This shows that H7 is accepted.

Transformational Leadership has a significant impact on emotional exhaustion

The findings of this study inform that transformational leadership has a significant effect on emotional exhaustion. Thus, transformational leadership has an influence on emotional exhaustion. This evidence shows that transformational leadership in PT. Wangta Agung Surabaya, according to respondents, is good. This is reflected in the respondent's answer that the company's leaders are full of attractiveness, so that employees feel happy to follow their ideas, full of charm, so that employees support the vision, and also promote it with enthusiasm. Even the leader is passionate in communicating the ideal future of the company in the future, motivating subordinates of the importance of the organization's visions and missions, so all subordinates are encouraged to have the same vision.

Transformational leadership is superior to transactional leadership, and produces levels of effort and performance of followers that exceed what can be achieved if leaders only apply a transactional approach. Khuntia & Suar (2004) emphasizes that in transformational leadership, leaders provide changes in beliefs, values, and behaviors so that followers are consistent with the organization's vision.

This study is the same as the findings of Nujjiya's (2015) research which shows that there is an influence of time pressure, emotional fatigue, transformational leadership on work-life balance. It is also in accordance with the findings of Riatmaja et al. (2024) which show that effective transformational leadership, inclusive organizational culture support, and good management of emotional fatigue in a collective way have a positive contribution to organizational commitment.

Transformational Leadership has a significant impact on Organizational Citizenship Behavior

The findings of this study inform that transformational leadership has a significant influence on OCB, thus transformational leadership has an influence on OCB. This evidence shows that transformational leadership in PT. Wangta Agung Surabaya, according to respondents, is good. This is reflected in the respondent's answer that the leader is able to encourage employees to solve old problems, with new methods, leaders strive to encourage the attention and awareness of subordinates to the problems they face. In fact, leaders always pay attention to subordinates, and leaders try to focus employees on developing the strengths of each individual.

The results of this study reinforce the statement of Asgari et al. (2020) who stated that transformational leaders motivate followers by inviting followers to internalize and prioritize the common good that is greater than personal interests. Yukl (2010) said that transformational leaders tend to invite followers to be more aware of the needs and values of work and invite followers not to prioritize individual interests for the sake of the company. The results of this study are the same as the findings of Laksana & Surya (2017) which show the influence of transformational leadership on OCB. Meanwhile, the findings of this study are different from the findings of Puspitasari & Fatimah (2022) which show that transformational leadership style does not have an influence on organizational citizenship behavior.

Workload have a significant effect on emotional exhaustion

The findings of this study provide information that workload has a significant influence on emotional exhaustion so that workload has an effect on emotional exhaustion. This evidence shows that the workload at PT. Wangta Agung Surabaya, the opinion of the respondents is good. This is the same as the respondent's answer that he or she understands the work being done at the moment, understands the conditions of the work being done. Also always use their working time in accordance with SOPs, and can minimize workload to get good results.

Workload is all forms of work given to employees to be completed within a special period of time. The results of this study confirm the statement of Sunyoto (2012) which stated that too much workload can cause tension within the body which will later influence employee behavior in the workplace.

This study is the same as the findings of Sari & Sholahuddin (2024) which shows that there is an effect of workload on emotional fatigue and employee performance.

Workload have a significant effect on Organizational Citizenship Behavior

The findings of this study provide information that workload has a significant influence on OCB, thus workload has an influence on OCB. This evidence shows that the workload at PT. Wangta Agung Surabaya based on respondents has been good. This is reflected in the respondent's answer that the work target set by the organization will directly affect the workload received, the less time given to complete a job, the greater the workload felt by the employee.

This study is in accordance with the findings of Afuan et al. (2020) which show that there is an influence of workload on OCB. Meanwhile, the results of the research are different from the findings of Suryadi & FoEh (2022) which show that workload has a negative influence on OCB.

Work engagement have a significant effect on emotional exhaustion

The findings of this study inform that work engagement has a non-significant effect on emotional exhaustion, thus that changes in work engagement do not have a significant impact on emotional exhaustion. This evidence shows that work engagement at PT. Wangta Agung Surabaya, according to respondents, is good. This is reflected in the respondent's answer that if there is a task that must be done, the respondent has not shown his participation, until the work is completed, even the respondent has not paid attention, and has not participated in carrying out the work that is being carried out.

Work engagement is an individual's ego's involvement with work. Involvement in work shows the extent of a person's confidence in his or her job (currently) and how far his or her work is beneficial in satisfying his needs (Kanungo, 1982). Kanungo stated that individuals tend to be more involved in certain activities when according to them has the potential to provide satisfaction for their psychological needs.

The results of this study theoretically reinforce the statement of Omolayo & Ajila (2012), that work boredom also affects work engagement, that each individual has different views and characteristics, so that it will affect the level of employee work involvement indirectly. As stated in the findings of Anggraini (2015), that employee work involvement will be influenced by the level of work boredom in employees. This research is different from the findings of Ristiani (2022) which states that work involvement is a good classification, job satisfaction is also in the good classification and employee turnover is included in the good classification.

Work engagement have a significant effect on Organizational Citizenship Behavior

The findings of this study inform that work engagement has a significant effect on OCB, thus that work engagement has an influence on OCB. This evidence shows that work engagement at PT. Wangta Agung Surabaya, respondents think that it is good. This is reflected in the respondent's answer that work is something interesting in life and deserves to be prioritized, always prioritizing work, even for the sake of work, the respondent will continue

to try to do his best.

This study, in accordance with the findings of Gusfira (2017) which shows the relationship between work involvement and Organizational Citizenship Behavior. The results of Dewi's (2024) research also show the influence of work involvement on OCB.

Emotional exhaustion have a significant effect on Organizational Citizenship Behavior

The findings of this study inform that emotional exhaustion has a significant effect on OCB, thus that emotional exhaustion has an effect on OCB. This evidence shows that emotional exhaustion in PT. Wangta Agung Surabaya based on the opinions of the respondents is good. This is reflected in the respondent's answer that they cannot concentrate on doing work activities, because they feel that everything is meaningless, cannot concentrate on doing work activities, because respondents feel that everything is useless. Even lately, I can't trust my coworkers, and I can't trust my work group, even consider my work no longer fun.

Emotional fatigue is a dimension of burnout which is defined as fatigue on a person's emotions and feelings towards others. When the condition of workers is at a high level of stress and experiencing emotional fatigue, it will cause a low sense of job satisfaction (Yuliastini & Putra, 2015). (Santika & Sudibya, 2017) stated that emotional fatigue is fatigue in a person that is related to feelings characterized by feelings of helplessness and depression. The results of this study confirm the statement of (Christianto & Putra, 2016) which states that emotional fatigue is a response to excessive stress or due to dissatisfaction at work.

This study, in accordance with the findings of Menhard et al. (2023) which proved that leadership and self-efficacy have an effect on OCB with emotional fatigue as an intervening variable. Sakti (2014) The more stable employees are in controlling their emotions, the more job satisfaction they have.

CONCLUSION

The results of this study state that Leadership Transformational have a significant effect on emotional exhaustion and OCB. Work have a significant effect on emotional exhaustion and OCB. Work Involvement has a significant effect on OCB and has a non-significant effect on emotional exhaustion. Emotional exhaustion have a significant effect on OCB. For the next research, it is suggested that there is an increase in the scope of the research, it can add variables other than those in this study, especially in the emotional exhaustion variable that mediates between transformational leadership, workload, work involvement and OCB.

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