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Commitment on Organizational Behavior with Resistance to Change as a Moderating Variable at the Yogyakarta City Department of Education, Youth, and Sports

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Abstract

This research investigates the influence of Quality of Work Life (QWL), Employee Engagement, and Organizational Commitment on Organizational Citizenship Behavior (OCB) among employees at the Yogyakarta City Department of Education, Youth, and Sports. Additionally, it examines the moderating role of Resistance to Change on these relationships. The study used a quantitative, causal-associative approach with Structural Equation Modeling (SEM) and Partial Least Squares (PLS) for data analysis. The results show that QWL and Organizational Commitment have a positive and significant effect on OCB, while Employee Engagement has a negative and significant impact. Furthermore, Resistance to Change was found to significantly affect OCB, but it does not moderate the relationships between QWL, Employee Engagement, and Organizational Commitment with OCB. These findings highlight the importance of fostering a supportive work environment and organizational commitment to enhance OCB in public sector organizations. The study contributes to the theoretical understanding of OCB in the public sector, providing practical recommendations for improving organizational behaviors and managing resistance to change.

Keywords: Organizational Citizenship Behavior; Quality of Work Life; Employee Engagement; Organizational Commitment; Resistance to Change.

INTRODUCTION

An organization is basically a collaboration between two or more people to achieve a common goal. An organization is a collection of many people, there is a process of division of labor among these people and there is a common system of work among these people. To achieve a goal, organizations urgently need a variety of resources, ranging from human resources, finance, and other information (Robbins & Coulter, 2016).

Among these various resources, human resources play a very important role in the running of a company or organization. The effectiveness or success of an organization depends on quality human resources. Not only that, success in an organization is also caused by cooperation among employees in the company (Hasibuan, 2016). One of the important indicators of this cooperation is reflected in the behavior in organizational Citizenship Behavior (OCB), which is voluntary behavior outside of formal duties that aims to increase organizational effectiveness.

According to Permatasari (2017), it is stated that OCB is a free individual behavior (discretionary), which does not directly receive rewards from the formal reward system, and which will overall increase the efficiency and effectiveness of functions in the organization (Robbins &

Judge, 2015). Therefore, it is important for organizations to create conditions that support the growth of OCB, one of which is through the quality of work life (Noer Soetjipto, 2017).

Quality of work life refers to a process in which an organization responds to the needs of employees by developing mechanisms that allow employees to provide full input and participate in decision-making and manage their work life within the company (Ayal, 2019). Not only that, (Anjar & Soliha, 2022) stated that OCB can develop good behavior in members, because employees who feel valued and empowered tend to be more loyal and proactive.

However, research by thamrin (2023) actually found that the quality of work life has a significant negative influence on OCB. These findings suggest that under certain conditions, quality of work life does not necessarily encourage extra-role behaviors, especially when they are accompanied by other supporting factors. On the other hand, Anggraini (2019) and Robbins & Jugde (2015) stated that employees' perception of a positive work environment can increase commitment and contribution to the organization, including in the form of Organizational Citizenship Behavior.

In addition to the quality of work life, the second factor that affects Organization Citizen Behavior (OCB) is Employee Engagement. According to Robbins and Judge (2015), employee engagement is individual engagement, satisfaction, or enthusiasm with the work they do. Employees who feel tied to the organization, then the employee already has awareness of the business. So that employees will give all their best abilities and skills to the success of the company (Albrecht, 2010). Meanwhile, according to Sugianingrat, et al. (2021) Employee engagement is a positive attitude of employees who have more energy, are highly dedicated to the organization, and never give up in facing challenges with full concentration on the work tasks given in accordance with the values and goals of the organization (Sucahyowati & Hendrawan, 2020).

Not only Quality of Work Life and Employee Engagement, the third factor that affects Organizational Citizen Behavior (OCB) is organizational commitment. This is an important determinant in encouraging OCB. Organizational commitment shows the level of confidence in employees regarding the goals and values possessed by the company so that the employee does not have the desire to leave the company (Kreitner & Kinicki, 2014). In addition, Commitment can be seen as the level of willingness of employees to stay in the organization and contribute maximally to the achievement of common goals (Schein, 2022). Especially in the public sector, employee commitment is often closely related to loyalty to the state and society, but the reality is that not all employees have a high level of commitment (Mangindaan et al., 2020).

In addition to the three factors above, there are also other factors that affect OCB, namely resistance to change. According to Smollan (2011), resistance to change is a negative behavior that an organization does not expect from the individuals who work in it. High resistance to change will affect the Organizational Citizen Behavior (OCB) of employees (Hidayat & Lestari, 2021). In the context of government agencies, such as the Yogyakarta City Education and Sports Office, resistance to change is a significant obstacle in the implementation of bureaucratic reform and digital transformation (Rahim, 2024).

The challenges in undergoing transformation, especially digital transformation, are one of the main triggers for the high resistance in the ASN group. Although the government has urged various initiatives to digitize public services, their implementation has not been carried out comprehensively in all institutions. Some work units are still experiencing difficulties in integrating new technology due to limited infrastructure, digital competence of employees, and work culture that is not entirely adaptive to innovation.

To illustrate this situation, the Central Statistics Agency (2024) through the Survey on the Use of Digital Platforms in the Government of Indonesia shows that the level of adoption of digital platforms in the public sector is still varied, as in the table below:

Based on information from the Central Statistics Agency (2024) on the Survey on the Use of Digital Platforms in the Government of Indonesia, it can be seen that the adoption of digital technology in the public sector is still not comprehensive. Although the use of the E-Government system and social media for public communication has reached more than 70%, the use of other platforms such as Big Data & Artificial Intelligence in administration, cloud services for information storage, and information integration initiatives (Satu Data Indonesia) is still below 50%.

This situation indicates that most government agencies are still experiencing challenges in implementing digital transformation evenly. The low level of adoption in some aspects of digitalization may reflect the resistance to change in the ASN group, either due to limited technical expertise, lack of organizational support, or a traditional work culture.

Thus, this information supports the reason that the level of resistance to change in the government sector is still quite large, which has the potential to limit the occurrence of Organizational Citizenship Behavior (OCB) even though the quality of work life, involvement, and organizational commitment have been well created.

In addition, many civil servants are comfortable with old jobs and are reluctant to learn new things, thus hindering the change process (Hermawan et al., 2024). This has the potential to hinder the emergence of OCB even though working conditions, work involvement, and commitment are good.

This phenomenon shows that despite the good working conditions and organizational commitments, OCB has not fully grown optimally. Therefore, in facing these problems, strategic efforts are needed to direct the organization to ideal conditions, namely the realization of a high quality of work life, emotional and cognitive employee involvement in work, and strong organizational commitment. Not only that, resistance to change also needs to be minimized through the right management approach, so that organizational transformation programs can run effectively and be accepted by all employees.

Although there have been many studies that have discussed the influence of Quality of work life, employee engagement, and organizational commitment on OCB, most studies have been conducted on the private sector or manufacturing and service companies, such as those conducted by Supriyanto et al. (2020), Sari et al. (2021), and Widyaningrum (2019). Studies that specifically examine these three variables simultaneously in the context of government agencies, especially in

the City Youth and Sports Education Office, are still very limited (Vazifeh et al., 2013; Kusumawati & Ayal, 2021).

In addition, research on the role of Resistance to Change as a moderation variable in these relationships is still rare. Most previous studies have used rejection of change as an independent variable that stands alone (e.g. in a study by Arifin & Dewi, 2021).

The novelty of this research lies in four key aspects. First, this study simultaneously examines the direct effects of QWL, employee engagement, and organizational commitment on OCB within a single analytical framework applied to the Indonesian public sector. Second, this research positions Resistance to Change as a moderating variable rather than merely an independent variable, providing a more nuanced understanding of how resistance interacts with positive organizational factors to influence OCB. Third, this study focuses on the Yogyakarta City Department of Education, Youth, and Sports, a context not previously examined in OCB literature. Fourth, this research employs advanced Structural Equation Modeling with Partial Least Squares (SEM-PLS) analysis to test both direct and moderating effects simultaneously, providing more robust statistical conclusions than studies using only regression analysis. This novelty addresses the research gap identified from the works of Supriyanto et al. (2020), Sari et al. (2021), and Rijanti et al. (2024).

In fact, in the context of bureaucratic change and digitization of public services, the role of resilience to change as a factor that can disrupt or weaken the positive influence of internal organizational factors is crucial.

Based on the background that has been described, the researcher chose this topic as the subject of the study in the hope of not only looking at the relationship and delving deeper into the influence of the quality of work life, employee engagement, and organizational commitment on OCB, but also to examine the role of resistance to change as a moderation variable that can weaken or strengthen these influences.

Not only that, this research is expected to make a theoretical contribution to the development of human resource management science in the public sector, but also offers relevant practical recommendations to improve the effectiveness of change implementation in government agencies through strengthening the quality of work life, employee involvement, organizational commitment, and handling resistance to change strategically.

The formulation of the problem in this study aims to find out various factors that affect Organizational Citizenship Behavior (OCB) in Employees of the Yogyakarta City Youth and Sports Education Office. The questions asked include: is there an influence of Quality of Working Life on OCB? Does Employee Engagement affect OCB? Does Organizational Commitment have an effect on OCB? In addition, this study also aims to explore whether Resistance to Change affects OCB, as well as whether Resistance to Change is able to moderate the influence of Quality of Working Life, Employee Engagement, and Organizational Commitment on OCB in Employees of the Yogyakarta City Youth and Sports Education Office.

The purpose of this study is to find out more deeply the influence of Quality of Working Life, Employee Engagement, and Organizational Commitment on Organizational Citizenship

Behavior within the Yogyakarta City Youth and Sports Education Office. In addition, this study also aims to find out whether Resistance to Change can moderate the influence of these factors on OCB, as well as provide a clearer picture of the role of each factor in shaping organizational citizenship behavior in the agency.

METHOD

Research Design

This research was a type of causal associative research using a quantitative approach. As explained by (Sugiyono, 2023), causal associative research is a type of research that is designed to find out the influence between independent variables on bound variables and how strong and significant these influences are. In addition, quantitative research can be interpreted as a research method based on the philosophy of positivism, used to research on certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2023). This quantitative research is carried out using a survey method, where research to obtain data that occurred in the past or present, about beliefs, opinions, characteristics, behaviors, variable relationships and test several hypotheses about sociological and psychological variables from a sample taken from a certain population. In this study, a causal associative research was conducted to find out the Influence of Quality of Work Life, Employee Engagement, and Organizational Commitment on Organizational Citizenship Behavior (OCB) with Resistance to Change as a Moderation Variable in Yogyakarta City Youth and Sports Education Office employees.

Research Time and Place

This research was conducted at the Yogyakarta City Youth and Sports Education Office. In July 2025 – August 2025. The subjects in this study are all employees of the Yogyakarta City Youth and Sports Education Office as many as 210 employees.

Population, Samples, and Sampling Techniques

According to Sugiyono (2019), population is a generalized area that includes objects/subjects that have certain quantities and characteristics that have been determined by a researcher to be studied and ultimately a conclusion is drawn. The population in this study is 210 employees of the Yogyakarta City Youth and Sports Education Office.

According to Sugiyono (2019), samples are part of the overall total owned by the population. Samples are used to represent populations that are overnumbered.

The method or technique used in sampling in this study is total sampling. According to Sugiyono (2023), total sampling is a sample return technique where all members of the population are sampled.

Data Types and Sources

1. Data Type

   The type of data used in this study is primary data. According to Sugiyono (2019), primary data is data taken directly from the source of the data from, which is given to a person or researcher who collects the data.

2. Data Source

The source of data obtained for this study comes from primary data taken directly by the researcher from the research object, namely the Yogyakarta City Youth and Sports Education Office.

Data Collection Techniques

The data collection technique carried out in this study is to use a questionnaire that has been prepared by the researcher in the form of written questions that are then asked to the respondents to be answered. According to Sugiyono (2023), a questionnaire is a technique or method of data collection that is carried out by asking several questions to respondents in writing. The questionnaire used in the study is a replication of the questionnaire from previous research. This data collection was carried out by circulating a number of statements listed in questionnaires or questionnaires to all employees of the Yogayakarta City Youth and Sports Education.

Data Collection Techniques

The data obtained from the questionnaire deployment will be measured using the Likert scale. According to Rensis Likert (1932), the likert scale is a scale used to measure an attitude, opinion, and perception of a person or group of people about a certain object through a questionnaire or questionnaire. The likert scale used in this study includes several alternative answers that can be chosen by respondents according to the actual circumstances. The alternative answer is listed in the table as follows:

Table 1 Likert Measurement Scale

Likert Scale	Assessment Score
Strongly Disagree (STS)	1
Disagree (TS)	2
Neutral (N)	3
Agree (S)	4
Strongly Agree (SS)	5

Data Analysis Techniques

1. Descriptive Analysis

Descriptive analysis techniques are techniques used by researchers in analyzing data by providing an overview of an event (who/what, when, where, how, how much) collected in the research. The data comes from the answers given by respondents to the items contained in the questionnaire. Furthermore, the researcher will process the existing data by grouping and tabulating them with explanations.

2. Partial Least Square-Structural Equation Modeling (SEM) Analysis Technique

The analysis used in this study uses the Sturctural Equation Model (SEM) with the Partial Least Square (PLS). According to Hair et al., (2022) Partial Least Square is a variance-based analysis method used to estimate complex structural models with the main objective of predicting relationships between latent constructs. PLS has high flexibility, is able to handle various types of data scales which include data, nominal, ordinal data, interval data and ratio data and provides assumptions that can be adjusted. This method can estimate the impact of

variable X on variable Y and explain the theoretical relationship between the two. PLS also serves as a regression method to identify factors, with variable X acting as the explanatory variable and variable Y as the response variable. As a technique Structural Equation Modeling (SEM) variant-based, PLS can perform measurement model analysis (for validity and reliability testing) as well as structural models for causality testing (for hypothesis testing through prediction models).

According to (Muhson, 2022) the data used in PLS-SEM analysis using SmartPLS does not require normal distribution Because it uses the bootstrapping method, which consists of random sampling with replacement. As a result, the PLS-SEM analysis does not require the assumption of normality. In addition, since PLS-SEM uses bootstrapping, there is no strict limit on the number of samples. According to Marliana (2019), PLS-SEM analysis can handle data that is not normally distributed because the goal is to maximize the variance of the endogenous (dependent) latent variables studied. In this study, data analysis was carried out using Structural Equation Modeling (SEM) with SmartPLS 3 tools. SEM is an analytical technique used to estimate and test cause-effect relationships. This approach makes it possible to assess the direct and indirect influence of variable X on variables Y and Z.

a. Outer Model measurement model

In the measurement model, also known as the external model model, it connects all indicator variables with their latent variables. An outer model is often also called an outer relation or measrurement model, defining how each indicator relates to other variables. The outer model is useful to determine the ability of research instruments to measure the consistency of respondents in answering questions in the questionnaire. The following are the stages carried out in the outer model:

1) Convergent Validity

This test is carried out to assess the extent to which the indicators of a construct are correlated with each other. An indicator is considered to have sufficient reliability if its load exceeds 0.70. However, loading values between 0.50 to 0.60 are still accepted under certain conditions. On the other hand, if the loading is below 0.50, then the indicator should be removed from the model (Hair et al., 2017)

2) Discriminant Validity

The validity of the discriminator can be tested through cross loading, which aims to ensure that the indicators have a stronger correlation with the measured variable that should be measured compared to other variables.

One way to evaluate it is to compare the value of the indicator's loading factor with the measured variable and other variables. The indicator is declared valid if it has the highest load on the variable it should be measured. In addition, discriminant validity can also be done through the Forneel-Larcker method, which is by comparing the square root value of the Average Variance Extraced (AVE) of a variable with the correlation of that variable to other variables. If the root of AVE is greater with the

highest correlation, then the validity of the discriminant is considered to be met. The expected AVE value is >0.5 (Rasoolimanesh et al., 2022).

b. Reliability Test

It is used to assess the extent to which the instruments in a research model have good internal consistency. This test aims to ensure that the indicators in a variable can consistently measure the concept in question. A good composite reliability value is marked by a number above 0.7. If all latency in the model has a composite reliability value and Croncbach's Alpha > 0.7, then it can be concluded that these variables have adequate reliability. This means that the questionnaire used as a data collection tool in this researcher is classified as reliable and consistent in measuring the variables studied (Ghozali, 2018).

c. Structural Model (Inner Model)

According to Ghozali (2018), inner model analysis is also known as structural model analysis to predict the quality relationship between latent variables. Inner models or structural models aim to describe latent variable relationships or constructs that are built based on theory. In the Partial Least Square (PLS) method, the structural model is analyzed by examining the R-Square value in the dependent construct and evaluating the significance of the coefficient or t-value for each path between the constructs. The R-Square value is used to measure how much influence independent variables have on dependent variables.

1) Coefficient of determination (R2)

According to Chin (2020), the R-Square value is a determination coefficient used to assess how much influence exogenous variables have on endogenous variables in a study. In addition, R- Square is used to find out how much an independent variable affects a dependent variable. The R2 value of 0.75 is categorized as strong, 0.50 is categorized as moderate, and greater than 0.25 is categorized as weak.

2) F-Square

F-Square (F2) is a measuring tool used to see the relative influence of a single variable to an exogenous variable (Independent Variable) against an endogenous variable (dependent variable) at the structural level. The F-Square value can be the basis for determining whether or not variables in the research model are suitable or not (Khairunnisa et al, 2020). Based on the findings of Sarwono & Narimawati (2015) the F-Square criteria, it can be categorized as F2 < 0.02 (Very weak or have no influence), F2 = 0.02 (Weak), F2 = 0.15, (Medium or Medium) and F2 = 0.35 (strong).

3) Path coefficient Analysis

The next step in the evaluation is to test the path coefficient, determining whether a variable has a positive relationship with the other variable. According to Hair et al. (2011), this assessment can be done using the SmartPLS software bootstrappi procedure. The value of the line coefficient is interpreted as follows: if

the path coefficient is greater than 0, then it indicates a positive relationship between variables; If the path coefficient is smaller than 0, then it indicates a negative relationship.

In Path Coefficient Analysis A diagram model and equation of this research model can be seen in Figure 3 as follows.

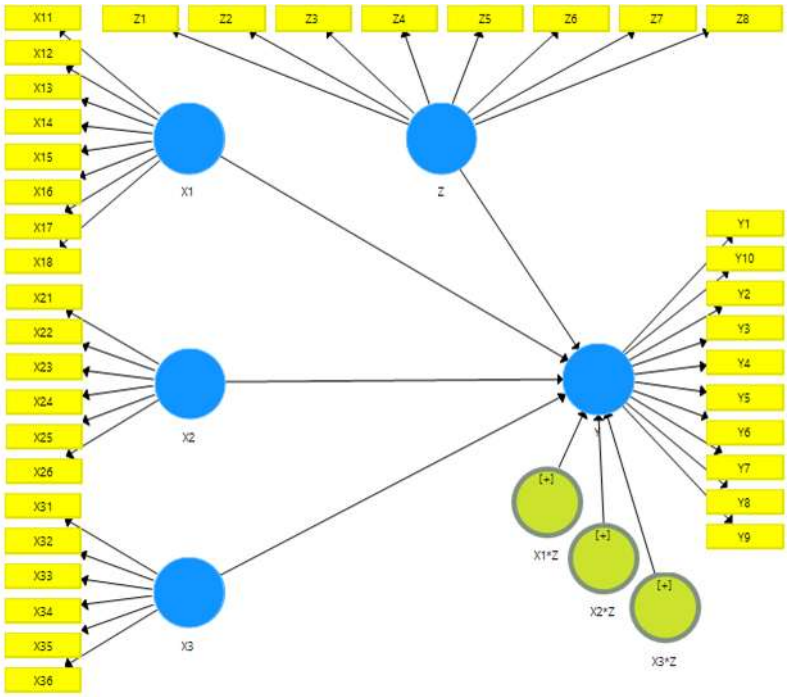

Figure 1. Path Coefficient model diagram using SmartPLS3

4) Goodnes of fit (Gof) evaluation

The model fit assessment (Goodness of Fit) is used to evaluate the overall effectiveness of the model. The GoF metric provides a combined evaluation of the measurement model and the structural model, which includes the inner model and the outer model (Yamin & Heri, 2011). The GoF value is calculated by multiplying the average commonality index by the R-Square value of the model. The formula to determine goodness of fit is as follows:

$$GoF = \sqrt{Avarage \text{ x } R\ Square}$$

GoF values range from 0 to 1, where a value of 0.1 indicates a low level of conformity, 0.25 indicates a moderate level, and 0.36 indicates a high level of conformity. The feasibility test of the research (fit model) can also be seen through the results of SRMR scores. In the findings of Henseler et al. (2014), the Root Mean Resudial Method is a model fit test tool with the condition that the SRMR value is <0.1 or <0.08 so that the model can be said to be fit or suitable.

Hypothesis Test

To test a hypothesis, analyze Sturctural Equation Modeling (SEM) is carried out using SmartPLS 3. Structural modeling of a comprehensive model not only validates the theory but also

clarifies the presence or absence of latent variables (Ghozali, 2021). The main goal of hypothesis testing is not only to determine whether a hypothesis is accepted or rejected, but also to assess how each independent variable contributes to explaining the dependent variable. This involves checking the value of the path coefficient and p-Value less than 0.05 (5%) shows statistical significance. In this study, if the path coefficient is positive and p-Value below 0.05, then the hypothesis is considered accepted. On the other hand, if the path coefficient is negative or p-Value exceeds 0.005, then the hypothesis is considered unacceptable.

In addition, this study also uses Moderated Regression Analysis (MRA) to identify the impact of the interaction. This strategy helps in understanding how the moderation variable affects the strength or weakness of the relationship between independent and dependent variables. Moderate regression analysis is the process of multiplying two or more independent variables to create a regression equation (Ghozali & Latan, 2015).

The moderation variable plays a role in strengthening or weakening the influence of independent variables on dependent variables, if p-Value Smaller than 0.5 moderate variables affect the influence of independent variables, showing significant results. While if the value of p-Value greater than 0.05, the moderation variable had no significant effect on the relationship. The pure moderation effect occurs when the interaction between the independent variable and the moderation variable is significant (p-Value < 0.05), but the direct effect of the moderation variable itself was not significant (p-Value > 0.05).

Independent variables can also change the relationship between independent and dependent variables. The moderation variable is considered a predictor if significant findings (p-Value < 0.05) in the moderation test, whereas the interaction between the independent variable and the moderation variable produced insignificant results (p-Value > 0.05). Moreover, the moderation variable itself is not significant (p-Value > 0.05), and the interaction between the independent variable and the moderation variable was also not significant, hence the possibility of moderation was ruled out. A candidate moderator, otherwise known as a homologous moderator, in which a variable has the potential to operate as a moderator but has no substantial relationship with the dependent variable or interaction with the independent variable. In addition, the analysis equation Moderated Regression Analysis (MRA) as follows:

$$Y = \alpha + \beta1\ X1 + \beta2\ X2 + \beta3\ X3 + \beta4\ (X1\ Z) + \beta5\ (X2\ Z) + \beta6\ (X3\ Z) + e$$

Description :

α = Kostanta

$\beta1$-$\beta6$ = Independent variable regression coefficient (Beta coefficient)

X1 = Variable Quality of work life

X2 = Variable Employee Engagement

X3 = Organizational Commitment Variable

Z = Variable Resistance to Change

Y = Variable Organizational Citizenship Behavior (OCB)

e = error

RESULT AND DISCUSSION

Descriptive Statistics

Descriptive Statistics in this study include the analysis of respondent characteristics, the statistical analysis of respondents consisting of maximum, minimum, mean, standard deviation values and respondent answer categories. The discussion of descriptive statistics is as follows:

Table 2. Characteristics of Reponen

Remarks		Frequency	Percentage
Age			
	20-30 Years	14	14%
	31-40 Years	37	37%
	41-50 Years	39	39%
	> 50 Years	10	10%
Quantity		**100**	**100%**
Gender			
	Women	44	44%
	Male	56	56%
Quantity		**100**	**100%**
Education			
	High School	20	20%
	Diploma	26	26%
	S1	47	47%
	S2	7	7%
	S3	-	-
Quantity		**100**	**100%**
Tenure			
	1-5 Years	27	27%
	6-10 Years	25	25%
	11-15 Years	24	24%
	> 15 Years	24	24%
Quantity		**100**	**100%**

Source : Primary Data (2025)

Evaluation of Measurement Models (*Outer Model*)

1. Convergent Validity Test

   Convergent validity is defined to the extent to which an indicator accurately represents a single latent variable. It is usually assessed by examining the correlation between the construct score and the item score for each indicator. Values greater than 0.7 for this correlation and *Avarage values of Exctarted Variants* (AVE) greater than 0.5 are considered acceptable (Sekaran & Bougie, 2016). A loading factor above 0.70 indicates that the result exceeds the error variance, so 0.70 is the minimum acceptable value, equivalent to a weight of 0.05. If the loading factor is below 0.70, the indicator will be removed, as this indicates that the error variance exceeds 50%.

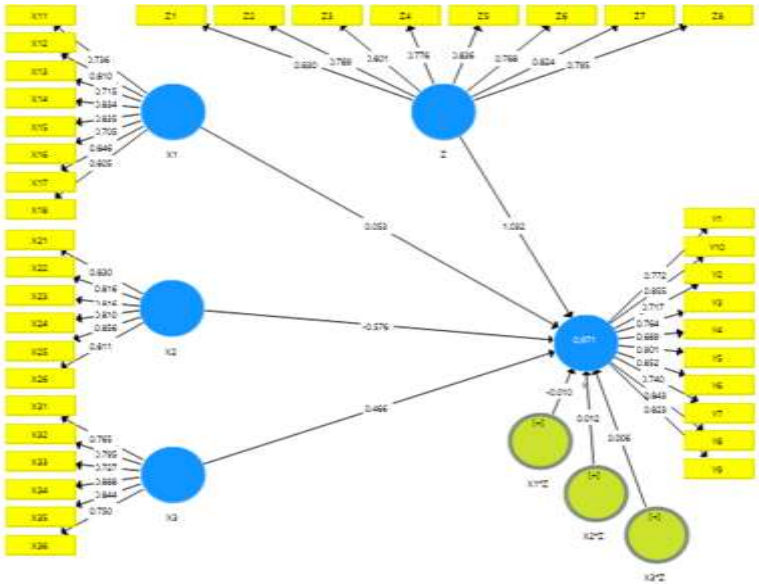

Figure 2. Outer Model Display

The value, *Average Variance Extraced* (AVE) of at least 0.5 indicates satisfactory convergent validity, meaning that latent variables account for more than half of its indicators on average. The AVE value must exceed the cross-charge correlation. If the AVE is less than 0.5, this can indicate a significant degree of inaccuracy. The following are the AVE values in table 15 as follows.

Table 3. AVE Values

Construct	*Average Variance Extracted* (AVE)
X1 Quality of Working Life	0,585
X2 Employee Engagement	0,678
X3 Organizational Commitment	0,635
Z *Resistance To Change*	0,644
Y Organizational Citizenship Behavior	0,637

Source: Primary Data processed (2025)

In the table above, it can be explained that the entire construct shows an AVE greater than 0.5, namely with the smallest value of 0.585 for the Quality of Work Life variable (X1) and the highest value of 0.678 for the variable Employee Involvement (X2), the value has met the AVE value > 0.5.

2. Discriminating Validity Test

Discriminant validity is the level of differentiation or indicator in measuring instrument constructs. Discriminatory validity testing can be observed through *the Fornell-Larcker Criterion* and *Cross Loading values.*

Value *Fonell-Larcker Criterion* measures the correlation between a variable and

itself by the correlation with other variables. In order to have good discriminant validity, the correlation of a variable with itself (measured by the root value of AVE) must be greater than its correlation with other variables. If these criteria are met, the validity of the discrimination is considered satisfactory.

Table 4. Discriminant Validity Test via *the Fonell-Larcker Criterion*

	X1	**X1*Z**	**X2**	**X2*Z**	**X3**	**X3*Z**	**Y**	**Z**
X1	0,765							
X1*Z	-0,708	1,000						
X2	0,671	-0,613	0,823					
X2*Z	-0,638	0,854	-0,422	1,000				
X3	0,710	-0,615	0,904	-0,475	0,797			
X3*Z	-0,621	0,878	-0,461	0,957	-0,522	1,000		
Y	0,705	-0,614	0,881	-0475	0,981	-0,522	0,798	
Z	0,692	-0,631	0,972	-0,462	0,971	-0,508	0,958	0,803

Source : Primary Data 2025

Description :

X1 = Quality of working life

X2 = Employee Engagement

X3 = Organizational Commitment

Z = *Resitance To Change*

Y = *Organizational Citizenship Behavior*

Z*X1 = *Resitance to Change* Moderation Effect on Quality of Working Life

Z*X2 = *Resitance to Change* Moderation Effect on Employee Engagement

Z*X3 = *Resitance to Change Moderation Effect on* Organizational Commitment

Table 4 shows that the AVE value for each construct exceeds the correlation value between variables, thus meeting the criteria of discriminant validity. As a result, the construct in this study has good discriminant validity. Checking the cross-loading value can also help assess the validity of the discriminator. In particular, the relationship between indicators in the same construct should be stronger than the relationship between indicators and other variables. This means that the loading value for the indicator within the same block must outperform the correlation value for the other variable.

3. Reliability Test

Reliability testing was applied to assess the consistency of the measurement results of variable indicators in the research instrument. Reliability evaluation was carried out based on two criteria, namely composite reliability and Cronbach's Alpha. A variable is considered reliable if its composite reliability exceeds 0.7 and Cronbach's Alpha value is greater than 0.6. The results of the reliability tests for these variables are presented in the following table:

Table 5. Reliability Test

Construct	*Cronbach's harp*	*Composite reliabiliy*	Significance
Z*X1 (Moderate Effect *of Resistance to Change* on Quality of Working Life)	1,000	1,000	Reliable
Z*X2 (Resistance to Change moderation effect on Employee Engagement)	1,000	1,000	Reliable
Z*X3 (Effect of *Resistance to Change moderation* on organizational commitment)	1,000	1,000	Reliable
X1 (Quality of Working Life)	0,897	0,918	Reliable
X2 (Employee Engagement)	0,905	0,927	Reliable
X3 (Organizational Commitment)	0,884	0,912	Reliable
Y (*Organizational Citizenship Behavior)*	0,938	0,935	Reliable
Z (*Resistance To Chnage)*	0,921	0,946	Reliable

Source : Primary Data (2025)

Based on table 18, it is explained that the results of the measurement of composite reliability and Cronbach's alpha show that all variables have values greater than 0.7 for composite reliability and values greater than 0.6 for Cronbach's alpha. Therefore, it can be concluded that the variables measured in the reliability test in this study are reliable.

Evaluation of Structural Models (inner Model)

The structural model aims to better understand the relationship between variables by observing the coefficients of parameters that are estimated to be of significant importance. This observation can be made by looking at the R-square value of the dependent construct, the t-statistical value, and the results of the path coefficient test.

1. R-Square (Value of Determination Coefficient)

   In structural testing, the R-Square value indicates the extent to which independent variables affect dependent variables. Niali R-Square is categorized into three levels, namely, a value above 0.75 indicates a strong model, a value of 0.50 indicates a moderate model value, and a value below 0.25 indicates a weak model. The following are the results of the analysis of the R-Square value:

Table 6. R-Square Results

	R-Square	R-Square *Adjusted*
Y (*Organizational Behavior Citizenship)*	0,971	0,969

Source : Primary Data 2025

Based on the table above, the R-Square value in this study is 0.971, this can be interpreted that the contribution of the influence of independent variables (Quality of work life, Employee Engagement, Organizational commitment) and moderation variable (Resistanve to Change) explains 97.1% of the dependent variables (Oragnizartional Citizenship Behavior). While the remaining 2.9% is explained by other variables that are not studied.

2. Path Coefficient

To find out the direction of a positive or negative relationship, it can be seen in the Path Coeffecient value in the following table:

Table 7. Path Coeffecient Results

Construct	Y (*Organizational Citizenship Behavior)*
Z*X1 (Moderate Effect *of Resistance to change* on Quality of Working Life)	-0,010
Z*X2 (Resistance to change Moderation Effect on Employee Engagement)	0,012
Z*X3 (Resistance to change Moderation Effect on Organizational Commitment)	0,006
X1 (Quality of Working Life)	0,053
X2 (Employee Engagement)	-0,576
X3 (Organizational Commitment)	0,466
Z (*Resistance to change)*	1.032

Source : Primary Data 2025

Based on the table above, it shows that the hypothesis test results of the X1, X3, Z*X3 constructs have a positive relationship which is directly proven with the vulnerable result of numbers from 0 to 1, while in the X2 and Z*X1 constructs have a negative relationship which is proven by the vulnerable hasl from -1 to -0.

3. F-Square

The magnitude of the influence between variables can be seen from the results of F-Square in the table below:

Table 8. F-Square Test Results

Construct	F-Square	Big Influence
X1_>Y (Quality of Working Life to *Organization Citizenship Behavior*)	0,032	Medium
X2_>Y (Employee Engagement on *Organizational Citizenship Behavior*)	0,304	Medium
X3_>Y (Organizational Commitment to Organizational Citizenship Behavior)	0,200	Medium
Z_>Y (*Resistance to change* to *Organization*	0,315	Medium

Citizenship Behavior)		
Z*X1_>Y (*Resistance to change* moderates the Effect of Quality of Working Life on *Organizational Citizenship Behavior*)	0,001	Very small
Z*X2_>Y (*Resistance to change* moderates the effect of Employee Engagement on *Organization Citizenship Behavior*)	0,001	Very Small
Z*X3_>Y (*Resistance to change* moderates the Organization's Commitment to *Organization Citizenship Behavior*)	0,000	Very Small

Source : Primary Data 2025

Based on the table above, it is concluded that the Quality of Work Life variable (X1) has a moderate (Medium) influence on the variable Organizational Citizenship Behavior (Y). Likewise, the variable Employee Engagement (X2), the variable of Organizational Commitment (X3), and the moderation variable Resistance to change (Z) have a medium influence. Meanwhile, the variables Quality of Work Life (X1), Employee Engagement (X2), and Organizational Commitment (X3) moderated by Resistance to change (Z) showed very small results. That is, overall, the table above shows that the direct influence of independent variables on OCB is quite significant, but the moderation effect of Resistance to Change is very weak and insignificant. This suggests that change factors do not significantly affect the relationship between the internal aspects of employees and their extra-role behavior.

4. Q-Square (Predictive Relevance) Value

This value functions with the predictive relevance of Q-Square evaluating the model's predictive ability. A Q-Square value greater than 0 indicates that the model's exogenous variable accurately predicts the endogenous variable, which indicates high predictive relevance (Abdillah & Hartono, 2015). Blinfolding testing using SmartPLS 3 software yields a Q-Square value, as shown in the table below:

Organizational Citizenship Behavior variable is 0.623. This indicates that this study has a strong observational value, with the model showing a relevant predictive capacity of 62.3%. Thus, this research model is able to predict the variables of Organizational Citizenship Behavior with a high level of accuracy, meaning that the independent variables in the model (Quality of Work Life, Employee Engagement, Organizational Commitment, and Resistance to Change) together contribute greatly to the variation in OCB behavior of employees at the Yogyakarta City Youth and Sports Education Office.

5. Goodness of Fit (Gof)

In this case, the Goodness of Fit test evaluates how well a model matches the data in the study by looking at the Standardized Root Mean Square Redusial (SRMR). If the SRMR value is below 0.8, it indicates that the model is fit or feasible.

Based on the results of the Conformity test, the SRMR value of 0.134 indicates that the model does not fully meet the conformity criteria (<0.08). However, this value is still acceptable due to the complexity of the model and the large number of indicators used, so it is still worthy of further analysis.

Here's a summary of the hypothesis testing results from the research on factors influencing Organizational Citizenship Behavior (OCB) at the Department of Youth and Sports Education, Yogyakarta City:

H1: Quality of Work Life (X1) → OCB (Y)

Significant positive effect, with t-statistic of 2.704 and p-value of 0.007. Conclusion: Quality of Work Life positively influences OCB.

H2: Employee Engagement (X2) → OCB (Y)

Significant negative effect, with t-statistic of 5.376 and p-value of 0.000. Conclusion: Employee Engagement significantly negatively impacts OCB.

H3: Organizational Commitment (X3) → OCB (Y)

Significant positive effect, with t-statistic of 2.781 and p-value of 0.006. Conclusion: Organizational Commitment positively influences OCB.

H4: Resistance to Change (Z) → OCB (Y)

Significant positive effect, with t-statistic of 4.915 and p-value of 0.000. Conclusion: Resistance to Change positively influences OCB.

H5: Resistance to Change moderates Quality of Work Life → OCB

Not significant, with t-statistic of 0.404 and p-value of 0.686. Conclusion: Resistance to Change does not moderate the effect of Quality of Work Life on OCB.

H6: Resistance to Change moderates Employee Engagement → OCB

Not significant, with t-statistic of 0.966 and p-value of 0.334. Conclusion: Resistance to Change does not moderate the effect of Employee Engagement on OCB.

H7: Resistance to Change moderates Organizational Commitment → OCB

Not significant, with t-statistic of 0.544 and p-value of 0.587. Conclusion: Resistance to Change does not moderate the effect of Organizational Commitment on OCB.

This study concludes that while some variables like Quality of Work Life, Employee Engagement, Organizational Commitment, and Resistance to Change have significant impacts on OCB, not all relationships are moderated as expected.C. Hypothesis Discussion.

The study tested several hypotheses about the role of *Resistance to Change* in moderating the influence of various factors (Quality of Work Life, Employee Engagement, and Organizational Commitment) on Organizational Citizenship Behavior (OCB) at the Yogyakarta City Youth and Sports Education Office.

1. Quality of Work Life and OCB: The hypothesis that Quality of Work Life influences OCB was confirmed. However, *Resistance to Change* did not moderate this relationship, as the quality of work life was found to significantly affect OCB, but the resistance had no strengthening effect.

2. Employee Engagement and OCB: Despite employee engagement significantly influencing OCB, *Resistance to Change* did not moderate this effect. High employee engagement was sufficient to motivate positive behavior, even if employees were uncomfortable with changes.
3. Organizational Commitment and OCB: Organizational Commitment was found to significantly affect OCB, but *Resistance to Change* did not moderate this relationship either. The resistance did not weaken or strengthen the effect of organizational commitment on OCB, especially in stable and hierarchical public bureaucracies.

The study concludes that while factors like work life quality, employee engagement, and organizational commitment play an important role in fostering OCB, *Resistance to Change* does not significantly impact these relationships in this context.

The results of this study are in line with (Rijanti, et.al, 2024) which states that Resistnace to Change does not always play a significant role in OCB because its nature depends on the context and character of the organization. In a public bureaucracy that tends to be stable and hierarchical, the influence of resistance to change against change to be weak (Rismanto et al., 2023). Thus, the results of this study confirm that Resistance to change cannot strengthen or weaken the relationship between the organization's Commitment and Organizational Citizenship Behavior.

When associated with Theory of Reasoned Action (TRA) stated by Ajzen and Fishbein (1980), this shows that the intention of individuals to do propositions such as OCB is more influenced by positive attitudes in the form of commitment to the organization and social norms that apply in the work environment, rather than by perceptions of changes in the organization. Thus, even if there is resistance to change in the organization, it does not change the intention or behavior of employees in showing their commitment and loyalty to the organization. Therefore, in accordance with theory of reasoned action, resistence to change does not have a significant moderation role in the relationship between organizational commitment and OCB, because of the behavior of the Citizenship employees have been formed from internal intentions.

CONCLUSION

Based on the results of the research that has been presented in the previous chapter, it can be concluded that the Quality of Working Life has a positive and significant effect on Organizational Citizenship Behavior at the Yogyakarta City Youth and Sports Education Office, with a path coefficient of 0.090, t-statistic of 2.826, and p-value of 0.005. In addition, Employee Engagement had a negative and significant effect on Organizational Citizenship Behavior, with a path coefficient of -0.777, t-statistic of 5.508, and p-value of 0.000. Organizational commitment also had a positive and significant effect on Organizational Citizenship Behavior, with a path coefficient of 0.391, t-statistic of 2.878, and p-value of 0.004. Resistance to Change had a positive and significant effect on Organizational Citizenship Behavior, with a path coefficient of 1.278, a t-statistic of 5.118, and a p-value of 0.000. However, the study also found that Resistance to Change was unable to moderate the relationship between Quality of Work Life and Organizational Citizenship Behavior, with a path coefficient of 0.012, a t-statistic of 0.414, and a p-value of 0.679.

In addition, Resistance to Change was also unable to moderate the relationship between Employee Engagement and Organizational Citizenship Behavior, with a path coefficient of 0.048, t-statistic of 0.925, and p-value of 0.355. Similarly, Resistance to Change was unable to moderate the relationship between Organizational Commitment and Organizational Citizenship Behavior, with a path coefficient of -0.031, a t-statistic of 0.547, and a p-value of 0.585.

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