THE INFLUENCE OF QUALITY OF WORK LIFE (QWL) AND EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) OF DALMAS MEMBERS OF DITSAMAPTA POLDA DIY WITH RESISTANCE TO CHANGE AS A MODERATING VARIABLE

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ABSTRACT

The objective of this research is to investigate how Employee Engagement impacts Organizational Citizenship Behavior (OCB) with Resistance to Change as a moderating factor among DIY POLDA personnel. The study utilizes a quantitative method with Structural Equation Modeling (SEM) for analysis. Participants were selected through purposive sampling, focusing on Dalmas Ditsamapta DIY POLDA personnel who are at least 18 years old. Data were collected through a Likert scale-based questionnaire and analyzed using WarpPLS version 8. The results showed that: (1) Quality of Work Life (QWL) has a significant effect on OCB, where a comfortable and supportive work environment can increase personnel's voluntary work behavior, including willingness to work overtime. (2) Employee Engagement does not have a significant effect on OCB, which indicates that the company's lack of communication and involvement with personnel leads to low appreciation and work motivation. (3) Resistance to Change is shown to moderate the relationship between QWL, Employee Engagement, and OCB. Personnel facing new regulations often feel anxious and are encouraged to improve skills through collaboration between team members. This research provides a theoretical contribution in enriching the study of OCB, especially in police institutions. Suggestions include the importance of increasing personnel engagement and building a supportive work environment, so as to create more positive work behavior. Further research is expected to use different variables and analysis methods to broaden insights into the factors that influence OCB.
Keywords: *Employee Engagement, Organizational Citizenship Behavior, Resistance to Change*

INTRODUCTION

The effectiveness of the organization's structure is greatly influenced by the role of human resources. An organization's success is greatly determined by the quality of its human resources. On the way to organizational success, it is often inevitable that there will be various events and challenges that must be faced, such as the challenges for members of the police.

The Indonesian National Police (Polri) serves as a governmental entity responsible for upholding public safety and ensuring law and order within the country. They are tasked with enforcing regulations, safeguarding citizens, and offering assistance and support to the public in order to uphold internal security (Law of the Republic of Indonesia Number 2 of 2002 Article 5). According to Article 4 of Law No. 2 of 2002, the main goal of the Indonesian National Police is to achieve internal security by ensuring public safety and order, enforcing laws, providing protection and assistance to the community, and promoting peace while respecting human rights (Hutabarat et al., 2022).

Members of the Indonesian National Police are Public Servants of the Indonesian National Police, consisting of members of the Indonesian National Police and Civil Servants (Law of the Republic of Indonesia Number 2 of 2002). As per Law No. 2 of 2002, Articles 13-15 delineate the duties and authorities held by members of the National Police force. These responsibilities encompass safeguarding security and public order, implementing regulations, providing support and services to civilians, and having the authorization to carry out activities that aid in the preservation of security and public order.

The National Police is one of the professions that is always in contact with the community, almost all parts from the level of the National Police Headquarters (Mabes) to the level of the smallest area called the Police Sector (Polsek) are always in direct contact with the community. The Directorate of Samapta (Ditsamapta) of the DIY Regional Police, which was formerly known as Ditsabhara of the DIY Regional Police, is no exception. In 2018, the National Police Chief of Indonesia issued a regulation outlining the importance of Ditsamapta in overseeing samapta-related activities at the regional police level under

the guidance of the Regional Police Chief, also known as Kapolda. The term Sabhara was replaced with Samapta not based on a Special Decree (Skep) but from the emergence of the National Police Chief Decree No. Police: Kep/53/X/2002 dated 17 October 2002 concerning the Organization and Work Procedures of Organizational Units at the Police Headquarters Level and National Police Chief Decree No. Pol..: Kep/54/X/2002 dated October 17, 2002 concerning the Organization and Work Procedure of Police Organizational Units at the Regional Level, in this decision the term Sabhara disappeared and was replaced with Samapta.

Subdirectorate of Mass Control (Subditdalmas) is the main task implementing element in Ditsamapta. Regulated in the Regulation of the Indonesian National Police Number 14 of 2018 concerning the Organizational Structure and Work Procedures of the Regional Police, Subditdalmas is tasked with carrying out mass control (Dalmas), securing demonstrations and negotiations. In carrying out its duties, Subditdalmas organizes functions: (1) deployment of personnel, implementation of Dalmas activities, securing demonstrations and negotiations, (2) training to improve Dalmas capabilities, securing demonstrations and negotiations.

A Polri member assigned to Subditdalmas Ditsamapta Polda DIY in this case we refer to as a member of Dalmas Ditsamapta Polda DIY in addition to carrying out the main tasks of Subditdalmas they also help carry out regulatory tasks (traffic), guarding, escorting and patrolling. A member of Dalmas Ditsamapta Polda DIY is required to always be ready to respond quickly to urgent tasks that occur in the jurisdiction of Polda DIY including Yogyakarta Police, Sleman Police, Bantul Police, Kulonprogo Police and Gunungkidul Police. They must be ready to provide additional strength if there is a disturbance in the security of public order (kamtibmas) in the five regions. If there is a PLB (Extraordinary Call), a member of Dalmas Ditsamapta Polda DIY is obliged to immediately leave all activities that are being carried out and immediately gather to carry out security tasks. From the results of interviews conducted with Platoon Commanders (refers to as Danton) Dalmas Ditsamapta Polda DIY in April 2024, they revealed that in the implementation of daily tasks, platoon members have their respective duties according to their division. The Danton's also explained that in general, each member has understood the tasks assigned, but it is undeniable that the results

achieved by each member differ from one another. Sometimes Danton's have to give further directions so that the work that has not been completed can be assisted by other colleagues. The Danton's explained that based on their observations, there is a tendency that when colleagues need help with unfinished tasks, some other colleagues tend to be passive to help because they feel they already have their own tasks. Overcoming this condition, the Danton's give special directions to their members to help other colleagues who have not finished working on their part of the task.

In line with the results of these interviews, researchers also conducted observations and interviews with 6 (six) platoon members to obtain information that they felt reluctant to help other colleagues, especially if the colleagues were different platoons. They consider that the tasks given are the same burden and should be completed according to the division of tasks. They also objected if there were additional tasks, although in practice these tasks were still carried out. This condition certainly makes an important note, because Polri should require members who have more roles outside their main duties in order to be more effective in achieving the objectives of the Polri organization itself. This will have an impact on the police where a lot of work will be hampered if extra role behavior is not applied by members. These problems are closely related to the indicators of OCB, namely Altruism, Courtesy, Sportsmanship, Civic Virtue and Conscientiousness.

The challenge or event is one of the tests for members of the organization itself. They are faced with a situation to immediately think of a way out or solution to the problem even though the problem occurs outside of things that have been controlled before. For example, when faced with a problem but in the process of solving it requires other competencies outside of the work done daily. Seeing this phenomenon, to be able to overcome the problem, it requires an attitude of helping outside of the predetermined tasks. The attitude of helping outside of predetermined tasks is often referred to as Organizational Citizenship Behavior (OCB).

According to Jahangir et al. (2004), Organization Citizenship Behavior (OCB) is a work behavior that exceeds the predetermined basic needs of a worker, so that it requires awareness of togetherness to achieve goals and sincerity. Individuals as members of the organization are expected to have this attitude to

prioritize common interests to accomplish shared objectives. This also applies to the Indonesian National Police or we call it the National Police. In facing a task challenge, so that the task can be carried out properly, it requires an attitude of awareness of togetherness to achieve goals and sincerity by each member of the Polri itself. OCB can occur because there are various factors that can have an impact on it.

One of the elements that influence OCB is Quality of Work Life (QWL), which is the quality of life of workers in an organization which is one of the factors for the person to perform well and be willing to take responsibility for their duties and even work outside of working time. QWL can be marked by recognition from the organization if the work is appreciated, given protection to minimize job risks so that workers will feel safe in carrying out their duties.

Another factor that can influence someone to work outside of working hours is employee engagement. Employee engagement is the involvement of employees or workers with the organization, both the involvement of decision making on conflicts that occur to the choice of opportunities for workers to innovate in order to develop (Maula & Sasana, 2022). When workers are given the opportunity to hone their skills, it will increase employee confidence in carrying out their work or feel proficient in this field. As a result, workers will try to achieve company targets to work voluntarily outside office hours.

The next factor that can affect OCB is resistance to change. Resistance to change means that employees have concerns about changes that occur in the organization (Ramadhani & Anwar US, 2021). This change can be perceived as a threat to the current position. If employees strongly resist change within an organization, their engagement levels and overall quality of work life will decrease, leading to a diminished motivation for employees to work beyond their regular hours. In this research, the concept of resistance to change is used as a moderating factor to determine whether employees at Dalmas Ditsamapta Polda DIY are more likely to work overtime due to resistance to change, or if it is the other way around. In accordance with research by Legowo & Soliha (2022) found that resistance to change could lessen the impact of work environment satisfaction and staff commitment on organizational citizenship behavior.

The goal of this research was to provide fresh perspectives to the current understanding of Organizational Citizenship Behavior (OCB),

because there are several studies that show inconsistent results. In Hastuti & Wibowo (2020) research, the discovery was made that the quality of work life has a considerable impact on OCB. This differs from the findings of Suriyana et al. (2020) stated that QWL has no effect on OCB, meaning that a worker will work limited to working time. Sahoo & Mohanty (2019) found that employee engagement has a positive and significant effect on OCB and is inversely proportional to research conducted by Affandi et al. (2019) which states that employee engagement has no effect on OCB. The study took samples from several workers in hospitals and printing services. Thus, researchers will contribute by conducting research in other sectors, namely taking members of Dalmas Ditsamapta Polda DIY.

This study was conducted with the aim of knowing and analyzing the effect of Employee Engagement on Organizational Citizenship Behavior (OCB) moderated by Resistance to Change.

LITERATURE REVIEW
Organizational Citizenship Behavior (OCB)

Explained by Margahana (2020) that OCB refers to an employee's willingness to go beyond their regular responsibilities in the workplace, which is often described as extra effort. This additional effort can significantly benefit the company by enhancing productivity and overall performance. In general, OCB refers to the behavior of doing work outside of the job description that has been determined to the employee. When a company demonstrates organizational citizenship behavior, it is likely that the company's performance will excel in comparison to those lacking such behavior (Margahana, 2020).

Quality of Work Life (QWL)

Quality of Work Life was first found in the literature written by Suttle in 1977 which explains QWL assesses how well an organization can fulfill the individual needs of its entire workforce, such as providing opportunities and meaningful experiences in the workplace (Soetjipto, 2017).

Employee Engagement

Employee engagement was first introduced by Kahn in 1990 as the self-utilization of organizational members for their own benefit (Sun & Bunchapattanasakda, 2019). Based on Xie (2006) in Sun & Bunchapattanasakda (2019) defines employee engagement as a professional sense of responsibility for his work such as working hard to achieve company targets,

dedicating himself to the company, being loyal to the company and having confidence.

Resistance to Change

Oreg (2003) in his study suggests that resistance to change is viewed as a personal trait indicating a negative attitude towards change and a preference to either shun or combat it (Darmawan & Azizah, 2020). Resistance to change is a rejection or resistance to policy changes in an organization. Organizational progress is hindered by resistance to change, which is viewed as a drawback.
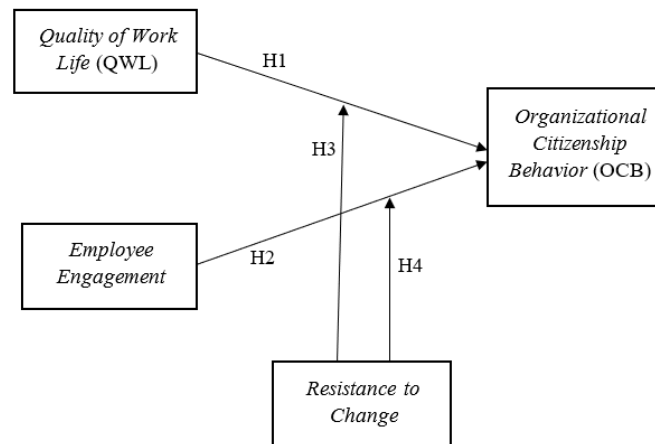

Figure 1. Research Framework

Hypothesis Development

The Influence of Quality of Work Life on Organizational Citizenship Behavior (OCB)

Quality of Work Life is defined as the opportunity for employees to make decisions at work. If employees are given a high opportunity to determine job design in accordance with their abilities, it will increase their awareness to work harder and even work outside working hours which is referred to as Organizational Citizenship Behavior (OCB). In Hastuti & Wibowo (2020) research found that OCB is greatly impacted by the positive quality of work life. Therefore, the researcher formulates the hypothesis as follows.

H1: Quality of Work Life has a positive effect on Organizational Citizenship Behavior (OCB)

The Influence of Employee Engagement on Organizational Citizenship Behavior (OCB)

Employee engagement is an effort made by the company so that employees feel involved in every important decision of the company. Employee involvement is crucial for the company to thrive and achieve success. Employees who are considered and appreciated for their work will have a high sense of loyalty and will be more responsible for their work. This will encourage employees to work not only during working hours or Organizational Citizenship Behavior (OCB). In line with Sahoo & Mohanty (2019) which shows employee involvement results in favorable outcomes on workplace citizenship conduct. Consequently, the writers present the following hypothesis.

H2: Employee Engagement has a positive effect on Organizational Citizenship Behavior (OCB)

The Influence of Quality of Work Life on Organizational Citizenship Behavior (OCB) Moderated by Resistance to Change

Quality of work life is also known as the quality of employee life at work. The quality of life of employees will be considered good when the employee gets many opportunities to increase his creativity in the company. This good quality can increase employee awareness to perform better and even work off the clock (OCB). However, there are some employees who feel threatened when the company has new regulations. So that many employees reject changes in company regulations which are referred to as resistance to change. Paramitha & Rijanti (2022) found that resistance to change can moderate the relationship between QWL and OCB. With this, the researcher formulates the hypothesis as follows.

H3: Resistance to Change moderates the effect of Quality of Work Life on Organizational Citizenship Behavior (OCB).

The Influence of Employee Engagement on Organizational Citizenship Behavior (OCB) Moderated by Resistance to Change

Employee engagement is a psychological state of employees who feel involved in every important decision of the company. This involvement will further improve employee performance and provide high confidence that employees are considered capable of completing the assigned tasks. This increases employee awareness to

complete work as set by the company and can even do work outside working hours (OCB). However, employees will reduce their work innovation if the company provides many regulations. This decrease in performance can be triggered by fear of changing the position or position currently occupied by the employee. Therefore, the authors formulate the hypothesis as follows.

H4: Resistance to Change moderates the effect of Employee Engagement on Organizational Citizenship Behavior (OCB).

RESEARCH METHODS
Subjects and Objects of Research
The subjects in this study were Polri personnel who served in the Dalmas section of Ditsamapta Polda DIY. The research object refers to the thing or object that is the focus or target of a study.

Population and Sample
The study included everyone from the Dalmas Ditsamapta Polda DIY group. A targeted sampling approach was used. Sugiyono (2019) purposive sampling is a research method that involves selecting specific participants based on predetermined criteria or specific attributes (Ani et al., 2022). The characteristics of the subjects in this study are:
1. Member of Dalmas Ditsamapta Polda DIY
2. Must be at least 18 years old

Operational Definition of Variables
The study utilizes a quantitative method, which involves examining specific groups or samples by gathering data through research tools, analyzing the data in a numerical manner, and seeking to validate established hypotheses. This investigation entails the exploration of various factors:
1. Dependent Variable: Organizational Citizenship Behavior
2. Independent Variables: Quality of Work Life dan Employee Engagement
3. Moderating Variable: Resistance to change

Types and Methods of Data Collection
The data collection method used in this research will employ the scale method. A scale is a measuring tool designed to reveal specific attributes through responses to statements (Iskandar & Saragih, 2018). This study employs the Likert scale model for measurement. According to Iskandar & Saragih (2018), the Likert scale has four options: Strongly Agree (SS), Agree (S), Disagree (TS) and Strongly Disagree (STS).

Data Types
This research is a study that uses primary data sources. Primary data is mentioned as data that has

authenticity, validity and is current or up to date (Radjab & Jam'an, 2017). The source of this research data comes from respondents' responses to the statement items presented in the questionnaire related to quality of work life, employee engagement, organizational citizenship behavior and resistance to change.

Data Collection Methods
The process of collecting information includes sending out an online survey using Google Forms, as well as distributing it in person. Then the data acquisition is processed using WarpPLS version 8. The scale applied as the basis for measurement is the Likert scale.

Descriptive Analysis
Descriptive statistics are measurements to describe information or get data that has been obtained and all things considered (Kaur et al., 2018).

Measurement model is a model that connects manifest variables to latent variables through a confirmatory factor model. The examination employs the Confirmatory Factor Analysis (CFA) test to determine model accuracy. A model is considered accurate if the Chi square value is below 0.05 and the root mean square error of approximation is less than 0.08.

A structural model is a framework that links hidden variables using a set of simultaneous equations. This test uses the Goodness of Fit Index (GFI) test with a value of 0.90, so the model used is correct.

The aim of this research was to examine the connection between different factors, the importance in statistics, and the proportion of variance explained in the study model. In this research, CFA employs the Goodness of Fit model evaluation to assess the effectiveness of the model being used. The model is considered fit can be measured using four measurements, namely, Average Path Coefficient (APC), Average R-Squared (ARS), Average Adjusted R-Squared (AARS) and Average Variance Inflation Factor (AVIF).

Outer model is a model that connects manifest variables to latent variables through a confirmatory factor model. This measurement model is to determine how precise the latent variable and several manifest variables (indicators) are in explaining the latent variable (Haryono & Wardoyo, 2012). The outer model is utilized to evaluate the accuracy of the plan and the reliability of the instrument.

a. Validity Test
The validity test is a test that serves to assess the accuracy of each questionnaire item. The

purpose of this assessment is to verify if the statements accurately represent the criteria that need to be evaluated. The research instrument is declared valid if the standardized regression weight value <0.05.

b. Reliability Test

In the reliability test, the Cronbach alpha results were found to be ≥ 0.50, meaning that the indicators used in this study have high consistency in measuring the latent construct (Lupiyoadi & Hamdani, 2006). Indicators are declared reliable if the probability value is less than 0.05.

c. Hypothesis Test

Involves assessing the impact of the independent variable on the dependent variable. A probability value below 0.05 indicates a notable relationship between the two variables.

RESULTS AND DISCUSSION
Respondent Characteristics

The participants included in this research were members of Dalmas Ditsamapta Polda DIY. The 145 participants in this research were categorized into different groups to assist researchers in gathering comprehensive information more efficiently. The majority of respondents were men, namely 142 respondents or 97.9% of the total 145 respondents and women as many as 3 respondents or 2.1% of the 145 respondents studied. From these results it can be concluded that respondents with male gender have a higher percentage. Of the 145 respondents, 99.3% were not married. Then the remaining 0.7% or 1 respondent is married. So, more respondents in this study were unmarried than married.

All 145 respondents in this study have the rank of Bripda. 85.5% or 124 out of 145 respondents worked at Ditsamapta Polda DIY for less than 1 year. There are respondents who have worked at Ditsamapta Polda DIY for 1 to 5 years

amounting to 9.7% or 14 people. Respondents who have worked for 16-20 years are 3 people or 3.21% and 4 other people have worked for more than 21 years at Ditsamapta Polda DIY. So it can be concluded that the most respondents are respondents who have worked at Ditsamapta Polda DIY for less than 1 year.

Respondents who have completed their undergraduate education are 4 people or 2.8% of 145 respondents. Therefore, most of the respondents in this study were respondents who had completed high school / vocational high school education with a total of 141 people or 97.2%. 100% of respondents totalling 145 people have the same salary vulnerability, namely less than IDR 7,000,000 in one month. Of the 145 respondents, it can be seen that 86.9% or 126 people do not have busy activities outside of working hours. It is known that 8 respondents are busy developing a business / business. As many as 6 respondents divide their time by continuing their education or going to college. Then other respondents are busy doing sports, either boxing, badminton or soccer. Based on this, it can be concluded that the most respondents are respondents who do not have busy activities outside of working hours.

Data Analysis with SEM Approach

Based on the model developed by the researcher, analyzing the data starts with entering the respondent's data into excel, then inputting it into SPSS while interacting. After that, researchers can analyze this research using an analytical tool with SEM which is operated using the AMOS version 25 application. To analyze the data, there are several steps as follows:

a. **Creating a Path Diagram**

The path diagram can be compiled based on the research model that has been made previously, it is visible in the diagram provided below:
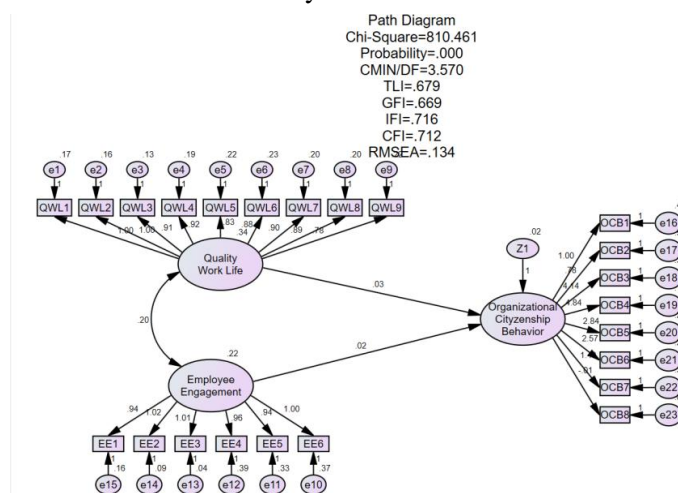

Figure 2. Initial Path Diagram

b. Model Identification

SEM analysis is possible when the model's identification outcomes exceed the categorized threshold. The model's df value provides evidence of this phenomenon. The table shows AMOS output with a df value of 227. Henceforth, it is evident that the selected model falls under the over-identified group, showing a favorable df figure.   As a result, the examination of data can advance to the subsequent phase.

> Number of distinct sample moments: 276
> Number of distinct parameters to be estimated: 49
> Degrees of freedom (276 - 49):   227

Figure 3. Model Identification

c. Model Estimation Evaluation

There are several evaluations of the model on each SEM assumption that must be met:

a) Data Normality

According to the AMOS output on data normality, it shows that the data is not multivariate normally distributed with an overall data c.r. value of 17.291. The c.r. value is within the range of normally distributed data values, which is between -2.58 and +2.58.

b) Outlier

In the outlier data, it can be noted that the mahalanobis distance value has p1 and p2 values. The p1 and p2 values of the 55 data are less than 0.05 so that the 55 data are classified as outliers.

c) Multicollinearity

In the AMOS output, the correlation value between indicators is obtained more than or equal to 0.70. This indicates that there are no issues with multicollinearity in the data being analyzed.

Testing Model Feasibility

Testing the research model's feasibility involves assessing both the measurement and structural models. GOF testing is used to determine the model's fit with the obtained research data in the measurement model evaluation process.
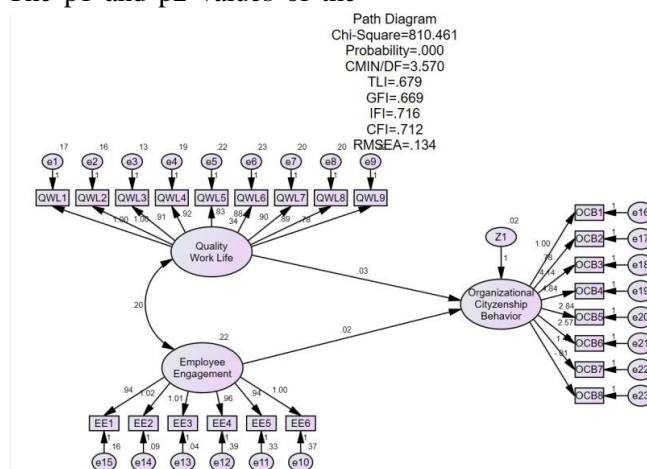

Figure 4. Initial Path Diagram

From the diagram provided, an overview of the GOF test findings can be outlined in the subsequent table.

Table 1. GOF Model Test Result

Goodnesss of Fit (GOF) Index	Cut-off Value	Value in Research Model	Description
Chi square	The smaller, the better	810,461	Model does not fit
CMIN/DF	<3	3,570	Poor fit
TLI	>0,90	0,679	Poor fit
RMSEA	<0,08	0,134	Poor fit
GFI	>0,90	0,669	Poor fit
CFI	>0,90	0,712	Poor fit

Source: AMOS Output

The data presented in the table indicates that the model is not a good fit for the research data based on the results of the GOF test. This suggests that changes need to be made to the data in order to improve the model's accuracy. The following is the form of the path digram after being modified:
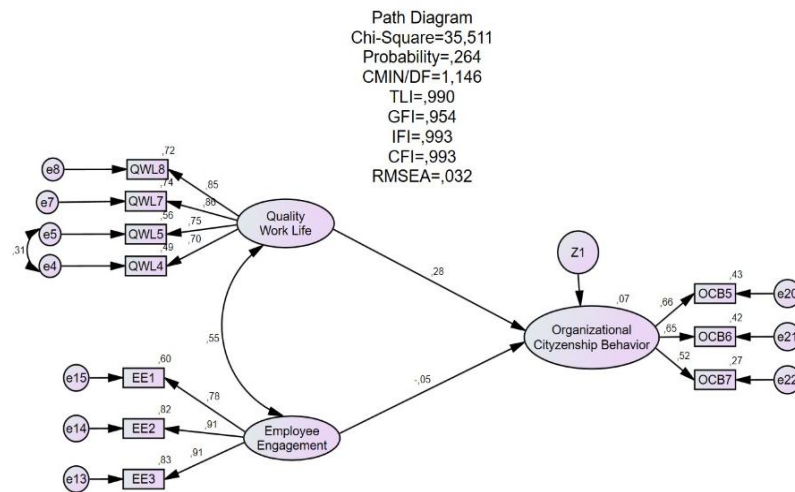

Figure 5. Path Diagram After Modification

According to the path diagram results, the GOF value can be determined by referring to the following overview:

Table 2. GOF Model After Modification Test Result

Goodnesss of Fit (GOF) Index	Cut-off Value	Value in Research Model	Description
Chi square	The smaller, the better	35,511	Model fit
CMIN/DF	<3	1,146	Good fit
TLI	>0,90	0,990	Good fit
RMSEA	<0,08	0,032	Good fit
GFI	>0,90	0,954	Good fit
CFI	>0,90	0,993	Good fit

Source: AMOS Output

The information in the table demonstrates that the model aligns with the findings from the study. In this data modification, the results of the indicators for each variable have a factor loading > 0.50. Therefore, the indicators used in the study can be considered valid.

The GOF model results above are good, so this research can proceed to test the hypothesis or structural model.

Hypothesis Test

The purpose of this test is to establish the relationships and impacts, both direct and indirect, among different variables.

			Estimate	S.E.	C.R.	P	Label
OCB	<---	QWL	,242	,122	1,986	,047	par_8
OCB	<---	EE	-,042	,118	-,352	,725	par_9
QWL4	<---	QWL	1,000				
QWL5	<---	QWL	1,038	,105	9,867	***	par_1
QWL7	<---	QWL	1,222	,136	8,996	***	par_2
QWL8	<---	QWL	1,207	,135	8,939	***	par_3
EE3	<---	EE	1,014	,086	11,823	***	par_4
EE2	<---	EE	1,093	,093	11,791	***	par_5
EE1	<---	EE	1,000				
OCB5	<---	OCB	1,000				
OCB6	<---	OCB	,949	,238	3,993	***	par_6
OCB7	<---	OCB	,798	,201	3,963	***	par_7

Source: AMOS Output

According to the data provided in the table, it is evident that Quality of Work Life (QWL) has a beneficial impact on Organizational Citizenship Behavior (OCB) as predicted. This is supported by the coefficient value of 0.242. Furthermore, the statistical value of 0.047 indicates a meaningful impact on OCB. The influence of EE on OCB yields a negative outcome, with an estimated value of -0.042. In this result, EE has no significant effect on OCB or probability 0.725> 0.05. Therefore, the conclusion is refuted as there is no impact of EE on OCB.

Table 3. Indirect Effect Hypothesis Test Result

	EE	QWL	OCB
OCB	,000	,000	,000
OCB7	-,033	,193	,000
OCB6	-,040	,230	,000
OCB5	-,042	,242	,000
EE1	,000	,000	,000
EE2	,000	,000	,000
EE3	,000	,000	,000
QWL8	,000	,000	,000
QWL7	,000	,000	,000
QWL5	,000	,000	,000
QWL4	,000	,000	,000

Source: AMOS Output

According to the information provided in the table, it is evident that reluctance to change can influence the connection between worklife quality and employee engagement in organizational citizenship behavior in a way that enhances the relationship. It can be seen that the moderation of WQL and EE has a probability value <0.05 with a positive direction.

Discussion
Analysis of the Effect of QWL on OCB

The likelihood of 0.047, lower than the typical p value of 0.05, suggests a significant and advantageous connection exists between the quality of work life and the organizational citizenship behavior of the personnel at Dalmas Ditsamapta POLDA in the Yogyakarta Special Region. The high quality of the work environment in the company will increase the personnel are given a high opportunity to realize their plans according to their abilities, thereby increasing the awareness of personnel to work harder until outside working hours. Therefore, the theory proposed in this research can be affirmed. These discoveries correspond with previous study conducted by Hastuti & Wibowo (2020) and Widiaspono & Priyono (2022) found that Quality of Work Life has a positive and significant effect on OCB. The results of this research contradict the research of Suriyana et al. (2020) which states that QWL has no effect on OCB.

Analysis of the Effect of EE on OCB

Employee engagement is not significantly related to the organizational citizenship behavior of POLDA Yogyakarta Special Region personnel, as the probability value of 0.725 exceeds the commonly accepted p value of 0.05. The higher the employee engagement or involvement between personnel cannot have an impact on a person's behavior to work outside of working hours. This shows that when personnel are involved in the company, it cannot guarantee that these personnel have high consistency at work. This study either challenges the hypothesis or aligns with existing research finding of Affandi et al. (2019).

Analysis of the Effect of QWL on OCB moderated by Resistance to Change

With a probability value of 0.000, which is lower than 0.05, it indicates that the resistance to change could have a moderating effect on the connection between the Quality of work life and organizational citizenship behavior. This finding shows that Dalmas Ditsamapta POLDA Yogyakarta Special Region personnel feel threatened when the company has new regulations. So that many employees reject changes in company regulations. Although personnel get work facilities and a comfortable work environment. It is safe to say that hypothesis 3 is proven to be valid. These results align with previous research carried out by Paramitha & Rijanti (2022).

Analysis of the Effect of EE on OCB moderated by Resistance to Change

Based on the probability value of 0.000 less than 0.05, resistance to change can have an impact on the connection between employee engagement and organizational citizenship behavior. This finding shows that Dalmas Ditsamapta POLDA Yogyakarta Special Region personnel will reduce their work innovation because the company provides many regulatory changes. This decrease in performance can be triggered by the fear of changing the position or position currently occupied by these personnel. Although, each personnel strive to adapt to each other with changes and has the awareness to complete new tasks outside of working hours. As a result, it is evident that hypothesis 4 has been validated.

CONCLUSION

The conclusions drawn from the research on the influence of QWL EE on OCB moderated by Resistance to Change of personnel at POLDA DIY are as follows. This study was conducted using SEM analysis, and the researcher performed several analyses to obtain the following results:

Quality of worklife was found to have an impact on organizational citizenship behavior. The behavior of employees is greatly influenced by the overall atmosphere of the workplace within a company. When the company provides a comfortable and safe environment, such as providing adequate work facilities, it encourages personnel to work with enthusiasm and even be willing to work overtime.

The results of this study suggest that employee engagement does not influence organizational citizenship behavior. This indicates that the company does not involve or establish good communication with its personnel. As a result, personnel feel undervalued and unappreciated for their work. This directly leads to personnel being unwilling to work beyond regular hours without additional incentives.

The study suggests that resistance to change can have a moderating effect on the connection between quality of worklife and employee engagement with regards to organizational citizenship behavior. This means that personnel feel anxious, worried, and threatened by their positions when new regulations are introduced in the company. A quality work environment will foster personnel with excellent qualities, allowing them to freely express themselves and seize new opportunities when innovations within the company lead to position changes. The introduction of new regulations has an impact on the attachment between personnel, encouraging them to learn new things even outside regular working hours, as many personnel fear being left behind if they cannot keep up with the changes.

Several suggestions are provided in light of the results of this research. For future researchers, this study is expected to contribute to further research, particularly on OCB. With the results of this study and the use of different analytical tools, it is hoped that new insights can be gained. For personnel, it is recommended that every individual work to enhance teamwork so that the company can achieve its vision and mission.

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