

---

# Business, Economics, Law, Communication, and Social Sciences (BELACOSS)

*Scholarly Scientific Journal*

ISSN (Online): 3089-9001, ISSN (Print):

<https://journal.arepublisher.com/index.php/belacoss>

---

## The Influence of Compensation, Work Motivation, and Transformational Leadership on Organizational Citizenship Behavior (OCB) of Employees at PT. Binakarindo Yacoagung

Ilgly Rizki Ramadhan<sup>1\*)</sup>; Supriyatno<sup>2)</sup>

<sup>1)</sup> [ilgy.ramadhan06@gmail.com](mailto:ilgy.ramadhan06@gmail.com), Mercu Buana University, Indonesia

<sup>2)</sup> [supriyatno@mercubuana.ac.id](mailto:supriyatno@mercubuana.ac.id), Mercu Buana University, Indonesia

\*) Corresponding Author

---

### ABSTRACT

*This research investigates the influence of compensation, work motivation, and transformational leadership on organizational citizenship behavior (OCB) within the corporate setting of PT. Binakarindo Yacoagung. The study targets a population of 96 permanent employees, employing a quantitative research design with data collected through a structured survey instrument measured on a five-point Likert scale. Data analysis was conducted using the Partial Least Squares (PLS) approach. The findings reveal that compensation exerts a positive yet statistically insignificant effect on OCB, suggesting that financial rewards alone may not be sufficient to stimulate discretionary, extra-role behaviors. In contrast, work motivation and transformational leadership both demonstrate positive and statistically significant relationships with OCB, underscoring the critical role of intrinsic drivers and leadership influence in fostering voluntary employee contributions beyond formal job requirements. These results emphasize the need for organizations to create a work environment that strengthens employee engagement, intrinsic motivation, and transformational leadership practices to enhance OCB. The study contributes to the existing body of literature by reaffirming the theoretical proposition that behavioral outcomes in organizational contexts are more profoundly shaped by motivational and leadership factors than by extrinsic compensation. Practical implications include the development of targeted leadership training programs and motivational strategies to encourage collaborative and proactive workplace behaviors.*

**Keywords:** *Compensation; Work Motivation; Transformational Leadership; Organizational Citizenship Behavior (OCB).*

---

Submitted: 25-07-2025

Revised: 12-08-2025

Accepted: 19-08-2025

---

**Article Doi:**

http:

## INTRODUCTION

In today's increasingly dynamic and competitive business environment, organizations worldwide are confronted with challenges that extend beyond the realm of operational efficiency and financial performance. Rapid technological change, globalization, evolving customer expectations, and heightened market competition have collectively compelled companies to adapt swiftly and strategically. To remain competitive, organizations must not only ensure the achievement of productivity and profitability targets but also cultivate positive work behaviors that foster organizational resilience, adaptability, and long-term sustainability.

Among these behaviors, Organizational Citizenship Behavior (OCB) has emerged as a pivotal element in modern organizational dynamics. OCB refers to voluntary, discretionary actions undertaken by employees that go beyond their formal job descriptions and contractual obligations, yet significantly contribute to organizational effectiveness. These actions include, but are not limited to, assisting colleagues without being asked, adhering to organizational rules in the absence of supervision, taking initiative in problem-solving, and demonstrating loyalty to the organization. A strong culture of OCB enhances teamwork, reduces friction within the workplace, and supports the organization in navigating periods of uncertainty or change.

In the Indonesian corporate landscape, however, the cultivation of OCB has not always received proportional emphasis compared to more tangible and measurable performance indicators, such as key performance indexes (KPIs), output metrics, and formal compensation systems. Many organizations operate under the assumption that improvements in these formal, quantifiable measures will inherently lead to improvements in organizational climate and employee engagement. However, empirical evidence suggests that without addressing the underlying behavioral and cultural aspects of the workplace—such as employee motivation, job satisfaction, and leadership style—formal performance targets alone are insufficient to foster sustainable organizational growth.

This reality is evident in the case of PT. Binakarindo Yacoagung, a manufacturing company engaged in the production and distribution of various products, which has recently faced significant challenges in achieving its performance goals. Preliminary observations and internal reports have revealed several underlying issues, including declining employee motivation, dissatisfaction with the company's compensation structure, and perceptions of ineffective leadership. These factors are believed to have contributed to suboptimal levels of OCB among employees, as evidenced by reduced collaboration, minimal participation in voluntary organizational activities, and a lack of proactive behavior in daily operations.

Theories of motivation, leadership, and compensation offer a valuable lens through which these issues can be examined. Motivation theories—such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and McClelland's need theory—emphasize the role of intrinsic and extrinsic drivers in shaping employee behavior. Leadership theories, particularly the transformational leadership model, highlight the capacity of leaders to inspire, intellectually stimulate, and individually consider the needs of employees, thereby fostering an environment conducive to OCB. Compensation theory, on the other hand, underscores the importance of fair and competitive remuneration systems in reinforcing desired work behaviors.

Given this theoretical foundation, the present study seeks to explore the extent to which compensation, work motivation, and transformational leadership influence OCB within the context of PT. Binakarindo Yacoagung. By integrating these variables into a comprehensive analytical framework, this research aims to identify which factors exert the greatest impact on employee willingness to engage in extra-role behaviors.

The significance of this research is twofold. From a theoretical perspective, it contributes

to the growing body of literature on OCB in emerging market contexts, particularly within Indonesian manufacturing industries—an area that has received comparatively less scholarly attention. From a practical standpoint, the findings of this study will provide actionable insights for PT. Binakarindo Yacoagung’s management team, enabling them to design and implement targeted interventions aimed at improving employee engagement, strengthening organizational culture, and enhancing overall performance.

Ultimately, this paper not only presents the background and rationale of the study but also outlines its research objectives and hypotheses. Subsequent sections will provide a detailed review of the relevant literature, elaborate on the research methodology employed, present the findings and their interpretation, and discuss their implications for both theory and practice.

## **LITERATURE REVIEW**

### **Human Resources Management**

Human resources are one of the most critical assets determining the success or failure of an organization. They play a central role in every corporate activity, influencing the effectiveness and efficiency of operations. According to Yuliantini and Suryatiningsih (2021), human resources determine the success of implementing company activities and are key to achieving organizational objectives. This perspective highlights that beyond technology, capital, or infrastructure, it is the quality and capability of human resources that ultimately drive organizational performance. Therefore, managing human resources effectively is essential to ensure that the organization not only meets its goals but also remains competitive in a dynamic business environment.

### **Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) refers to voluntary behaviors displayed by individuals that are not formally required and are not necessarily rewarded directly by the organization’s reward system. When practiced collectively, these behaviors can produce tangible positive impacts, enhancing the overall efficiency and effectiveness of organizational operations. OCB functions as a behavioral model that enables an organization to collaborate and interact effectively within the framework of an open system. According to Titisari (2024), OCB originates from an individual’s intrinsic motivation and willingness to contribute to the organization beyond formal obligations, reflecting a personal commitment to the organization’s success.

### **Compensation**

Compensation refers to all forms of financial returns and tangible benefits that employees receive as part of an employment relationship. According to Hasibuan (2019), compensation can increase job satisfaction and retention but does not automatically lead to behaviors beyond formal responsibilities. Previous studies have shown mixed results regarding the influence of compensation on OCB, with some suggesting only a limited impact.

### **Work Motivation**

Motivation is a critical internal driver of human behavior in the workplace. Robbins & Judge (2020) argue that motivated employees tend to be more engaged, perform better, and display OCB. Motivation can stem from intrinsic factors such as achievement and recognition or extrinsic factors like rewards and career growth opportunities.

## **Transformational Leadership**

Transformational leadership refers to leaders who are able to motivate their followers to align and manage their own interests for the benefit of the organization. By demonstrating individualized consideration, providing intellectual stimulation, and exerting idealized influence, such leaders inspire employees to exert extra effort, ultimately leading to improved organizational effectiveness (Maulana, 2020).

## **METHOD**

This research is a causal study examining the relationship between the independent variables—Compensation, Work Motivation, and Transformational Leadership—and the dependent variable, namely Organizational Citizenship Behavior (OCB). The measurement of these variables was conducted using dimensions and indicators adapted from relevant prior studies. For the Compensation variable, indicators were developed based on theoretical references and operationalized into several Likert-scale items. The Work Motivation variable was measured using dimensions from established motivation theories with indicators totaling several questions, while the Transformational Leadership variable used dimensions aligned with transformational leadership theory, operationalized into multiple items to capture aspects such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The OCB variable was measured through its five dimensions—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue—translated into multiple questionnaire items.

The questionnaires employed a 1–5 Likert scale, where a score of 1 indicated “Strongly Disagree,” 2 “Disagree,” 3 “Neutral,” 4 “Agree,” and 5 “Strongly Agree.” The study population consisted of 96 permanent employees of PT. Binakarindo Yacoagung. Given the relatively small population size, the sample was determined using a purposive sampling technique, selecting 20 respondents who met specific criteria, including having worked at the company for more than one year and being actively involved in core operational activities. This approach was chosen to ensure that the respondents possessed sufficient experience and understanding of the organizational environment, thus enabling them to provide reliable responses.

Following the collection of all completed questionnaires, the data were analyzed using the SmartPLS software. The analytical method applied was multiple linear regression within the Partial Least Squares Structural Equation Modeling (PLS-SEM) framework, which allows simultaneous testing of measurement models and structural models. This analysis included the evaluation of instrument validity and reliability (outer model), the assessment of the relationships between variables (inner model), and hypothesis testing through t-statistics and p-values. The use of PLS-SEM was considered appropriate for this study due to its ability to handle small sample sizes, non-normal data distributions, and complex models with multiple constructs and indicators. The results of the analysis served as the basis for drawing conclusions and providing recommendations to PT. Binakarindo Yacoagung’s management regarding strategies to enhance OCB among employees.

## **RESULTS AND DISCUSSION**

### **Results**

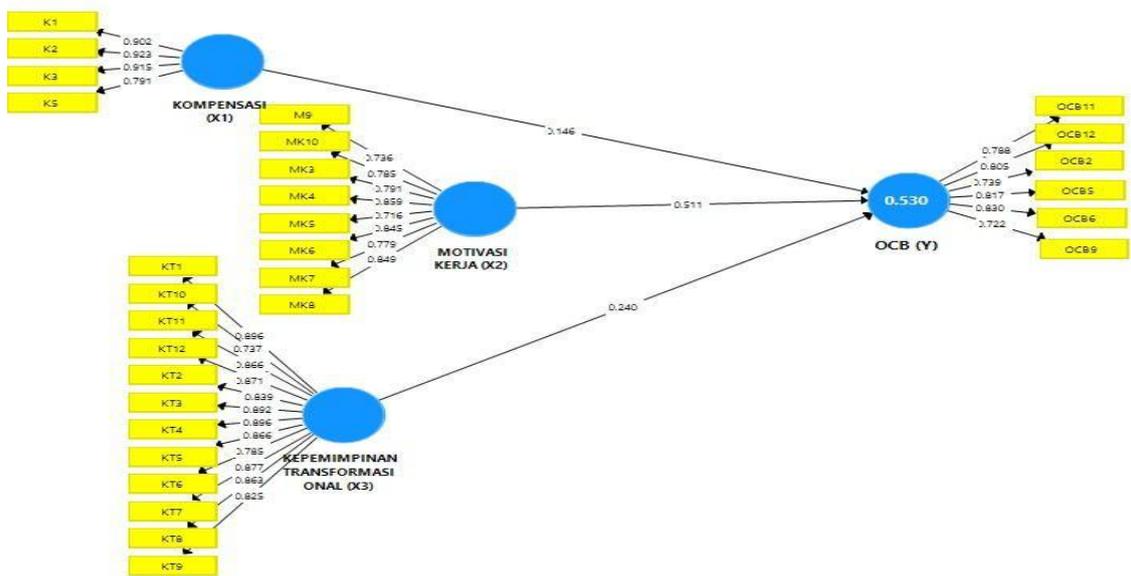
The study involved 96 permanent employees of PT. Binakarindo Yacoagung as respondents, selected based on the criteria of having worked for more than one year and actively participating in the company’s core operational processes. The demographic profile showed that

the workforce was diverse in terms of gender, educational background, age, job position, and length of service, providing a representative view of the organizational environment.

**1. Outer Model**

*112* **Convergent Validity**

**Figure 1** Output PLS (Modified)



**Table 1** Convergent Validity Test Results (Modified)

<i>Variabel</i>	<i>Indicator</i>	<i>Outer Loading</i>	<i>Description</i>
<i>Organizational Citizenship Behavior (Y)</i>	<i>OCB2</i>	<i>0.756</i>	<i>Valid</i>
	<i>OCB5</i>	<i>0.778</i>	<i>Valid</i>
	<i>OCB6</i>	<i>0.756</i>	<i>Valid</i>
	<i>OCB9</i>	<i>0.733</i>	<i>Valid</i>
<i>Compensation (X1)</i>	<i>K1</i>	<i>0.712</i>	<i>Valid</i>
	<i>K2</i>	<i>0.744</i>	<i>Valid</i>
	<i>K3</i>	<i>0.702</i>	<i>Valid</i>
	<i>K5</i>	<i>0.738</i>	<i>Valid</i>
<i>Work Motivation (X2)</i>	<i>MK3</i>	<i>0.752</i>	<i>Valid</i>
	<i>MK4</i>	<i>0.857</i>	<i>Valid</i>
	<i>MK5</i>	<i>0.747</i>	<i>Valid</i>
	<i>MK6</i>	<i>0.819</i>	<i>Valid</i>
	<i>MK7</i>	<i>0.778</i>	<i>Valid</i>
	<i>MK8</i>	<i>0.827</i>	<i>Valid</i>
	<i>MK9</i>	<i>0.711</i>	<i>Valid</i>
	<i>MK10</i>	<i>0.746</i>	<i>Valid</i>
	<i>KT1</i>	<i>0.896</i>	<i>Valid</i>

<i>Transformational Leadership (X3)</i>	<i>KT2</i>	<i>0.837</i>	<i>Valid</i>
	<i>KT3</i>	<i>0.894</i>	<i>Valid</i>
	<i>KT4</i>	<i>0.898</i>	<i>Valid</i>
	<i>KT5</i>	<i>0.868</i>	<i>Valid</i>
	<i>KT6</i>	<i>0.786</i>	<i>Valid</i>
	<i>KT7</i>	<i>0.875</i>	<i>Valid</i>
	<i>KT8</i>	<i>0.861</i>	<i>Valid</i>
	<i>KT9</i>	<i>0.822</i>	<i>Valid</i>
	<i>KT10</i>	<i>0.740</i>	<i>Valid</i>
	<i>KT11</i>	<i>0.866</i>	<i>Valid</i>
	<i>KT12</i>	<i>0.871</i>	<i>Valid</i>

*Source : Output PLS, 2025*

Based on Table 1 and Figure 1, all indicators are stated to have met the criteria for convergent validity. This is based on the loading factor values of each indicator, which have exceeded 0.70. Therefore, it can be concluded that all indicators in the current model are valid.

**122Discriminant Validity**

**Table 2** Discriminant Validity Test Results (Cross Loading)

<b>Indicator</b>	<b>Compensation (X1)</b>	<b>Tranformational Leadership (X3)</b>	<b>Work Motivation (X2)</b>	<b>Organizational Citizenship Behavior (OCB) (Y)</b>
K1	0.902	0.454	0.314	0.405
K2	0.923	0.567	0.447	0.447
K3	0.915	0.583	0.247	0.403
K5	0.791	0.388	0.261	0.394
KT1	0.455	0.896	0.341	0.425
KT10	0.367	0.737	0.105	0.336
KT11	0.540	0.866	0.448	0.526
KT12	0.559	0.871	0.428	0.488
KT2	0.453	0.839	0.319	0.462
KT3	0.511	0.892	0.329	0.433
KT4	0.497	0.896	0.325	0.382
KT5	0.478	0.866	0.296	0.454
KT6	0.424	0.785	0.243	0.400
KT7	0.475	0.877	0.387	0.496
KT8	0.499	0.863	0.362	0.449
KT9	0.492	0.825	0.348	0.451
MK9	0.299	0.333	0.736	0.464
MK10	0.288	0.203	0.785	0.444
MK3	0.264	0.261	0.791	0.482
MK4	0.349	0.312	0.859	0.560

MK5	0.230	0.357	0.716	0.519
MK6	0.321	0.305	0.845	0.563
MK7	0.283	0.334	0.779	0.539
MK8	0.277	0.382	0.849	0.593
OCB11	0.386	0.347	0.447	0.788
OCB12	0.365	0.522	0.528	0.805
OCB2	0.258	0.367	0.525	0.739
OCB5	0.316	0.414	0.535	0.817
OCB6	0.409	0.474	0.510	0.830
OCB9	0.459	0.322	0.544	0.722

*Source: Output PLS, 2025*

Based on the table 2, the loading value of each indicator on its measured construct is higher than its loading on other constructs. This indicates that each indicator has good convergent validity, as it consistently represents the intended construct and meets the criteria for discriminant validity.

**Table 3 AVE Testing Results**

Variabel	AVE	Description
Transformational Leadership	0.727	Valid
Compensation	0.782	Valid
Work Motivation	0.634	Valid
Organizational Citizenship Behavior (OCB)	0.615	Valid

*Source: Output PLS, 2025*

Based on Table 3, the convergent validity test using AVE indicates that each variable has met the threshold value of 0.50. This suggests that convergent validity has been achieved, meaning that each latent variable is able to explain the majority of the variance in its respective indicators.

**132 Composite Reliability and Cronbach’s Alpha**

**Table 4 Composite Reliability and Cronbach’s Alpha**

Variable	Cronbach’s Alpha	Composite Reliability	Description
Organizational Citizenship Behavior (OCB)	0.874	0.905	Reliable
Compensation	0.906	0.935	Reliable
Work Motivation	0.917	0.933	Reliable

Transformational Leadership	0.965	0.969	Reliable
-----------------------------	-------	-------	----------

*Source: Output PLS, 2025*

Based on Table 4, the results of the Composite Reliability and Cronbach’s Alpha tests show good scores, with all variables having values  $\geq 0.70$ . This indicates that all variables meet the reliability criteria and can be considered reliable

**2. Inner Model**

**a) R-Square**

**Table 5 R-Square Results**

Variable	R Square	R Square Adjusted
Organizational Citizenship Behavior (OCB)	0.530	0.515

*Source: Output PLS, 2025*

Based on the R-Square analysis, the Organizational Citizenship Behavior (OCB) variable shows a value of 0.530. This means that 53.0% of the variance in the dependent variable (OCB) can be explained by the independent variables in this model. According to interpretation criteria, an R-Square value of around 0.50 reflects a moderate effect, indicating that the model has a reasonably good predictive ability in explaining the phenomenon under study.

**b) Q-Square**

**Table 6 Predictive Relevance (Q<sup>2</sup>)**

Variable	Q <sup>2</sup>
Organizational Citizenship Behavior (OCB)	0.305

*Source: Output PLS, 2025*

Based on Table 6 above, the predictive relevance (Q<sup>2</sup>) value is  $0.305 > 0$ . This indicates that approximately 30.5% of the variation in the Organizational Citizenship Behavior (OCB) variable can be explained by the variables used in the model. Therefore, the model demonstrates an adequate level of predictive relevance and is considered appropriate within the context of this research.

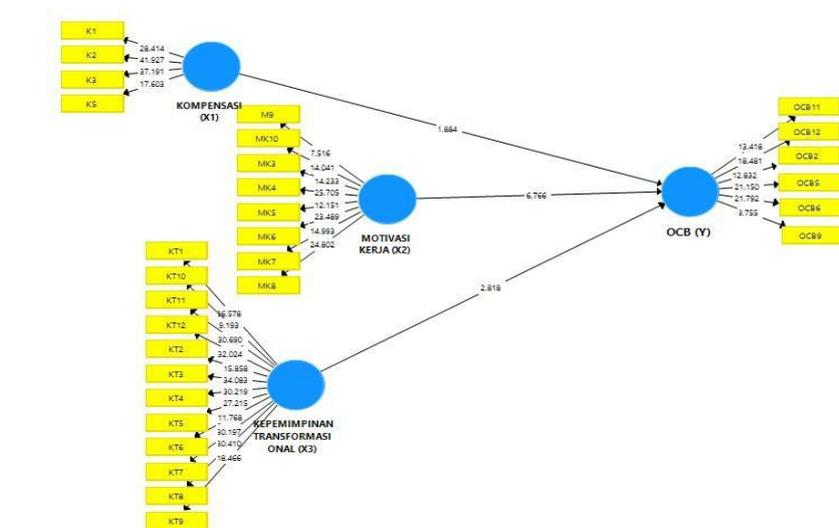
**c) Hypothesis Testing Results**

In testing the hypotheses, the path coefficient and T-statistic values are assessed using the bootstrapping method. The significance of each hypothesis is evaluated by reviewing the parameter coefficient and the T-statistic value reported in the bootstrapping algorithm output, where a T-statistic greater than 1.96 is considered significant (Ghozali, 2021). To determine significance, the calculated T-statistic is compared with the critical T-value from the T-table at an alpha level of 0.05 (5%), which is 1.96. The findings of the hypothesis tests in this study are presented through the path coefficient values and the bootstrapping result

**Table 7** Hypothesis Testing Results

<i>Latent Variable</i>	<i>Original Sample (O)</i>	<i>T Statistics</i>	<i>P Values</i>	<i>Description</i>
<b>COMPENSATION -&gt; Organizational Citizenship Behavior (OCB)</b>	0.146	1.828	0.068	<b>Positive but not Significant</b>
<b>WORK MOTIVATION -&gt; Organizational Citizenship Behavior (OCB)</b>	0.511	6.151	0.000	<b>Positive and Significant</b>
<b>TRANSFORMATIONAL LEADERSHIP -&gt; Organizational Citizenship Behavior (OCB)</b>	0.240	2.511	0.012	<b>Positive and Significant</b>

Source: Output PLS, 2025



Source: Output PLS, 2025

**Discussion**

**1. The Effect of Compensation on Organizational Citizenship Behavior (OCB)**

The hypothesis testing yielded a T-statistic of 1.828 with a p-value of 0.068, indicating that the effect of compensation on Organizational Citizenship Behavior (OCB) is positive but not statistically significant. This suggests that while compensation may contribute to encouraging extra-role behaviors, it is often perceived by employees as a basic obligation of the company rather than a primary driver of such behaviors. Without the support of other motivational factors, its impact on OCB remains limited. This finding aligns with Maulana et al. (2022), who argue that compensation alone is insufficient to foster OCB unless complemented by intrinsic or relational motivators.

**2. The Effect of Work Motivation on Organizational Citizenship Behavior (OCB)**

The analysis showed a T-statistic of 6.151 with a p-value of 0.000, indicating a strong, positive, and statistically significant relationship between work motivation and OCB. Employees

with higher levels of motivation are more likely to engage in voluntary, extra-role activities such as assisting colleagues, demonstrating loyalty, and contributing beyond their formal job responsibilities. This finding supports the study by Nusyansyah et al. (2022), which emphasizes that work motivation is a key determinant of OCB, as motivated employees tend to exhibit higher levels of commitment, cooperation, and proactive behavior in the workplace.

### **3. The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB)**

The results revealed a T-statistic of 2.511 with a p-value of 0.012, signifying a positive and statistically significant influence of transformational leadership on OCB. Transformational leaders, through their ability to inspire, stimulate, and provide individualized consideration, foster an environment where employees feel intrinsically motivated, responsible, and willing to engage in behaviors that go beyond their formal roles. These behaviors include supporting organizational goals, helping colleagues, and maintaining a positive workplace culture. This finding is consistent with Kurniawan et al. (2022), who highlight the crucial role of transformational leadership in cultivating OCB within organizations.

The insignificant effect of compensation suggests that while material rewards are appreciated, they do not inherently motivate employees to engage in voluntary, extra-role behaviors. In contrast, intrinsic motivators and supportive leadership styles have a more profound influence on such behaviors. This aligns with the findings of prior studies and emphasizes the importance of fostering an engaging work culture through psychological empowerment and relational leadership.

These results provide critical implications for human resource management at PT. Binakarindo Yacoagung, highlighting the need to strengthen motivational strategies and adopt a transformational leadership model across managerial levels.

## **CONCLUSION**

This study concluded that while compensation shows a positive but statistically insignificant influence on Organizational Citizenship Behavior (OCB), both work motivation and transformational leadership demonstrate a strong, positive, and statistically significant impact on OCB among employees of PT. Binakarindo Yacoagung. These findings reinforce the notion that OCB—characterized by voluntary behaviors such as helping colleagues, showing initiative, and maintaining a positive organizational image—is more effectively fostered through psychological and relational factors rather than financial incentives alone.

The results align with existing literature suggesting that intrinsic drivers, such as employees' sense of purpose, engagement, and alignment with organizational vision, combined with leadership that inspires, intellectually stimulates, and supports individual growth, play a critical role in encouraging employees to go beyond their formal job requirements. In contrast, while compensation remains important for meeting basic needs and maintaining fairness, it appears to function more as a hygiene factor—necessary but insufficient to trigger consistent extra-role behaviors.

From a practical standpoint, these findings carry important implications for human resource management strategies at PT. Binakarindo Yacoagung. First, leadership development programs should be prioritized, focusing on enhancing transformational leadership capabilities at all management levels. Such programs should train leaders to articulate a compelling vision, provide individualized support, and foster a culture of trust and collaboration. Second, structured employee engagement initiatives—including recognition programs, open communication forums, and participatory decision-making processes—should be implemented to strengthen

employees' emotional and psychological connection to the organization. Third, building intrinsic motivation frameworks through career development pathways, opportunities for skill enhancement, and empowerment in job roles will help sustain long-term commitment and discretionary effort.

For future research, several directions are worth exploring. Expanding the sample size to include a broader range of employees across different departments and locations would improve the generalizability of the findings. Adopting a longitudinal research design could provide deeper insights into how these relationships evolve over time, especially in response to organizational changes or external market pressures. Additionally, investigating potential moderating or mediating variables, such as job satisfaction, organizational culture, employee tenure, or perceived organizational support, could offer a more comprehensive understanding of the mechanisms linking motivation, leadership, and OCB. Finally, comparative studies across different industries could reveal whether these findings are context-specific or represent a broader organizational trend.

Overall, the study underscores that cultivating a motivated and emotionally engaged workforce, under the guidance of transformational leaders, represents a more sustainable and impactful approach to enhancing OCB than relying solely on financial incentives.

## **REFERENCES**

Hasibuan & Malayu, S. P. (2019). *Manajemen Sumber Daya Manusia* .

Kurniawan, D. e. (2022). PENGARUH KEPEMIMPINAN TRANSFORMASIONAL, KOMITMEN ORGANISASI, DAN KEPUASAN KERJA TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) PADA PEGAWAI DAN STAFF KANTOR KAPANEWON PANJATAN . *Management Development and Applied Research Journal*, Vol. 4 No. 2.

Nuryansyah., e. a. (2022). PENGARUH MOTIVASI KERJA DAN KEPUASAN KERJA TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) KARYAWAN . *Jurnal Ilmu Manajemen*, Vol. 5 No. 5. 1442-1450.

Robbins, S. a. (2024). *Organizational Behavior* . Pearson Education .

Saputra, A. e. (2021). Pengaruh Motivasi Kerja terhadap OCB. *Jurnal Ekonomi dan Bisnis* .  
Titisari, P. (2014). Peranan Organizational Citizenship Behavior (OCB) Dalam Meningkatkan Kinerja Karyawan.

Yuliantini, T. &. (2021). Pengaruh Kompetensi Sumber Daya Manusia terhadap Kinerja Organisasi. *Jurnal Manajemen dan Bisnis*, 8 (2), 112-121.

Zulkarnaen, S. &. (2024). The Influence of Transformational Leadership and Compensation on Organizational Citizenship Behavior (OCB) with Mediation of Work Satisfaction Study at PT Jasa Raharja Branch DKI Jakarta. *Indonesian Journal of Business Analytics* , 4 (1), 53-70.