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The Influence of Transformational Leadership, Job Satisfaction, and Organizational Learning on Organizational Citizenship Behavior (OCB) (A Study of Employees at PT. Anugerah Mekanika Sukses Abadi)

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ABSTRACT

The purpose of this study is to analyze and test the influence of transformational leadership, job satisfaction, and organizational learning on organizational citizenship behavior (OCB) at PT. Anugerah Mekanika Sukses Abadi. The research design used is a causal research design. The population of this study is all permanent employees of PT. Anugerah Mekanika Sukses Abadi. The sample used is 66 employees. The sample determination uses a saturated sampling method. The data collection method uses a survey method, with a research instrument in the form of a questionnaire. The research method uses the Partial Least Square (Smart-PLS) program analysis method. The results of the study indicate that transformational leadership has a significant positive effect on organizational citizenship behavior (OCB). Job satisfaction has a significant positive effect on organizational citizenship behavior (OCB). Organizational learning has a significant positive effect on organizational citizenship behavior (OCB).

Keywords: Transformational Leadership, Job Satisfaction, Organization Learning, Organizational Citizenship Behavior (OCB).

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INTRODUCTION

Human resources are resources that have feelings, intelligence, abilities, desires, and knowledge needed for work (Iskandar et al., 2019). According to Sugiharjo (2019), human resource management is included in the scope of management that examines stages, such as implementation, management, coordination, planning, and supervision related to maintenance, procurement, remuneration, development, integration, and separation of work to achieve goals.

According to leadership theory, there are several types of leadership styles, including transformational leadership. Transformational leadership is a managerial approach aimed at driving positive change by motivating teams and subordinates to achieve goals and creating a positive and competitive work environment (Yunita & Soelton, 2024).

A person who is more involved with a company is someone who feels satisfied with their work, whereas if someone feels dissatisfied, it will be difficult to be fully involved with the company (Karyatun et al., 2023). Organizational learning is an organization's effort to develop its members to make changes through a continuous learning process in order to achieve organizational goals (Ardianto et al., 2020).

PT. Anugerah Mekanika Sukses Abadi (PT. AMSA) is a manufacturing company specializing in the production of government vehicles for military defense, particularly for the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri), such as tactical vehicles and non-defense vehicles. There is a phenomenon that is based on the possibility of dissatisfaction at work or leadership that is less relevant and learning in the organization that has not gone well, so that employees have not fully provided voluntary behavior. Employees who have OCB in the organization can control themselves and act appropriately for the interests and sustainability of the organization.

Human resource management prioritizes Organizational Citizenship Behavior (OCB) because it can increase productivity. OCB behavior in employees is evident in their support for organizational achievements, not only in their primary roles but also in activities outside the organization that are capable of developing well (Monica & Partina, 2024). OCB is expected behavior in employees because it is perceived to benefit the organization. This attitude develops not only based on formal role obligations, contracts, or compensation forms (Sugiharjo, 2020).

LITERATURE REVIEW

Human Resource Management

According to Hasibuan (2019), human resource management is the science and art of managing employee relationships and roles within an organization or company, with the goal of achieving effectiveness and efficiency that support the achievement of company, employee, and community goals. Meanwhile, according to Dessler (2019), human resource management focuses on the policies and practices required by managers to manage employees as human resource assets within an organization.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is voluntary employee behavior, without coercion, aimed at providing assistance to others, such as coworkers, institutions, or organizations, rather than for personal gain (Fatmawati & Indawati, 2020). According to

Setiani & Hidayat (2020), OCB is behavior undertaken outside of obligations and regulations, for which no reward is received from the organization.

Transformational Leadership

According to Robbins & Judge (2015), leadership is the ability to influence a group to strive to achieve an organization's goals or vision. Transformational leadership is a leadership style that inspires, motivates, and encourages employees to achieve their best potential (Islam et al., 2021).

Job Satisfaction

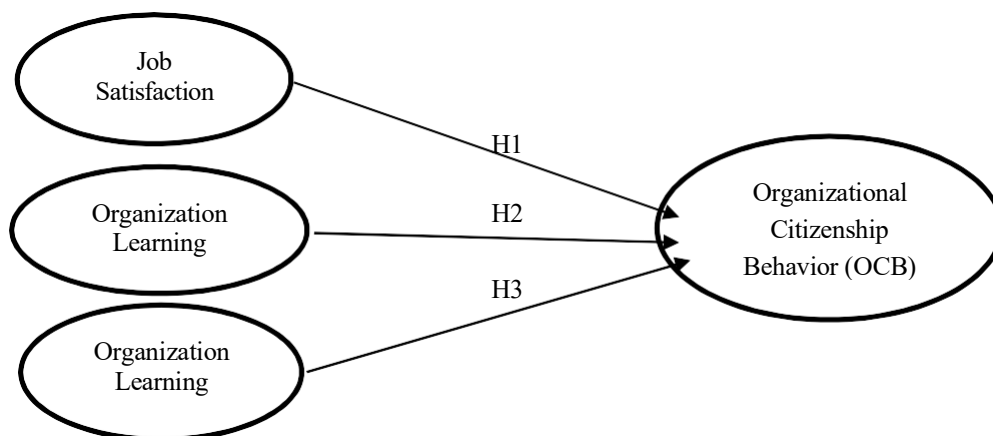
Job satisfaction is an individual's attitude and feedback toward their work, which impacts employee performance (Dubey et al., 2022). According to Sisko & Yuliaty (2024), the higher the perceived assessment of an activity, the higher the level of satisfaction with that activity. Job satisfaction can be understood as a pleasant or unpleasant experience, as seen from the employee's personal assessment.

Organization Learning

According to Robbins and Judge (2017), a learning organization is an organization that actively seeks to expand the knowledge, skills, and abilities of its employees, as well as the organization's own ability to adapt to rapid environmental change. According to Cahyadi (2021), a learning organization is an organization that has the ability to continuously improve its performance because its members possess the commitment and individual competencies that enable them to learn and share knowledge at both basic and in-depth levels.

Hypothesis and Conceptual Framework

Based on the previous description, the conceptual framework is formed as follows:



Description:

a. An independent variable, whose value is not directly related to another value, is given the symbol (X), namely:

X1: Transformational Leadership

X2: Job Satisfaction

X3: Organizational Learning

b. A dependent variable, whose value depends on another variable, is given the symbol (Y), namely:

Y: Organizational Citizenship Behavior (OCB)

METHOD

Time and Place of Research

This research process begins with identifying problems in the research area, formulating the identified problems, gathering a theoretical basis to solidify the research variables, preparing data collection methods, preparing instruments, and determining the statistical testing techniques to be used. This process will take place from September 2024 to July 2025. The research location is PT. Anugerah Mekanika Sukses Abadi, located at Jl. Menceng Raya No. 39, RT 003 RW 011 Tegal Alur, Kalideres, West Jakarta. The research subjects are the company's employees.

Research Design

This study employed a causal research design, intended to determine the causal relationship between the independent and dependent variables through an analytical test using SmartPLS (Partial Least Squares). This study employed quantitative research methods with a questionnaire as the data collection technique.

Measurement Scale

In this study, the variables were measured using the Likert Scale, with a score of 1-5. The Likert Scale is used to measure the attitudes, opinions, and perceptions of an individual or group regarding social conditions (Sugiyono, 2019).

Population and Sample

A population is a generalized scope consisting of objects or subjects with a certain quantity and characteristics that the researcher decides to study and then draw conclusions from (Sugiyono, 2019). The population in this study was all 66 employees of PT. Anugerah Mekanika Sukses Abadi. The sample was determined using the saturated sampling method. According to Sugiyono (2019), saturated sampling is a sampling technique in which all members of the population are selected as the sample, or a maximum sampling technique. Therefore, the employees in this study were 66 employees.

Data Analysis Method

Structural equation modeling is a combination of two separate statistical methods: factor analysis, which is an extension of psychology and psychometrics, and simultaneous equations, which is an extension of econometrics (Ghozali, 2008). The analytical method used in this study is the Component or Variance-Based Structural Equation Model, with Partial Least Squares (Smart-PLS) version 4.0.9.6 PLS program applied to the data processing.

RESULTS AND DISCUSSION

Data Quality Test Results

1. Evaluation (Outer Model)

a. Convergent Validity Test Results

The validity test was conducted by analyzing the relationship between item scores and construct scores processed using the Partial Least Squares method. An individual indicator was considered to meet the validity criteria if it showed a correlation higher than 0.70.

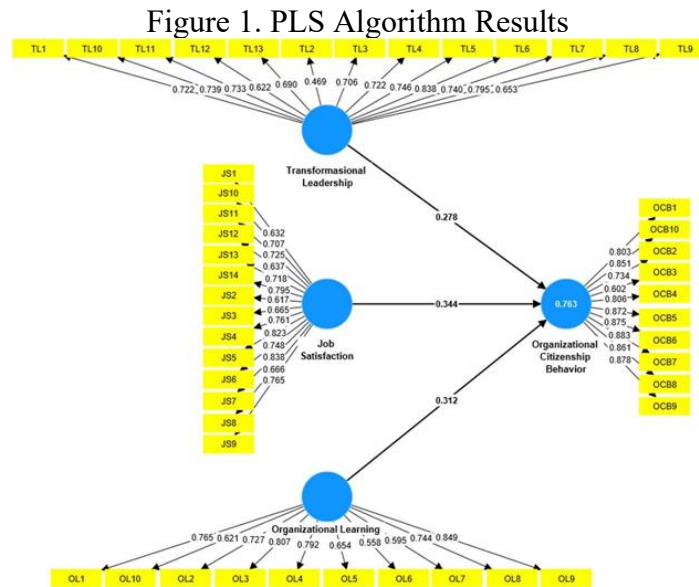
Table 1 and Figure 1 show the correlation output between the indicator and its construct:

Table 1. Convergent Validity Test Results

Variabel	Indikator	Outer Loading	Description
Job Satisfaction	JS1	0,632	Tidak valid
	JS2	0,617	Tidak valid
	JS3	0,665	Tidak valid
	JS4	0,761	Valid
	JS5	0,823	Valid
	JS6	0,748	Valid
	JS7	0,838	Valid
	JS8	0,666	Tidak valid
	JS9	0,765	Valid
	JS10	0,707	Valid
	JS11	0,725	Valid
	JS12	0,637	Tidak valid
	JS13	0,718	Valid
	JS14	0,795	Valid
Organizational Citizenship Behavior	OCB1	0,803	Valid
	OCB2	0,734	Valid
	OCB3	0,602	Tidak valid
	OCB4	0,806	Valid
	OCB5	0,872	Valid
	OCB6	0,875	Valid
	OCB7	0,883	Valid
	OCB8	0,861	Valid
	OCB9	0,878	Valid
	OCB10	0,851	Valid
Organizational Learning	OL1	0,765	Valid
	OL2	0,727	Valid
	OL3	0,807	Valid
	OL4	0,792	Valid
	OL5	0,654	Tidak valid
	OL6	0,558	Tidak valid
	OL7	0,595	Tidak valid
	OL8	0,744	Valid
	OL9	0,849	Valid
	OL10	0,621	Tidak valid
Transformational Leadership	TL1	0,722	Valid
	TL2	0,469	Tidak valid
	TL3	0,706	Valid
	TL4	0,722	Valid
	TL5	0,746	Valid
	TL6	0,838	Valid
	TL7	0,740	Valid
	TL8	0,795	Valid
	TL9	0,653	Tidak valid

Variabel	Indikator	Outer Loading	Description
	TL10	0,739	Valid
	TL11	0,733	Valid
	TL12	0,622	Tidak valid
	TL13	0,690	Tidak valid

Source: Output PLS,2025



Source: Output PLS,2025

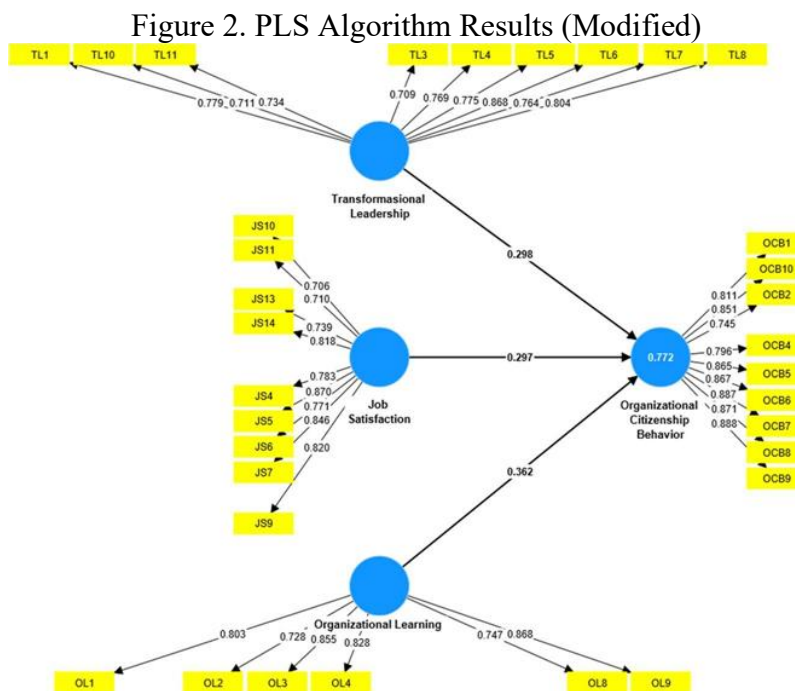
Table 1 and Figure 1 show that indicators JS1, JS2, JS3, JS8, JS12, OCB3, OL5, OL6, OL7, OL10, TL2, TL9, TL12, and TL13 had factor loadings that did not meet the minimum criterion of 0.70 and were removed from the model. The following is the output of the indicator removal and modification calculations:

Table 2. Convergent Validity Test Results (modification)

Variabel	Indikator	Outer Loading	Description	
Job Satisfaction	JS4	0,761	Valid	
	JS5	0,823	Valid	
	JS6	0,748	Valid	
	JS7	0,838	Valid	
	JS9	0,765	Valid	
	JS10	0,707	Valid	
	JS11	0,725	Valid	
	JS13	0,718	Valid	
	JS14	0,795	Valid	
	Organizational Citizenship Behavior	OCB1	0,803	Valid
		OCB2	0,734	Valid
		OCB4	0,806	Valid
		OCB5	0,872	Valid
		OCB6	0,875	Valid
OCB7		0,883	Valid	
OCB8		0,861	Valid	
OCB9		0,878	Valid	
OCB10		0,851	Valid	

Organizational Learning	OL1	0,765	Valid
	OL2	0,727	Valid
	OL3	0,807	Valid
	OL4	0,792	Valid
	OL8	0,744	Valid
Transformational Leadership	OL9	0,849	Valid
	TL1	0,722	Valid
	TL3	0,706	Valid
	TL4	0,722	Valid
	TL5	0,746	Valid
	TL6	0,838	Valid
	TL7	0,740	Valid
	TL8	0,795	Valid
	TL10	0,739	Valid
	TL11	0,733	Valid

Source: Output PLS,2025



Source: Output PLS,2025

Table 2 and Figure 2 show that the modified convergent validity test has met the standard, with all indicator factor loadings meeting the criteria exceeding 0.70.

b. Discriminant Validity Test Results

The discriminant validity of the reflective indicators was analyzed through cross-loadings between the indicators and relevant constructs. Indicators were considered valid if they showed higher factor loadings on the target construct than on other constructs.

Table 2. Convergent Validity Test Results (modification)

	Job Satisfaction	Organizational Citizenship Behavior	Organizational Learning	Transformational Leadership
JS4	0,783	0,592	0,584	0,520
JS5	0,870	0,647	0,624	0,587

	Job Satisfaction	Organizational Citizenship Behavior	Organizational Learning	Transformasional Leadership
JS6	0,771	0,523	0,497	0,570
JS7	0,846	0,669	0,663	0,593
JS9	0,820	0,658	0,579	0,558
JS10	0,706	0,509	0,493	0,421
JS11	0,710	0,637	0,568	0,667
JS13	0,739	0,669	0,728	0,606
JS14	0,818	0,712	0,806	0,617
OCB1	0,741	0,811	0,713	0,737
OCB2	0,587	0,745	0,532	0,561
OCB4	0,548	0,796	0,654	0,611
OCB5	0,725	0,865	0,688	0,578
OCB6	0,673	0,867	0,709	0,596
OCB7	0,725	0,887	0,766	0,723
OCB8	0,648	0,871	0,710	0,705
OCB9	0,690	0,888	0,731	0,726
OCB10	0,733	0,851	0,719	0,728
OL1	0,668	0,615	0,803	0,573
OL2	0,512	0,592	0,728	0,520
OL3	0,668	0,694	0,855	0,594
OL4	0,685	0,715	0,828	0,669
OL8	0,532	0,562	0,747	0,501
OL9	0,717	0,742	0,868	0,740
TL1	0,557	0,661	0,510	0,779
TL3	0,594	0,631	0,606	0,711
TL4	0,444	0,549	0,579	0,734
TL5	0,518	0,562	0,501	0,709
TL6	0,681	0,763	0,641	0,769
TL7	0,513	0,466	0,510	0,775
TL8	0,602	0,603	0,623	0,868
TL10	0,476	0,533	0,634	0,764
TL11	0,546	0,484	0,530	0,804

Source: Output PLS,2025

Table 3 identifies correlations between the constructs of job satisfaction, organizational citizenship behavior, organizational learning, and transformational leadership, where the correlation level of the indicators with the target construct exceeds the correlation level of the other constructs.

The approach to evaluating discriminant validity is carried out by identifying sufficient discriminant validity values, based on a comparison between the square root of the average variance extracted (AVE) for each construct and the correlation between the constructs.

Table 4. AVE Test Results

Variable	AVE
Job Satisfaction	0,614
Organizational Citizenship Behavior	0,712
Organizational Learning	0,636
Transformasional Leadership	0,577

Source: Output PLS,2025

Table 5. Discriminant Validity Test Results (Fornell-Lacker Criterion)

Variable	Service Quality (X1)	Trust (X2)	Brand Awareness (X3)	Customer Loyalty (Y)
Job Satisfaction)	0,784			
Organizational Citizenship Behavior	0,783	0,844		
Organizational Learning	0,774	0,744	0,798	
Transformasional Leadership	0,734	0,753	0,758	0,759

Source: Output PLS,2025

From Tables 4 and 5, it can be concluded that the square root of the average variance extracted in the model for each construct indicates a dominant correlation between that construct and the other constructs. The resulting AVE values indicate that the constructs in the model are expected to meet the criteria for discriminant validity.

c. Composite Reliability and Cronbach's Alpha Test Results

Instrument reliability was determined through composite reliability and Cronbach's alpha testing. A construct is considered reliable, or the questionnaire is considered reliable and consistent, if all latent variables demonstrate composite reliability and a Cronbach's alpha of at least 0.7.

Table 6. Composite Reliability and Cronbach's Alpha Test Results

Variable	Cronbach Alpha's	Composite Reliability	Description
Job Satisfaction)	0,921	0,934	Reliabel
Organizational Citizenship Behavior	0,949	0,957	Reliabel
Organizational Learning	0,884	0,912	Reliabel
Transformasional Leadership	0,908	0,924	Reliabel

Source: Output PLS,2025

Table 6 presents the results of the combined reliability and Cronbach's alpha tests, which showed satisfactory results, with each latent variable having a composite reliability and Cronbach's alpha value exceeding 0.70.

2. Structural Model Testing or Hypothesis Testing (Inner Model)

a. R-square Test Results

Look at the R-square value, which is a test of the model's goodness of fit.

Tabel 7. R² Value for Endogenous Variables

Variable Endogen	Cronbach Alpha's
Organizational Citizenship Behavior	0,772

Source: Output PLS,2025

According to the structural model, an R-square value exceeding 0.75 for the organizational citizenship behavior variable model is considered strong. Based on the model of the influence of independent latent variables on organizational citizenship behavior, namely job satisfaction, organizational learning, and transformational leadership, the R-square value is 0.772. This indicates that the variability of the organizational citizenship behavior construct is largely represented by the variability of the job satisfaction,

organizational learning, and transformational leadership constructs of 77.2%, with other variables outside those studied accounting for 22.8%.

b. Model Goodness of Fit Test Results

The internal structural model fit was tested using the predictive relevance (Q^2) value. A Q-square value exceeding 0 (zero) indicates the model has predictive relevance. The R-squared value for the endogenous variables in this study is calculated as follows:

Predictive relevance formula:

$$Q^2 = 1 - (1 - R1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.772)$$

$$Q^2 = 1 - (0.228)$$

$$Q^2 = 0.772$$

The calculation results show a predictive-relevance value of 0.772, which is greater than 0 (zero). This means that 77.2% of organizational citizenship behavior (the dependent variable) is explained by the independent variables used, meaning the model is considered to meet the relevant predictive value.

c. Hypothesis Testing Results (Path Coefficient Estimation)

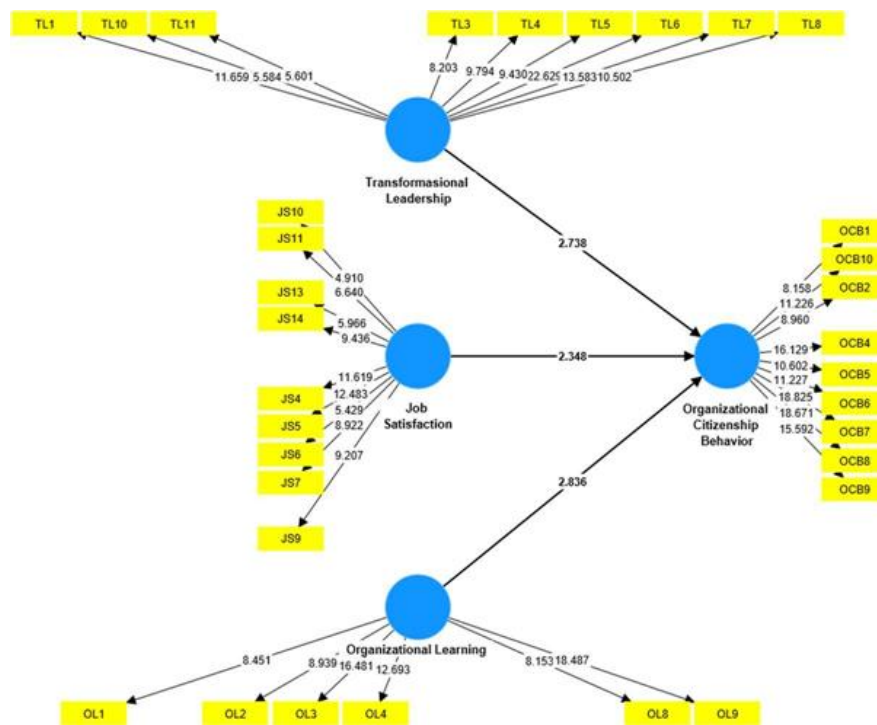
The estimated path relationships in a structural model require a significance level. Bootstrapping is a test of the significance of a hypothesis. The significance of a hypothesis is determined by the parameter coefficient value and the significance value of the T-statistic in the bootstrapping algorithm. To determine significance, refer to the T-table at an alpha of 0.05 (5%) = 1.96, then compare the T-table with the calculated T-statistic.

Table 8. Hypothesis Testing Results

Variable	Original Sample	Standard Deviation	T-Statistics	P Values	Keterangan
Transformasional Leadership Organizational Citizenship Behavior	0,298	0,109	2,738	0,006	Positif - Signifikan
Job Satisfaction Organizational Citizenship Behavior	0,297	0,127	2,348	0,019	Positif - Signifikan
Organizational Learning Organizational Citizenship Behavior	0,362	0,128	2,836	0,005	Positif - Signifikan

Source: Output PLS,2025

Figure 3. PLS Algorithm Results



Source: Output PLS,2025

Discussion

1. The Effect of Transformasional Leadership on Organizational Citizenship Behavior

Based on the hypothesis analysis in this study, the T-statistic was 2.738, the original sample was 0.298, and the P-value was 0.006. The T-statistic value, which is greater than the T-table of 1.96, combined with the positive original sample value and the P-value less than 0.05, indicates that transformasional leadership has a significant positive effect on organizational citizenship behavior

This is because leaders demonstrate high loyalty and demonstrate attitudes that inspire employees to respect them, enabling employees to adapt to change and actively participate in enhancing the company's image.

.These results align with research conducted by Larasati and Susilowati (2021) that found transformasional leadership has a positive and significant partial effect on organizational citizenship behavior (OCB). Furthermore, Astuti et al. (2021) demonstrated that transformasional leadership has a positive and significant effect on organizational citizenship behavior (OCB).

2. The Effect of Job Satisfaction on Organizational Citizenship Behavior

Based on the results of the hypothesis test, a T-statistic of 2.348 was obtained, with an original sample value of 0.297 and a P-value of 0.019. The T-statistic value exceeding the T-table of 1.96, combined with a positive original sample value and a P-value less than 0.05, indicates that job satisfaction has a significant positive effect on organizational citizenship behavior.

This is because leaders provide employees with opportunities for decision-making and provide clear opportunities for advancement. This encourages employees to

enthusiastically assist coworkers when needed and complete tasks when colleagues are absent.

These results are supported by research by Siagian and Puspa (2024) that found job satisfaction has a positive effect on organizational citizenship behavior (OCB). Similarly, research by Praditya (2023) demonstrated that job satisfaction has a positive effect on organizational citizenship behavior (OCB).

3. The Effect of Organizational Learning on Organizational Citizenship Behavior

Based on the results of the hypothesis test in this study, a T-statistic of 2.836 was obtained, with an original sample value of 0.362 and a P-value of 0.005. This T-statistic value is higher than the T-table of 1.96, combined with a positive original sample value and a P-value less than 0.05, indicating that organizational learning has a significant positive effect on organizational citizenship behavior.

This is because the company encourages employees to learn continuously and has a learning program for employees, encouraging employees to contribute suggestions to improve work processes and strive to maintain harmonious relationships.

These results support research conducted by Handayani (2022) that organizational learning has a positive and significant effect on Organizational Citizenship Behavior (OCB). Furthermore, Astuti et al. (2021) found a positive effect of organizational learning on Organizational Citizenship Behavior (OCB).

CONCLUSION AND SUGGESTIONS

Conclusion

This study analyzed variables related to transformational leadership, job satisfaction, organizational learning, and organizational citizenship behavior (OCB) at PT Anugerah Mekanika Sukses Abadi. The results are as follows:

1. Transformational leadership has a significant positive effect on Organizational Citizenship Behavior (OCB) at PT Anugerah Mekanika Sukses Abadi. This means that if leaders have a positive transformational attitude in leading the company, employees will develop organizational citizenship behavior at work.
2. Job satisfaction has a significant positive effect on Organizational Citizenship Behavior (OCB) at PT Anugerah Mekanika Sukses Abadi. This means that if employees experience optimal job satisfaction, organizational citizenship behavior will emerge.
3. Organizational learning has a significant positive effect on Organizational Citizenship Behavior (OCB) at PT Anugerah Mekanika Sukses Abadi. This means that if organizational learning within the company is functioning, organizational citizenship behavior within the company will increase.

Suggestion

Based on the research conclusions, several recommendations can be made:

For PT Anugerah Mekanika Sukses Abadi:

1. Transformational Leadership

Leaders need to build trust with employees through open communication, consistent actions, and appreciation for input so that employees are encouraged to demonstrate OCB behaviors.

2. Job Satisfaction

Companies are advised to maintain a fair pay system with clear performance appraisal rules, transparency, and appropriate rewards to increase job satisfaction and encourage OCB.

3. Organizational Learning

Companies need to encourage information exchange through discussion forums, internal communication groups, and team collaboration to foster strong working relationships and enhance OCB.

For Future Researchers:

Further research is expected to examine similar topics in more depth, taking into account the limitations of this study, for more comprehensive results.

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