

## How Transformational Leadership and Job Satisfaction Can Effect on Organizational Commitment and Increase Organizational Citizenship Behavior

Tine Yuliantini<sup>1\*)</sup>; Muhammad Ramli<sup>2)</sup>; Christian Kuswibowo<sup>3)</sup>; Fadhila Dhia Malihah<sup>4)</sup>; Anees Jane Ali<sup>5)</sup>

<sup>\*1)</sup> [tine.yuliantini@mercubuana.ac.id](mailto:tine.yuliantini@mercubuana.ac.id), Universitas Mercu Buana, Indonesia

<sup>2)</sup> [M.ramli@civitas.unas](mailto:M.ramli@civitas.unas), Universitas Nasional, Indonesia

<sup>3)</sup> [christiankuswibowo@poltekapp.ac.id](mailto:christiankuswibowo@poltekapp.ac.id), Poltek APP, Indonesia

<sup>4)</sup> [fadhila.dhia@mercubuana.ac.id](mailto:fadhila.dhia@mercubuana.ac.id) Universitas Mercu Buana, Indonesia

<sup>5)</sup> [aneesali15@yahoo.com](mailto:aneesali15@yahoo.com), Universiti Sains Malaysia, Malaysia

\*)Corresponding Author

---

### ABSTRACT

---

**Objectives.** Businesses are obligated to have high-quality personnel. In the face of technological advances and business competition, organizations need to raise the standard of their resources and and raising the standard of resources is shown by the commitment in the organization and organizational citizenship behavior (OCB).

**Methodology:** This study method involved with the quantitative method and using (SEM) analysis with software (PLS). In this study, there was a population of 50 employees and the sampling technique is saturated sampling with 50 sample.

**Finding:.** The Result are transformative leadership involves significant and positive transformational leadership has an impact on the dedication of the organizationsignificant and positive impact on OCB, job contentment has a significant and positive impact on organizational, Organizational dedication and fulfillment at work both significantly and favorably affect OCB.

**Conclusion:**To increase OCB in an organization, supporting factors such as transformational leadership, job satisfaction and organizational commitment within the institutional environment

**Keywords:**Transformational Leadership; Job Satisfaction;Organizational Citizenship Behavior (OCB);organizational commitment.

---

Submitted:

2023-07-30

Revised:

2024-02-27

Accepted:

2024-02-23

---

**Article Doi:**

[http://dx.doi.org/10.22441/jurnal\\_mix.2024.v14i1.007](http://dx.doi.org/10.22441/jurnal_mix.2024.v14i1.007)

## INTRODUCTION

Businesses are obligated to have high-quality personnel (HR). In the face of technological advances and business competition, organizations need to raise the standard of their resources and increasing the standard of resources is shown by the commitment in the organization and organizational citizenship behavior (Kristine, 2017). The primary organizational component, human resources (HR), requires that organizations build and improve their knowledge of it (Avolio et al., 2004; Luthans et al., 2021; Rohman et al., 2022; Turulja & Bajgoric, 2018). Employee loyalty to the company is referred to as organizational commitment. The commitment of an organization seen when an employee must meet corporate objectives (Novita et al., 2016). High commitment motivates workers being extra devoted then perform well achieving corporate objectives and progress. This commitment will give satisfaction in work that is supported by the company's reciprocity (Taurisa, 2012).

Because the corporate world is getting more and more global and demanding, businesses today are being compelled to look for new ways to survive intense competition and succeed in their operations. The following difficulties are thought to be the most crucial ones that they must overcome: the need to boost organizational productivity, expand into international markets, develop and implement new technologies, adapt to changing market conditions and more demanding customer demands, boost revenue and cut costs, recruit and keep a flexible and high-performing workforce, implement and manage pertinent organizational change, etc. (Kazlauskaitė and Bučiūnienė, 2008).

The success of a hospital is of course largely based on the caliber of its human resources. Hospitals will continue to survive in the competition, if the quality of human resources is able to deal with environmental changes and has high competitiveness. RSUD Cengkareng is the first Regional General Hospital in West Jakarta. RSUD Cengkareng was selected as the subject of the research due to its status as a non-profit hospital, dedicated to providing healthcare services with a strong commitment to the community. As the primary hospital in West Jakarta, the presence of RSUD Cengkareng has a significant impact on supporting the well-being of the community. The research focuses on exploring the organizational commitment of RSUD Cengkareng and the influence of Organizational Citizenship Behavior (OCB) within the hospital. This not only contributes to the understanding of non-profit hospital management but also elucidates why RSUD Cengkareng is the preferred choice for the community. The study delves into the intricate relationship between the healthcare organization and the community it serves. This medical facility was built on a 26,000 m<sup>2</sup> plot of land with a 31,600 m<sup>2</sup> building space. Starting in 1999, the Mayor of West Jakarta proposed the construction of a RSUD for the West Jakarta area, by providing land for social facilities/public facilities given by Pembangunan Perumahan Nasional (Perumnas) to be used as a hospital. At the same time, the Head of the DKI Jakarta Health Service also proposed the construction of the RSUD to the Governor, through the Regional Secretary of DKI Jakarta Province, and finally the Governor of DKI Jakarta approved the construction of the Cengkareng Hospital. In recent years, the Cengkareng Regional General Hospital has continued to improve the quality of its services, one of which is to improve the quality of human resources in order to provide patient satisfaction. This is evidenced by the increase in patient satisfaction at the Cengkareng Regional General Hospital over the last three years. However, based on patient satisfaction data for Cengkareng Hospital employees from 2018-2020 the employees have not been able to achieve the expected

target. In 2018-2020, patient satisfaction with services provided by Cengkareng Hospital employees is in the satisfactory category, but the achievements during 2018-2020 have not been able to achieve what has been targeted by Cengkareng Hospital. The patient satisfaction index has not been achieved because most of the employees have not done their job optimally, such as being less friendly and polite, differentiating from social classes and being impatient in providing services to patient ( Supartiningsih, 2017).

Moving from the previous emphasis on RSUD Cengkareng as the research subject and the difficulties encountered in meeting patient satisfaction goals, there is now a shift to another pertinent concept. The significance of civic engagement within the organization (OCB) is elucidated as a crucial factor in enhancing the quality of healthcare services in hospitals. As a type of behavior unrelated to formal business incentives, OCB offers a fresh perspective on how employees can contribute positively to organizational efficiency. This, in turn, has implications for patient satisfaction and the overall reputation of the hospital. Hospitals must provide good services to the community, so that they are able to implement organizational behavior (OCB) in which the hospital and the community have close involvement in order to achieve the same goals. Civic engagement within the organization (OCB) has a significant part for hospitals, considering the quality of health services from employees will determine whether a hospital is good or bad. With community involvement and the hospital having good service quality, the hospital is able to implement good organizational behavior (OCB) with the community because it achieves common goals between the hospital and the community. OCB is a behavior that is driven by individual initiative and decision-making, unrelated to the formal incentive structure of the business, but can improve organizational efficiency. OCB emphasizes the social contract relationships between people and organizations, is due to the organization's strict performance requirements, in-role behavior is frequently used as a comparison. (Andriani et al., 2012). According to Kolade et al 2014 additionally, OCB is possible to increase service effectiveness, patient contentment, hospital credibility and then eventually results in the accomplishment of the anticipated results of the hospital. Employees who have a high OCB will create a positive atmosphere in providing services to patients, so that they can make a positive contribution to the hospital (Prabowo, 2014).

The problems that occur in employees related to low OCB behavior is the lack of cooperation between employees and lack of tolerance between work teams, and employees do not want to help their co-workers' difficulties wherein when solicited for assistance, workers still seem to procrastinate pursuing other pursuits. Based on interviews conducted by the researcher with the Human Resources Department at Cengkareng Public Hospital, which operates in the healthcare sector, stated that the phenomenon of issues related to low OCB behavior among employees is attributed to the lack of cooperation among employees and a lack of empathy within the team. Furthermore, employees are unwilling to assist their colleagues in times of difficulty, as they tend to procrastinate by engaging in other activities when asked for help. Based on summary of patient satisfaction index scores The monitoring indicates that from 2019 to 2020, patient satisfaction with the services provided by employees at Cengkareng Public Hospital falls into the satisfactory category. However, the achievements during the period of 2020-2022 have not been able to reach the targets set by Cengkareng Public Hospital.

In addition to indications of declining OCB behavior, based on patient satisfaction, there is also a low level of employee organizational commitment based on employee attendance. It can be observed that at Cengkareng Regional General Hospital, which has 50 employees, the monthly count of employees who are late, sick, or on leave indicates a significant number. This suggests an indication of non-compliance among employees with the employee regulations, where employees are required to adhere to attendance rules and be punctual. This is particularly related to the distribution of duty schedules, which undoubtedly affects the performance of Cengkareng Regional General Hospital.

Research gaps show to understand the relationship between the research variables studied. In this case, we found the empirical gap based on the previous study. Study of organizational behavior carried out by Soelton (2023) and Maharani et al. (2013) found that Transformational Leadership had a negative impact on OCB, as similarly asserted in the research by Ngadiman et al. (2013) and Wasposito et al. (2014) who stated that there was little impact. On the contrary, many previous studies, such as the research conducted by Eliyana et al. (2018) and Nurjanah et al. (2020), found that transformational leadership has a direct and significant effect on organizational commitment, similar to the study conducted by Keskes et al. (2018). According to Parwanto (2021), Lee et al. (2018), Syamsudin (2011), and Wasposito et al. (2014), OCB was significantly impacted by transformational leadership. Eslami (2012), Fariz (2021), and Hartono (2023) studied that job satisfaction has positive and significant effects on Organizational commitments. Research conducted by Ngadiman et al. (2013) and Osman et al. (2015) shows that Job Satisfaction has a positive effect on OCB. However, the results of the research support the findings of the research conducted by Kim (2006) and Supriyanto (2013) that job satisfaction does not directly affect civic engagement within the organization. A study conducted by Muharram et al. (2020), Thevanez & Saranraj (2018), Saputri et al. (2021) also indicates that the benefits of organizational commitment give a significant impact on OCB in the organization. Therefore, if the organization is less committed, it will have an impact on OCB.

The novelty of this research lies in the research conducted by Nurjanah et al (2020) which was carried out on public organizations in the field of Education and Culture with the variables studied having similarities to this research and the results were that transformational leadership had a significant and positive effect on organizational commitment, transformational leadership had an impact on OCB that is strong and favorable, job satisfaction has a substantial and favorable impact on the organization, fulfillment at work significantly and favorably influences OCB, organizational commitment has a significant and positive effect on OCB, with the dedication of the organization variable used as a mediating variable. One of the differences between this study and Nurjanah's (2020) research lies in the organizational focus. Nurjanah conducted her research at the Inspectorate General of the Ministry of Education and Culture, while this study is centered around Cengkareng Regional General Hospital

## **LITERATURE REVIEW**

### **Transformational Leadership**

Transformational leadership can influence the change process attitudes, beliefs and values of its followers in order to achieve predetermined goals companies need (González-Cruz et al., 2019, Sutrisno et al., 2020; Soelton M et al., 2021). Transformational leaders always try to

harmonize relations between leaders and subordinates (dyadic) to create a conducive and cooperative atmosphere to produce performance through developing new ideas in facilitating the completion of work (Kawiana et al. 2020). According to Awaludin (2017) transformational Those in charge take note of things Transformational leaders are able to excite, arouse, and motivate followers to put in extra effort to achieve group goals. They do this by helping followers see challenges in new ways and by meeting the individual requirements for growth and development of each follower. According to Lestari (2019) there are several dimensions and indicators of transformational leadership is Charisma, Inspiration, Intellectual Stimulation, Individualized Consideration.

### **Job Satisfaction**

According to Robbins and Judge (2015), job satisfaction is a positive feeling towards work that is produced and evaluated for its characteristics. As stated by Sutrisno (2017), Job satisfaction refers to an employee's perspective on their work in relation to conditions at work, employee cooperation, rewards received at work, and issues connected to physical and psychological elements. As for Mangkunegara (2016), stating that an employee's level of job satisfaction might help or hinder them in their efforts to related to his job as well as to his situation. Robbins and Judge (2015) identify the dimensions and indicators of job satisfaction as the work it self, Salary or wages, promotion, supervision and work co-workers. As stated by Luthans (2021) Indicators of job satisfaction include: a. The work itself – How much people learn, how much they take ownership of the task they do, and other aspects of job satisfaction. b. Salary/Wages - The amount of money received, to the extent that it is deemed comparable to other payments made, and the suitability of wages received. c. Opportunities for Promotion - Opportunities are acknowledged for organizational advancement, promotion, and promotion as a motivator for employee advancement. d. Supervision - Supervisors' capacity for supporting employees, for providing assistance to employees, job supervision. e. coworkers - cooperative abilities, supporting people's social development and happy connections.

### **Organizational Commitment**

Griffin Stated that employees who feel more committed to the organization have reliable habits, plan to stay longer in the organization, and devote more effort to work (Marlapa, E., & Mulyana, B. 2020; Qurotalain et al, 2022).

Rahmayani et al., (2017) stated that commitment is an attitude of being willing to involve oneself in an organization and contribute everything that is in itself so that the organization remains in good condition, being committed means being aware of and willing to accept the risks and actions that have been decided by individuals. Widiarti and Dewi (2016) say that an organization's dedication is a An employee's psychological state can be judged by their sense of devotion to the company and their ability to concentrate on its objectives. Furthermore, a stated by Hanafi and Sanosra (2018) Organizational dedication is described as the feeling of duty on the part of an worker to stay utilizing the institutional, this sensation is produced by the normative internalization a strain is placed an individual. Sudirjo (2015) creates a division of organizational commitment into three parts, as Affective Commitment, Continuance dedication and Normative Dedication.

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

Organizational Citizenship Behavior (OCB) is conduct that employees choose to engage in voluntarily and without being forced to. This conduct deviates from the official requirements of the position or the official job description. According to Smith in Andriani (2012), organizational citizenship behavior (OCB) plays a key part in determining a company's performance (Jumadi et al., 2018). The Organizational Citizenship Behavior value improves the performance of the employee and organization, and it is a terminology to identify employee behavior. (Nugroho et al. 2020; Suwandana, 2017; Karyatun, S et al. 2023) states that Behavior in organizations known as organizational citizenship behavior (OCB) or extra-role conduct is behavior that does not directly rewarded by official system of award. Organ et al., (2006) states that OCB which is the employee willingness to take role (positions) that exceed their main role in a company, so it's better known as extra-role behaviour, where there are dimensions and indicators as altruism, conscientiousness, sportmanship, courtesy, and civic virtue.

## **Research Hypotheses and Framework**

### **The Impact of Transformational Leadership on Organizational Commitment**

Due to research that has been done by Kesuma (2016), it shows that transformational leadership has a significant effect on organizational commitment. Meanwhile, several other studies that were also conducted succeeded in proving the influence of Transformational Leadership to have a significant effect on Organizational Commitment. These studies include Malik et al., (2017); Ramdhan and Mujiati (2018); Rahmi and Mulyadi (2018); Iqbal et al., (2019) from Considering the studies, transformational leadership is apparent as an effective way to increase organizational commitment. Mangkunegara and Miftahuddin (2016) found that transformational leadership significantly and favorably impacted work performance on a partial or overall basis. Thus, the authors found the following hypothesis:

H1: Transformational Leadership impact on Organizational Commitment

### **The Impact of Transformational Leadership on Organizational Citizenship Behavior (OCB)**

Based on the research that has been done by Syarief et al., (2017), the results show that transformational leadership has a significant effect on OCB and several other studies that have also been carried out have proven OCB is greatly impacted by transformational leadership. These studies include Arfiani et al., (2016); Arimbawa and Sudharma (2016); Kim and Park (2019) from Considering the studies, transformative leadership can be concluded as an effective way to improve OCB. Thus, the authors found the following hypothesis:

H2: Transformational Leadership impact on Organizational Citizenship Behavior (OCB).

### **The Impact of Job Satisfaction on Organizational Commitment**

Based on research conducted by Galang Putra Pradana (2020), the results show that dedication within an organization is significantly impacted by fulfillment at work and several other research that has also been conducted have proven that dedication within an organization is significantly impacted by fulfillment at work. These research include Susilo & Satrya (2019); Antari (2019); Saputra et al., (2019). By way of research above, Findings suggest that

fulfillment at work is an effective way an expansion organizational commitment. Thus, the authors found the following hypothesis:

H3: Job Satisfaction impact on Organizational Commitment

### The Impact of Job Satisfaction on Organizational Citizenship Behavior(OCB)

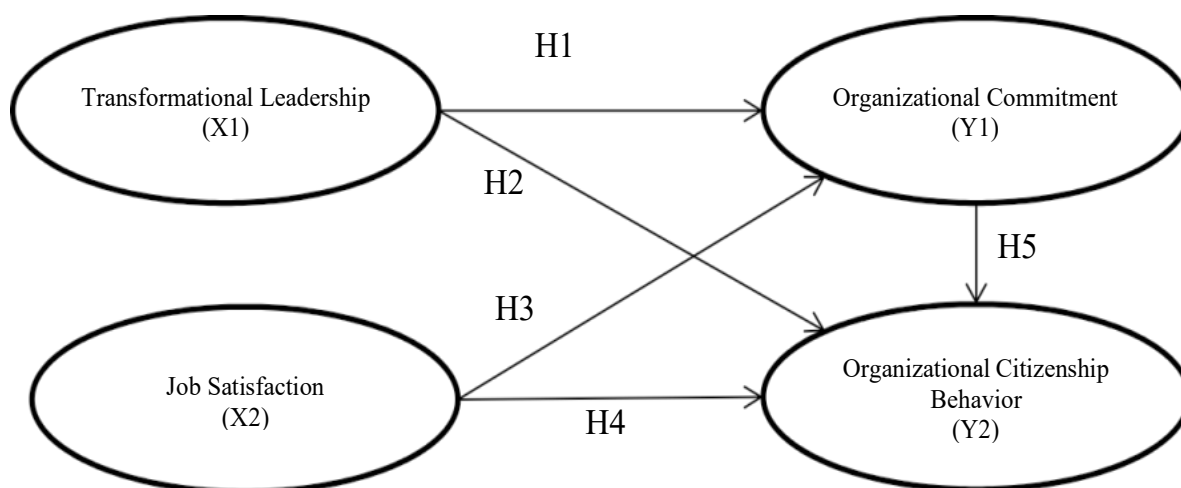
According to the study has accomplished by Soelton et al., (2020), the results show that job satisfaction has a significant effect on OCB and several other studies that have also been conducted have proven that job satisfaction has a significant effect on OCB. These studies include Maulana (2020); Dewi, and Suwandana (2016); Wahyuningsih et al., (2019) from this study therefore, it may be said that fulfillment at work is an effective way a better OCB. Thus, authors found the following hypothesis:

H4: Job Satisfaction impact on Organizational Citizenship Behavior (OCB).

### The Impact of Organizational Commitment on Organizational Citizenship Behavior (OCB)

As a result of research that has been done by Partini and Dewi (2020), the results show that organizational commitment has a significant effect on OCB and several other studies that have also been carried out have succeeded in proving the influence of organizational commitment has a significant effect on OCB. These studies include. From the research from the foregoing, it may be inferred that dedication within an organization is an effective way to improve OCB. Thus, authors found the following hypothesis:

H5: Organizational Commitment impact on Organizational Citizenship Behavior (OCB)



**Figure 1**  
Conceptual Framework

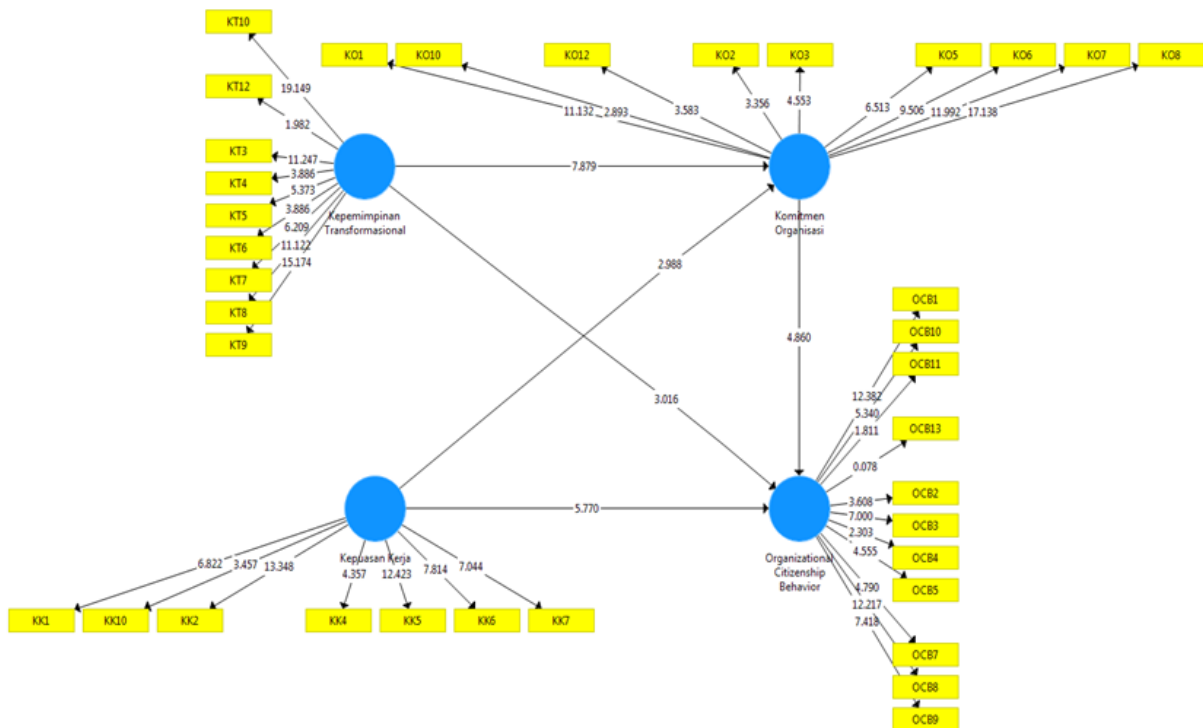
## METHOD

Identification of study issues is the first step in place that sites for study and formulation

identified problems, collecting conceptual foundations for strengthen the framework for variables, compiling data collecting techniques, developing a toolkit, to identifying the methods utilized for statistical testing. Time for investigation is required for this process starting in December2020 - November 2021. In this study, the research population consists of 50 permanent employees at Cengkareng Regional General Hospital. The sample size used is 50 individuals, employing a saturated sampling technique since the population is relatively small, or less than 100, and therefore, a saturated sampling technique is used. According to Sugiyono (2015), saturated sampling is a sampling technique where all members of the population are used as samples. The data analysis technique in this research utilizes Partial Least Square (PLS). getting information due to preparation of the thesis, the author takes the research location at the Cengkareng Regional General Hospital (RSUD) in West Jakarta.

**RESULT AND DISCUSSION**

Pay attention to R-Square which is the (Goodness of Fit) tested. Assessing a version of use Partial Least Square, One starts tracking each latent variable's assigned R2. In accordance with Ghozali (2017), the values of R2 are 0.75 indicates strong, 0.25 denotes weak, 0.50 is moderate. The applicability of the forecast values (Q-squared) is 0.02, indicating a tiny value, and 0.35 which represents medium & 0.35 which represents large. GOF / Goodness of Fit model testing used Predictive Relevance Q2 refers to the inner model. The (Q2/Q-square) value is ought to more less then (0), indicating the model provides predictive value that is relevant.



Source: Output PLS

**Figure 2**  
**Bootstrapping Test Result**



## **Discussion**

### **The Impact of Transformational Leadership on Organizational Commitment**

According to the results of this study, the outcomes showed a T-statistic of 7.879, first sample value of 0.791 & P values of 0.000. These results show that transformational leadership has a positive and significant impact on organizational commitment because the T-statistic value is more than the T-table value of 1.96, the original sample value suggests a positive value, and the P value is less than 0.05. These results indicate that the better the implementation of transformational leadership, the better employees get organizational commitment also the opposite. Even though they know it's difficult, transformational leaders always push their staff to work in teams, support one another, and assist one another it is they're not job authority. these studies is supported by Kesuma's research (2016) which found that transformational leadership a substantial impact on organizational commitment.

### **The Impact of Transformational Leadership on Organizational Citizenship Behavior**

The T-statistic value for this study's hypothesis testing was 3.016, an initial sample value of was 0.376, along with a P-value of 0.002. The original sample value exhibits a positive value, the T-statistic value is more than the T-table value of 1.96, and the P value is less than 0.05. These findings suggest that transformational leadership has an impact on organizational citizenship behavior that is both good and significant. The findings of this investigation suggest that better the implementation of transformational leadership, the better the OCB, also the opposite. Even though it can be challenging, transformational leaders always encourage their staff to work in teams, provide support, and assistance to one another it is they're not job authority. This study's findings are consistent with previous research Syarief et al., (2017) which explains that OCB is significantly impacted by transformative leadership.

### **The Impact of Job Satisfaction on Organizational Commitment**

According to this study's hypothesis test, the results of the T-statistic value of 2,988, the original sample value of 0.348, and the P Values of 0.003. The original sample value exhibits a positive value, the P value is more than the T-statistic value, which is greater than the T-table value of 1.96 indicates inferior to 0.05, this result indicates that job satisfaction positively and significantly impacts organizational commitment. The outcomes it can be interpreted that increasing job satisfaction can increase organizational commitment. Thus, Therefore, it may be said that the achievement of Job satisfaction among employees will rise employee commitment. an intense dedication exists makes employees more focused and attentive to efforts to achieve good work results and in accordance with company goals. Pradana et al (2020); Arief H et al (2023) support this study It comes to the conclusion that when workers are happy with their jobs and have the chance to advance their careers, they will be more dedicated to providing services to customers.

### **The Impact of Job Satisfaction on Organizational Citizenship Behavior(OCB)**

Based on the results of the study's hypothesis testing, a T-statistic value of 5.770, a value for the original sample of 0.676, and P values of 0.000 were determined. The results show that job satisfaction has a positive and significant impact on organizational members' behavior. The T-statistic value is more than the T-table value of 1.96, the original sample value suggests a positive value, and the P-value is less than 0.05. Job satisfaction plays a very important role in shaping discipline, commitment and performance. Employees who are satisfied with their jobs are more than that, contented employees go above and beyond the call of duty because they want to share their great experiences with others, speak favorably about the company, and improve coworkers' performance. This research is supported by Maulana's research (2020) which found that job satisfaction is an effective way to improve Organizational Citizenship Behavior.

### **The Impact of Organizational Commitment on Organizational Citizenship Behavior (OCB)**

Based on the study's hypothesis testing, the original sample value was 0.522, the T-statistic value was 4.860, and the P values were 0.000. The results show that organizational commitment has a positive and significant impact on organizational citizenship behavior. The T-statistic value is more than the T-table value of 1.96, the original sample value suggests a positive value, and the P value indicates less than 0.05. Behaviors that arise such as helping co-workers, carrying out work assignments without being asked, complying with regulations, involving themselves in organizational activities, tolerance for conflict and taking attitudes and increasing abilities for the benefit of the organization. The findings of this study corroborate those of Partini and Dewi's (2020) study, which demonstrates that organizational commitment significantly affects Organizational Citizenship Behavior. Where, the higher the employee's organizational commitment to the organization, the more OCB will be realized.

### **CONCLUSION**

The conclusion of research at the Cengkareng Regional General Hospital, the conclusions that can be made are as follows:

Transformational leadership at Cengkareng Regional General Hospital has a significantly positive impact on the organizational commitment of its employees. Consequently, when the best practices of transformational leadership are implemented, employees tend to exhibit a high level of organizational commitment. Additionally, the influence of transformational leadership has a profoundly favorable impact on the organizational citizenship behavior (OCB) of the hospital's employees, with a higher level of transformational leadership correlating with an elevated level of OCB.

Furthermore, job satisfaction plays a crucial role in influencing organizational commitment among workers at Cengkareng Regional General Hospital. The higher the level of job satisfaction, the greater the commitment demonstrated by employees within the organization. Moreover, the organizational citizenship behavior activities of employees at the hospital are significantly influenced by their job satisfaction. This implies that a high level of job satisfaction in the work environment leads to the emergence of organizational citizenship behavior among employees.

Lastly, organizational commitment is shown to have a profoundly positive impact on organizational citizenship behavior among workers at Cengkareng Regional General Hospital.

Therefore, as employees demonstrate greater dedication to the organization, a higher level of OCB is achieved within the institution

## SUGGESTION

Several recommendations can be made for thought in light of the conclusions above. Transformational leadership has a positive and significant influence on organizational citizenship behavior and organizational commitment, so leaders and local governments should pay more attention to transformational leadership behavior. This is because transformational leadership is a determining variable in increasing OCB and organizational commitment. Moreover, RSUD Cengkareng hospital that is closely connected with the local community, therefore good transformational leadership is needed. Not only that, if you have implemented transformational leadership practices, the quality of employees will be better. And it is hoped that Cengkareng Regional Hospital can further improve the transformational leadership variable. With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than is expected of them

## REFERENCES

- Antari, N. (2019). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasi Dan Turnover Intention (Studi Pada Losari Hotel Sunset Bali). *Prospek: Jurnal Manajemen dan Bisnis*, 1(1), 31-37.
- Arief, H., Yuliantini, T., Thoullon, M. S., Marlapa, E., Soelton, M., Karyatun, S., & Humaidah, S. I. (2023). Intimate Servant Leadership and Transformational Leadership Improve Organizational Citizenship Behavior. *American International Journal of Business Management (AIJBM) ISSN-2379-106X*, [www.aijbm.com](http://www.aijbm.com), 6(10), 06-16.
- Arifiani, R. S., Astuti, E. S., & Ruhana, I. (2016). Pengaruh Kepemimpinan Transformasional Terhadap Organizational Citizenship Behavior Dan Kepuasan Kerja (Studi pada Tenaga Perawat RSUD. Dr. Saiful Anwar Malang). *Jurnal Administrasi Bisnis (JAB)*, 33(1), 127–135.
- Arimbawa, I., & Sudharma, I. (2016). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior. *E-Jurnal Manajemen*, 5(7).
- Astini, Rina, Ishrat, Kehkashan, Ramli, Yanto, Tafiprios, Chong Kwong, Wing, and Ooi Chee, Keong. Nexus among Crypto Trading, Environmental Degradation, Economic Growth and Energy Usage: Analysis of Top 10 Cryptofriendly Asian Economies. *International Journal of Energy Economics and Policy*. Volume 13, Issue 5. pp. 339-347. DOI: <https://doi.org/10.32479/ijeep.14545>
- Astini, Rina, Salim, Ansa Savad, Deitiana, Tita, and Ramli, Yanto. (2023). Fintech Growth in Asia: A Shift Towards a Net-Zero Carbon Economy. *Przestrzeń Społeczna (Social Space)*. Volume 23, No. 3. pp.123-148
- Awaluddin, M. (2017). Pengaruh Kepribadian Entrepreneurship Islam dan Akses Informasi Terhadap Strategi Bisnis dan Kinerja Bisnis Usaha Kecil di Kota Makassar. *Jurnal Iqtisaduna*, 2(2).79-97.
- Andriani, G., Djalali, M. A., Sofiah, D. (2012). Organizational Citizenhsip Behavior dankepuasan Kerja pada Karyawan. *Jurnal Penelitian Psikologi*, 3(1). Diakses tanggal 13 Novermber 2014, dari <http://undip.ac.id>

- Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior*, 25(8), 951–968. <https://doi.org/10.1002/job.283>
- Anis Eliyana, Syamsul Ma'arif, Muzakki (2019) Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(2019) 144–150
- Andriani, G. (2012). Organizational Citizenship Behavior dan Kepuasan kerja pada Karyawan. *Jurnal Penelitian Psikologi*, Vol. 03, No. 01, pp341-354
- Bagis, F., Pratama, B.C., Kharismasyah, A.Y. (2019). Pengaruh Disiplin Kerja, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Studi Kasus Institusi Pendidikan. *Derivate: Jurnal Manajemen*. 13(2).
- Bintoro & Daryanto. (2017). *Manajemen Penilaian Kinerja Karyawan*. Yogyakarta: Gava Media
- Chaniago (2017). Psychological Capital and Beyond Positive psychological capital: Beyond human and social capital. *Business Horizons*, 47 (1), 45-50.
- Darto, M., Setyadi, D., Riadi, S.S., & Hariyadi, S. (2015). The Effect of Transformational Leadership, Religiosity, Job Satisfaction, and Organizational Culture on Organizational Citizenship Behavior and Employee Performance in the Regional Offices of National Institute of Public Administration, Republic of Indonesia. *European Journal of Business and Management*. 7(23).
- Davis, K. (2017). *Perilaku Dalam Organisasi*, Edisi ketujuh, Jakarta: Erlangga
- Dewi, N.L.P.Y.A., & Suwandana, I.G.M. (2016). Pengaruh Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) dengan Komitmen Organisasional sebagai Variabel Mediasi. *Jurnal Manajemen*, 5(9).
- Diputra, A., & Rahyuda, A. (2016). Pengaruh Kepemimpinan Transformasional Dan Kepuasan Kerja Terhadap Komitmen Organisasi Dan Organizational Citizenship Behavior Guru SD Saraswati 4 Denpasar. *E-Jurnal Manajemen*, 5(1).
- Edison, E., Anwar, Y., & Komariyah, I. (2016). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Eslam, J and Gharakhani, D., 2012. Organizational Commitment and Job Satisfaction. *ARPN Journal of Science and Technology* VOL. 2, NO. 2.
- Fitria, R., Dewi, R., & Febriana, S. (2016). Peranan Komitmen Organisasi Terhadap Organizational Citizenship Behavior Pada Perawat. *Jurnal Ecopsy*, 2(1).
- Fitriani, D. (2018). Pengaruh Kepemimpinan Transformasional, Budaya Organisasi, dan Kompensasi Non Finansial Terhadap Kinerja Pegawai Sekretariat Direktorat Jendral Imigrasi. *SWOT Jurnal Ilmiah*, 9(3).
- Ghozali, I., & Latan, H. (2017). *Partial Least Squares: Konsep, Teknik, dan Aplikasi Menggunakan Program Smart PLS 3.0*. Semarang: Universitas Diponegoro Semarang.
- Hanafy, C., & Sanosra, A. (2018). Pengaruh Motivasi Kerja, Iklim Organisasi Terhadap Komitmen Organisasi Dan Kinerja Dosen Pendidikan Guru Pendidikan Anak Usia Dini IKIP PGRI Jember. *Jsmbi (Jurnal Sains Manajemen Dan Bisnis Indonesia)*, 8(1), 94–111.

- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- Iqbal, K., Fatima, T., & Naveed, M. (2019). The Impact of Transformational Leadership on Nurses Organizational Commitment: A Multiple Mediation Model, *European Journal of Investigation in Health, Psychology and Education*, 10(1). 262-275.
- Kazlauskaitė, Rūta and Bučiūnienė, Iona (2008) The Role of Human Resources and Their Management in the Establishment of Sustainable Competitive Advantage. *Journal Engineering Economics*, 2008. No 5 (60)
- Hartono. Edy, 2023, The Influence of Job Satisfaction and Work Motivation on Organizational Commitment in Lecturers of The Faculty of Economics and Business at Swadaya Gunung Jati University *Jurnal Ilmiah, Manajemen Sumber Daya Manusia JENIUS* vol. 6 No. 2.
- Hartono, Sri, Ramli, Yanto, Astini, Rina, Widayati, Catur, and Ali, Anees Janee. (2024). The Clinical Information System That Effects The Patients' Satisfaction Of The Healthcare Services. *Jurnal Manajemen*. Volume 28, No. 1. pp. 1-22. DOI: <https://doi.org/10.24912/jm.v28i1.1463>
- Imaningsih, Erna Sofriana, Ramli, Yanto, Widayati, Catur, Hamdan, and Yusliza, Mohd Yusoff. (2023). The Influence of Egoistic Values, Biospheric Values, and Altruistic Values on Green Attitudes for Re-intention to Use Eco-Bag: Studies on Millennial Consumers. *Przestrzeń Społeczna (Social Space)*. Volume 23, No. 3. pp.123-148. pp. 357-376
- Jumadi., Soelton, Mochamad., Nugrahati, Tati. (2018). Bagaimanakah Beban Kerja dan Stress Kerja Mempengaruhi Organizational Citizenship Behaviour (OCB) dan Kinerja Karyawan PT. Multitek Indopanca Jakarta. *Forum Manajemen Indonesia* 10-Palembang, 501
- Karyatun, S., Wahyono, T., Apriadi, I., Priyono, P., Arief, H., Hakim, M. A. R., & Soelton, M. (2023). Determinants of Employee Performance in the Manufacturing Industry. *American International Journal of Business Management (AIJBM)* ISSN-2379-106X, [www.aijbm.com](http://www.aijbm.com), 6(09), 79-89.
- Karyoto. (2016). *Dasar-dasar Manajemen*. Yogyakarta: Andi.
- Kaswan. (2017). *Psikologi Industri dan Organisasi*. Bandung: Alfabeta.
- Kesuma, I. W., & Supartha, I. G. (2016). Pengaruh Kepemimpinan Transformasional Terhadap Komitmen Organisasional Dengan Mediasi Organizational Citizenship Behavior Dan Kepuasan Kerja. *Jurnal Manajemen Unud*, 10(3), 3677-3705.
- Kim, E.J., & Park, S. (2019). The Role of Transformational Leadership Citizenship Behavior, Organizational Learning and Interpersonal Trust as Mediators, *International Journal Manpower*. 40(7)
- Kristine, E. (2017). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Kinerja Melalui Motivasi Kerja Pegawai Alih Daya (Outsourcing) Di PT. 14 (2) 384-401. 14(2), 384± 401.
- Kolade, O. J., Oluseye, O. O., Omotayo, O. 2014. "Organizational Citizenship Behaviour, Hospital Corporate Image and Performance" *Journal of Competitiveness*, Vol. 6, Issue 1, pp. 36-49, March 2014, ISSN 1804-171X, ISSN 1804-1728, DOI: 10.7441/joc.2014.01.03.
- Keskes, I., Sallan, J. M., Simo, P., & Fernandez, V. (2018). Transformational leadership and organizational commitment: Mediating role of leader-member exchange. *Journal of Management Development*, 37(3), 271–284.

- Kawiana., I Gede Putu, Riana., I Gede, Riyana., I Gede., Rasmen Adi., I Nyoman. 2020  
How Transformational Leadership Intensify Employee Performance Mediating By Job Satisfaction 2020. MIX( Ilmiah Manajemen) Journal Volume 10, No. 3, Oktober 2020
- Lestari, S. P, (2019). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi terhadap Stres Kerja dan Dampaknya Terhadap Kinerja Karyawan. Skripsi. Jakarta: Universitas Mercu Buana (UMB).
- Lee, Y. H., Woo, B., & Kim, Y. (2018). Transformational leadership and organizational citizenship behavior: Mediating role of affective commitment. *International Journal of Sports Science & Coaching*, 13(3), 373–382. <https://doi.org/10.1177/1747954117725286>
- Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). *Organizational Behavior: An EvidenceBased Approach Fourteenth Edition*. IAP.
- Malik, W.U., Javed, M., & Hasan, S.T. (2017). Influence of Transformational Leadership Components on Job Satisfaction and Organizational Commitment. *Pakistan Journal of Commerce and Social Science*. 11 (1), 147-166.
- Mangkunegara, A. P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Marlapa, E., & Mulyana, B. (2020). The Effect of Work Discipline and Work Motivation on Employee Productivity with Competence as Interviening Variables. *International Review of Management and Marketing*, 10(3), 54.
- Maulana, R.1. (2020). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior PT Sinergi. *Jurnal Ecodemica*. 4(2).
- Muhdar. (2015). *Organizational Citizenship Behavior Perusahaan*, Gorontalo: Sultan Amai Press.
- Musringudin, M., Akbar, M., & Karnati, N. (2017). The Effect Of Organizational Justice, Job Satisfaction, And Organizational Commitment On Organizational Citizenship Behavior (OCB) Of The Principles. *IJER - Indonesian Journal of Educational Review*, 4(2), 155-165
- Mangkunegara, A. P., & Miftahuddin. (2016). The effect of transformational leadership and job satisfaction on employee performance. *Universal Journal of Management*, 4(4), 189–195.
- Maharani, V, Troena.,E.A, Noermijati., 2013. Organizational Citizenship Behavior Role in Mediating the Effect of Transformational Leadership, Job Satisfaction on Employee Performance: Studies in PT Bank Syariah Mandiri Malang East Java. *International Journal of Business and Management*; Vol. 8, No. 17; 2013
- Muharram, H., Sunaryo, W., & Gunawan, A. (2020). Improving Organizational Citizenship Behavior through Development of Transformational Leadership and Work Satisfaction. *Proceedings of the 4th Asian Education Symposium (AES 2019)*, 186–190
- Novita, Sunuharjo, B. S., & Ruhana, I. (2016). Pengaruh Kepuasan Kerja dan Komitmen Organisasional Terhadap Kinerja Karyawan (Studi Pada PT. Telekomunikasi Indonesia, Tbk Witel Jatim Selatan, Malang). *Jurnal Administrasi Bisnis*, 34(1), 38±46.
- Ngadiman, A. E., & Ratmawati, D. 2013. Influence of Transformational Leadership and

- Organization Climate to the Work Satisfaction, Organizational Commitment and Organizational Citizenship Behavior on the Educational Personnel of Sebelas Maret University, Surakarta. *European Journal of Business and Management*, 5(10), 97-114.
- Nugroho., Arissetyanto., Nurulita., Elyssa ., Sihite., Janfry. 2020. How Work Satisfaction And Organization Climate Influence Organizational Citizenship Behaviour. *MIX (Ilmu Manajemen) Journal* Vol.10 no. 3 Oktober 2020.
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management*, 7(1),1793521. <https://doi.org/10.1080/23311975.2020.1793521>
- Organ, Dennis W., et.al. (2006). *Organizational Citizenship Behavior. Its Nature, Antecedents, and Consequences*. California: Sage Publications, Inc.
- Osman , A., Yusuf Haji Othman, S M Sohel Rana, Mohhamad Solaiman & Bharat Lal. 2015. The Influence of Job Satisfaction, Job Motivation & Percieved Organizational Support toward Organizational Citizenship Behavior (OCB) in Malaysia. *Asian Social Science*; Vol 11, No. 21 pp 174-182.
- Partini, N. M. H., & Dewi, A. A. S. K. (2020). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dan Ocb Di Hotel Pertiwi Bisma 2 Ubud. *E-Jurnal Manajemen Universitas Udayana*, 9(8).
- Pradana, G.P. (2020) Pengaruh Keadilan Organisasional, Kepemimpinan Transformasional dan Kepuasan Kerja Terhadap Komitmen Organisasional. *Volatilitas*. 2(1).
- Prameswari, N.K.S.P., & dan Suwandana, I.G.M. (2017), Pengaruh Keadilan Organisasional, Komitmen Organisasional, dan Kepuasan Kerja terhadap Organizational Citizenship Behavior, *E-Jurnal Manajemen Unud*, 6(3), 1368- 1397.
- Prasetyo, E.T., & Marlina, P. (2019). Pengaruh Disiplin Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Inspirasi Bisnis dan Manajemen*, 3(1).
- Priansa, D. J. (2016). *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Bandung: Alfabeta.
- Prabowo. A. (2014). Analisis Pengaruh Kepemimpinan Transformasional dan Kepuasan Kerja Terhadap Organizational Citizendhip Behavior (OCB) dengan Komitmen Organisasi sebagai Variabel Intervening. Skripsi tidak diterbitkan. Semarang: Universitas Diponegoro. Diakses tanggal 24 Oktober 2014, dari <http://eprints.undip.ac.id>.
- Purwanto, A. Purba, J.T. Bernarto, I. Sijabat, R. Effect Of Transformational Leadership, Job Satisfaction, And Organizational commitments On Organizational Citizenship Behavior *Inovbiz: Jurnal Inovasi Bisnis* 9 (2021) 61-69
- Ramli, Yanto, Imaningsih, Erna Sofriana, Rajak, Adnan and Ali, Anees Janee. (2022). Environmental Sustainability: To Enhance Organizational Awareness towards Green Environmental Concern. *International Journal of Energy Economics and Policy*. Volume 12, 4. pp.307-316. DOI: <https://doi.org/10.32479/ijeep.13275>

- Ramli, Yanto, Kurniawan, Deden, Imaningsih, Erna Sofriana, Yuliantini, Tine, and Anah, Sri. (2022). Imposing Green Management to Enhance the Organizational Awareness against the Environmental Sustainability. *International Journal of Energy Economics and Policy*. Volume 13, Issue 1. pp. 518-528. DOI: <https://doi.org/10.32479/ijeep.14001>
- Ramli, Yanto and Kartini, Dwi. (2022). *Manajemen Strategik dan Bisnis*. Bumi Aksara. Jakarta. Indonesia
- Qurotalain, Tukfa., Sriyono., Fitriyah., Hadiah. 2022. Effect of Self Efficacy, Training, Motivation, and Competence on Organizational Commitment with Employee Performance as Intervening Variables at PT Bina Utama Sakti Mix Ilmu Manajemen) *Journal* vol. 2 no. 2 June 2022.
- Rahmayani, Milfayetty, S., & Dewi, R. (2018). Pengaruh Iklim Organisasi Motivasi Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasi Guru Smp Negeri Di Kecamatan Silih Nara Kabupaten Aceh Tengah. *Jurnal Manajemen Pendidikan*, 9(2), 48–60.
- Rahmi, A., & Mulyadi, (2018), Pengaruh Keterlibatan Karyawan, Budaya Organisasi, dan Kepemimpinan Transformasional terhadap Organisasional Karyawan pada PT. PLN Banda Aceh, *Jurnal Ilman: Jurnal Ilmu Manajemen*, 6(1).
- Ramdhan, A.M., & Mujiati, N.W. (2018), Pengaruh Kepemimpinan Transformasional, Keadilan Organisasional dan Kepuasan Kerja Terhadap Komitmen Organisasional, *E-Jurnal Manajemen*, 7(2). 730 – 758.
- Ramli, Y., Soelton, M., Priyono., Suprpto., & Ali, A.J. (2020). Implementing Transformational Leadership To Cope With The Implication of Millennial Workforce. *Palarch's Journal of Archaeology of Egypt/Egyptology* 17(5).
- Robbins, S. P., & Judge, T.A. (2015). *Perilaku Organisasi Edisi 16*. Jakarta : Salemba Empat.
- Rohman, F., Noermijati, N., Soelton, M., & Mugiono, M. (2022). Model altruism in improving organizational performance in social welfare institutions ministry of social affairs of the republic of Indonesia. *Cogent Business & Management*, 9(1), 2151678. <https://doi.org/10.1080/23311975.2022.2151678>
- Saputra, L.A.A., Surati, & Saufi, A. (2019), Mediation Role of Job Satisfaction towards Effect of Conflict Roles on Organizational Commitment: Study on Private Hospitals Non-Medical Employees in Mataram City, *International Journal of Social Sciences and Humanities*. 3(2).
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Bandung: Refika. Aditama.
- Soelton, M., & Atnani, M. (2018). How Work Environment, Work Satisfaction, Work Stress on the Turnover Intention Affect University Management. *Jurnal Manajemen Bisnis Indonesia*. 5(3). 439-448.
- Soelton, M., Wahyono, T., Oktaviar, C., Arief, H., Saratian, E. T. P., Cahyawati, I., & Syah, T. Y. R. (2021). Job Insecurity Anomaly on Turnover Intention and Employee Performance in The Organization Heavy Equipment Transportation Services. *European Journal of Business and Management Research*, 6(2), 211-216.
- Soelton, M. (2023). Conceptualizing Organizational Citizenship Behavior and Learning Organization in the Labor Sector. *Jurnal Organisasi Dan Manajemen*, 19(1), 239-255.



- Soelton, M., & Nugrahati, T. (2018). How Complaining Behaviors Effect on Coping Stress and Anxiety. *International Journal of Saudi Journal of Business and Management Studies (SJBMS)*. 3(6). 623-628.
- Soelton, M., Visano, N. A., Noermijati, N., Ramli. Y., Syah. T. Y. R., & Sari, Y. J. (2020) The Implication Of Job Satisfaction That Influence Workers To Practice Organizational Citizenship Behavior (OCB) in The Work Place. *Archives of Business Research*, 8(5). 33-48.
- Subawa, I.M.B.A., & Suwandana, I.G.M. (2017). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior. *E-Jurnal Manajemen Unud*. 6(9).
- Sudirjo, F. (2015). Pengaruh Komitmen Organisasi, Motivasi, Kapabilitas dan Kepuasan Kerja Terhadap Kinerja Pegawai (Studi Empirik Pada Inspektorat Kabupaten Pemalang). Skripsi. Semarang: Fakultas Ekonimika dan Bisnis Universitas 17 Agustus 1945 (UNTAG).
- Sugiyono (2015). *Metode Penelitian Kombinasi (Mix Methods)*. Bandung: Alfabeta.
- Susilo, J., & Satrya, I.G.B.H. (2019), Pengaruh Kepuasan Kerja Terhadap Turnover Sutrisno., Timotius FCW , Basauli Tambungan., Teofilus., Henryanto., Aria G , Wijayadne., Devi R. 2020. Transformational Leadership And Job Satisfaction: A Quantitative Study On Textile Companies In Solo Central Java. *MIX: Jurnal Ilmiah Manajemen*, Volume 10, No. 3, Oktober 2020.
- Intention yang dimediasi oleh Komitmen Organisasional Karyawan Kontrak, *E- Jurnal Manajemen*. 8(6).
- Shiratina, Aldina, Ramli, Yanto and Hanifah, Haniruzila. (2022). SME Innovation and Social-Media on Intention to Visit Ternate City with Destination Image as the Moderating Variable. *Jurnal Bisnis dan Manajemen*. Volume 23, No. 1. pp. 66-78. DOI:<https://doi.org/10.24198/jbm.v23i1.733>
- Shiratina, Aldina, Ramli, Yanto, Imaningsih, Erna Sofriana, Rajak, Adnan and Ali, Anees Janee. (2023). The Role of Entrepreneurial Marketing and Relationship Marketing that Strengthen the Women Entrepreneurs' Business Performance. *Indonesian Journal of Business and Entrepreneurship*. Volume 9 No. 2. pp. 177-185. DOI: 10.17358/IJBE.9.2.177
- Supriyanto , Achmad Sani. (2013) Role of Procedural Justice, Organizational Commitment and Job Satisfaction on job Performance: The Mediating Effects of Organizational Citizenship Behavior. *International Journal of Business and Management*; Vol. 8, No. 15; 2013
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia*. Edisi Ke-9. Jakarta: Kencana Prenada Media Group.
- Suwandana, S. (2017). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja, Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior. *E- Jurnal Manajemen Unud*, 6(9). 4772-4799.
- Suzana, A. (2017). Pengaruh Organizational Citizenship Behavior (OCB) Terhadap Kinerja Karyawan (Studi di : PT. Taspen (persero) Kantor Cabang Cirebon). *Jurnal Logika*, XIX(1).
- Syarief, A., Maarif, M.S., & Sukmawati, A. (2017), Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Komitmen Organisasi, Departemen Manajemen, *Jurnal*

- Manajemen dan Organisasi. 8(3).
- Supartiningsih, Solichah (2017) Kualitas Pelayanan Kepuasan Pasien Rumah Sakit: Kasus Pada Pasien Rawat Jalan. *Jurnal Medicoeticolegal dan Manajemen Rumah Sakit*, 6 (1): 9-15, April 2017 Website: <http://journal.umy.ac.id/index.php/mrs>
- Siti Nurjanah, Vina Pebianti & Agung Wahyu Handaru, The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management* (2020), 7: 1793521.
- Syamsudin, N. (2017). The effect of commitments and organization transformational leadership on teacher organizational citizenship behaviour. *Sinergi : Jurnal Ilmiah Ilmu Manajemen*, 6(2). <https://doi.org/10.25139/sng.v6i2.79>
- Taurisa. (2012). Analisis pengaruh budaya organisasi dan kepuasan kerja terhadap komitmen organisasional dalam meningkatkan kinerja karyawan
- Titisari. (2014). Peranan Organizational Citizenship Behavior. Bandung : Mitra Wacana Media.
- Turulja, L., & Bajgoric, N. (2018). Information technology, knowledge management and human resource management. *VINE Journal of Information and Knowledge Management Systems*, 48(2), 255–276. <https://doi.org/10.1108/VJKMS-06-2017-0035>
- Thevanez, N., & Saranraj, Y. (2018). The Impact of Perceived Organizational Support on Job Satisfaction of Academic Staff. *Asian Journal of Economics, Business and Accounting*, 6(2), 1-8.
- Wahyuningsih, W., Lukiana, N., & Irwanto, J. (2019). Pengaruh Kepuasan kerja dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (Studi Kasus pada Karyawan Koperasi Serambi Dana Lumajang), *Progress Conference*. 2(1).
- Widayanti, R., & Farida. (2016). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior. *JAM: Jurnal Aplikasi Manajemen*. 14(4).
- Widiarti, N. L. P. D., & Dewi, A. A. S. K. (2016). Pengaruh Iklim Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasional Pada Dinas Pendapatan Provinsi Bali. *E-Jurnal Manajemen Unud*, 5(10), 6345–6372.
- Widodo. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Yogyakarta: Pustaka Pelajar.
- Wira, I.G.K.A, & Supartha, I.W.G. (2016). Pengaruh Kepemimpinan Transformasional Terhadap Komitmen Organisasional Dengan Mediasi Organizational Citizenship Behavior Dan Kepuasan Kerja. *E-Jurnal Manajemen*, 5(6).
- Winarsih, T., Fariz. 2021. The Effect of Job Satisfaction on Organizational Commitment and Work Discipline Budapest International Research and Critics Institute-Journal (IBIRCI-Journal) Volume 4, No.1
- Waspodo, A. A., Ristiani, R., & Handaru, A. W. (2014). Pengaruh gaya kepemimpinan dan komitmen organisasional terhadap organizational citizenship behavior (OCB) di biro administrasi umum dan keuangan universitas negeri Jakarta. *JRMSI-Jurnal Riset Manajemen Sains Indonesia*, 5(2), 222–242.
- Yukl, G. (2015). *Kepemimpinan Dalam Organisasi (Edisi 7)*. Jakarta: Indeks.
- Yuliani, I., & Katim. (2017). Pengaruh Komitmen Organisasi dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior. *Jurnal Riset Manajemen dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*. 02(03).

Yuliati. (2016). Motivasi Kerja, Kepuasan Kerja, Komitmen Organisasi, Dan Organizational Citizenship Behaviour (OCB) (Studi Empiris Pada SMK Swasta Kecamatan Gayamsari Semarang). *Jurnal Ilmiah UNTAG Semarang*, 5(1): 23-37.