TEROPONG: Jurnal Ilmiah Manajemen dan Bisnis

Scientific journal of management and business

ISSN (Print): 2086-8162, ISSN (Online): 2964-8734

https://publikasi.mercubuana.ac.id/index.php/teropong

Compensation, Transactional Leadership, and Organizational Citizenship Behavior as Predictors of Employee Performance: Evidence from an Indonesian Bank

Muhamad Dava Firdaus[1*], Indra Raharja[2]

[1,2] Faculty of Economics and Business, Universitas Mercu Buana

**davamuhamad06@gmail.com*

ABSTRACT *This study examines the associations of compensation, transactional leadership, and organizational citizenship behavior (OCB) with employee performance in the Human Capital Operational Division of Maybank KCP Sentral Senayan 3, Indonesia. Drawing on social exchange theory, it integrates formal organizational rewards, leader–employee exchanges, and discretionary citizenship behavior into a single explanatory framework. The study uses a quantitative, cross-sectional survey of the division's 80 employees, selected through saturated sampling, and partial least squares structural equation modeling (PLS-SEM). The author-reported results indicate positive associations between performance and compensation (β = 0.093, p = .001), transactional leadership (β = 0.351, p < .001), and OCB (β = 0.678, p < .001). OCB has the largest estimated path coefficient, although the exceptionally high reported model fit and construct correlations call for cautious interpretation. The contribution lies in a theory-informed, organizationally situated comparison of three complementary performance correlates rather than in a claim of novel causal mechanisms. The findings suggest that managers should combine equitable rewards, transparent performance agreements, and a supportive climate for voluntary collaboration. The study is limited by its single-site design, self-report measures, and cross-sectional analysis.*

Keywords: *Compensation; Transactional Leadership; Organizational Citizenship Behavior; Employee Performance; Social Exchange Theory.*

ABSTRAK *Penelitian ini mengkaji hubungan antara kompensasi, kepemimpinan transaksional, dan perilaku kewarganegaraan organisasi (OCB) dengan kinerja karyawan di Divisi Operasional Sumber Daya Manusia Maybank KCP Sentral Senayan 3, Indonesia. Dengan mengacu pada teori pertukaran sosial, penelitian ini mengintegrasikan penghargaan organisasi formal, pertukaran antara pemimpin dan karyawan, serta perilaku kewarganegaraan organisasi yang bersifat diskresioner ke dalam satu kerangka penjelasan tunggal. Penelitian ini menggunakan survei kuantitatif cross-sectional terhadap 80 karyawan divisi tersebut, yang dipilih melalui sampling jenuh, serta model persamaan struktural least squares parsial (PLS-SEM). Hasil yang dilaporkan penulis menunjukkan adanya hubungan positif antara kinerja dengan kompensasi (β = 0,093, p = 0,001), kepemimpinan transaksional (β = 0,351, p < 0,001), dan OCB (β = 0,678, p < 0,001). OCB memiliki koefisien jalur yang diperkirakan terbesar, meskipun kesesuaian model dan korelasi konstruk yang dilaporkan sangat tinggi menuntut interpretasi yang hati-hati. Kontribusi penelitian ini terletak pada perbandingan yang didasarkan pada teori dan berorientasi pada konteks organisasi terhadap tiga faktor yang saling melengkapi terkait kinerja, bukan pada klaim mengenai mekanisme kausal yang baru. Temuan ini menyarankan agar manajer menggabungkan imbalan yang adil, perjanjian kinerja yang transparan, dan iklim yang mendukung kolaborasi sukarela. Penelitian ini dibatasi oleh desain satu lokasi, pengukuran berbasis laporan diri, dan analisis cross-sectional.*

Kata kunci: *Kompensasi; Kepemimpinan Transaksional; Perilaku Kewarganegaraan Organisasi; Kinerja Karyawan; Teori Pertukaran Sosial.*

Submitted: 12-02-2026 Revised: 14-04-2026 Accepted: 17-04-2026

Article Doi:
http://dx.doi.org/10.22441/teropong.v15i1.36485

INTRODUCTION

Human capital remains central to the operational reliability of financial institutions. Banking employees must meet demanding performance standards while coordinating across formal functions, responding to service requirements, and complying with institutional procedures. Therefore, employee performance cannot be adequately understood through monetary incentives alone: supervisory exchange processes and employees' willingness to support colleagues may also matter (Judge & Piccolo, 2004; Podsakoff et al., 2009).

The submitted organizational records identify a practical performance concern in the Human Capital Operational Division of Maybank KCP Sentral Senayan 3. In 2022, average employee performance was reported as 3.27 against a target of 4. The manuscript also reports 2023 figures of 10.7% for leave/permission, 35.6% for sickness, and 38.4% for lateness. Because the underlying denominators and categories were not supplied, these figures should be interpreted as author-reported organizational indicators rather than comparable annual absence rates. The discrepancy between performance targets and reported outcomes motivated the present investigation.

International research has examined reward practices, leadership, and citizenship behavior, but often emphasizes distinct pathways or contexts. Rhoades and Eisenberger (2002) link organizational rewards and supervisor support to perceived support and favorable work outcomes; Judge and Piccolo (2004) demonstrate that different transactional leadership components have different associations with effectiveness; and Podsakoff et al. (2009) synthesize OCB consequences at individual and organizational levels. More recent research connects high-performance HR systems and leadership to service-oriented OCB (Lin et al., 2023), and explores how HR policy becomes reciprocity through frontline managers (Kilroy et al., 2023). A recent review notes continuing theoretical fragmentation in OCB research (Worku & Debela, 2024).

Accordingly, the research gap is not that compensation, transactional leadership, or OCB has never been examined. Rather, the original manuscript lacks an integrated theoretical account comparing their simultaneous associations with performance in an Indonesian bank's human capital operations unit. The present revision addresses this context-specific and theoretical-integration gap. Its novelty is deliberately bounded: it applies a social exchange framework to compare formal rewards, supervisory exchange, and discretionary employee contributions within one observed organizational setting. It does not establish a new construct or a general causal law.

This research asks: (1) Is compensation positively associated with employee performance? (2) Is transactional leadership positively associated with employee performance? (3) Is OCB positively associated with employee performance? The objective is to evaluate these three hypotheses and derive cautious theoretical and managerial implications from the reported PLS-SEM findings.

LITERATURE REVIEW AND HYPOTHESES

Grand theory: Social exchange theory

Social exchange theory (SET) conceptualizes workplace relationships as repeated exchanges shaped by reciprocity, perceived obligations, and the quality of relational treatment (Cropanzano & Mitchell, 2005). When employees regard organizational rewards and supervisory treatment as supportive and fair, they may reciprocate through stronger effort, cooperation, and commitment. Organizational support research likewise associates favorable rewards and supervisor support with constructive attitudes and performance-related outcomes (Rhoades & Eisenberger, 2002). SET is therefore an appropriate overarching lens because it helps connect the three predictors within a common logic of reciprocal contribution. Importantly, reciprocity, trust, and perceived organizational support were not measured in this study; they are theoretical explanations, not tested mediators.

Employee performance and compensation

Employee performance encompasses how effectively individuals fulfill assigned responsibilities and contribute to operational goals. Compensation includes financial and nonfinancial returns associated with employment. Under SET, employees may interpret fair and consistent rewards as evidence of organizational regard, increasing their willingness to reciprocate. This argument is consistent with research on organizational support (Rhoades & Eisenberger, 2002), although the present survey cannot establish whether perceived fairness mediates the relationship. H1: Compensation is positively associated with employee performance.

Transactional leadership

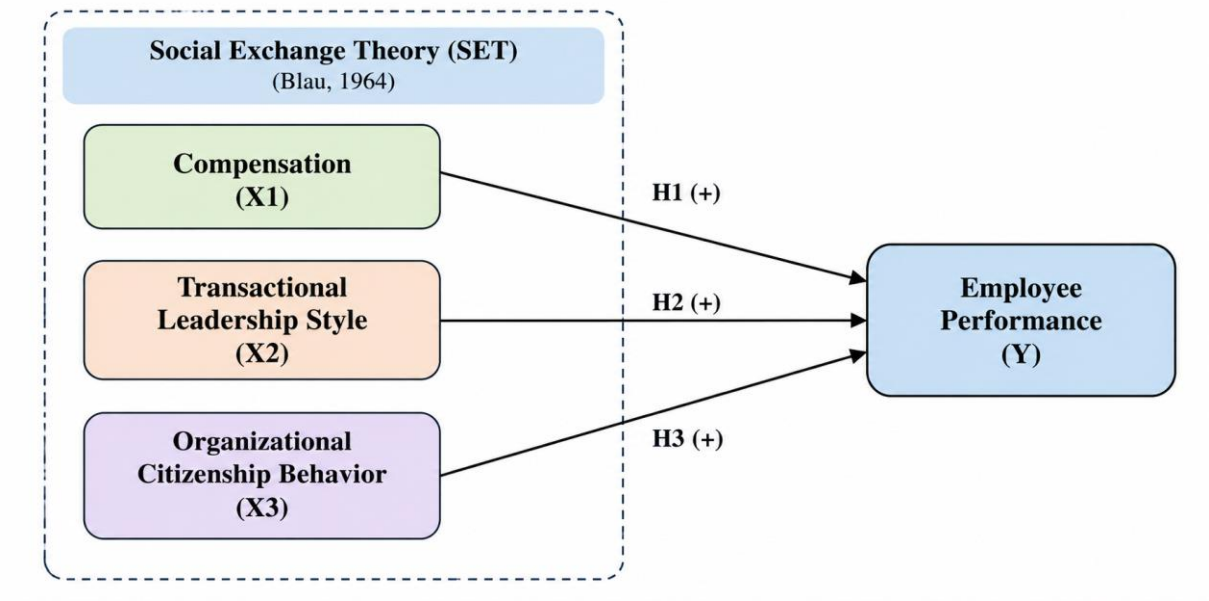
Transactional leadership emphasizes explicit expectations, contingent rewards, and corrective monitoring. Its performance implications depend on how reward contingencies and supervision are implemented, rather than on a simple assumption that all transactional behaviors are uniformly beneficial. Judge and Piccolo (2004) report supportive meta-analytic evidence for contingent reward while finding less consistent effects for management by exception. Recent research has also linked transactional leadership to engagement and talent development (Ali et al., 2023). From an exchange perspective, transparent performance expectations and credible rewards can encourage task accomplishment. H2: Transactional leadership is positively associated with employee performance.

Organizational citizenship behavior

OCB refers to discretionary, constructive work behavior that supports colleagues and organizational functioning beyond narrowly prescribed role obligations. Typical manifestations include helping, conscientiousness, courtesy, civic virtue, and sportsmanship. Meta-analytic research associates OCB with meaningful individual and organizational outcomes (Podsakoff et al., 2009). Recent evidence further examines its relationship with individual performance and ethical organizational contexts (Gullifor et al., 2023). Within SET, constructive relationships may stimulate reciprocal helping; however, the causal direction between OCB and performance remains open in cross-sectional data. H3: OCB is positively associated with employee performance.

Conceptual framework

Figure 1. Conceptual Framework of the Study



RESEARCH METHOD

The research employed a quantitative, cross-sectional survey design. The study population comprised the 80 employees in the Human Capital Operational Division of Maybank KCP Sentral Senayan 3; all 80 were included through saturated sampling as reported by the authors. Primary data were collected using a five-point Likert-scale questionnaire. The four constructs were compensation (X1), transactional leadership (X2), organizational citizenship behavior (X3), and employee performance (Y). The submitted output contains six compensation indicators, eight leadership indicators, six OCB indicators, and fourteen performance indicators. Item wordings, survey administration dates, response diagnostics, and demographic characteristics were not available in the supplied manuscript and have not been reconstructed.

The submitted analysis used SmartPLS and PLS-SEM. Measurement evaluation considered outer loadings, average variance extracted (AVE), internal consistency, cross-loadings, the Fornell–Larcker criterion, and the heterotrait–monotrait ratio (HTMT). Structural evaluation considered standardized path estimates, bootstrapped test statistics, R^2, f^2, and Q^2. Henseler et al. (2015) recommend particular attention to HTMT because conventional discriminant-validity checks may miss overlap. Because the original data and SmartPLS project file were unavailable, the reported numerical outputs have not been re-estimated or independently verified. The design supports statistical associations, not causal identification.

RESULTS AND DISCUSSION

Measurement model

The submitted outer-loading results are reproduced in Table 1. All reported primary loadings exceed .70; some other submitted tables contain different values for ostensibly identical indicators, which should be reconciled against the original output before publication.

Table 1. Reported Outer Loadings

Variable	Indicator	Outer Loadings	Status
Compensation (X1)	K1	0,756	VALID
Compensation (X1)	K2	0,775	VALID
Compensation (X1)	K3	0,743	VALID
Compensation (X1)	K4	0,858	VALID
Compensation (X1)	K5	0,824	VALID
Compensation (X1)	K6	0,822	VALID
Transactional Leadership (X2)	GK1	0,910	VALID
Transactional Leadership (X2)	GK2	0,892	VALID
Transactional Leadership (X2)	GK3	0,917	VALID
Transactional Leadership (X2)	GK4	0,935	VALID
Transactional Leadership (X2)	GK5	0,941	VALID
Transactional Leadership (X2)	GK6	0,926	VALID
Transactional Leadership (X2)	GK7	0,836	VALID
Transactional Leadership (X2)	GK8	0,723	VALID
Organizational Citizenship Behavior (X3)	PWO1	0,960	VALID
Organizational Citizenship Behavior (X3)	PWO2	0,956	VALID
Organizational Citizenship Behavior (X3)	PWO3	0,958	VALID
Organizational Citizenship Behavior (X3)	PWO4	0,959	VALID
Organizational Citizenship Behavior (X3)	PWO5	0,978	VALID
Organizational Citizenship Behavior (X3)	PWO6	0,935	VALID
Employee Performance (Y)	KK1	0,966	VALID
Employee Performance (Y)	KK2	0,938	VALID
Employee Performance (Y)	KK3	0,927	VALID
Employee Performance (Y)	KK4	0,810	VALID
Employee Performance (Y)	KK5	0,757	VALID
Employee Performance (Y)	KK6	0,782	VALID
Employee Performance (Y)	KK7	0,891	VALID
Employee Performance (Y)	KK8	0,954	VALID
Employee Performance (Y)	KK9	0,911	VALID
Employee Performance (Y)	KK10	0,934	VALID
Employee Performance (Y)	KK11	0,936	VALID
Employee Performance (Y)	KK12	0,869	VALID
Employee Performance (Y)	KK13	0,870	VALID
Employee Performance (Y)	KK14	0,881	VALID

Source: Original author-reported SmartPLS output (2025)

Cross-loadings are presented in Table 2. Several OCB and performance indicators exhibit substantial loadings on neighboring constructs, making careful discriminant-validity assessment essential.

Table 2. Reported Cross-loadings

Indicator	Compensation (X1)	Leadership (X2)	Organizational Citizenship Behavior (X3)	Employee Performance (Y)
K1	0,756	0,575	0,588	0,609
K2	0,775	0,442	0,455	0,483
K3	0,743	0,410	0,431	0,479
K4	0,858	0,513	0,556	0,579
K5	0,824	0,603	0,666	0,678
K6	0,822	0,569	0,635	0,637
GK1	0,549	0,910	0,882	0,885
GK2	0,577	0,892	0,834	0,860
GK3	0,517	0,917	0,854	0,866
GK4	0,653	0,935	0,917	0,919
GK5	0,670	0,941	0,912	0,913
GK6	0,640	0,926	0,884	0,895
GK7	0,599	0,836	0,787	0,796
GK8	0,466	0,723	0,646	0,669
PWO1	0,698	0,891	0,960	0,927
PWO2	0,658	0,906	0,956	0,926
PWO3	0,643	0,867	0,958	0,908
PWO4	0,683	0,919	0,959	0,954
PWO5	0,664	0,945	0,978	0,950
PWO6	0,723	0,930	0,951	0,935
KK1	0,673	0,922	0,944	0,966
KK2	0,611	0,917	0,926	0,938
KK3	0,702	0,860	0,913	0,927
KK4	0,770	0,754	0,788	0,810
KK5	0,448	0,757	0,732	0,763
KK6	0,499	0,782	0,754	0,793
KK7	0,651	0,858	0,835	0,891
KK8	0,683	0,919	0,954	0,959
KK9	0,636	0,876	0,911	0,913
KK10	0,712	0,922	0,902	0,934
KK11	0,665	0,879	0,897	0,936
KK12	0,782	0,803	0,866	0,869
KK13	0,655	0,833	0,870	0,882
KK14	0,638	0,862	0,831	0,881

Source: Original author-reported SmartPLS output (2025)

Table 3. Reported Fornell–Larcker Matrix

Variable	Transactional Leadership (X2)	Employee Performance (Y)	Compensation (X1)	Organizational Citizenship Behavior (X3)
Transactional Leadership (X2)	0,888			
Employee Performance (Y)	0,709	0,962		
Compensation (X1)	0,660	0,734	0,897	
Organizational Citizenship Behavior (X3)	0,850	0,958	0,890	0,978

Source: Original author-reported SmartPLS output (2025)

Table 4. Reported HTMT Ratios

Variable	Leadership (X2)	Employee Performance (Y)	Compensation (X1)	Organizational Citizenship Behavior (X3)
Leadership (X2)				
Employee Performance (Y)	0,791			
Compensation (X1)	0,705	0,778		
Organizational Citizenship Behavior (X3)	0,876	0,896	0,746	

Source: Original author-reported SmartPLS output (2025)

The HTMT values reported for leadership–OCB (.876) and performance–OCB (.896) are close to the frequently applied .90 threshold, indicating limited separation between some constructs. More critically, the Fornell–Larcker matrix reproduced from the original manuscript reports a correlation of .958 between performance and OCB but a diagonal value of .962 for performance and .978 for OCB, which narrowly passes that criterion; however, the displayed diagonal values are not consistent with the square roots of the AVEs shown in Table 5 (e.g., $\sqrt{.792} \approx .890$, rather than .962; $\sqrt{.917} \approx .958$, rather than .978). The manuscript should not claim unqualified discriminant validity until these discrepancies have been checked against SmartPLS.

Table 5. Reported Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Compensation (X1)	0,636
Transactional Leadership (X2)	0,788
Organizational Citizenship Behavior (X3)	0,917
Employee Performance (Y)	0,792

Source: Original author-reported SmartPLS output (2025)

Table 6. Reported internal consistency reliability

Variable	Cronbach's Alpha	Composite Reliability	Interpretation
Compensation (X1)	0,885	0,913	Reliable
Transactional Leadership (X2)	0,961	0,967	Reliable
Organizational Citizenship Behavior (X3)	0,982	0,985	Reliable
Employee Performance (Y)	0,979	0,981	Reliable

Source: Original author-reported SmartPLS output (2025)

All reported AVEs exceed .50 and both Cronbach's alpha and composite reliability exceed .70. Very high internal consistency statistics, especially for OCB and performance, may also suggest indicator redundancy and warrant inspection of the item content.

Structural model and hypothesis tests

Table 7. Reported R^2 for Employee Performance

Variable	R-Square (R2)
Employee Performance (Y)	0,971

Source: Original author-reported SmartPLS output (2025)

Table 8. Reported f^2 effect sizes

Variable	Effect Size (F2)
Compensation (X1)	0,149
Leadership (X2)	0,415
Organizational Citizenship Behavior (X3)	0,994

Source: Original author-reported SmartPLS output (2025)

Table 9. Reported Q^2 predictive relevance

Variable	Q2
Employee Performance (Y)	0,762

Source: Original author-reported SmartPLS output (2025)

Table 10. Reported Direct-path Hypotheses

Variabel	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Interpretation
Compensation -> Employee Performance	0,093	3,310	0,001	(+) and Significant
Transactional Leadership -> Employee Performance	0,351	4,362	0,000	(+) and Significant
Organizational Citizenship Behavior -> Employee Performance	0,678	6,521	0,000	(+) and Significant

Source: Original author-reported SmartPLS output (2025)

The submitted coefficients indicate positive relationships for all three predictors. Compensation has a comparatively small path coefficient ($\beta = .093$, $t = 3.310$, $p = .001$); transactional leadership shows a moderate positive coefficient ($\beta = .351$, $t = 4.362$, $p < .001$); and OCB shows the largest coefficient ($\beta = .678$, $t = 6.521$, $p < .001$). Thus, the submitted statistical output supports H1–H3. Values originally displayed as $p = .000$ are reported as $p < .001$ to avoid interpreting the probability as literally zero.

The model reports $R^2 = .971$ and $Q^2 = .762$. The high R^2 should not be interpreted to mean that the three predictors causally determine 97.1% of employee performance. Shared survey methods, conceptually overlapping constructs, and specification or reporting issues can increase apparent explanatory power. The f^2 values were reported as .149 for compensation, .415 for transactional leadership, and .994 for OCB; on conventional cutoffs, .149 is immediately below the medium-effect benchmark of .15 and is best characterized as small-to-borderline-moderate rather than unequivocally medium. The other values are large. Their interpretation remains provisional pending verification of the measurement-model output.

Theoretical discussion: compensation and performance

The positive compensation association is compatible with SET: equitable and meaningful employee rewards may be interpreted as organizational investment that merits reciprocal work effort (Cropanzano & Mitchell, 2005; Rhoades & Eisenberger, 2002). Nevertheless, compensation has the weakest adjusted direct association among the three predictors in the reported model. This suggests that financial exchange alone may not capture the work relationships most closely aligned with self-reported performance in this setting. Rather than prescribing indiscriminate pay increases, the finding invites scrutiny of distributive fairness, reward transparency, and whether performance criteria are genuinely

controllable by employees. Those mechanisms, however, were not measured and cannot be presented as demonstrated explanations.

Transactional leadership and performance

The positive leadership coefficient is consistent with the contingent-reward element of transactional leadership identified by Judge and Piccolo (2004). The association is plausible in banking operations, where measurable objectives, deadlines, and compliance requirements make role clarity valuable. Yet excessive exception-based monitoring may undermine trust or discretionary initiative; accordingly, the results should not be read as supporting punitive management or as evidence that all transactional components are equally effective. The SET interpretation is that credible commitments and consistent managerial responses can sustain reciprocal cooperation, a mechanism highlighted in contemporary HRM exchange research (Kilroy et al., 2023).

Organizational citizenship behavior and performance

OCB has the largest estimated coefficient and effect size in the submitted structural model. This is consistent with meta-analytic and recent evidence positioning citizenship behavior as relevant to coordination and organizational outcomes (Podsakoff et al., 2009; Gullifor et al., 2023). In an operations unit, voluntary help and timely knowledge-sharing could improve work continuity when demands fluctuate. However, the particularly strong correlations between OCB and performance may also indicate overlap between the questionnaire measures, common-method bias, or reverse causation. The analysis therefore supports a strong association—not a definitive claim that OCB produces performance gains. Furthermore, citizenship should remain voluntary: making extra-role behaviors compulsory risks overburdening workers.

Integrated theoretical contribution

The study offers a bounded integration of three work-related exchange domains. Compensation reflects organization-to-employee exchange, transactional leadership reflects supervisor-to-employee exchange, and OCB represents employees' discretionary social contribution. Considered together, these domains provide a clearer SET-informed interpretation than three unrelated predictor tests. The relative magnitude of OCB's association is theoretically interesting but should be reevaluated after addressing discriminant-validity concerns. Because perceived support, reciprocity, trust, and motivation were not directly measured, this research illustrates consistency with SET rather than a formal test of its mechanisms.

Managerial implications

For Maybank's human capital managers, the findings suggest a coordinated rather than single-instrument response. First, review compensation procedures for transparent eligibility criteria, timely communication, and perceived equity rather than relying only on nominal increases. Second, train supervisors to agree on measurable deliverables, provide regular developmental feedback, and apply contingent rewards consistently while avoiding unnecessary punitive surveillance. Third, support voluntary cooperation through workable staffing, knowledge-sharing routines, peer recognition, and psychologically safe requests for assistance. Any recognition of OCB should avoid turning discretionary help into an uncompensated obligation. Finally, evaluate policy changes using both employee feedback

and independent operational KPIs—such as verified output quality, processing timeliness, errors, and attendance definitions—over multiple periods. These are recommendations derived from associations, not interventions already tested in this study.

CONCLUSION

The findings reported in the submitted manuscript indicate positive and statistically significant associations of compensation, transactional leadership, and OCB with employee performance among 80 employees in Maybank KCP Sentral Senayan 3's Human Capital Operational Division. OCB has the largest reported standardized coefficient, followed by transactional leadership and compensation. SET provides an integrated interpretation of why formal organizational rewards, supervisor exchanges, and voluntary employee contributions may each accompany performance, although no exchange mediator was measured.

Several limitations qualify these conclusions. The sample represents one operational unit within a single banking location, limiting transferability. Cross-sectional survey data do not establish temporal or causal order, and self-reported predictors and outcomes may introduce common-method variance. Questionnaire item wording and survey metadata were not supplied, constraining measurement appraisal. More importantly, the reported AVE, Fornell–Larcker, and cross-loading statistics are not fully consistent and require rechecking from the original SmartPLS output. The unusually high R^2 and correlations further caution against overinterpretation.

Future studies should collect multisource or objective performance measures, employ time-lagged or longitudinal designs, and sample several branches or financial institutions. They should examine perceived organizational support, fairness, trust, and motivation as potential mediators; test the boundary conditions of workload, role clarity, and organizational culture; and distinguish contingent rewards from active or passive management-by-exception. Replication with carefully validated items and independent assessment of common-method bias will be essential to establish whether the relative importance of OCB persists.

REFERENCES

Ali, M., Ullah, M. S., & Haque, A. (2023). Effect of transactional and transformational leadership on talent engagement: Mediating role of talent development. Global Business and Organizational Excellence, 42(6), 120–137. https://doi.org/10.1002/joe.22214

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. Journal of Management, 31(6), 874–900. https://doi.org/10.1177/0149206305279602

Gullifor, D. P., Petrenko, O. V., Chandler, J. A., Quade, M. J., & Rouba, Y. (2023). Employee reactions to perceived CSR: The influence of the ethical environment on OCB engagement and individual performance. Journal of Business Research, 161, 113835. https://doi.org/10.1016/j.jbusres.2023.113835

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43, 115–135. https://doi.org/10.1007/s11747-014-0403-8

Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. Journal of Applied Psychology, 89(5), 755–768. https://doi.org/10.1037/0021-9010.89.5.755

Kilroy, J., Dundon, T., & Townsend, K. (2023). Embedding reciprocity in human resource management: A social exchange theory of the role of frontline managers. Human Resource Management Journal, 33(2), 511–[final page to verify]. https://doi.org/10.1111/1748-8583.12468

Lavelle, J. J., Rupp, D. E., Herda, D. N., & Lee, J. (2023). Customer injustice and service employees' customer-oriented citizenship behavior: A social exchange perspective. Journal of Organizational Behavior, 44(3), 421–440. https://doi.org/10.1002/job.2679

Lin, C.-S., Jin, M., Huang, P.-C., & Xiao, R. (2023). Does it take two to tango? The joint role of high-performance work systems and ethical leadership. Journal of Business Research, 156, 113536. https://doi.org/10.1016/j.jbusres.2022.113536

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. Journal of Applied Psychology, 94(1), 122–141. https://doi.org/10.1037/a0013079

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. Journal of Applied Psychology, 87(4), 698–714. https://doi.org/10.1037/0021-9010.87.4.698

Udin, U. (2024). Transformational leadership and organizational citizenship behavior: The role of person-job fit and person-organization fit in social exchange perspective. Human Systems Management, 43(3). https://doi.org/10.3233/HSM-230039

Worku, M. A., & Debela, K. L. (2024). A systematic literature review on organizational citizenship behavior: Conceptualization, antecedents, and future research directions. Cogent Business & Management, 11(1), 2350804. https://doi.org/10.1080/23311975.2024.2350804