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Transformational Leadership and Work Engagement on Organizational Citizenship Behavior With Learning Organization as A Mediation Variable

Agung Solihin^{1*}, Fathihani²

¹Dian Nusantara University, Jakarta, Indonesia, email: agung.solihin@undira.ac.id

²Dian Nusantara University, Jakarta, Indonesia, email: fathihani@undira.ac.id

*Corresponding Author: agung.solihin@undira.ac.id

Abstract: This study aims to find out that Leadership Leadership in Work Engagement has an influence on Organizational Citizenship Behavior in Leadership Leadership mediates the influence of Leadership Leadership and Work Engagement on Organizational Citizenship Behavior. The population used is employees of PT. Penida Kreasi Persada with a sample of 85 employees. Data collection was carried out using a questionnaire method where respondents answered questions arranged in choice form and the question scale used a Likert scale (1-5). The method used in this research is quantitative analysis with the SEM analysis tool and the SmartPLS 3.3 tool. The research results show that Transformational Leadership is positive and has no significant effect on Organizational Citizenship Behavior. Work engagement has a significant positive effect on Organizational Citizenship Behavior. Transformational Leadership and Work Engagement have a significant positive effect on learning organizations. Learning organization has a significant positive effect on Organizational Citizenship Behavior. Transformational leadership and work engagement have a significant positive effect on organizational citizenship behavior through learning organizations.

Keywords: Transformational Leadership, Work Engagement, Organizational Citizenship Behavior dan Learning Organization

INTRODUCTION

Organization is a collaboration between two or more people to achieve a common goal (Susanto *et al.*, 2020). To achieve a goal, organizations really need various resources, ranging from human resources, machinery, equipment, finance, and other information (Wardani & Helmy, 2020). The most important resource in the organization is human resources. The effectiveness or success of a company depends on competent and qualified human resources (Farida, 2021). Organizations want employees who are willing to perform tasks that are not listed in the job description (nalimalh et al., 2022). The behavior that individuals can develop to improve performance is Organizational Citizenship Behavior (Ridwan et al., 2022), which is employee behavior outside of formal responsibilities, such as helping colleagues, behavior

of maintaining the work environment, and completing work on time (Paramitha & Rijanti, 2022).

Employees with Organizational Citizenship Behavior do not expect to receive awards from the company, but they show this behavior voluntarily and spontaneously (Suprayitno & Sutarno, 2021). Robbins and Judge (2008: 40) in (Sofiah *et al.*, 2022) put forward facts that show that organizations that have employees who understand Organizational Citizenship Behavior (OCB) well, will have better skills than other organizations. Positive employee behavior will be able to support organizational performance to develop in a better direction (Ayuningsih, 2021).

This research was conducted at the Assembling Department of PT Penidal Krealsi Persaldal, which is a company engaged in Allalt Health. This study aims to provide an overview to the company to be able to develop employee behavior so that it can be responsible not only for performing tasks that have become their obligations but also willing to perform tasks that are not listed in the job description.

LITERATURE REVIEW

Human Resource Management is the policy of practices involved in carrying out the "people" or human resources aspects of a management position, including recruitment, screening, training, rewarding, and appraisal (Agustini Srimulyani & Budi Hermanto, 2022). According to (Legowo & Soliha, 2022) human resource management is an ongoing procedure that aims to supply an organization with the right people to be placed in the right positions and positions when the organization needs them. Human resource management also involves planning design, employee preparation, employee development, career management, performance evaluation, employee compensation and reverse labor relations (Ilhamiyah & Harsono, 2022).

According to (Wulandari, 2021) OCB is a select behavior that does not become a formal work obligation but supports the effective functioning of the organization. This behavior is referred to as extralegal behavior. According to (Cahyo, 2021) OCB also refers to behavior that goes beyond an employee's normal obligations. Based on several definitions, it can be concluded that OCB is an individual's behavior that is not clearly defined by the formal reward system in which it is not influenced by rewards aims to increase the effectiveness of organizational functions by performing beyond the normal tasks required (Srimulyani & Hermanto, 2020). The OCB components used are the components identified by (Priskila *et al.*, 2021) namely:

1. Altruism, which is the behavior of individuals to help their colleagues in the organization loyally.
2. Courtesy, which is the behavior of individuals who maintain reciprocal relationships with their coworkers to avoid disputes.
3. Sportsmanship, which is the willingness of individuals to accept any alpal determined by the organization even in irregular situations.
4. Conscientiousness, which is high dedication to his work.
5. Civic Virtue, which is the behavior of individuals who have the responsibility to be involved in activities organized by the organization.

Transformational Leadership is a leadership model to improve human resources with indicators of trust, admiration, loyalty, and respect for the leader, trying to motivate followers to do more and do more beyond their expectations (naimah *et al.*, 2022). (Wardani & Helmy, 2020) defines Transformational Leadership as proactive behavior, raising awareness of the sense of importance of shaking followers, and helping followers achieve goals at the highest level. According to (Gusmão *et al.*, 2018), there are four components of transformational leadership, namely:

1. Idealized Influence, is the behavior of a leader who provides a vision and mission, gaining the respect and trust of subordinates.
2. Inspirational Motivation, is the behavior of leaders who are able to communicate high expectations, and inspire subordinates to achieve organizational goals.
3. Intellectual Stimulation is the behavior of leaders who are able to increase the creativity and innovation of subordinates.
4. Individualized Consideration is the behavior of leaders who treat subordinates as different needs, abilities, aspirations, and provide guidance.

Work Engagement is a condition when each member of the organization performs his role by fully involving and expressing himself physically, cognitively, and emotionally (Paramitha & Rijanti, 2022). Work Engagement as a motivational concept, is defined as employees who feel strongly encouraged to strive for work challenges (Sofiah *et al.*, 2022).. Employees committed to achieving goals, antusias devote all their energy to their work.

Learning Organization is an organization that experiences continuous learning, where the effects of learning can be seen, and they change according to the organizational environment (Setiyono, 2017). According to (Gusmão *et al.*, 2018) Learning Organizational as an organization that adapts continuous learning and changes itself for improvement, the learning organization culture encourages innovation and growth Employees with the organization.

Literature study was conducted by researchers to compare previous research with the research to be conducted. The previous research conducted, namely according to (naimah *et al.*, 2022), (Wardani & Helmy, 2020) showed that Transformational Leadership affects Organizational Citizenship Behavior. Furthermore, research (Ayuningsih, 2021) work engagement affects Organizational citizenship behavior, meaning that the physical, cognitive, and emotional energy of engagement encourages active and complete role performance through extracurricular, interpersonal collaborative, innovative, and involved behavior. According to (Satyawati & Rahyuda, 2022) proves that longer work engagement has a positive effect on Organizational citizenship behavior. When employees are more involved and dedicated to their work, employees will be more likely to increase the occurrence of behaviors that promote efficient and effective organizational functioning.

Research conducted by (Srimulyani & Hermanto, 2020) shows that Learning Organization has a positive effect on Organizational Citizenship Behavior (OCB). Research (Setiyono, 2017) resulted in the conclusion that Transformational Leadership has an influence on Organizational Citizenship Behavior through the development of learning organizations and organizational innovation. According to (Artajaya & Pratama, 2020) show Work Engagement is not only important in increasing OCB, but also reducing counterproductive work behavior.

Therefore, this study tries to fill the gap that exists in research (nalimalh *et al.*, 2022), (naimah *et al.*, 2022), (Artajaya & Pratama, 2020) (Srimulyani & Hermanto, 2020), and (Wardani & Helmy, 2020) related to Orgalnizational Citizenship Behavior by using other constructs. Researchers conducted different studies by making different models from previous studies, namely by adding the Lealrning Orgalnizaltion variable as a mediating variable. The results of this study are expected to later contribute to the company, especially PT Penida Kreasi Persada, to use the right strategy in implementing Orgalnizational Citizenship Behavior.

METHOD

The data analysis technique used in this research is Structural Equation Modeling (SEM). Testing in this study will follow the basic procedures or preparations in SEM according to Riadi (2018: 23) which before applying the structural equation model (SEM) it is necessary to pay attention to several basic preparations including the minimum number of samples required, model specifications, model identification, estimation model used, goodness of fit test and

model respecification. The following is the operational definition of the variables used in this study.

Table 1. Definisi Operasional Variabel

Variabel	Dimensi/Indikator	Skala
<i>Organizational Citizenship Behavior</i> (Y) (Satyawati & Rahyuda, 2022)	1. Altruism	Likert
	2. Awareness	
	3. Politeness	
	4. Civil Policy	
	5. Sportsmanship	
<i>Transformational Leadership</i> (X1) (naimah et al., 2022)	1. Ideal Influence	Likert
	2. Inspirational Motivation	
	3. Intellectual Stimulation	
	4. Individual Considerations	
<i>Work Engagement</i> (X2) (Sofiah et al., 2022)	1. Enthusiasm	Likert
	2. Dedication	
	3. Absorption	
<i>Learning Organization</i> (Z) (Gusmão et al., 2018)	1. Think Systemically	Likert
	2. Mental Models	
	3. Personal Skills	
	4. Learn with a Team	
	5. Building a shared vision	

RESULTS AND DISCUSSION

Convergent Validity Test Results

Table 2. Outer Loading (Measurement Model)

Variabel	Indikator	Outer Loading	Keterangan
<i>Organizational Citizenship Behavior</i>	OCB1	0.810	Valid
	OCB2	0.776	Valid
	OCB3	0.837	Valid
	OCB4	0.841	Valid
	OCB5	0.832	Valid
	OCB6	0.810	Valid
	OCB7	0.804	Valid
	OCB8	0.821	Valid
	OCB9	0.822	Valid
<i>Transformational Leadership</i>	TL1	0.824	Valid
	TL2	0.861	Valid
	TL3	0.789	Valid
	TL4	0.852	Valid
	TL5	0.751	Valid
	TL6	0.810	Valid
	TL7	0.808	Valid
	TL8	0.797	Valid
	TL9	0.779	Valid
<i>Work Engagement</i>	WE1	0.803	Valid
	WE2	0.706	Valid
	WE3	0.824	Valid
	WE4	0.840	Valid
	WE5	0.804	Valid
	WE6	0.798	Valid
	WE7	0.800	Valid
<i>Learning Organization</i>	LO1	0.787	Valid
	LO2	0.821	Valid
	LO3	0.791	Valid
	LO4	0.771	Valid
	LO5	0.828	Valid
	LO6	0.820	Valid
	LO7	0.807	Valid
	LO8	0.768	Valid
	LO9	0.755	Valid
	LO10	0.812	Valid
	LO11	0.782	Valid
	LO12	0.733	Valid
	LO13	0.778	Valid
	LO14	0.764	Valid
LO15	0.719	Valid	
LO16	0.800	Valid	
LO17	0.234	Tidak Valid	
LO18	0.143	Tidak Valid	
LO19	0.162	Tidak Valid	
LO20	0.220	Tidak Valid	

Based on this table, it can be seen that there are several invalid or unqualified questionnaire results where the indicators have a loading factor value below 0.70. Therefore,

the question indicator is eliminated in the model. The valid questionnaire results after the question indicator is removed or eliminated are as follows:

Table 3. Modification Outer Loading (Measurement Model)

Variabel	Indikator	Outer Loading	Keterangan
<i>Organizational Citizenship Behavior</i>	OCB1	0.810	Valid
	OCB2	0.776	Valid
	OCB3	0.837	Valid
	OCB4	0.841	Valid
	OCB5	0.832	Valid
	OCB6	0.810	Valid
	OCB7	0.804	Valid
	OCB8	0.821	Valid
	OCB9	0.822	Valid
<i>Transformational Leadership</i>	TL1	0.824	Valid
	TL2	0.861	Valid
	TL3	0.789	Valid
	TL4	0.852	Valid
	TL5	0.751	Valid
	TL6	0.810	Valid
	TL7	0.808	Valid
	TL8	0.797	Valid
	TL9	0.779	Valid
<i>Work Engagement</i>	WE1	0.803	Valid
	WE2	0.706	Valid
	WE3	0.824	Valid
	WE4	0.840	Valid
	WE5	0.804	Valid
	WE6	0.798	Valid
	WE7	0.800	Valid
<i>Learning Organization</i>	LO1	0.787	Valid
	LO2	0.821	Valid
	LO3	0.791	Valid
	LO4	0.771	Valid
	LO5	0.828	Valid
	LO6	0.820	Valid
	LO7	0.807	Valid
	LO8	0.768	Valid
	LO9	0.755	Valid
	LO10	0.812	Valid
	LO11	0.782	Valid
	LO12	0.733	Valid
	LO13	0.778	Valid
	LO14	0.764	Valid
	LO15	0.719	Valid
	LO16	0.800	Valid

Based on this table, it can be seen that all loading factors have values above 0.70. Thus, the constructs for all variables have not been eliminated from the model. Thus, all constructs are now said to be valid and meet the validity with loading factors above 0.70.

R-Square Test Results and Hypothesis Test Results

Tabel 4. R-Square Results

Variable Endogen	R-square
<i>Learning Organization</i>	0.926
<i>Organizational Citizenship Behavior</i>	0.905

Based on the results of the R-Square test, the model of the influence of independent latent variables (transformational leadership, and work engagement) on learning organization provides an R-square value of 0.926, which can be interpreted that the variability of learning organization constructs that can be explained by the variability of transformational leadership constructs, and work engagement is 92.6% while 7.4% is explained by other variables outside the study. Organizational citizenship behavior has an R-Square of 0.905, so it can be interpreted that the variability of the Organizational citizenship behavior construct can be explained by the

transformational leadership construct variable, and work engagement by 90.5% while 9.5% is explained by other variables outside the study.

Table 5. Hypothesis Results

	<i>Original Sample</i>	<i>Standard Deviation</i>	<i>T-Statistics</i>	<i>P Values</i>	<i>Keterangan</i>
<i>Transformational Leadership → Organizational Citizenship Behavior</i>	0.073	0.099	0.742	0.458	Positif - Tidak Signifikan
<i>Work Engagement → Organizational Citizenship Behavior</i>	0.297	0.083	3.569	0.000	Positif - Signifikan
<i>Transformational Leadership → Learning Organization</i>	0.502	0.067	7.491	0.000	Positif - Signifikan
<i>Work Engagement → Learning Organization</i>	0.483	0.066	7.340	0.000	Positif - Signifikan
<i>Learning Organization → Organizational Citizenship Behavior</i>	0.597	0.123	4.852	0.000	Positif - Signifikan
Mediasi					
<i>Transformational Leadership → Learning Organization → Organizational Citizenship Behavior</i>	0.299	0.076	3.954	0.000	Mediasi Partial
<i>Work Engagement → Learning Organization → Organizational Citizenship Behavior</i>	0.288	0.070	4.123	0.000	Mediasi Partial

Effect of Transformational Leadership on Organizational Citizenship Behavior

P Values show a value of more than 0.05, these results indicate that Transformational Leadership has no significant effect on Organizational Citizenship Behavior. The results of this study indicate that whether or not the leadership style of a leader in the company will not have an influence on the Organizational Citizenship Behavior of its employees. Employees feel that the process of spreading transformation efforts in the company is carried out in a short time so that there is not enough time to adapt to the transformation efforts initiated by the leadership, especially in research found that there is a lack of coordination within the company. This also creates a feeling of lack of care among employees who do not fully understand and believe in the need for transformation efforts made by the leadership. This feeling of indifference is an obstacle experienced in the change process and will lead to feelings of threat, loss of economic opportunities, and loss of managerial positions of certain employees.

The Effect of Work Engagement on Organizational Citizenship Behavior

P Values show less than 0.05, these results indicate that Work Engagement has a positive and significant effect on organizational citizenship behavior. The results of this study indicate

that the Vigor aspect has a higher value with others. This aspect causes employee behavior with others. This aspect causes enthusiasm at work, trying hard to do their jobs, and employees are very happy to help other employees who are having difficulty at work. Where, in this case, it states that the organizational citizenship behavior variable has increased. So it is concluded that if an employee's work engagement is good, it will lead to positive organizational citizenship behavior. The results of this study support research conducted by Kurniawati (2018) which states that work engagement, and quality of work life simultaneously and partially have a positive effect on organizational citizenship behavior organization. A supportive leader will provide organizational learning through experimentation, communication, dialogue,

Effect of Transformational Leadership on Learning Organization

P Values show less than 0.05, these results indicate that transformational leadership has a positive and significant effect on learning organization. Leaders are responsible for creating a learning organization that can motivate their followers to perform their best. In this case, the vision, mission, ability and role of leaders in learning are also important skills to shape personal mastery learning or the creation of knowledge processes. Leaders must plan for change, provide employee training as part of the change, prepare them for change and motivate employees with change. Successful leadership is not only seen from the competence of a leader but how the leader is able to build a good organizational culture for the sustainability of the organization in the future. Leadership in an organization has a significant influence in creating organizational learning in order to achieve the company's performance and competitive advantage. The results of this study are in accordance with research conducted by Astuti et al. (2021), that transformational leadership has a positive and very significant relationship with continuous learning (learning organization).

Effect of Work Engagement on Learning Organization

P values show less than 0.05, these results indicate that work engagement has a positive and significant effect on learning organization. Companies need employees who have value in knowledge and support the achievement of goals in the company. The company must provide challenges and opportunities in the process of interacting experiences to its employees so that employees are expected to improve their individual abilities. When employees are engaged with their work, they tend to experience positive emotions such as enthusiasm, excitement, happiness, better health and often help others. The results of this study indicate that the company is trying to improve the learning organization in terms of its influence on work engagement, where the company provides opportunities for each employee to be able to increase their desire to learn continuously so that they will be more enthusiastic, dedicated, and focused on company goals which will ultimately increase their engagement at work. The results of this study support research conducted by Putri (2020) which states that there is a positive relationship between work engagement and learning organization.

Effect of Learning Organization on Organizational Citizenship

P Values show less than 0.05, these results indicate that learning organization has a positive and significant effect on organizational citizenship behavior. The company uses four characteristics (learning and sharing, process, structure and strategic leadership) of learning organization to improve employees' organizational citizenship behavior. Organizational learning supports employee development activities and allows employees to reflect on and evaluate their actions in error situations while handling their mistakes. Workplace learning and organizational learning processes promote organizational benefits and improve employees' behaviors to help colleagues. Such a learning process requires a less formal, decentralized and

versatile learning structure that can promote organizational citizenship behavior. Knowledge sharing among employees can enhance teamwork within the company which can increase the helping tendency among its employees. Learning organization mechanisms that are planned or not can increase interaction between members. This can support and increase opportunities for both individuals or groups to work together and strengthen the tendency of employees to perform organizational citizenship behavior. This researcher is in line with Astuti (2021) where there is a positive and significant relationship between strengthening learning organization (LO) (X1) and organizational citizenship behavior with a correlation coefficient of $r_{y1} = 0.522$, coefficient of determination $R^2_{y1} = 0.2724$.

Effect Transformational Leadership on Organizational Citizenship Behavior by Learning Organization

P Values show less than 0.05, these results indicate that the transformation leadership style in the company has a great influence in shaping the organizational citizenship behavior of its employees. Leaders who can motivate their employees to work well, ensure that company goals will be achieved and encourage their employees to use creativity in completing work will increase the level of employee enthusiasm for continuous learning which will ultimately lead to positive organizational citizenship behavior in the company.

Effect Work Engagement on Organizational Citizenship Behavior by Learning Organization

P values show less than 0.05, these results indicate that, the results of this study indicate that both work engagement has an influence that can increase organizational citizenship behavior. Employees who are passionate about work, diligent in facing difficulties at work, focused and happy about the work they do will lead to organizational citizenship behavior that can play a positive role in company activities. Employees who have high involvement in work will accept challenges to develop their abilities with continuous learning so that in the end it will lead to organizational citizenship behavior attitudes in these individuals.

CONCLUSIONS AND SUGGEST

Conclusions

1. Transformational Leadership has no significant effect on Organizational Citizenship Behavior in employees of PT Penida Kreasi Persada.
2. Work engagement has a significant positive effect on Organizational Citizenship Behavior in employees of PT Penida Kreasi Persada.
3. Transformational Leadership has a significant positive effect on learning organization in employees of PT Penida Kreasi Persada.
4. Work engagement has a significant positive effect on learning organization in employees of PT Penida Kreasi Persada.
5. Learning organization has a significant positive effect on Organizational Citizenship Behavior in employees of PT Penida Kreasi Persada.
6. Transformational leadership has a significant positive effect on organizational citizenship behavior through learning organization in employees of PT Penida Kreasi Persada.
7. Work engagement has a significant positive effect on organizational citizenship behavior through learning organization in employees of PT. Penida Kreasi Persada.

Suggest

1. PT Penida Kreasi Persada

The company can pay more attention to its employees in designing work plans so that employees can complete them properly and on time. Company leaders can also instill confidence in each employee and leaders must be able to develop, empower, optimize employee performance excellence and provide rewards to

employees so that employees are even more enthusiastic about completing their work.

2. Further Researchers

It is necessary to review research on OCB by adding other variables such as training and using other places in the next study.

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