

PENGARUH *JOB SATISFACTION* DAN *TRANSFORMATIONAL LEADERSHIP* TERHADAP *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* : STUDI PADA KARYAWAN PT. PELINDO MARINE SERVICE

SKRIPSI

Diajukan Kepada Universitas Islam Negeri Sunan Ampel Surabaya untuk
Memenuhi Salah Satu Persyaratan dalam Menyelesaikan Program Strata Satu (S1)
Psikologi (S.Psi)



Oleh :

ABYAN FAHLEVI

11020121053

**PROGRAM STUDI PSIKOLOGI
FAKULTAS PSIKOLOGI DAN KESEHATAN
UNIVERSITAS ISLAM NEGERI SUNAN AMPEL
SURABAYA
2025**

HALAMAN PERNYATAAN KEASLIAN

iv

HALAMAN PERNYATAAN KEASLIAN PENELITIAN

Dengan ini saya menyatakan bahwa skripsi saya dengan judul “Pengaruh *Job Satisfaction* Dan *Transformational Leadership* Terhadap *Organizational Citizenship Behavior* : Studi Pada Karyawan Pt. Pelindo Marine Service” merupakan karya hasil penelitian yang diajukan untuk memenuhi tugas akhir perkuliahan dalam memperoleh gelar Sarjana Psikologi di Universitas Islam Negeri (UIN) Sunan Ampel Surabaya. Bersama karya ini sepanjang sepengetahuan yang saya miliki, tidak terdapat karya atau pendapat yang pernah ditulis atau diterbitkan oleh orang lain yang sama persis dengan karya ini, kecuali yang secara tertulis diacu dalam makalah ini dan disebutkan dalam daftar pustaka.

Surabaya, 23 Desember 2024



Abyan Fahlevi

HALAMAN PERSETUJUAN

HALAMAN PERSETUJUAN

SKRIPSI

PENGARUH *JOB SATISFACTION* DAN *TRANSFORMATIONAL LEADERSHIP* TERHADAP *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* : STUDI PADA KARYAWAN PT. PELINDO MARINE SERVICE

Oleh

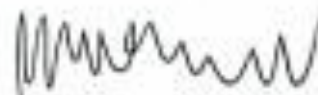
ABYAN FAHLEVI

11020121053

Telah disetujui untuk diajukan pada Sidang Ujian Skripsi

Surabaya, 23 Desember 2024

Dosen Pembimbing



Lucky Abrory, M.Psi., Psikolog

NIP. 19790012006041005

HALAMAN PENGESAHAN

HALAMAN PENGESAHAN

SKRIPSI

**PENGARUH *JOB SATISFACTION* DAN *TRANSFORMATIONAL LEADERSHIP* TERHADAP *ORGANIZATIONAL CITIZENSHIP BEHAVIOR*
: STUDI PADA KARYAWAN PT. PELINDO MARINE SERVICE.**

Yang disusun oleh
Alyan Fahlevi
11020121053

Telah dipertahankan di depan Tim Penguji
Pada tanggal 08 Januari 2025



Susunan Tim Penguji
Penguji I

[Signature]
Lucky Abrany, M.Psi, Psikolog
NIP. 197910012008041005

Penguji II

[Signature]
M. Fahmi Anfar Asyraf, B.Ed., M.A.
NIP. 199109302020121012

Penguji III

[Signature]
Dr. Lufiana Hurnaty Utami, S.Pd., M.Si
NIP. 197602272009122001

Penguji IV

[Signature]
Dr. Nailatus Fadhilah, S.Psi, M.Si
NIP. 197406122007102006

HALAMAN PERSETUJUAN PUBLIKASI



KEMENTERIAN AGAMA UNIVERSITAS ISLAM NEGERI SUNAN AMPEL SURABAYA PERPUSTAKAAN

Jl. Jend. A. Yani 117 Surabaya 60237 Telp. 031-8431972 Fax.031-8413300
E-Mail: perpus@uinsby.ac.id

LEMBAR PERNYATAAN PERSETUJUAN PUBLIKASI KARYA ILMIAH UNTUK KEPENTINGAN AKADEMIS

Sebagai sivitas akademika UIN Sunan Ampel Surabaya, yang bertanda tangan di bawah ini, saya:

Nama : Abyan Fahlevi
 NIM : 11020121053
 Fakultas/Jurusan : Psikologi/Psikologi dan Kesehatan
 E-mail address : Abyanfah124@gmail.com

Demi pengembangan ilmu pengetahuan, menyetujui untuk memberikan kepada Perpustakaan UIN Sunan Ampel Surabaya, Hak Bebas Royalti Non-Eksklusif atas karya ilmiah :

☒ Skripsi ☐ Tesis ☐ Disertasi ☐ Lain-lain (.....)
 yang berjudul :

Pengaruh *Job Satisfaction* dan *Transformational Leadership* Terhadap *Organizational*
Citizenship Behavior : Studi pada Karyawan PT. Pelindo Marine Service

beserta perangkat yang diperlukan (bila ada). Dengan Hak Bebas Royalti Non-Eksklusif ini Perpustakaan UIN Sunan Ampel Surabaya berhak menyimpan, mengalih-media/format-kan, mengelolanya dalam bentuk pangkalan data (database), mendistribusikannya, dan menampilkan/mempublikasikannya di Internet atau media lain secara *fulltext* untuk kepentingan akademis tanpa perlu meminta ijin dari saya selama tetap mencantumkan nama saya sebagai penulis/pencipta dan atau peneliti yang bersangkutan.

Saya bersedia untuk menanggung secara pribadi, tanpa melibatkan pihak Perpustakaan UIN Sunan Ampel Surabaya, segala bentuk tuntutan hukum yang timbul atas pelanggaran Hak Cipta dalam karya ilmiah saya ini.

Demikian pernyataan ini yang saya buat dengan sebenarnya.

Surabaya, 17 Januari 2025

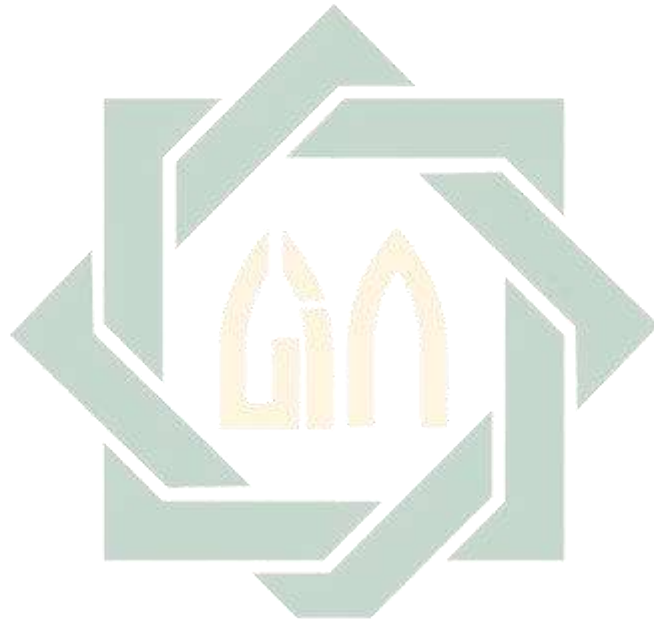
Penulis

(Abyan Fahlevi)
nama terang dan tanda tangan

DAFTAR ISI

HALAMAN JUDUL	i
HALAMAN PERNYATAAN KEASLIAN.....	ii
HALAMAN PERSETUJUAN	iii
HALAMAN PENGESAHAN.....	iv
HALAMAN PERSETUJUAN PUBLIKASI	v
HALAMAN PERSEMBAHAN	vi
KATA PENGANTAR.....	vii
DAFTAR ISI.....	x
DAFTAR TABEL	ix
DAFTAR GAMBAR	x
DAFTAR LAMPIRAN	xi
INTISARI	ix
ABSTRACT	x
BAB I PENDAHULUAN.....	1
A. Latar Belakang Penelitian	1
B. Rumusah Masalah	6
C. Manfaat Penelitian.....	7
D. Tujuan Penelitian.....	8
E. Keaslian Penelitian.....	9
BAB II KAJIAN PUSTAKA	11
A. <i>Organizational Citizenship Behavior</i>	11
B. <i>Job Satisfaction</i>	17
C. <i>Transformational Leadership</i>	22
D. Hubungan Antara Variabel	28
E. Kerangka Teoritis	29
F. Hipotesis.....	31
BAB III.....	32
A. Variabel dan Definisi Operasional.....	32
a. Identifikasi Variabel	32
b. Definisi Konseptual.....	32
c. Definisi Operasional.....	33
B. Populasi, Sampel, dan Teknik <i>Sampling</i>	34
C. Teknik Pengumpulan Data	35
D. Validitas dan Reabilitas	38
1. Uji Validitas	38
2. Uji Reabilitas.....	41
E. Analisis Data	43
BAB IV	48
A. Hasil Penelitian	48
B. Pengujian Hipotesis.....	60
C. Pembahasan	63
BAB V.....	70
A. Kesimpulan.....	70
B. Saran.....	71
DAFTAR PUSTAKA.....	73

LAMPIRAN.....	79
---------------	----



UIN SUNAN AMPEL
S U R A B A Y A

DAFTAR TABEL

Tabel 3.1 blue print skala Organizational Citizenship Behavior.....	36
Tabel 3.2 Blue Print Job Satisfaction Scale	37
Tabel 3.3 Blue Print Transformational Leadership Scale.....	38
Tabel 3.4 Hasil Uji Validitas Organizational Citizenship Behavior Scale	39
Tabel 3.5 Hasil Uji Validitas Job Satisfaction Scale	40
Tabel 3.6 Hasil Uji Validitas Transformational Leadership Scale	40
Tabel 3.7 Hasil Uji Reabilitas Organizational Citizenship Behavior Scale	42
Tabel 3.8 Hasil Uji Reliabilitas Job Satisfaction Scale	42
Tabel 3.9 Hasil Uji Reliabilitas Transformational Leadership Scale	43
Tabel 3.10 Hasil Uji Normalitas Regresi Linear Berganda.....	44
Tabel 3.11 Hasil Uji Heteroskedastisitas Regresi Linear Berganda.....	45
Tabel 3.12 Hasil Uji Multikolinearitas Regresi Linear Berganda	45
Tabel 3.13 Hasil Uji Normalitas One-way ANOVA	46
Tabel 3.14 Hasil Uji Homogenitas One-way ANOVA.....	47
 Tabel 4. 1 Hasil Klasifikasi Data Demografis.....	 48
Tabel 4. 2 Pedoman Hasil Pengukuran	51
Tabel 4. 3 Hasil Kategorisasi Variabel	51
Tabel 4. 4 Hasil Tabulasi Silang Jenis Kelamin dengan OCB	53
Tabel 4. 5 Hasil Tabulasi Silang Usia dengan OCB.....	53
Tabel 4. 6 Hasil Tabulasi Silang Pendidikan Terakhir dengan OCB.....	54
Tabel 4. 7 Hasil Tabulasi Silang Jarak ke Tempat Kerja dengan OCB	55
Tabel 4. 8 Hasil Tabulasi Silang Masa Kerja dengan OCB	55
Tabel 4. 9 Hasil Tabulasi Silang Divisi dengan OCB	56
Tabel 4. 10 Hasil Tabulasi Silang Pendapatan dengan OCB.....	57
Tabel 4. 11 Hasil Tabulasi Silang Status Pernikahan dengan OCB	57
Tabel 4. 12 Hasil Tabulasi Silang Jumlah Anak dengan OCB	58
Tabel 4. 13 Hasil Tabulasi Silang JS dengan OCB	58
Tabel 4. 14 Hasil Tabulasi Silang TL dengan OCB	59
Tabel 4. 15 Hasil Uji T	60
Tabel 4. 16 Hasil Tabel Uji F	61
Tabel 4. 17 Koefisien Determinasi.....	61
Tabel 4. 18 Hasil Uji ANOVA.....	62
Tabel 4. 19 Hasil Uji Post Hoc	62

DAFTAR GAMBAR

Gambar 2.1 Kerangka Teoritis	30
------------------------------------	----



UIN SUNAN AMPEL
S U R A B A Y A

DAFTAR LAMPIRAN

Lampiran 1. Kuesioner Penelitian.....	80
Lampiran 2. Hasil Kuesioner	86
Lampiran 3. Validitas OCB, JS dan, TL.....	95
Lampiran 4. Reliabilitas <i>Organizational Citizenship Behavior</i>	97
Lampiran 5. Reliabilitas <i>Job Satisfaction</i>	97
Lampiran 6. Reliabilitas <i>Transformational Leadership</i>	97
Lampiran 7. Uji Normalitas Regresi Linear Berganda	97
Lampiran 8. Uji Multikolinearitas Regresi Linear Berganda.....	98
Lampiran 9. Uji Heterokedastisitas Regresi Linear Berganda.....	98
Lampiran 10. Uji Normalitas One-way ANOVA.....	98
Lampiran 11. Uji Homogenitas One-way ANOVA	99
Lampiran 12. Tabulasi Silang Data Demografi dengan Variabel.....	99
Lampiran 13. Tabulasi Silang Variabel dengan Variabel	106
Lampiran 14. Hasil Uji Regresi Linear Berganda.....	107
Lampiran 15. Hasil Uji One-way ANOVA	108
Lampiran 16. Hasil Cek Plagiasi.....	109
Lampiran 17. Surat Izin Penelitian.....	109

UIN SUNAN AMPEL
S U R A B A Y A

INTISARI

Organizational Citizenship Behavior adalah sikap sukarela karyawan dalam mengerjakan sesuatu di luar tanggung jawabnya. Kondisi *Organizational Citizenship Behavior* yang tinggi dibutuhkan oleh perusahaan dalam meningkatkan efektivitas, produktivitas, dan daya saing. Penelitian ini bertujuan untuk mengetahui pengaruh *Job Satisfaction* dan *Transformational Leadership* terhadap *Organizational Citizenship Behavior* karyawan PT. Pelindo Marine Service. Subjek penelitian ini adalah seluruh karyawan PT. Pelindo Marine Service. Metode dalam penelitian ini adalah metode kuantitatif korelasional dengan menggunakan teknik analisis regresi linear berganda dan *One-way ANOVA*. Ada tiga instrumen yang digunakan yaitu *Organizational Citizenship Behavior Scale*, *Job Satisfaction Scale*, dan *Transformational Leadership Scale*. Hasil Penelitian menunjukkan bahwa *Job Satisfaction* dan *Transformational Leadership* masing-masing menunjukkan pengaruh yang signifikan terhadap terbentuknya *Organizational Citizenship Behavior*. Demikian pula dengan *Job Satisfaction* dan *Transformational Leadership* yang secara bersama-sama berpengaruh dengan *Organizational Citizenship Behavior*.

Kata Kunci : *Organizational Citizenship Behavior*, *Job Satisfaction*, *Transformational Leadership*

UIN SUNAN AMPEL
S U R A B A Y A

ABSTRACT

Organizational Citizenship Behavior refers to employees' voluntary attitudes in performing tasks beyond their formal responsibilities. A high level of Organizational Citizenship Behavior is essential for companies to enhance effectiveness, productivity, and competitiveness. This study aims to determine the influence of Job Satisfaction and Transformational Leadership on the Organizational Citizenship Behavior of employees at PT. Pelindo Marine Service. The subjects of this study are all employees of PT. Pelindo Marine Service. The method employed in this research is a quantitative correlational method, using multiple linear regression analysis and one-way ANOVA techniques. Three instruments were utilized: the Organizational Citizenship Behavior Scale, Job Satisfaction Scale, and Transformational Leadership Scale. The results of the study indicate that Job Satisfaction and Transformational Leadership each have a significant influence on the development of Organizational Citizenship Behavior. Furthermore, Job Satisfaction and Transformational Leadership, when combined, also significantly influence Organizational Citizenship Behavior.

Keywords : *Organizational Citizenship Behavior, Job Satisfaction, Transformational Leadership*

UIN SUNAN AMPEL
S U R A B A Y A

DAFTAR PUSTAKA

- Abood, N. (2019). Big five traits: A critical review. *Gadjah Mada International Journal of Business*, 21(2), 159–186. <https://doi.org/10.22146/gamaijb.34931>
- Adebayo, A. S., & Akinwande, D. D. (2022). causal-comparative analysis of the impact of school-based management on students' academic performance in Nigerian secondary schools. *International Journal of Educational Research Open*.
- Aldrin, N., & Yunanto, K. T. (2019). Job Satisfaction as a Mediator for the Influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior. *The Open Psychology Journal*, 12(1), 126–134. <https://doi.org/10.2174/1874350101912010126>
- Amin, N. F., Garancang, S., & Abunawas, K. (2023). Konsep Umum Populasi dan Sampel dalam Penelitian. *JURNAL PILAR: Jurnal Kajian Islam Kontemporer*, 14(1), 15–31. <https://doi.org/10.21070/2017/978-979-3401-73-7>
- Amini, A., & Kemal, I. (2021). The Effect of Trust and Job Satisfaction on Citizenship Organizational Behavior in High school. *AL-ISHLAH: Jurnal Pendidikan*, 13(2), 1348–1357. <https://doi.org/10.35445/alishlah.v13i2.655>
- Anisa, N. B. N., & Handoyo, S. (2023). Job Security sebagai Predictor Moderator Pengaruh Leadership Style terhadap Organizational Citizenship Behavior pada Generasi Z. 1–23.
- Arikunto, S. (2006). *Prosedur Penelitian: Suatu Pendekatan Praktik* (13th ed.). Rineka Cipta.
- Arumi, M. S., Aldrin, N., & Murti, T. R. (2019). Effect of Organizational Culture on Organizational Citizenship Behavior with Organizational Commitment as a Mediator. *International Journal of Research in Business and Social Science* (2147- 4478), 8(4), 124–132. <https://doi.org/10.20525/ijrbs.v8i4.274>
- Atieq, M. Q. (2019). Comparative Analysis Of Employee Engagement In Employees Generation X, Y, And Z. *Al-Amwal Jurnal Ekonomi Dan Perbankan Syari Ah*, 11, 285–299. <https://doi.org/10.24235/amwal.v11i2.4873>
- Aziz, A. (2020). Hubungan Antara Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Pada Karyawan Perum LPPNPI Cabang Medan. Universitas Medan Area.
- Azwar. (2021a). *Realibilitas dan Validitas* (4th ed.). Pustaka Belajar.
- Azwar, S. (2021b). *Reabilitas dan Validitas* (4th ed.). Pustaka Belajar.
- Bass, B. . (1998). *ransformational Leadership: Industrial, Military, and Educational Impact*.
- Berber, A., & Rofcanin, Y. (2019). Investigation of Organization Citizenship Behavior Construct A Framework for Antecedents and Consequences. *International Journal of Business and Social Research*, 2(4), 195–210.
- Bolino, M. C. (1999). Citizenship and impression management: Good soldiers or good actors? *The Academy of Management Review*, 24(1), 82–98. <https://doi.org/10.2307/259038>
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior
- <http://digilib.uinsa.ac.id/> <http://digilib.uinsa.ac.id/> <http://digilib.uinsa.ac.id/>

- and the creation of social capital in organizations. *The Academy of Management Review*, 27(4), 505–522. <https://doi.org/10.2307/4134400>
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75. <https://doi.org/https://doi.org/10.1016/j.ijhm.2018.06.014>
- Burns, J. M. (1978). *Leadership*. Harpercollins Publishers.
- Carless, S. A., Wearing, A. J., & Mann, L. (2000). A short measure of transformational leadership. *Journal of Business and Psychology*, 14(3), 389–405. <https://doi.org/10.1023/A:1022991115523>
- Cellucci, Anthony, J., & De Vries, D. L. (1978). *Measuring Managerial Satisfaction : A Manual for the MJSQ*.
- Chen, Z., Wang, B., Lin, Y., Luo, C., Li, F., Lu, S., & Guo, J. (2021). Research Status of Job Satisfaction of Medical Staff and its Influencing Factors. *Journal of Service Science and Management*, 14(01), 45–57. <https://doi.org/10.4236/jssm.2021.141004>
- Creswell, J. D., & Creswell, J. W. (2023). *RESEARCH DESIGN : Qualitative, Quantitative, and Mixed Methods Approaches* (sixth edit).
- Delloite. (2024). understanding generation z in the workplace. <https://www2.deloitte.com/us/en/pages/consumerbusiness/articles/understanding-generation-z-in-the-workplace.html>
- Dyne, L. Van, Graham, J. W., Dienesch, R. M., Graham, J. W., & Dienesch, R. M. (2014). Organizational Citizenship Behavior: Construct Redefinition, Measurement, And Validation. *The Academy of Management Journal*, 37(4), 765–802.
- El Badawy, T. A., Kamel, M. M., & Magdy, M. M. (2019). Exploring the Relationship between Organizational Culture, Job Satisfaction, and Organizational Citizenship Behaviour. *International Journal of Human Resource Studies*, 6(4), 20. <https://doi.org/10.5296/ijhrs.v6i4.9939>
- Epstein, M. (2010). Millennials and the World of Work: An Organization and Management Perspective. *Journal of Business and Psychology*, 25, 211–223. <https://doi.org/10.1007/s10869-010-9160-y>
- Fadillah, R., Surur, M., Elfrianto, Roziqin, A. K., Suhaili, A., Handayani, R. A., Mufid, A., Purwanto, A., Muhajir, & Fahmi, K. (2020). the Influence of Leadership Style on Innovation Capabilities of Islamic School Teachers in Organizational Learning Perspective During Covid-19 Pandemic. *Systematic Reviews in Pharmacy*, 11(7), 589–599. <https://doi.org/10.31838/srp.2020.7.83>
- Fahrurrobbi, N., Ihsan, M., Rahmawati, I., & Lestari, H. (2020). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Perilaku Kerja Inovatif Guru Di SMA Swasta Se-Kecamatan Pamijahan Bogor. *Indonesian Journal of Science*, 1(2), 99–105.
- Fitrio, T., Apriansyah, R., Utami, S., & Yaspita, H. (2019). The Effect of Job Satisfaction to Organizational Citizenship Behavior (OCB) Mediated by Organizational Commitment. *International Journal of Scientific Research and Management*, 7(09). <https://doi.org/10.18535/ijssrm/v7i9.em01>
- Gao, Y., & He, W. (2021). Corporate social responsibility and employee

- organizational citizenship behavior: The pivotal roles of ethical leadership and organizational justice. *Management Decision*, 59(1).
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program SPSS 25* (9th ed.). Badan Penerbit Universitas Diponegoro.
- Granero-Jiménez, J., López-Rodríguez, M. M., & ... (2022). Influence of physical exercise on psychological well-being of young adults: a quantitative study. *International Journal of ...* <https://www.mdpi.com/1572702>
- Haetami, H., Purnomo, Y. J., Jasiyah, R., Soegiarto, I., & Suharmono, S. (2023). Redefinisi Kepemimpinan dalam MSDM: Studi Bibliometrik Mendalam tentang Kepemimpinan Transformasional, Kecerdasan Emosional, dan Efektivitas Organisasi. *Jurnal Bisnisan : Riset Bisnis Dan Manajemen*, 5(2), 50–64. <https://doi.org/10.52005/bisnisan.v5i2.154>
- Hannah, S. T., Perez, A. L. U., Lester, P. B., & ... (2020). Bolstering workplace psychological well-being through transactional and transformational leadership. *Journal of Leadership* <https://doi.org/10.1177/1548051820933623>
- Hapsari, D., Riyanto, S., & Endri, E. (2021). The Role of Transformational Leadership in Building Organizational Citizenship: The Civil Servants of Indonesia. *Journal of Asian Finance, Economics and Business*, 8(2), 0595–0604. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0595>
- Huang, C. C., You, C. S., & Tsai, M. T. (2019). A multidimensional analysis of ethical climate, job satisfaction, organizational commitment, and organizational citizenship behaviors. *Nursing Ethics*, 19(4), 513–529. <https://doi.org/10.1177/0969733011433923>
- Huang, N., Qiu, S., Yang, S., & Deng, R. (2021). Ethical leadership and organizational citizenship behavior: mediation of trust and psychological well-being. *Psychology Research and ...* <https://doi.org/10.2147/PRBM.S311856>
- Indri, F. Z., & Putra, G. H. (2022). Pengaruh Ukuran Perusahaan Dan Konsentrasi Pasar Terhadap Kualitas Laporan Keuangan Pada Perusahaan Sektor Industri Barang Konsumsi Yang Terdaftar Di Bursa Efek Indonesia Pada Tahun 2016-2020. *Jurnal Ilmu Manajemen, Ekonomi Dan Kewirausahaan*, 2(2), 01–17. <https://doi.org/10.55606/jimek.v2i2.242>
- Iskandar, A. (2019). Teknik Analisis Validitas Konstruk dan Reliabilitas instrument Test dan Non Test Dengan Software LISREL. *Statistical Analysis of Management Data*, 1–13.
- Jahangir, N., Akbar, M. M., & Haq, M. (2004). Organizational Citizenship Behavior: Its Nature and Antecedens. *BRAC University Journal*, I(2), 75–85.
- Jalilian, H., Moradi, M., & Kamaei, H. (2010). Transformational leadership and creativity of employees. 7(32), 59–72.
- Kementerian Ketenagakerjaan. (2022). *Ketenagakerjaan Dalam Data*. 6.
- Khairuddin, K. (2021). Pengaruh Kepemimpinan Transformasional Terhadap Organizational Citizenship Behaviour. *Jurnal Islamika Granada*, 1(1), 27–33. <https://doi.org/10.51849/ig.v1i1.10>
- Kusumawardana, D., Rosidi, & Halim, A. (2023). PENGARUH KOMPETENSI DAN PENEMPATAN KERJA TERHADAP KINERJA PEGAWAI DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING PADA DINAS

PENDIDIKAN DAN KEBUDAYAAN KABUPATEN PROBOLINGGO.
Jurnal Al-Idārah, 4(3), 1–25.

Lasut, E. J., Sendow, G. M., & Taroreh, R. N. (2019). Pengaruh kepemimpinan transformasional dan transaksional terhadap organizational citizenship behavior (OCB) di Aston Hotel Manado. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(2).

Lee, S. (2023). Generation Z: The New Workforce and Their Impact. *Journal Of Youth Employment Studies*.

Locke, E. (1976). The Nature and Causes of Job Satisfaction. *The Handbook of Industrial and Organizational Psychology*, 31.

Luthans, F. (2011). *Organizational Behavior* (12th ed.). McGraw-Hill.

Mahmoud, A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2021). We aren't your reincarnation!" Workplace motivation across X, Y and Z generations. *International Journal of Manpower*, 42(1).

Manoppo, V. P. (2020). Transformational leadership as a factor that decreases turnover intention: a mediation of work stress and organizational citizenship behavior. *TQM Journal*, 32(6), 1395–1412. <https://doi.org/10.1108/TQM-05-2020-0097>

Mi, L., Gan, X., Xu, T., Long, R., Qiao, L., & Zhu, H. (2019). A new perspective to promote organizational citizenship behaviour for the environment: The role of transformational leadership. *Journal of Cleaner Production*, 239, 118002. <https://doi.org/10.1016/j.jclepro.2019.118002>

Muhid, A. (2019). *Analisis Statistik: 5 Langkah Praktis Analisis Statistik dengan SPSS for Windows* (2nd ed.). Zifatama Jawa.

Muslimin. (2020). Pengaruh kepribadian hardiness dan kepemimpinan transformasional terhadap kinerja karyawan PDAM Kota Malang. *Cognicia*, 8(1), 102–117. <https://doi.org/10.22219/cognicia.v8i1.11748>

naimah, muflikhatun, tentama tentama, F., & Yuliasesti Diah Sari, E. (2022). Pengaruh Kepemimpinan Transformasional dan Keterlibatan Kerja terhadap Organizational Citizenship Behavior (OCB) melalui Mediator Kepuasan Kerja. *Psikologika: Jurnal Pemikiran Dan Penelitian Psikologi*, 27(2), 197–222. <https://doi.org/10.20885/psikologika.vol27.iss2.art2>

Nazir, M. (2011). *Metode Penelitian* (7th ed.). Ghalia Indonesia.

Ng, L. P., Choong, Y. O., Kuar, L. S., Tan, C. E., & Teoh, S. Y. (2021). Job satisfaction and organizational citizenship behaviour amongst health professionals: The mediating role of work engagement. *International Journal of Healthcare Management*, 14(3), 797–804. <https://doi.org/10.1080/20479700.2019.1698850>

Novianti, K. R. (2021). Does Organizational Commitment Matter? Linking Transformational Leadership With Organizational Citizenship Behavior (Ocb). *Jurnal Aplikasi Manajemen*, 19(2), 335–345. <https://doi.org/10.21776/ub.jam.2021.019.02.09>

Novianto, E., & Winiarti, S. (2019). Sistem Pendukung Keputusan untuk Seleksi Karyawan Baru dengan Metode Simple Additive Weighting (Saw) Berbasis Web. 7(2).

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 and Management*, 7(1). <https://doi.org/10.1080/23311975.2020.1793521>
- Ocampo, L. (2020). Reexamining the relationship between organizational citizenship behavior and workplace deviance in a non-Western context. *Journal of Management Development*, 39(3).
- Pattnaik, S. C., & Sahoo, R. (2021). Transformational leadership and organizational citizenship behaviour: the role of job autonomy and supportive management. *Management Research Review*, 44(10), 1409–1426. <https://doi.org/10.1108/MRR-06-2020-0371>
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2006). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26(3).
- Pradana, F. Y. (2022). Studi Literatur: Kepuasan Kerja Pegawai Negeri Sipil. *HUMANIS (Humanities, Management and Science Proceedings)*, 2(2). <http://openjournal.unpam.ac.id/index.php/SNH/article/view/21053>
- Prasad, K. D. V, Vaidya, R. W., & Mangipudi, M. R. (2020). Effect of occupational stress and remote working on psychological well-being of employees: An empirical analysis during covid-19 pandemic concerning information *Indian Journal of Commerce and* <https://www.ijcms.in/index.php/ijcms/article/view/304>
- Pratomo, D. S., & Jayanti, A. D. (2021). Generasi Milenial dan Gen Z dalam Pasar Tenaga Kerja Indonesia. *Jurnal Kependudukan Indonesia*.
- Purwanto, A. (2022). The Role of Transformational Leadership and Organizational Citizenship Behavior on SMEs Employee Performance. *Journal of Industrial Engineering & Management Research*, 3(5), 39–45.
- PURWANTO, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of Transformational Leadership, Job Satisfaction, and Organizational Commitments on Organizational Citizenship Behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1), 61. <https://doi.org/10.35314/inovbiz.v9i1.1801>
- Rain, G. A., Hameed, I., & Farooq, O. (2022). Echoes of ethical leadership: Leader-follower moral identity congruence and follower organizational citizenship behavior. *Leadership & Organization Development Journal*, 43(2).
- Randolph, S. (2021). A Review of Selected Works of James MacGregor Burns. *Journal of Character and Leadership Development*, 8(1).
- Robbins, S. P. (2003). *Perilaku Organisasi*. Gramedia.
- Safira Khoirotunnisa, & Wahyu Eko Pujiyanto. (2023). Peran Kepemimpinan Transformasional Dalam Pengembangan Organisasi IPNU-IPPNU Di Desa Plumbungan Kecamatan Sukodono Kabupaten Sidoarjo. *Jurnal Rimba : Riset Ilmu Manajemen Bisnis Dan Akuntansi*, 2(1), 209–224. <https://doi.org/10.61132/rimba.v2i1.558>
- Saputra, J. M. D., & Riana, G. (2021). The Effect of Job Satisfaction on Organizational Commitments and Organizational Citizenship Behavior. *Journal of Multidisciplinary Academic*, 05(01).

- Setiawan, A. R., & Zuraida. (2020). Hubungan Antara Persepsi Terhadap Insentif dengan Motivasi Kerja Karyawan PT. Sea Asih Lines Belawan. *Jurnal FPsi*, 1(1), 1–12.
- Smith C, A., Organ Dannis, W., & Near Janet, P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653–663.
- Smith, P. C., Kendall, L., & Hulin, C. L. (1969). The measurement of satisfaction in work and retirement.
- Soelton, M. (2020). The 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. <https://doi.org/10.14738/abr.85.8139>
- Sofiah, D., Hartono, M., & Sinambela, F. (2022). Relationship between Transformational Leadership and Organizational Citizenship Behavior of millennial lecturers : The Role of Work Engagement. *Jurnal Psikologi Teori Dan Terapan*, 13(2), 180–194.
- Sugiyono, S. (2019). *Metodologi Penelitian Kualitatif Kuantitatif dan R&D*. CV. Alfabeta.
- Tharikh, S. M., Ying, C. Y., Mohamed Saad, Z., & Sukumaran, K. a/p. (2019). Managing Job Attitudes: The Roles of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviors. *Procedia Economics and Finance*, 35(October 2015), 604–611. [https://doi.org/10.1016/s2212-5671\(16\)00074-5](https://doi.org/10.1016/s2212-5671(16)00074-5)
- Torlak, N. G., Kuzey, C., Sait Dinç, M., & Budur, T. (2021). Links connecting nurses' planned behavior, burnout, job satisfaction, and organizational citizenship behavior. *Journal of Workplace Behavioral Health*, 36(1), 77–103. <https://doi.org/10.1080/15555240.2020.1862675>
- Tsai, Y., & Wu, S.-W. (2010). The relationships between organisational citizenship behaviour, job satisfaction and turnover intention. *Journal of Clinical Nursing*, 19(23–24), 3564–3574. <https://doi.org/10.1111/j.1365-2702.2010.03375.x>
- Utari, R. (2023). Indonesia high school teacher's organizational citizenship behavior. *Jurnal Penelitian Ilmu Pendidikan*, 16(2), 116–123. <https://doi.org/10.21831/jpipfp.v16i2.61004>
- Wibowo, A., & Izzati, U. (2019). Hubungan antara employee engagement dengan organizational citizenship behavior pada perawat rumah sakit x. *Character: Jurnal Penelitian Psikologi*, 6(3), 1–9. <https://ejournal.unesa.ac.id/index.php/character/article/view/29137>
- Zeinabadia, H. (2020). Job satisfaction and organizational commitment as antecedents of Organizational Citizenship Behavior (OCB) of teachers. *Procedia - Social and Behavioral Sciences*, 5, 998–1003. <https://doi.org/10.1016/j.sbspro.2010.07.225>
- Zhang, H., Liu, Z., & Wang, Y. (2020). How transformational leadership positively impacts organizational citizenship behavior in successful Chinese social work service organizations. *Nonprofit Management and Leadership*, 30(3), 467–485. <https://doi.org/10.1002/nml.21391>