

The Influence of Transformational Leadership and OCB (Organizational Citizen Behavior) on The Performance of PT Mekar Prana Indah Jakarta's Employees Mediated by Variable Work Innovative Behavior

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(Accepted: July 2023; revised: August 2023; Published: September 2023)

ABSTRACT

This study aims to analyze the Effect of Transformational Leadership and OCB (Organizational Citizen Behavior) on Employee Performance which is mediated by the variable Work Innovative Behavior carried out on employees of PT Mekar Prana Indah Jakarta. This research is a survey research using a questionnaire as an instrument and taken as many as 51 respondents who are employees of PT Mekar Prana Indah Jakarta using a simple random sampling method. Data collection was carried out by providing a list of questions to respondents using the Google form. This study uses analytical tools.

Keywords: *Transformational Leadership and OCB (Organizational Citizen Behavior), Work Innovative Behavior, Employee Performance*

INTRODUCTION

In the current industrial era 4.0, the business world always has tight concurrency, so one is required to have optimal performance. This digital technology has been around for a number of years, but its impact has only recently peaked, sparked by the convergence of several technologies. The term industrial revolution 4.0 was first put forward by the executive chairman of the World Economic Forum in Geneva by Schwab K. in Pratyahara D. (2020:36). Companies or organizations are required to build optimal performance to gain success. The company's success is helped by several factors, one of which really helps the company's success is human resources. Therefore human resources are the main actor from all concepts up to the assessment that benefits other resources.

Human resources are resources that have knowledge, creativity, hope, self-development, and abilities. All of these human resource capabilities affect the company's efforts in achieving goals. Even though with the sophistication of technology and information that spreads fast enough without the presence of human resources, it is very difficult for companies to achieve their goals.

According to Mariani and Sariyathi (2017) Human resources are one of the factors that determine the success of a company, therefore employee performance must be improved in order to provide maximum results for the company. There is one factor that affects human resources, namely employee performance.

Mangkunegara (2014: 9) states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Azwar and Winarningsih (2016) a person's performance is said to be good if the individual's work can exceed the predetermined roles or targets. Thus the issue of employee performance is also related to the problem of the ability of people to develop themselves so that they are able to work to achieve the goals desired by the organization.

Mekar Prana Indah Jakarta is a company engaged in leasing office buildings by being one of the companies that has the best brand image in Jakarta. Employee performance at Mekar Prana Indah Jakarta is something that can be seen from a series of work actions that have been carried out by each employee regarding the target time used in carrying out their respective responsibilities.

Employee performance is a major factor because it influences the success of technology infrastructure management by providing one-stop business consulting services with international quality standards. As for the performance of employees at Mekar Prana Indah Jakarta, it affects the number of rentals which fluctuate each year. The impact of fluctuations in sales is the influence of the company's income each year.

There is one factor that influences employee performance, namely Subhi's Transformational Leadership Style in Prahesti DS, et al (2017) showing that transformational leadership style has a positive and

significant effect on employee performance. This shows that the better the application of the transformational leadership style to employees will make them have high performance. The results of this study are supported by Zeindra FA and Lukito H. (2019), Triyanti M. and Subudi M. (2018), which show that there is a positive and significant relationship between transformational leadership and employee performance. However, this research is not in line with that conducted by Purwanto A., et al (2021), Hutagalung D. et al (2020), Cahyono UT (2020) transformational leadership style has no effect on employee performance. Meanwhile, according to Parasakhi, et al (2016) states that transformational leadership has a positive and significant relationship to innovative work behavior. According to Arifudin (2020) states that transformational leadership has a negative and significant relationship to employee performance.

Employee Organization Citizen Behavior (OCB) can also have an impact on decreasing employee performance. According to Robbins and Judge (2008), OCB is a choice behavior that does not count towards workers' official work duties but promotes efficient company operations. According to Damaryanthi (2016), OCB significantly and beneficially affects employee performance. Employees who have high OCB towards their workplace and their co-workers will perform better, have a friendlier, friendlier attitude, and be better able to take on tasks assigned to them without constantly griping and arguing.

Organizational citizenship behavior, or OCB, is a further consideration. OCB is defined by Organ et al. (2006) as optional individual behavior, which is not immediately and openly formally recognized, and which generally promotes the efficiency of organizational operations. Employee performance will increase if they feel free to complete their work. Because workers will enjoy working independently while still carrying out the responsibilities given. so workers will continue to improve performance in business. Employee OCB can also be influenced by the leadership style used by managers, according to Purwanto A. (2021) and Fatoni M. (2018), who also confirm the findings of this study. Since transformational leadership is seen as a key component impacting OCB, transformational leaders can improve employee performance and OCB, which will ultimately increase organizational output. The findings of this study are supported by Florindo LPDRB, et al (2017), Purwanto A, et al (2021), Oktavianti S. et al (2019), Tjahjono HK, et al (2018), Fatoni M. (2018), but this research is not in line with conducted by Fitri IK and Endratno H. (2021) which stated that OCB has no influence on employee performance.

In addition to the role of Transformational Leadership, and OCB, employee performance improvement is also influenced by Employee Work. Innovative Behavior is a term used to describe a person's capacity to develop fresh perspectives and ideas that ultimately lead to innovation (Dysvik, Kuvaas, & Buch, 2014) . The main

characteristic of employee-made innovation is the ability to identify problems with the learning process, develop creative solutions, then seek appropriate assistance and recognition, before turning those ideas into reality in the workplace (Zhao & Shao, 2011).

This becomes a driving force for carrying out organizational activities in the hope that individual needs and interests can be realized so that the activities carried out can provide benefits to the organization. Therefore, it is important for organizations to pay attention to the motivational aspect so that the organization does not lose qualified individuals. Innovative work behavior or work innovative behavior is the behavior of people who are able to develop concepts, products, new approaches to problems, and technology. The ability of employees to seek original ideas, then seek help, and finally implement work practices is the most important aspect of innovative behavior in the workplace. The results of research conducted by Astuti TP, et al (2019), Hadi S. (2020), Berliana and Arsanti TA (2018), which states that work innovative behavior has a positive effect on employee performance. The following is employee performance data that generates income for Mekar Prana Indah Jakarta:

Therefore this research was conducted to examine more about the factors that influence employee performance, because the existence of transformational leadership, organizational citizenship behavior and good work innovation will result in a willingness for employees to work better but there is no

organizational citizenship behavior and work innovation. then employee performance will not be optimal.

Based on the above background, the authors are interested in conducting research with the title "The Influence of Transformational Leadership and OCB (Organization Citizen Behavior) on Employee Performance at PT Mekar Prana Indah Jakarta Mediated by Work Innovative Behavior Variables".

METHODS

In this study, the method used is a quantitative descriptive method. The operational variables that are the focus of the analysis are as follows: The dependent variable is employee performance (Y), the intervening variable that acts as a mediation is innovative work behavior, and the independent variable includes transformational leadership (X1) and citizenship behavior. organization (X2). The operational definitions of these variables are as follows: Employee Performance (Y) is the result of a process that is measured over a certain period of time, including the dimensions of target, quality, time, and adherence to principles. Innovative Work Behavior (Mediation) involves factors such as job challenges, autonomy, strategic attention, favorable circumstances, outside contacts, differences, and variations in demands. Transformational Leadership (X1) includes the dimensions of vision, inspirational communication, supportive leadership, intellectual stimulation, and personal awareness. Meanwhile, Organizational Citizenship Behavior (X2) is included in the dimensions of altruism,

conscientiousness, sportsmanship, courtesy, and civic virtue. The operational use of this variable aims to identify indicators and results related to the variables analyzed in the framework of this study.

RESULTS

1. Average Variance Extrated (AVE)

In addition to observing the cross loading value, discriminant validity can also be determined through other methods, namely by looking at the average variant extracted (AVE) value for each indicator, it is required that the value must be > 0.5 for a good model.

Table 1. Average Variance Extrated (AVE)

Variable	Average Variance Extrated (AVE)
(X1) Transformational Leadership	0.527
(X2) Organizational Citizen Behavior	0.625
(Z) Work innovative Behavior	0.595
(Y) Employee Performance	0.538

Source: processed from 2022 primary data

Based on the data in the table above, it is known that the average variant extracted (AVE) values for Transformational Leadership (X1), Organizational Citizen Behavior (X2), Work Innovative Behavior (Z) and Employee Performance (Y) values, have an AVE value > 0.5. Thus it can be stated that each variable has good discriminant validity.

2. Composite reliability

Composite reliability is the part that is used to test the value of

the reliability of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value of > 0.7. The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

	Composite Reliability
(X1) Transformational Leadership	0.924
(X2) Organizational Citizen Behavior	0.930
(Z) Work innovative Behavior	0.929
(Y) Employee Performance	0.927

Source: processed from 2022 primary data

Based on the data presented in the table above, it can be seen that the composite reliability value of all research variables is > 0.7. These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

3. Cronbach's Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets cronbach alpha if it has a cronbach alpha value > 0.7. The following is the Cronbach alpha value of each variable.

Table 3. Cronbach's Alpha

	Cronbach's Alpha
(X1) Transformational Leadership	0.909
(X2) Organizational Citizen Behavior	0.914
(Z) Work innovative Behavior	0.914

(Y) Employee Performance 0.913

Source: processed from 2022 primary data

Based on the data presented in the table above, it can be seen that the Cronbach alpha value of each research variable is > 0.7. Thus these results can show that respectively each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

4. Compatibility Test Structural Model (Inner Model)

Table 4. R Square

	R Square	R Square Adjusted
(Y) Employee Performance	0.958	0.955
(Z) Work Innovative Behavior	0.988	0.957

Source: processed from 2022 primary data

Shows level determination of exogenous variables towards their endogenes. The greater the R2 value, the better the level of determination. The results of calculating R2 for each endogenous latent variable in Table 4.18 show that the R2 value for the Work Innovative Behavior variable is at a value of 0.988 and for the Employee Performance variable at a value of 0.958.

Based on this, the transformational leadership and OCB variables are able to explain the Work Innovative Behavior consumer satisfaction variable of 98.8%. While the variable transformational leadership and OCB through Work Innovative Behavior able to explain the variable Employee Performance of 95.8%.

5. Evaluation Goodness of Fit (GoF) – Inner Model

Value Analysis Q2 where the Q2 value of structural model testing is done by looking at the Q2 value (predictive relevance). To calculate Q2, the formula can be used;

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R21) \times (1 - R22)] \\
 &= 1 - [(1 - 0.988) \times (1 - 0.958)] \\
 &= 1 - (0.012 \times 0.042) \\
 &= 1 - 0.000504 \\
 &= 0.999496
 \end{aligned}$$

The results of the Q2 calculation show that the Q2 value is 0.999496. According to Ghazali (2015), the Q2 value can be used to measure how well the observed values are generated by the model and also the parameter estimates. A Q2 value greater than 0 (zero) indicates that the model is said to be good enough, while a Q2 value less than 0 (zero) indicates that the model lacks predictive relevance. In this research model, the construct or endogenous latent variable has a Q2 value greater than 0 (zero) so that the predictions made by the model are considered relevant.

DISCUSSION

1. The influence of transformational leadership influences work innovative behavior

From table 4.16 the path coefficients show that the T-statistics value = 34.064 > 1.96 and P-Value = 0.000 < 0.05 and has a positive relationship direction. From these results, Transformational Leadership has a significant positive effect on Work Innovative Behavior. So that the first hypothesis (H1), Transformational Leadership has a significant effect on Work Innovative Behavior of PT Mekar Prana Indah Jakarta Employees is declared proven, which means Ho is rejected and Ha is accepted.

According to Priansa DJ (2018: 218) Transformational leadership is built through 2 words, leadership and transformational. Leadership is any action taken by someone to organize, direct, and influence other people in choosing and achieving the goals that have been set. The term transformational comes from to transform, which means transforming or changing something into another, different form, for example transforming a vision into reality, or changing something that has the potential to become actual. Leadership transformation that occurs in a corporate organization. Its main function is to act as a catalyst for change, not as a change controller. According to De Jong and Kemp in Hadi S., et al (2020), Innovative behavior as an individual action that leads to the interests of the company, in which employees introduce and apply their new ideas to benefit the company. Leadership led by critical people can produce employees who have innovative behavior at work who are getting better, so that the company will progress faster.

Meanwhile, according to Parasakhi., et al (2016) states that transformational leadership has a positive and significant influence on innovative work behavior.

2. The Influence of Organizational Citizen Behavior on Work Innovative Behavior

From the output path coefficients it is found that the value of T-statistics = $4.85 > 1.96$ and P-Value = $0.000 < 0.05$ and has a positive relationship direction. From these results, Organizational citizen behavior has a significant positive effect on work innovative behavior. So that the second hypothesis (H2) Organizational Citizen Behavior has a significant positive effect on Work Innovative Behavior of PT Mekar

Prana Indah Jakarta Employees is declared proven, which means Ho is rejected and Ha is accepted.

According to Organ et al (2006) defines OCB as individual behavior that is free (discretionary), which is not directly and explicitly rewarded formally, and which as a whole encourages the effectiveness of organizational functions. The existence of attachment among fellow employees who help each other makes OCB work well and makes a positive influence on the work innovative behavior of employees in the company.

According to Santoso H et al (2019), these two variables have an attachment, stating that Organization Citizen Behavior affects Work Innovative Behavior.

3. The Effect of Innovative Work Behavior on Employee Performance

From the output path coefficients it is found that the value of T-statistics = $0.867 < 1.96$ and P-Value = $0.386 > 0.05$ and has a negative relationship direction. From these results, work innovative behavior does not have a significant negative effect on employee performance. This means that the third hypothesis (H3) that work innovative behavior has no significant effect on employee performance at PT Mekar Prana Indah Jakarta employees is declared invalid, which means that Ho is accepted and Ha is rejected.

According to De Jong and Kemp in Hadi S., et al (2020), innovative behavior is an individual action that leads to the interests of the company, in which employees introduce and apply their new ideas to benefit the company. The statement shows that a high level of employee performance is also determined by employee engagement. But leaders who provide suggestions and

implementation efforts within the company have no effect on employee performance.

4. The Effect of Transformational Leadership on Employee Performance

From the output path coefficients it is found that the value of T-statistics = $0.799 < 1.96$ and P-Value = $0.425 > 0.05$ and has a positive relationship direction. From these results, Transformational Leadership does not have a significant negative effect on Employee Performance. This means that the fourth hypothesis (H4) transformational leadership has no significant effect on employee performance at PT Mekar Prana Indah Jakarta employees is proven, which means that Ho is accepted and Ha is rejected.

Transformational leadership is very influential on the company's sustainability activities so that leadership is one of the keys to the company's success. Leaders who are too critical of employees cannot affect employee performance. According to Arifudin (2020) states that transformational leadership has a negative and significant relationship to employee performance.

5. The Effect of Organizational Citizen Behavior (OCB) on Employee Performance

The influence of Organizational Citizen Behavior experience on employee performance can be seen directly from the output path coefficients, where the T-statistics = $15.569 > 1.96$ and P-Value = $0.000 < 0.05$ and has a positive relationship direction. From these results, Organizational Citizen Behavior directly has a significant positive effect on Employee Performance. This means that the fifth hypothesis (H5) Organization Citizen Behavior has a significant positive

effect on employee performance at PT Mekar Prana Indah Jakarta employees is proven, which means Ho is rejected and Ha is accepted.

Organizational citizenship behavior. According to the Organs in Sandhika D, and Sobandi A., (2018: 513), that Organizational Citizenship Behavior is an individual behavior that is not regulated by the organization, and which is not taken into account in the formal reward system, but this behavior will encourage the effectiveness and efficiency of organizational functions overall. Organizational citizen behavior that stands out in the company is fellow employees helping each other to make employee performance better.

Research results from Oktavianti S. et al (2019), Pradita IPCPA, et al (2021) Sandhika D, and Sobandi A., (2018), show that organizational citizenship behavior has a positive and significant effect on employee performance.

6. The influence of Transformational Leadership on employee performance with Work Innovative Behavior as a mediating variable

The effect of transformational leadership on employee performance with work innovative behavior as a mediating variable can be seen directly from the output path coefficients and it is found that the value of T-statistics = $0.859 < 1.96$ and P-Value = $0.391 > 0.05$ and has a positive relationship direction. From these results, Transformational Leadership has no significant effect on Employee Performance with work innovative behavior as a mediating variable. This means that the sixth hypothesis (H6) transformational leadership has no significant positive effect on employee performance with work innovative behavior as a mediating variable for employees of

PT Mekar Prana Indah Jakarta proven, which means that H_0 is accepted and H_a is rejected.

7. The Effect of Organizational Citizen Behavior (OCB) on Employee Performance with Work Innovative Behavior as a mediating variable

The effect of Organizational Citizen Behavior on employee performance with work innovative behavior as a mediating variable can be seen directly from the output path coefficients, it is found that the value of T-statistics = $0.888 < 1.96$ and P-Value = $0.375 > 0.05$ and has a positive relationship direction. From these results, Organizational Citizen Behavior does not have a significant negative effect on Employee Performance with work innovative behavior as a mediating variable. This means that the seventh hypothesis (H_7) organizational citizen behavior has no significant effect on employee performance with work innovative behavior as a mediating variable for employees of PT Mekar Prana Indah Jakarta proven, which means that H_0 is accepted and H_a is rejected.

8. Managerial Implications

From the results of this study, the limited results of proving the theory of the relationship between Organizational Culture and Leadership Style variables and job satisfaction on employee performance are findings that strengthen existing research and theory, this is able to fully reflect the reality of the results and research that has been carried out.

a. Transformational Leadership. indicators that get answers that are not optimal from respondents, namely on the leader indicator explaining job directions to employees, get a small answer score. So based on the results of this study leaders are expected to be better and

clearer to provide direction to employees. Leaders need to do this considering that Transformational Leadership has a significant influence on employee performance. So by improving how to give directions properly and clearly can improve employee performance.

b. Organizational Citizen Behavior. Indicators that get answers that are not optimal from respondents, namely on indicators that employees care about fellow employees, get a small answer score. So based on the results of this study employees are expected to care for each other among fellow employees. This needs to be done bearing in mind that the relationship between fellow employees is very important for creating Innovative Work Behavior and good Employee Performance. Ensuring there is a caring and empathetic attitude between employees in the company will create a comfortable atmosphere at work.

c. Work Innovative Behavior. employees can see the difference in the market situation and employees come up with new ideas. Even though this study's Work Innovative Behavior has no effect on Employee Performance, employees still need to be sensitive (sensitive) to market situations outside of the company and employees are expected to be able to provide new ideas that can be

implemented within the company to improve the company. So that on an ongoing basis it is expected to be able to positively improve Work Innovative Behavior and in the future it can affect employee performance.

- d. Employee performance indicators that get answers that are not optimal from respondents, namely on indicators of fulfilling quantity in work, obtain a small answer score. So based on the results of this study employees are expected to return to increase the quantity in their work. If employees are aware again of increasing the quantity in work, then the employee will have an intention to improve the way of work in order to increase the quantity in work, which ultimately benefits from this company will return to the employees by being distributed through salaries and bonuses earned each month.

CONCLUSSION

Based on the analysis and hypothesis testing performed in Section IV, several important conclusions can be drawn. First, it was found that Transformational Leadership has a significant influence on work innovative behavior. That is, the level of transformational leadership in a work environment has a positive correlation with the ability of employees to innovate. Second, Organizational Citizen Behavior also has a significant influence on Work Innovative Behavior. This indicates that good organizational citizenship

behavior contributes to increasing employee innovative behavior. Nonetheless, it should be emphasized that thirdly, work innovative behavior does not have a significant effect on employee performance. This indicates that while the ability to innovate is important,

Furthermore, the results show that Transformational Leadership has no significant effect on employee performance. That is, although transformational leadership is valued in an organizational context, there is no significant relationship between this and employee performance. On the other hand, Organizational Citizen Behavior has a significant influence on employee performance. This illustrates that the quality of organizational citizenship behavior has a positive impact on employee performance.

Then, related to mediating variables, Work Innovative Behavior does not act as a significant mediator between Transformational Leadership or Organizational Citizen Behavior and employee performance. This means that although transformational leadership and organizational citizen behavior may affect work innovative behavior, this relationship does not significantly affect employee performance through the mediation of work innovative behavior.

Taken together, these findings demonstrate the importance of factors such as transformational leadership and organizational citizen behavior in the context of the work environment. Although work innovative behavior has an impact on innovation, these factors affect innovative behavior and employee performance more directly,

without involving work innovative behavior as the main mediator.

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