

The Influence of Organizational Culture and Transformational Leadership on Organizational Citizenship Behavior Through Job Satisfaction

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Keywords:	Abstract
organizational culture; transformational leadership; job satisfaction; organizational citizenship behavior (OCB)	This research aims to examine the influence of organizational culture and transformational leadership on Organizational Citizenship Behavior (OCB) through job satisfaction. This study employs a quantitative research approach with a population of 111 employees and a sample of 87 employees from the Station Operation and Service Division of PT MRT Jakarta. Data were collected using questionnaires, observations, and literature reviews. The data were analyzed using the Partial Least Squares (PLS) method with SmartPLS 4.0 software. The results indicate that organizational culture does not have a significant effect on Organizational Citizenship Behavior (OCB). Transformational leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB). Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). Organizational culture has a positive and significant effect on job satisfaction. Transformational leadership has a positive and significant effect on job satisfaction. Furthermore, job satisfaction significantly mediates the influence of organizational culture on Organizational Citizenship Behavior (OCB) and mediates the influence of transformational leadership on Organizational Citizenship Behavior (OCB). The limitations of this study include the relatively small sample size, time constraints during questionnaire completion, and the limited number of variables examined, which restrict the breadth of the findings. Future research is recommended to expand the sample size, extend the data collection period, and incorporate additional research variables to provide more comprehensive insights.

INTRODUCTION

The tendency of Organizational Citizenship Behavior (OCB) levels remains low in the Station Operation and Service Division of PT MRT Jakarta. In the first statement, the majority of employees (70%) stated that they were unwilling to replace the position of an absent colleague, while only 30% of employees demonstrated this initiative. In the second statement, the majority of employees (63%) were unwilling to work beyond the specified standard working hours, whereas only 37% were willing to do so. Furthermore, in the third statement, 60% of employees did not take the initiative to contribute constructive ideas or suggestions for the company's progress, while only 40% actively provided input.

The high percentage of "No" responses, ranging from 60% to 70%, indicates that most employees tend to limit themselves to performing only their primary duties (in-role behavior) according to their standard job descriptions. These pre-research findings highlight the importance of examining more deeply the factors that can stimulate employee Organizational Citizenship Behavior (OCB). If this reluctance to contribute beyond formal responsibilities persists amid an

increasingly lean organizational structure and rising passenger volumes, the effectiveness of service delivery, teamwork, and the achievement of PT MRT Jakarta's customer satisfaction index may be at significant risk of decline (Burgess et al., 2025; Gittell, 2016; Kane et al., 2023; Miller, 2025; Thuppilikkat et al., 2025).

The phenomenon of declining Organizational Citizenship Behavior in the field requires serious attention to the underlying factors that contribute to this condition. To objectively identify the root causes of the problem, the researcher conducted pre-research involving 30 employees from the Station Operation and Service Division to map the independent variables perceived as the most crucial factors influencing the emergence of OCB. The results of this problem mapping are presented in Figure 1.1.

Regarding the variables influencing OCB, the statement related to job satisfaction revealed that 29 out of 30 employees explicitly stated that their level of job satisfaction during work is a determining factor in whether they are willing to engage in extra-role behavior (OCB). Regarding transformational leadership, 29 out of 30 employees acknowledged that the transformational leadership style of their supervisors, which inspires employees and provides individualized attention, plays an important role in encouraging employees' willingness to demonstrate additional contributions. Furthermore, regarding organizational culture, 27 out of 30 employees emphasized that the values, norms, and organizational climate embedded within the company's culture serve as the foundation for shaping employees' sense of concern toward their daily work environment. Meanwhile, other factors assessed by employees were considered less urgent in triggering OCB, as indicated by the lower number of confirmations, including compensation (22 employees), work discipline (21 employees), work motivation (19 employees), and organizational commitment (17 employees).

It can be observed that job satisfaction, transformational leadership, and organizational culture were the three most dominant factors identified by the majority of employees as variables influencing OCB. Based on the pre-research results, this study focuses only on these three variables with the highest level of urgency, while other variables were excluded because they were considered less influential in stimulating employees' voluntary behaviors (organizational citizenship behavior) within the research context.

Organizational culture is one of the variables that can influence OCB (Azzahra et al., 2024). A positive organizational culture can create shared values that encourage employee commitment and engagement (Dania, 2021). Organizations with a strong organizational culture encourage employees to demonstrate more extra-role behavior voluntarily (Budiyanto et al., 2023). This indicates that a conducive organizational culture can enhance both job satisfaction and OCB.

Based on initial observations and pre-research results, the work environment condition in the Station Operation and Service Division of PT MRT Jakarta indicates challenges related to organizational culture. The substantial workload resulting from increasing passenger volume, which is projected to reach 46.4 million passengers by 2025, combined with the implementation of additional projects such as MRTJ Goes to School and feeder services, has created a highly demanding work climate. On the other hand, the reduction in the number of employees from 128 to 110 has caused employee interactions to shift toward greater individual focus. The culture of fostering teamwork, which represents one of the company's core values, has weakened because employees increasingly concentrate on maintaining their respective areas of responsibility amid the decline in the number of organic employees.

The researcher conducted pre-research involving 30 organic employees from the Station Operation and Service Division of PT MRT Jakarta. The pre-research was conducted by presenting

several alternative leadership styles commonly implemented in organizations, namely transformational, transactional, and democratic leadership. Respondents were asked to select the leadership style that best represented leadership behavior within their work environment.

The results showed that 64% of respondents perceived that the leadership style currently implemented by their leaders was predominantly transformational, characterized by inspiring, nurturing, and motivating behaviors. Meanwhile, 23% of respondents assessed that their supervisors demonstrated a democratic leadership style characterized by openness and collaboration, while 13% perceived a transactional leadership style focused primarily on achieving predetermined targets.

Transformational leadership emphasizes the importance of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration toward employees (B. Bass & Riggio, 2005). Leaders who apply a transformational leadership style are able to build intrinsic motivation and establish trust, which subsequently contributes to improving Organizational Citizenship Behavior (OCB) (Naimah et al., 2022).

Based on the results of observations and pre-research interviews with an employee at the Station Duty Section Head level, the leadership function of the division head was considered suboptimal in performing the roles of motivator and mentor, particularly in supporting the company's transition period. This condition can be observed from the management policy requiring several Station Staff members to perform managerial duties and responsibilities at the Station Specialist level to fill staffing vacancies at small-category stations. This issue was also conveyed by a Head of the Station Master Department, who indicated that the Head of Division lacked individualized consideration and interpersonal attention and was less proactive in facilitating the resolution of obstacles in the assessment process, resulting in stagnant job grade progression for employees at the staff level. In addition to staff-level employees, several employees at the section head and specialist levels also experienced delays in the assessment process. According to information from the Head of Department, employee names had been proposed based on the schedule of their latest assessments. However, when the assessment period arrived, employees had not received assessment notifications because the decision of the Head of Division influenced the submission of names to the Human Capital Department for further assessment. The Head of Division was perceived as being more task-oriented by focusing primarily on achieving the operational targets of seven new strategic projects while neglecting a people-oriented approach that should provide support and career clarity for subordinates.

Similarly, an employee at the Station Staff level expressed that their job satisfaction had declined. This dissatisfaction was triggered by perceptions of distributive and procedural injustice experienced directly by Station Staff employees. Employees felt dissatisfied because they were required to perform Station Specialist functions without clear employment status, job grade advancement, or fair compensation adjustments due to delays in the internal assessment process. The imbalance between the time and effort required to manage station operations (inputs) and the absence of adequate career recognition and proportional welfare benefits (outcomes) may contribute to employee demotivation.

A similar perspective was obtained from pre-research interviews with employees at the Station Duty Section Head and Station Specialist levels, who stated that the implementation of the division's current strategic projects had increased employees' working hours due to additional meetings, coordination with related departments, periodic reporting activities, and field execution. This condition was further exacerbated by differences in operational work schedules, considering that 62% of employees work in shift-based arrangements and 38% work regular office hours.

Consequently, project assignments frequently required employees to allocate time outside formal working hours, including after the completion of shifts or during holidays. This situation sometimes required adjustments to working schedules, such as shift exchanges among colleagues. Therefore, employees' voluntary willingness to assist one another in managing these adjustments is essential to achieving optimal operational targets. Without effective workload and time management, these additional responsibilities may reduce employee job satisfaction.

The research gap in this study arises from inconsistent findings in previous studies regarding the factors influencing Organizational Citizenship Behavior (OCB). Although organizational culture and transformational leadership theoretically play important roles in shaping OCB, empirical evidence across various organizational contexts remains inconsistent. Regarding the influence of organizational culture on OCB, Almaqableha & Omarb (2024) found a significant positive effect. However, this finding was contradicted by Hidayat et al. (2024), who found that organizational culture had an insignificant effect on OCB. Similar inconsistencies were found regarding transformational leadership and OCB. Research conducted by Andiningtyas et al. (2025) demonstrated a positive and significant influence of transformational leadership on OCB, whereas Sabrina et al. (2025) found that transformational leadership had an insignificant effect on OCB.

These inconsistent findings indicate the existence of a research gap. The direct relationship between organizational culture and transformational leadership with OCB may not be absolute and may require psychological mediating variables, such as job satisfaction. The importance of positioning job satisfaction as a mediating variable is based on the argument that organizational-level stimuli (culture) and group-level influences (leadership) must first be internalized into positive individual psychological states before being manifested as voluntary behaviors. In the context of PT MRT Jakarta's Station Operation and Service Division, where the number of employees is decreasing while passenger volume continues to increase, high work pressure has the potential to reduce employee morale. A strong organizational culture and effective leadership may not be sufficient to encourage employees to go the extra mile through OCB if employees' fundamental psychological needs, particularly job satisfaction, are not adequately fulfilled. The study by Iroth et al. (2022) found that job satisfaction had a positive and significant effect on OCB, whereas R. Wulandari (2018) demonstrated that job satisfaction did not have a significant effect on OCB. Therefore, the effectiveness of job satisfaction as a mediating variable remains inconclusive in the existing literature.

Furthermore, when job satisfaction is incorporated as a mediating variable, previous research demonstrates an increasingly evident gap regarding its role in stimulating OCB. Studies conducted by Saputri et al. (2024) and Andiningtyas et al. (2025) found that job satisfaction mediates the influence of organizational culture and transformational leadership on OCB. However, this mediation effect contrasts with the findings of Fauzi et al. (2022) and Saputri et al. (2024) in different organizational contexts, which indicated that job satisfaction could not mediate the relationship between organizational culture, transformational leadership, and OCB.

Based on the discrepancies in previous research findings and field observations, this study is considered important to conduct, particularly in the Station Operation and Service Division of PT MRT Jakarta. This division represents the frontline of public transportation services, where operational standards alone are insufficient to ensure service quality. Operational effectiveness and passenger satisfaction are highly dependent on employees' voluntary behaviors beyond formal job responsibilities (extra-role behavior). However, high work pressure in operational environments may reduce employee job satisfaction, which subsequently has the potential to weaken OCB. Therefore, organizational culture and transformational leadership play essential roles in

maintaining job satisfaction and strengthening employee OCB. Re-examining the relationships among these variables is expected to provide practical solutions for management in developing human resource policies that support sustainable service quality improvement.

Based on this urgency, the author is interested in conducting research entitled “The Influence of Organizational Culture and Transformational Leadership on Organizational Citizenship Behavior Through Job Satisfaction (Case Study on the Station Operation and Service Division of PT MRT Jakarta).” Based on the identified research gap and practical urgency, this study aims to examine the influence of organizational culture and transformational leadership on Organizational Citizenship Behavior (OCB) through job satisfaction among employees of the Station Operation and Service Division of PT MRT Jakarta, specifically by analyzing the direct and indirect effects of these variables. Theoretically, this research contributes to the development of human resource management literature, particularly in understanding the relationships among organizational culture, transformational leadership, job satisfaction, and OCB within public transportation organizations. Practically, this research provides strategic insights for PT MRT Jakarta’s management in improving employee OCB through strengthening organizational culture, enhancing transformational leadership practices, and increasing job satisfaction. In addition, this study may serve as a reference for future researchers investigating similar topics with broader organizational contexts and additional variables.

RESEARCH METHODS

Research Time and Place

The study involved organic employees of the Station Operation and Service Division of PT MRT Jakarta. The research was conducted from May 2025 to July 2026.

Research Design

This study specifically analyzes the influence of organizational culture and transformational leadership on Organizational Citizenship Behavior (OCB) with job satisfaction as a mediating variable. The basic method of this research is the analytical descriptive method. The descriptive method is a method that focuses on solving actual problems, while analytical is the data collected that is first compiled, explained, and then analyzed.

This study explains the relationship between influencing and being influenced by the variables to be studied. Using a quantitative approach through the Survey, because the data used to analyze the relationship between variables is expressed with numbers or numerical scales (Kuncoro, 2003).

Population and Sample

According to Sugiyono (2018), population is a generalized area consisting of an object or a subject that has certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is all organic employees in the Station Operational and Services Division of PT MRT Jakarta which is spread across 4 work units, except for the head of the division who is the subject of the study. The number of employees is 110 organic employees, which can be seen in the following table 1.

Table 1. Population in the Station Operational and Services Division of PT MRT Jakarta

No	Work Unit	Number of Employees
1	Station Service Department	10
2	Regional Station Master Department 1	29
3	Regional Station Master Department 2	38
4	Regional Station Master Department 3	33

According to Sugiyono (2018), samples are part of the number and characteristics possessed by the population. Sample measurement is a step to determine the size of the sample taken in carrying out a research. In addition, it is also noted that the selected sample must show all characteristics of the population so that it is reflected in the selected sample, in other words the sample must be able to describe the actual or representative state of the population.

The existing population is 110 employees across the Station Operational and Services Division with an uneven distribution so that the sampling method that is suitable for use is the probability sampling approach, which is proportional stratified random sampling.

According to Sugiyono (2018), proportionate stratified random sampling is a sampling technique used in populations that have a heterogeneous and proportionally stratified arrangement. Through this method, samples are taken from each sub-population (strata/position/section) at random, where the proportion of the number of samples from each group is proportional to the number of members of the original population.

Although the population in this study was relatively affordable (110 people), the researcher chose not to use the census method (total sampling), but instead used the proportionate stratified random sampling approach. This decision was taken deliberately on the basis of efficiency considerations and operational limitations in the field. Employees in the Station Operation and Services Division of PT MRT Jakarta work in a shifting system spread across 13 stations and divided into shifts.

The selection of samples (not censuses) is considered more realistic and effective considering the limited research time and the tight operational work schedules of employees. In addition, data collection using Google Form has its own challenges in the return rate of the questionnaire (Response Rate) which is completely dependent on the employee's free time in the field. The use of this sample is ensured to maintain the quality of the research because the determination is based on strict mathematical calculations, so that the results remain representative and valid to generalize to the population (Sugiyono, 2018).

The minimum sample size is obtained using a formula developed by Robert V. Krejcie and Daryle W. Morgan in 1970 in determining the sample size of the article "Small Sample Techniques" produced National Education Association (NEA) (Krejcie & Morgan, 1970). The formula for determining the size of the NEA sample is as follows:

$$n = \frac{N \cdot \chi^2 \cdot P(1 - P)}{(N - 1) \cdot d^2 + \chi^2 \cdot P(1 - P)}$$

Description:

n = sample size

N = total population

X² = chi-square value, degree of freedom (df) = 1 and significance degree (α) = 0.05 (χ² = 3.841)

P = proportion of the population (assumed to be 0.5 to maximize sample size)

d = margin of error (0.05)

Sample Calculation :

$$n = \frac{N \cdot \chi^2 \cdot P(1 - P)}{(N - 1) \cdot d^2 + \chi^2 \cdot P(1 - P)}$$

$$n = \frac{110 \cdot 3,841 \cdot 0,5(1 - 0,5)}{(110 - 1) \cdot 0,05^2 + 3,841 \cdot 0,5(1 - 0,5)}$$

$$n = \frac{110 \cdot 3,841 \cdot 0,25}{0,02725 + 0,96025}$$

$$n = \frac{105,6275}{1,23275}$$

$$n = 85,684 \approx 86 \text{ sampel (rounding)}$$

The sampling techniques used in this study are proportionate stratified random sampling. This step was reinforced by Cochran's theory in 1977 which stated that proportional allocation is used to ensure that each strata is represented in a sample with exactly the same proportion as its proportion in the overall population (Lohr, 2021). Based on the proportional allocation formula, the details of the sample distribution for each work unit in this study are presented in the following Table 2:

$$n_i = \frac{N_i}{N} \cdot n$$

Description:

n_i = Number of samples in strata/work unit i-i

N_i = total population in strata/work unit i

N = Total overall population

n = Total overall sample searched

Table 2. Calculation of Research Sample Size for Each Work Unit

No	Work Unit	Number of Employees	Number of Samples
1	Station Services Department	10	$(10/110) \times 86 = 7.81 \approx 8$
2	Regional Station Master Department 1	29	$(29/110) \times 86 = 22.67 \approx 23$
3	Regional Station Master Department 2	38	$(38/110) \times 86 = 29.69 \approx 30$
4	Regional Station Master Department 3	33	$(33/110) \times 86 = 25.79 \approx 26$
Total		110	87

Source: Researcher-processed data (2026)

Based on the Krejcie and Morgan formula, a minimum sample of 85.68 people or 86 people was obtained. However, after a proportional calculation was carried out using the Cochran formula, if in each work unit and rounded upwards, the total sample used in this study was adjusted to 87 people so that the representation in each department was more precise.

Data Collection Techniques

According to Sugiono (2018), data collection can be carried out in various settings, sources, and methods. Based on the settings, data can be collected in natural settings, surveys, or others. Based on the data source, data collection can use primary data sources. When viewed from the method or technique of data collection, it can be through the dissemination of questionnaires and literature studies.

Data collection aims to obtain data related to research. The data collection methods used in this study include:

Questionnaire

Questionnaire is a data collection technique that is carried out by giving questions to respondents to answer (Sugiyono, 2018). Collecting data by sending questions to be filled in by respondents is done by distributing a questionnaire form containing questions. The use of questionnaires aims to obtain the information needed and to conduct research.

The questionnaire used in this study was a questionnaire with a Likert scale model. According to Sugiyono (2018), the likert scale can be used to reveal the attitudes, opinions, and

perceptions of a person or a group of people about social phenomena. In the Likert scale, the measured variable will be described as a variable indicator. Then the indicator is used as a reference in the preparation of instruments in the form of statements or questions.

The answer to each instrument item that uses the Likert scale has a level from very positive to very negative. To measure variables using the Likert scale in five levels as follows:

- | | |
|----------------------------|--------------------|
| a. Strongly Agree (SS) | a. Always (S) |
| b. Agree (S) | b. Frequent (SR) |
| c. Hesitation (RR) | c. Occasional (KD) |
| d. Disagree (TS) | d. Rare (JR) |
| e. Strongly Disagree (STS) | e. Never (TP) |

Each answer point has a different score, namely for SS and S answers have a score of 5, answers S and SR have a score of 4, answers R and KD have a score of 3, answers TS and JR have a score of 2, and answers STS and TP have a score of 1. This method is used so that the researcher can know and have a background in the assessment given by each employee so that conclusions can be drawn.

Literature Study

Literature study is a data collection technique that is carried out by reading, reviewing, and studying literature, reference journals, and others related to the problem being researched. According to Sugiyono (2018), there are three criteria used as a basis for research, namely relevance, authenticity, and authenticity. Relevance means the theory put forward according to the problem being researched. Originality is related to the novelty of the theory or reference used. Authenticity is related to the authenticity of the research source.

RESULTS OF RESEARCH AND DISCUSSION

SEM Analysis

Evaluation of Measurement Models (Outer Model)

1) Indicator Reliability (outer loading)

The first step in the assessment of the outer model involves examining the outer loading of the indicators. The high outer loading indicates a lot of similarities in the construct. The minimum outer loading value is 0.7 (Hair et al., 2021). The following are the results of the outer loading test which can be seen in the Table

Table 3. Outer Loading Test Results

Code	Organizational Culture (X1)	Transformational Leadership (X2)	Job Satisfaction (Z)	Organizational Citizenship Behavior (Y)
BO.01	0.841			
BO.02	0.812			
BO.03	0.784			
BO.04	0.748			
BO.05	0.826			
BO.06	0.757			
BO.07	0.790			
BO.08	0.785			
BO.09	0.770			
BO.10	0.764			
BO.11	0.785			
BO.12	0.805			

BO.13	0.797	
BO.14	0.829	
BO.15	0.788	
BO.16	0.811	
KK.01		0.805
KK.02		0.731
KK.03		0.832
KK.04		0.820
KK.05		0.824
KK.06		0.775
KK.07		0.785
KK.08		0.850
KK.09		0.796
KK.10		0.806
KK.11		0.793
KK.12		0.793
KK.13		0.771
KK.14		0.807
KK.15		0.800
KK.16		0.746
KT.01	0.800	
KT.02	0.812	
KT.03	0.790	
KT.04	0.761	
KT.05	0.789	
KT.06	0.793	
KT.07	0.796	
KT.08	0.791	
KT.09	0.749	
KT.10	0.806	
KT.11	0.809	
KT.12	0.752	
OCB.01		0.858
OCB.02		0.792
OCB.03		0.861
OCB.04		0.845
OCB.05		0.832
OCB.06		0.805
OCB.07		0.805
OCB.08		0.797
OCB.09		0.814
OCB.10		0.824
OCB.11		0.799
OCB.12		0.784
OCB.13		0.852
OCB.14		0.800
OCB.15		0.822

Source: SmartPLS 4 Output (2026)

Based on the results of the convergent validity test in the Table, it can be seen that all indicators have an outer loading value of ≥ 0.70 . Therefore, all indicators in this study can be declared to have met the criteria.

2) Cronbach's Alpha and Composite Reliability (Internal Consistency Reliability)

The next test that needs to be done on the outer model is the internal consistency reliability test. This test was carried out through Cronbach alpha and composite reliability values. The cronbach alpha value describes the correlation of indicators in a construct, while composite reliability looks at the difference in the outer loading of the indicator variable. Hair et al. (2021) stated that the accepted cronbach alpha and composite reliability values must be more than 0.6 (Hair et al., 2021).

Table 4. Cronbach's Alpha and Composite Reliability Test Results

Variable	Cronbach's alpha	Composite reliability (rho _a)	Composite reliability (rho _c)	Average variance extracted (AVE)
Organizational Culture (X1)	0.961	0.964	0.965	0.630
Transformational Leadership (X2)	0.944	0.949	0.951	0.620
Job Satisfaction (Z)	0.961	0.963	0.965	0.634
Organizational Citizenship Behavior (Y)	0.965	0.968	0.968	0.672

Source: SmartPLS 4 Output, 2026

The test results in the Table show that all latent variables meet the reliability test criteria. This is based on the Cronbach alpha value and composite reliability of all latent variables with a $>$ value of 0.6. Therefore, all latent variables are declared reliable after meeting all measurement criteria.

3) Convergent Validity (AVE)

Convergent validity refers to the extent to which a construct is able to measure each of its indicators. Convergent validity testing can be performed by evaluating the Average Variance Extracted (AVE). According to Hair et al. (2021), when the AVE value is greater than 0.5, the construct is able to explain more than 50% of the indicator's variations.

The Average Variance Extracted (AVE) value indicates that all constructs in the model have good convergent validity because the AVE value is greater than 0.50. Organizational Citizenship Behavior (Y) had the highest AVE of 0.672, suggesting that more than 67% of the variance of its indicators could be explained by the construct. Job Satisfaction (Z) had an AVE value of 0.634, followed by Organizational Culture (X1) of 0.63, and Transformational Leadership (X2) of 0.62. This shows that the indicators on each variable can represent the construct quite well.

4) Discriminant Validity

An evaluation to assess how different a construct is from another to capture a different phenomenon can be carried out by discriminant validity test. Generally, researchers use several tests used in discriminant validity, such as the Fornell-Larcker criterion, cross loading, and heterotrait monotrait ration (HTMT) (Hair et al., 2021).

The first criterion to consider in discriminant validity is the Fornell-Larcker criterion. To be able to meet the hysteria in this test, the square root value of AVE must be greater than its highest relationship value with the other constructs that can be seen in the Table.

Fornell-Larcker criterion

Table 5. Fornell-Larcker Criterion Test Results

Variable	Organizational Culture (X1)	Transformational Leadership (X2)	Job Satisfaction (Z)	Organizational Citizenship Behavior (Y)
Organizational Culture (X1)	0.794			
Transformational Leadership (X2)	0.048	0.788		
Job Satisfaction (Z)	0.555	0.524	0.796	
Organizational Citizenship Behavior (Y)	0.460	0.505	0.657	0.820

Source: SmartPLS 4 Output, 2026

Based on the table above, the square root value of AVE for each construct is greater than the correlation with the other constructs, which means that the number already meets the Fornell-Larcker criterion. The next criterion that needs to be considered is the value of cross loading. According to this criterion, the outer loading of an indicator on the related construct must be greater than the cross loading on the other construct. The loading factor values can be seen in the Table.

Cross loading

The results state that the value of each of the Outer Loading higher than Cross Loading in other constructs. Other important criteria to consider in Discriminant validity is a heterotrait monotrait ratio (HTMT). HTMT is the mean of the entire relationship between the cross-construct indicators. According to (Hair et al., 2021) The maximum value of HTMT correlation is 0.9. An HTMT correlation value of more than 0.9 indicates a lack of discriminant validity.

Monotrait Monotrait Ration (HTMT)

Table 6. Heterotrait-Monotrait Ratio (HTMT) Test Results

Variable	Organizational Culture (X1)	Transformational Leadership (X2)	Job Satisfaction (Z)	Organizational Citizenship Behavior (Y)
Organizational Culture (X1)				
Transformational Leadership (X2)	0.097			
Job Satisfaction (Z)	0.567	0.541		
Organizational Citizenship Behavior (Y)	0.465	0.515	0.665	

Source: SmartPLS 4 Output, 2026

Based on the Table there is no HTMT correlation value greater than 0.9. The value has met the HTMT criteria and has met the discriminant validity test. At this stage, each construct has met all the criteria required in the discriminant validity test so that it can be concluded that each construct is empirically different from the other constructs and is able to capture phenomena that are not represented by other constructs in the model. Therefore, each indicator is declared to meet the criteria for the discriminant validity test.

Inner Model Evaluation (Structural Model Assessment)

The next evaluation that is carried out when the model measurement is declared valid and reliable is the Structural Model Assessment or commonly called the internal model evaluation. According to (Hair et al., 2022), the evaluation of the inner model is carried out with several tests,

such as collinearity, significance and relevance of model relationships, Model's Explanatory Power, and Model's Predictive Power which will be discussed below.

1) Assess the structural model for collinearity issues (VIF)

Collinearity is a condition in which two or more (independent) predictor variables in a model have a high linear relationship, meaning they are highly correlated with each other. The collinearity test can be done by looking at the VIF value. If the value is $VIF < 5$, then the model is fit and can be continued in the next analysis. The results of the VIF test can be seen in the following table:

Table 7. Collinearity Test Results (VIF)

Influence Between Variables	VIVID
Organizational Culture (X1) -> Organizational Citizenship Behavior (Y)	1.639
Transformational Leadership (X2) -> Organizational Citizenship Behavior (Y)	1.564
Organizational Culture (X1) -> Job Satisfaction (Z)	1.002
Transformational Leadership (X2) -> Job Satisfaction (Z)	1.002
Job Satisfaction (Z) -> Organizational Citizenship Behavior (Y)	2.256

Source: SmartPLS 4 Output, 2026

It can be seen in the table above that the VIF value between the research variables has met the test limit, which is < 5 . From the internal model testing, it was found that the model in general is quite good.

2) Assess the significance and relevance of the structural model relationships path coefficient and t-value

At this stage, the test is carried out by looking at the Path Coefficient and the value of t. Value Path Coefficient A value close to 1 indicates a positive relationship and conversely, a value close to 0 indicates a weak relationship in the model's structure. Furthermore, the value t indicates the significance of a relationship between variables at a given error level. In this study, the researcher used a significance level of error of 5% which means that the t-value must be greater than 1.96 (Hair et al., 2021). The following are the values Path Coefficient and t values displayed in the Table.

Table 8. Path Coefficient and T-Value Test Results (Direct Effects)

Influence Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture (X1) -> Job Satisfaction (Z)	0.531	0.54	0.092	5.76	0
Organizational Culture (X1) -> Organizational Citizenship Behavior (Y)	0.245	0.243	0.156	1.573	0.116
Transformational Leadership (X2) -> Job Satisfaction (Z)	0.499	0.506	0.094	5.292	0
Transformational Leadership (X2) -> Organizational Citizenship Behavior (Y)	0.304	0.304	0.139	2.179	0.029
Job Satisfaction (Z) -> Organizational Citizenship Behavior (Y)	0.361	0.379	0.161	2.238	0.025

Source: SmartPLS 4 Output, 2026

The results of the analysis showed that Organizational Culture (X1) had a positive and significant effect on Job Satisfaction (Z) with a coefficient of 0.531, a T value of 5.76, and a p-value of 0.000, which indicates that the better the organizational culture, the higher the level of employee job satisfaction. However, Organizational Culture (X1) did not have a direct significant influence on Organizational Citizenship Behavior (Y) with a coefficient value of 0.245 and a p-value of 0.116, indicating that organizational culture does not directly encourage employee OCB behavior.

On the other hand, Transformational Leadership (X2) has a positive and significant effect on Job Satisfaction (Z) with a coefficient of 0.499, a T value of 5.292, and a p-value of 0.000, showing that inspirational leadership can increase employee job satisfaction. Transformational Leadership (X2) also has a direct influence on Organizational Citizenship Behavior (Y) with a coefficient of 0.304, a T-value of 2.179, and a p-value of 0.029, which means that this leadership style can encourage employees to exhibit extra behavior in the workplace.

In addition, Job Satisfaction (Z) also had a direct influence on Organizational Citizenship Behavior (Y) with a coefficient of 0.361, a T value of 2.238, and a p-value of 0.025, which suggests that employees who are satisfied with their jobs tend to be more willing to perform extra-role behaviors at work. Furthermore, it is the path coefficient and t value with indirect influence shown in the following table.

Indirect Effect

Table 9. Indirect Effect Test Results (Mediation)

Influence Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture (X1) -> Job Satisfaction (Z) -> Organizational Citizenship Behavior (Y)	0.192	0.204	0.094	2.033	0.042
Transformational Leadership (X2) -> Job Satisfaction (Z) -> Organizational Citizenship Behavior (Y)	0.18	0.19	0.087	2.062	0.039

Source: SmartPLS 4 Output, 2026

The results of the analysis showed that Job Satisfaction (Z) mediated the relationship between Organizational Culture (X1) and Organizational Citizenship Behavior (Y) with a coefficient of 0.192, a T value of 2.033, and a p-value of 0.042. This means that a strong organizational culture can increase job satisfaction, which ultimately encourages employees to demonstrate citizen organizational behavior.

Similarly, Transformational Leadership (X2) also has an indirect effect on Organizational Citizenship Behavior (Y) through Job Satisfaction (Z) with a coefficient of 0.18, a T-value of 2.062, and a p-value of 0.039. These results indicate that transformational leadership can increase employee job satisfaction, which in turn contributes to increased extra-role behavior in the workplace.

3) Assess the model's explanatory power

R-Square Value

The third step in the evaluation of the structural model includes an assessment of the explanatory strength of the model. The explanatory power of a model has to do with its ability to

adapt existing data by measuring the strength of associations demonstrated by the PLS path model. The most commonly used measure to evaluate the explanatory strength of a structural model is the value of the determination coefficient (R^2), the value of R-square or the coefficient of determination used to evaluate the strength of the structural model. The higher the r-square value means the better the prediction model of the proposed research model. In the table, you can see the results of the test analysis of the **R-Square value**.

Table 10. R-Square Test Results

Variable	R-square	R-square adjusted
Job Satisfaction (Z)	0.557	0.546
Organizational Citizenship Behavior (Y)	0.504	0.486

Source: SmartPLS 4 Output, 2026

The R-square value for Job Satisfaction (Z) is 0.557 with an adjusted R-square of 0.546, which means that Organizational Culture (X1) and Transformational Leadership (X2) together are able to explain about 55.7% of the variability in Job Satisfaction, while the rest is influenced by other factors outside the model. Organizational Citizenship Behavior (Y) has an R-square value of 0.504 with an adjusted R-square of 0.486, which means that Job Satisfaction (Z), Organizational Culture (X1), and Transformational Leadership (X2) are able to explain about 50.4% variability in citizen organizational behavior.

Effect Size Value

Next, the test that needs to be done at the stage of Assess the model's explanatory power is to look at the effect size value or f^2 . The effect size evaluation was carried out by looking at the f^2 value to determine the magnitude of the influence of exogenous variables on endogenous variables in a model. The guideline for assessing f^2 is that values of 0.02, 0.15, and 0.35, respectively, represent small, medium, and large influences (Hair et al., 2022). The following is the f-square value of each construct that can be seen in the Table

Table 11. F-Square Test Results (Effect Size)

Variable	Job Satisfaction (Z)	Organizational Citizenship Behavior (Y)
Organizational Culture (X1)	0.636	0.074
Transformational Leadership (X2)	0.56	0.119
Job Satisfaction (Z)		0.117

Source: SmartPLS 4 Output, 2026

In terms of effect size, Organizational Culture (X1) had a major effect on Job Satisfaction (Z) with an f-square value of 0.636, while Transformational Leadership (X2) also had a large effect on Job Satisfaction (Z) with an f-square of 0.56. This shows that these two factors have a strong influence on shaping job satisfaction. However, Organizational Culture (X1) had a small effect on Organizational Citizenship Behavior (Y) with an f-square value of 0.074, which suggests that its influence on citizens' organizational behavior was not too large. In contrast, Transformational Leadership (X2) had a moderate effect on Organizational Citizenship Behavior (Y) with an f-square value of 0.119, which means that the effect was quite significant. In addition, Job Satisfaction (Z) had a moderate effect on Organizational Citizenship Behavior (Y) with an f-square value of 0.117, which shows that job satisfaction plays a role in improving the organizational behavior of citizens.

Prediction Model Strength Test

Assess the model's predictive power

1) Predictive Relevance (Q²)

In order for the path model in this study to be useful for managerial decision-making, the model needs to produce findings that can be generalized. Producing generalizable findings requires assessing whether the results of the research not only apply to the data used during the calculation process, but also to be usable in other datasets. (Hair et al., 2022) Predictive power assessment can be done by looking at the predictive relevance (Q²) value. The higher the Q-square value produced, the better the research results produced and the better at predicting the results with different sample data. The results of the Q² test can be seen in the following table:

Table 12. Predictive Relevance Test Results (Q²)

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Job Satisfaction (Z)	1392	913.364	0.344
Organizational Citizenship Behavior (Y)	1305	882.707	0.324

Source: SmartPLS 4 Output, 2026

The Q² value is used to assess the model's ability to make predictions about endogenous variables. Job Satisfaction (Z) has a Q² value of 0.344, which means that the model has a fairly good predictive relevance in explaining this variable. Organizational Citizenship Behavior (Y) has a Q² value of 0.324, which also indicates that the model has a fairly good predictive ability in explaining this variable.

2) SRMR

Table 13. SRMR Test Results

Value	Saturated model	Estimated model
SRMR	0.072	0.072

Source: SmartPLS 4 Output, 2026

The Standardized Root Mean Square Residual (SRMR) value in this model is 0.072, which is still within acceptable limits, indicating that the model has a good fit between the observed and predicted data. This indicates that the model can be used to explain the relationship between the variables being tested with a fairly high degree of accuracy.

Hypothesis Testing

Direct Effects

1. Organizational Culture → Organizational Citizenship Behavior (OCB)

The path coefficient of 0.245 with a t-value of 1.573 and a p-value of 0.116 indicates that organizational culture does not have a significant influence on organizational citizenship behavior (OCB). This means that while organizational culture can have an influence on OCB, it is not strong enough to be statistically significant.

2. Transformational Leadership → Organizational Citizenship Behavior (OCB)

The path coefficient of 0.304 with a t-statistic of 2.179 and a p-value of 0.029 shows that transformational leadership has a positive and significant influence on OCB. This suggests that the transformational leadership style applied in the organization can encourage employees to exhibit higher extra-role behaviors.

3. Job Satisfaction → Organizational Citizenship Behavior (OCB)

The path coefficient of 0.361 with a t-statistic of 2.238 and a p-value of 0.025 shows that job satisfaction has a positive and significant influence on OCB. This suggests that the higher the employee's job satisfaction level, the more likely they are to exhibit OCB behavior.

4. Organizational Culture → Job Satisfaction The

path coefficient of 0.531 with a t-statistic of 5.76 and a p-value of 0.000 indicates that organizational culture has a positive and significant influence on job satisfaction. This shows that the stronger the organizational culture within the company, the higher the level of employee job satisfaction.

5. Transformational Leadership → Job Satisfaction The

path coefficient of 0.499 with a t-statistic of 5.292 and a p-value of 0.000 shows that transformational leadership has a positive and significant influence on job satisfaction. This shows that the better the transformational leadership style implemented, the higher the employee's job satisfaction rate.

Mediated Effects

1. Organizational Culture → Job Satisfaction → Organizational Citizenship Behavior (OCB)

A path coefficient of 0.192 with a t-statistic of 2.033 and a p-value of 0.042 suggests that job satisfaction significantly mediates the relationship between organizational culture and OCB. This means that a good organizational culture can increase employee job satisfaction, which ultimately encourages them to exhibit OCB behavior.

2. Transformational Leadership → Job Satisfaction → Organizational Citizenship Behavior (OCB)

The path coefficient of 0.180 with a t-statistic of 2.062 and a p-value of 0.039 suggests that job satisfaction significantly mediates the relationship between transformational leadership and OCB. This means that good transformational leadership can increase employee job satisfaction, which ultimately drives employee OCB behavior.

The Influence of Organizational Culture on Organizational Citizenship Behavior

The results of the study showed that organizational culture did not have a significant effect on Organizational Citizenship Behavior (OCB). The results of the study are in line with research conducted by Hidayat et al., (2024) and N. Wulandari & Septyarini (2022) which showed that organizational culture has a positive but insignificant effect on OCB. These findings indicate that the perceived organizational culture of employees has not been able to directly encourage the emergence of voluntary behavior outside of their formal duties. Although organizations have values, norms, and rules that guide work behavior, the existence of an organizational culture alone is not enough to encourage employees to engage in extra-role behaviors such as helping colleagues, maintaining team harmony, or actively participating in organizational activities.

In the Station Operation and Service Division of PT MRT Jakarta, organizational culture may be perceived as a work guideline that must be followed in carrying out daily operational tasks. As a result, organizational culture plays a greater role in shaping compliance with work standards than encouraging voluntary behavior that is characteristic of OCB. These findings suggest that other factors that can bridge the influence of organizational culture on OCB are needed, one of which is job satisfaction.

The Influence of Transformational Leadership on Organizational Citizenship Behavior

The results of the study show that transformational leadership has a positive and significant effect on OCB. These findings show that the higher the application of transformational leadership, the higher the OCB behavior shown by employees.

Leaders who are able to provide inspiration, motivation, example, and individual attention to their subordinates will encourage the emergence of a sense of belonging to the organization. Employees not only work to fulfill formal obligations, but are also encouraged to contribute more

to the success of the organization. In the operational context of PT MRT Jakarta which demands collaboration and excellent service, the role of leaders is very important in creating a work environment that supports mutually helpful behavior, teamwork, and active participation in problem solving.

These findings are in line with research on the influence of transformational leadership on OCB conducted by Perdana et al. (2022); Almaqableha & Omarb (2024); and Andiningtyas et al. (2025) found that transformational leadership had a significant positive effect on OCB. Transformational leadership can influence subordinate behavior through inspiration, intellectual stimulation, and individual attention thus encouraging the emergence of positive behaviors, including OCB.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The results of the study show that job satisfaction has a positive and significant effect on OCB. This suggests that employees who feel satisfied with their work tend to have a greater desire to contribute beyond the tasks required by the organization.

Job satisfaction reflects an employee's positive evaluation of various aspects of the job, such as the job itself, relationships with employers, relationships with colleagues, development opportunities, and the reward system received. When employees feel their needs and expectations are met, they will show a positive attitude towards the organization which is manifested through OCB's behavior.

In the work environment of PT MRT Jakarta, job satisfaction can encourage employees to help colleagues without being asked, maintain the quality of service to customers, and actively participate in organizational activities that support the achievement of company goals. The results of this study are in line with research conducted by Iroth et al. (2022), R. Ismail et al. (2022), Pandia et al. (2023), and Budiyanto et al. (2023) which proves that job satisfaction has a positive and significant influence on OCB.

The Influence of Organizational Culture on Job Satisfaction

The results of the study show that organizational culture has a positive and significant effect on job satisfaction. The results of this study are in line with various previous studies, such as those conducted by Algardri et al. (2020) and Budiyanto et al. (2023), showing that organizational culture also has a positive and significant influence on job satisfaction. These findings indicate that the stronger the organizational culture that employees feel, the higher the level of employee job satisfaction.

An organizational culture that supports cooperation, innovation, open communication, and service orientation is able to create a comfortable and conducive work environment. Employees who work in an environment with clear organizational values will find it easier to understand the company's expectations, feel valued, and have a higher sense of attachment to the organization. In the Station Operation and Service Division of PT MRT Jakarta, a strong organizational culture can provide direction and certainty in carrying out operational tasks, thereby increasing employee comfort and satisfaction at work.

The Influence of Transformational Leadership on Job Satisfaction

The results of the study show that transformational leadership has a positive and significant effect on job satisfaction. These findings are in line with research conducted by N. Wulandari and Septyarini (2022), Saeed et al. (2023), and Andiningtyas et al. (2025) which prove that transformational leadership also has a significant positive effect on job satisfaction. This shows that leaders who are able to inspire, motivate, and pay attention to their subordinates can increase employee job satisfaction. Employees tend to feel more valued and supported when leaders

provide trust, opportunities for growth, and guidance in carrying out their work. These conditions create a positive work experience so as to increase job satisfaction.

In the context of PT MRT Jakarta, the role of superiors such as Department Head, Section Head, Specialist, and Staff is very important in building positive working relationships with team members. The better the quality of leadership that employees feel, the higher the level of job satisfaction that employees have.

The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB) through Job Satisfaction

The results of the study show that job satisfaction significantly mediates the relationship between organizational culture and OCB. This is in line with the results of research conducted by Algardri et al. (2020) and Saputri et al. (2024) showing that job satisfaction plays a role as a mediator of the influence of organizational culture on OCB significantly. These findings explain that organizational culture is not able to improve OCB directly, but can improve OCB through increased employee job satisfaction.

This shows that a good organizational culture first creates a feeling of satisfaction with the job. This feeling of satisfaction then encourages employees to make greater contributions to the organization through OCB behavior. Thus, job satisfaction serves as a mechanism that bridges the influence of organizational culture on OCB. These findings confirm that the successful implementation of organizational culture is not only measured by the extent to which the organization's values are understood by employees, but also by its ability to increase job satisfaction which ultimately impacts positive employee behavior.

The Influence of Transformational Leadership on Organizational Citizenship Behavior (OCB) through Job Satisfaction

The results showed that job satisfaction significantly mediated the relationship between transformational leadership and OCB. The results of the study are in line with the results of research conducted by Andiningtyas et al. (2025). These findings show that transformational leadership not only has a direct effect on OCB, but also affects indirectly through increased job satisfaction.

Leaders who are able to provide inspiration, support, and attention to employees will increase satisfaction with work and the organization. Increased job satisfaction then encourages employees to exhibit higher OCB behaviors, such as helping colleagues, maintaining harmonious working relationships, and actively participating in organizational activities. These results suggest that job satisfaction is an important mechanism in explaining how transformational leadership can improve OCB. Therefore, efforts to improve OCB at PT MRT Jakarta are not only carried out through strengthening the transformational leadership style, but also through policies and programs that are able to increase employee job satisfaction in a sustainable manner.

CONCLUSION

Based on the results of data analysis and hypothesis testing conducted to examine the influence of transformational leadership and organizational culture on Organizational Citizenship Behavior (OCB), with job satisfaction as a mediating variable among employees of the Station Operation and Service Division of PT MRT Jakarta, this study concludes that organizational culture does not have a significant direct effect on OCB. In contrast, transformational leadership has a positive and significant effect on OCB, indicating that effective transformational leadership encourages employees to demonstrate voluntary behaviors that support organizational effectiveness. Furthermore, job satisfaction has a positive and significant effect on OCB,

suggesting that employees with higher levels of job satisfaction tend to exhibit stronger organizational citizenship behaviors.

The findings also reveal that organizational culture and transformational leadership have positive and significant effects on job satisfaction. A supportive organizational culture and effective transformational leadership contribute to enhancing employees' satisfaction with their work environment. Moreover, job satisfaction significantly mediates the relationship between organizational culture and OCB, as well as between transformational leadership and OCB. These results indicate that although organizational culture does not directly influence OCB, its effect can be strengthened through increased job satisfaction. Similarly, transformational leadership influences OCB not only directly but also indirectly through employees' job satisfaction.

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