

The Role of Transformational Leadership in Organizational Citizenship Behavior Through Work Itself as a Mediator at the Semarang Medium Tax Service Office

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Abstract. *The results of the survey on Service Satisfaction and Effectiveness of DGT Counseling and Public Relations from 2021 - 2023 have fluctuated. This phenomenon is a challenge for DGT to be able to improve organizational performance and service quality again. Important components that support the performance of an organization are satisfaction with the work itself (Work Itself), Transformational Leadership and also extra behavior which is often referred to as Organizational Citizenship Behavior. This research is explanatory research with a quantitative approach. The population of the study were employees of work units in the KPP Madya Semarang environment with a total population of 118 employees. The sample was taken using the census method, obtaining a sample size of 118 respondents. The data collection technique using a questionnaire was carried out online by filling in a google form. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results: 1) Transformational leadership has a positive and significant effect on Work Itself, this shows that leaders who are able to encourage their subordinates to give their best can increase the sense of satisfaction with the work done by the employees themselves. 2) Transformational leadership has a positive and significant effect on Organizational Citizenship Behavior, thus leaders who can implement transformational leadership well will lead to changes in employee behavior, where employees will try to maintain good relationships by using polite words in communicating with colleagues and leaders. 3) Work Itself has a positive and significant effect on Organizational Citizenship Behavior, this shows that employees feel responsible for the final results of their work will always be disciplined in working and try to make the best use of work time to complete the work. 4) Work Itself is able to mediate the positive and significant effect of transformational leadership on Organizational Citizenship Behavior, this shows that leaders who support employees' innovative thinking, spend more time training and teaching, consider personal feelings and help develop their employees' skills will have an impact on employees' Work Itself.*

Keywords: Behavior; Citizenship; Leaders; Organizational.

1. Introduction

In an era of globalization and rapid economic progress, human resources are a fundamental component in the operational dynamics of every organization. Government agencies are organizations comprised of carefully selected groups of individuals with the responsibility to carry out state duties in order to provide services to the public. Human resources serve as the primary drivers within the organization, managers, operators, producers, and designers of various systems within the organization (Bratton et al., 2022).

Efficient human resource management is essential amidst intense competition and rapid change, enabling organizations to survive and thrive (Huang et al., 2019). Every organization is expected to improve its performance effectively, efficiently, and optimally, particularly by enhancing the performance of its human resources (Margahana, 2020).

Organizations aspiring to achieve success require human resources who possess not only the competence to carry out their primary responsibilities but also the capacity to collaborate, offer support, contribute innovative ideas, engage comprehensively, provide additional services, and ensure the highest quality of service to clients, while optimizing their productive time. These actions are referred to as Organizational Citizenship Behavior (Agustiniingsih, 2023).

Organizational behavior, as a driver of personal behavior, is a fundamental factor in job satisfaction. According to Żerebecki & Oprea (2022), satisfaction with work itself (Work Itself) is an emotional attitude characterized by feelings of love and enjoyment for one's work. According to Luthans (2019), job satisfaction consists of five dimensions: the work itself, supervision, promotion, co-workers, and pay.

The behavior of subordinates is also influenced by transformational leadership, which is characterized by a relationship between leaders and subordinates that is determined by the leader's capacity to motivate them to produce high-quality performance (Sarah, 2020). Transformational leadership is a leadership style carried out by leaders by motivating and empowering those under their responsibility to work together to achieve organizational goals (Tian et al., 2020).

Previous research by Vuong et al. (2023) concluded that Transformational Leadership significantly influences Public Service Motivation, job satisfaction, and Organizational Citizenship Behavior among employees in the public sector. However, according to Ariyanto (2022), Transformational Leadership has a positive but insignificant effect on Organizational Citizenship Behavior. Job satisfaction has a positive but insignificant effect in mediating the relationship between Transformational Leadership and Organizational Citizenship Behavior.

De Geus et al.'s (2020) study recommends further research in the form of concept testing in the context of public organizations, namely research on Organizational Citizenship Behavior

in the public sector, to focus more on issues relevant to public organizations, such as the impact of bureaucracy, administrative reform, and public leadership. According to Iqbal et al. (2024), the uneven distribution of the application of Organizational Citizenship Behavior across various public sector organizations requires further research. Research in the public sector environment or specific cultural contexts can provide a deeper understanding of contextual differences and unique barriers. The findings of this study underscore the importance of fostering a positive organizational culture, cultivating Transformational Leadership, and increasing work motivation to promote Organizational Citizenship Behavior among public sector employees.

2. Research Methods

This research is an explanatory research (*explanatory research*). According to Qian & Hussin (2023), research that *isexplanatory* or explanation is a type of research that aims to explain the reasons behind a phenomenon why certain results occur or to clarify the relationship between variables. Explanatory research (*Explanatory research is research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables being studied. These variables include: Transformational Leadership, Work Itself, and Organizational Citizenship Behavior.*

3. Results and Discussion

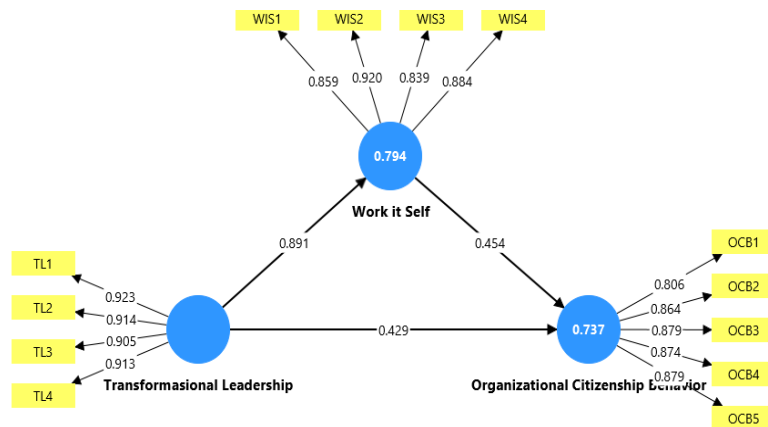
The subjects of this study were employees of the Semarang Medium Tax Service Office (KPP Madya). Data collection was conducted through a questionnaire using Google Forms distributed online via WhatsApp. The results of the questionnaire distribution in this study are shown in the table below:

Data Distribution Results Table

Information	Amount
Questionnaires distributed	118
Returned questionnaire	118
Processable questionnaire	118

Variable description the purpose of this study is to interpret respondents' responses based on the results obtained from the answers of 118 employees of the Semarang Medium Tax Service Office (KPP Madya) regarding the measuring indicators for each variable (Transformational Leadership, Work Itself, and Organizational Citizenship Behavior) whether they are in the low, medium, or high category. The index value is categorized as low if the value is between 20 and 46.7, medium if the index value is between 46.8 and 73.5, and high if the index value is between 73.6 and 100.

Evaluation of the outer model is used to examine the relationship between latent variables and their indicators or manifest variables (measurement model). The following is a schematic of the PLS program model being tested:



Measurement Model Image (Outer Model)

Outer model testing is used to describe the relationship between latent variables and their indicators. To ensure the accuracy of this model, we need to conduct two types of testing: validity and reliability.

To determine convergent validity, the outer loading value is used as a measure. An indicator is considered valid if its outer loading value is 0.7 or higher, indicating that the indicator has a strong correlation with the construct it measures and contributes significantly to explaining the construct. Conversely, if the outer loading value is less than 0.7, the indicator is declared invalid, indicating that the indicator has a weak correlation with the construct and may need to be considered for removal. The T-statistic and P-value parameters are used to determine the significance of the relationship between the indicator and the construct. If the T-statistic is ≥ 1.96 , and the P-value is < 0.05 , the indicator is considered valid.

Discriminant validity is a concept used to assess the extent to which a construct is truly different from other constructs. Several methods used to evaluate discriminant variables include examining cross-loading values, AVE (Average Variance Extracted), and the Fornell-Larkel Criterion.

Reliability testing in PLS uses Composite Reliability (CR) and Cronbach Alpha (CA). Composite Reliability aims to measure the internal consistency of a construct's indicators. A CR value > 0.7 indicates that the construct's indicators have high internal consistency, meaning they consistently measure the same construct. Cronbach Alpha also aims to measure the reliability of internal consistency. A CA value > 0.9 indicates very high reliability, indicating very good internal consistency. A CA value between 0.8 - 0.9 indicates high reliability. A CA value between 0.7-0.8 indicates acceptable reliability, generally considered the minimum acceptable limit in research. The following are the results of the reliability test in this study:

Composite Reliability and Cronbach Alpha Table

Variables	Composite Reliability	Cronbach Alpha	Information
<i>Organizational Citizenship Behavior</i>	0.914	0.912	Reliable
<i>Transformational Leadership</i>	0.935	0.934	Reliable
<i>Work Itself</i>	0.903	0.899	Reliable

The results of the reliability analysis indicate that this research model has excellent internal consistency. This can be seen from the Composite Reliability (CR) and Cronbach Alpha (CA) values. All latent variables in the model have CR values > 0.7 , indicating that each construct has high reliability. In other words, the indicators used to measure each variable consistently represent the intended construct. The CA values for Organizational Citizenship Behavior (0.912), Transformational Leadership (0.934), and Work Itself (0.899) show high reliability with CA values of 0.8–0.9, meaning the indicators for these variables are consistent in measuring the construct.

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions regarding the relationship between variables. Hypothesis testing is conducted by examining the structural path coefficients. Hypothesis testing in this study was conducted by examining the T-statistics, P-values, and original sample values through a bootstrapping procedure.

Direct Effect Hypothesis Testing Table (Path Coefficient)

Hypothesis	Original Sample (O)	T Statistics	P values	Decision
H1 <i>Transformational Leadership</i> -> <i>Work Itself</i>	0.891	31,887	0.000	H1 accepted
H2 <i>Transformational Leadership</i> -> <i>Organizational Citizenship Behavior</i>	0.429	3,522	0.000	H2 accepted
H3 <i>Work Itself</i> -> <i>Organizational Citizenship Behavior</i>	0.454	3,432	0.001	H3 is accepted

Based on the data presented in table 4.15 above, it can be seen that of the three hypotheses proposed in this study, as follows:

a. The Influence of Transformational Leadership on Work Itself

The results of the hypothesis test show that the P-values that form the influence of Transformational Leadership on Work Itself are $0.000 < 0.05$ and the T-Statistics value ($31.887 > 1.96$). Meanwhile, the original sample has a value of 0.891 (positive). These results support the first hypothesis, namely that Transformational Leadership has a positive and significant effect on Work Itself, which means H1 is accepted.

b. The Influence of Transformational Leadership on Organizational Citizenship Behavior

The results of the hypothesis test show that the P-values that determine the influence of Transformational Leadership on Organizational Citizenship Behavior are $0.000 < 0.05$ and the T-Statistics value ($3.522 > 1.96$). Meanwhile, the original sample has a value of 0.429 (positive). These results support the second hypothesis, namely that Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior, which means H2 is accepted.

c. The Influence of Work Itself on Organizational Citizenship Behavior

The results of the hypothesis test show that the P-values that determine the influence of Work Itself on Organizational Citizenship Behavior are $0.001 < 0.05$ and the T-Statistics value ($3.432 > 1.96$). Meanwhile, the original sample has a value of 0.454 (positive). These results support the third hypothesis, namely that Work Itself has a positive and significant effect on Organizational Citizenship Behavior, which means H3 is accepted.

To see the effect of the mediating variable, we use the results of the specific indirect effect. The following table shows the intervening effect.

Specific Indirect Effect Table

Hypothesis	Original Sample (O)	T Statistics	P values	Decision
H4 Transformational Leadership-> Work Itself -> Organizational Citizenship Behavior	0.405	3,494	0.000	H4 accepted

Based on the data presented in the table above, it can be seen that the P-Values specific indirect effect is $0.000 < 0.05$ with a positive T-Statistic value ($3.494 > 1.96$) and the original sample has a value of 0.405 (positive). These results support the fourth hypothesis, namely that Work Itself is able to mediate the positive and significant influence of Transformational Leadership on Organizational Citizenship Behavior, which means H4 is accepted.

The discussion of this research is:

1) The Influence of Transformational Leadership on Work Itself

This study shows that Transformational Leadership has a positive and significant effect on Work Itself. This means that Transformational Leadership able to inspire and motivate subordinates, provide a clear vision, and pay attention to individual needs which can ultimately increase Work Itself satisfaction.

Transformational Leadership has a positive and significant relationship with Work Itself, which refers to employee work engagement. This leadership style encourages motivation and job satisfaction, ultimately improving performance and productivity. Transformational leaders create a positive work environment, motivating employees to feel engaged and engaged in their work. This can lead to increased performance, productivity, and job satisfaction. Thus,

transformational leadership plays a crucial role in creating Work Itself, which in turn contributes to organizational success.

This research is in accordance with the theory according to Robbins (2018) which states that Transformational Leadership is leaders who inspire their followers to go beyond their own self-interest and who are able to have a profound and extraordinary influence on their followers. Priansa (2018) states that Work Itself is related to how employees feel about their work and various aspects of the work, so that Work Itself is closely related to the extent to which employees are satisfied or dissatisfied with their work.

Transformational Leadership Transformational Leadership is a leader's strategy for influencing employees to achieve organizational goals. This strategy is implemented by transmitting everything the leader possesses (values, philosophy of life, attitudes, and skills) to employees. This transmission (transformation) process is carried out in various ways, including idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Robbins, 2018). Optimal implementation of Transformational Leadership will fulfill employee well-being, namely employee job satisfaction. Transformational leadership has a significant impact on employee Work Itself (Parada & Arifin, 2023). Conversely, if Transformational Leadership is less effective, employee Work Itself will also be low (Hassanah, 2023).

Transformational Leadership has been implemented at the Semarang Middle Tax Office (KPP Madya), a leadership style that empowers a leader to influence their employees, leading them to trust, emulate, and respect them. It is hoped that implementing this Transformational Leadership style will bring significant changes that will impact their employees' Work Itself. Intellectual stimulation: The leadership of the Semarang Middle Tax Office (KPP Madya) strives to encourage their employees to solve problems carefully and rationally, for example, by encouraging or stimulating their employees to think creatively and innovatively to find new, more effective ways to solve current problems.

Inspirational motivation from the leadership of the Semarang Middle Tax Service Office (KPP Madya) who is always enthusiastic and enthusiastic in communicating the idealistic future of the organization to its employees, for example, motivating employees about the importance of the organization's vision and mission so that they are encouraged to have the same vision and mission and work together to achieve long-term goals with optimism. Individual attention from the leadership of the Semarang Middle Tax Service Office (KPP Madya) is to pay attention to the needs and aspirations of individual employees by providing appropriate support and guidance, and creating a positive work environment. Ideal influence by the leadership of the Semarang Middle Tax Service Office (KPP Madya) by encouraging employee involvement in decision-making and giving them autonomy to complete tasks, which can increase responsibility and a sense of belonging.

2) The Influence of Transformational Leadership on Organizational Citizenship Behavior

This study shows that transformational leadership has a positive and significant effect on organizational citizenship behavior. This means that followers of transformational leadership develop a sense of trust, admiration, loyalty, and respect for the leader and are motivated to engage in extra-role behaviors, or organizational citizenship behaviors.

Transformational Leadership has a strong positive relationship with Organizational Citizenship Behavior (OCB). Transformational leaders who are able to inspire, motivate, and empower employees tend to encourage higher OCB behaviors among organizational members. This leadership style is characterized by the leader's ability to inspire, motivate, and empower employees to reach their full potential. Transformational leaders focus on positive change, individual development, and long-term organizational commitment. Research shows that transformational leaders create a positive and supportive organizational climate. This climate motivates employees to engage in OCB behaviors because they feel valued, supported, and motivated to contribute beyond routine tasks.

This is also in accordance with the opinion of Khairuddin (2020), who stated that the realization of Organizational Citizenship Behavior cannot be separated from the role of a leader, one of which is transformational leadership. Implementation *Transformational Leadership* can motivate employees to do more than expected, including OCB behavior. Leaders who are able to create a clear vision, provide support, and stimulate subordinates' self-development tend to produce higher OCB (Febrika & Suhana, 2024).

Organizations that Those who implement transformational leadership tend to have more motivated employees, perform better, and create high levels of Organizational Citizenship Behavior (Febrika & Suhana, 2024). This is because transformational leadership is a set of interconnected behaviors that include idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. By providing inspirational motivation, leaders will consider the existence of an emotional appeal by proposing a compelling vision of the future and stimulating subordinates to develop collective wisdom and a shared vision. Therefore, transformational leaders will personally attend to each follower's individual needs by paying attention, guiding, and providing timely responses. By implementing such behaviors, transformational leaders inspire the workforce to perform exceptionally well (OCB) to achieve organizational goals (Saputro, 2021).

Transformational Leadership is one of the variables that can influence OCB behavior, because without effective leadership from a leader, a company will decline. Transformational leadership plays the role of a coach and advisor who will increase team members' commitment to carrying out tasks set by the leader. First, transformational leaders pay attention to each employee with different needs under different professional backgrounds. Transformational leaders will provide opportunities for employees to develop their abilities continuously. Second, transformational leaders, as heads of companies or organizations, consciously cultivate a spirit of collectivism and encourage each individual to participate in collective activities and interact well with each other. All of these behaviors are beneficial for the ongoing relationship between employee performance (Hassanah, 2023).

Bass (2017) stated that Transformational Leadership can make subordinates more involved and care about their work, devote more attention and time to their work, and become less concerned with personal interests. Transformational leaders can make their subordinates willing to do something beyond their obligations. Yukl (2013) stated that leaders who serve as role models for their subordinates can increase OCB in several ways. Leaders who provide examples of how to carry out OCB will motivate their subordinates to carry out OCB. Leaders can be examples of someone who is consistent between words and actions and will also be liked by their subordinates. The feeling of liking and trust of subordinates will increase additional efforts from subordinates to achieve the goals set by the company. This is in line with the statement of Sekiguchi et al. (2017) that trust in leaders can increase the tendency of subordinates to carry out OCB.

Transformational leadership plays a crucial role in fostering Organizational Citizenship Behavior (OCB) in the workplace. By creating a positive and supportive organizational climate, transformational leaders can inspire employees to engage in voluntary behavior that benefits the organization.

3) The Influence of Work Itself on Organizational Citizenship Behavior

This study shows that Work Itself has a positive and significant effect on Organizational Citizenship Behavior. This means that employees who are satisfied with their jobs (Work Itself) tend to do their jobs diligently, are willing to help their coworkers, and are willing to do things beyond their assigned responsibilities (Organizational Citizenship Behavior) to reciprocate the positive experiences they experience.

Work Itself has a positive relationship with Organizational Citizenship Behavior (OCB). Employees who are actively involved and motivated in their work tend to exhibit higher levels of organizational citizenship behavior, such as helping coworkers, maintaining smooth operations, and contributing beyond task demands. This is in line with the opinion of Sholikhah & Frianto (2022) that employees who are satisfied with their work (Work Itself) are able to complete assigned tasks diligently and to the best of their ability, are responsible for the work given to them, and are more motivated to exhibit OCB behaviors, such as helping coworkers, sportsmanship, and politeness.

High job satisfaction Job satisfaction is often associated with a positive work environment, good relationships with coworkers and superiors, and the fulfillment of employee needs (Lubis, 2020). Job satisfaction also plays a crucial role in employee self-actualization. Employees who lack job satisfaction will not achieve psychological maturity. Employees with high job satisfaction typically have better attendance records, job turnover, and job performance compared to those without (Jufrizen et al., 2019). Prabowo & Djastuti (2014) consider satisfaction with work itself (Work Itself) as a key predictor of OCB, as satisfied employees tend to speak positively about the organization, help others, and exceed normal job expectations. Furthermore, satisfied employees will contribute more to their roles in response to their positive experiences. Therefore, Work Itself is a crucial factor that can

encourage employees to behave positively and make broader contributions to the organization, beyond what is expected of them.

4) The Influence of Transformational Leadership on Organizational Citizenship Behavior through Work Itself

This study shows that Work Itself is able to mediate the positive and significant influence of Transformational Leadership on Organizational Citizenship Behavior. This means that a leader who inspires team vision, provides personal support, and encourages creativity, can motivate employees to do more than expected, such as helping colleagues who are struggling or providing innovative ideas for improvement will create a positive and supportive work environment can increase employee Work Itself, which in turn encourages them to engage in OCB behavior.

Transformational leadership has a positive influence on Organizational Citizenship Behavior (OCB) by increasing employee job satisfaction and motivation, as well as positive perceptions of the work itself. Transformational leaders are able to inspire and motivate employees, so they are more likely to engage in OCB, which is voluntary action outside of formal work duties that benefits the organization.

Work Itself Job engagement refers to how employees perceive and experience their work. This includes aspects such as job challenge, autonomy, feedback, and opportunities for learning and development. When employees perceive their work as challenging, meaningful, and provides opportunities for growth, they are more likely to be satisfied and motivated. Transformational leadership can influence employees' perceptions of their work in various ways, such as providing constructive feedback, delegating challenging tasks, and creating a positive work environment. Thus, transformational leadership can influence employees' perceptions of "work itself," which in turn can influence their motivation to engage in OCB.

This is in line Adi prana & Surya (2025) argue that high levels of Transformational Leadership and Work Itself are important factors in encouraging OCB behavior in the workplace. By creating a positive and supportive work environment, organizations can increase employee job satisfaction and ultimately encourage OCB behavior that contributes to organizational success.

Transformational Leadership positively correlated with Work Itself, which is one of the important things in an organization where employees feel satisfied with the work they do. As an appropriate leadership model, Transformational Leadership that cares and frequently provides motivation or other positive things will create Work Itself for its employees (Wisnawa & Dewi, 2020). Work Itself is a bridge between the relationship between Transformational Leadership and OCB. Work Itself describes the pleasant emotional state of employees regarding the work they do (Rachman, 2023). Employees who are satisfied with their work (Work Itself) are more likely to engage in organizational behavior that goes beyond their job descriptions and roles (Organizational Citizenship Behavior), and help reduce the

workload and stress levels of other members in the organization. Conversely, dissatisfied employees tend to be defiant in their relationship with leadership and engage in various counterproductive behaviors (Lubis, 2020).

Transformational Leadership can improve employee Work Itself, which in turn encourages OCB behavior (Yulianingsih & Rahyuda, 2020), if leaders support employee innovative thinking, spend more time training and teaching employees, consider employee personal feelings before implementing a decision, and help employees develop their skills, these things will increase employee Work Itself. Satisfied employees tend to have high OCB by working harder and willing to work more than just what they are supposed to do (Prabowo & Djastuti, 2024).

4. Conclusion

Based on the results of the research that has been conducted, to improve the Organizational Citizenship Behavior of employees at the Semarang Madya Tax Service Office (KPP) requires Transformational Leadership and Work Itself, where a leader who inspires the team's vision, provides personal support and encourages creativity, can motivate employees to do more than expected such as helping colleagues who are having difficulties or providing innovative ideas for improvement, will be able to improve employee Work Itself so that they tend to engage in organizational behavior that goes beyond their job descriptions and roles.

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