

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL COMMITMENT, AND TRUST IN ORGANIZATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) OF EMPLOYEES AT PT. PABRIK GULA PAGOTAN MADIUN

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Abstract

Penelitian ini untuk memberikan sebuah bukti empiris mengenai Pengaruh *Transformational Leadership*, *Organizational Commitment*, Dan *Trust In Organization* Terhadap *Organizational Citizenship Behavior* (OCB) Pada Karyawan Rumah Pt. Pabrik Gula Pagotan Madiun. Penelitian ini menggunakan perusahaan kuantitatif dengan teknik pengumpulan data melalui kuesioner yang disebarakan kepada 221 responden menggunakan Metode pengambilan sampel yaitu menggunakan metode *non probability sampling*. Pengumpulan data dalam penelitian ini menggunakan kuesioner dengan penyebaran melalui *google form*. Analisis data dilakukan dengan bantuan SmartSPSS 25 melalui uji validitas, uji reliabilitas, uji asumsi klasik, analisis regresi linier berganda, analisis jalur, uji t, uji determinasi, dan uji sobel test. Hasil penelitian membuktikan bahwa *Transformational Leadership* memiliki pengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior* (OCB) Pada Karyawan Rumah Pt. Pabrik Gula Pagotan Madiun, *Organizational Commitment* memiliki kesimpulan bahwa pengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior* (OCB) Pada Karyawan Rumah Pt. Pabrik Gula Pagotan Madiun, *Trust In Organization* memiliki pengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior* (OCB) Pada Karyawan Rumah Pt. Pabrik Gula Pagotan Madiun, serta *Transformational Leadership* , *Organizational Commitment* , dan *Trust in Organization* secara simultan berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior* (OCB) pada karyawan PT. Pabrik Gula Pagotan Madiun.

Kata Kunci : *Transformational Leadership*, *Organizational Commitment*, Dan *Trust In Organization* Terhadap *Organizational Citizenship Behavior* (OCB).

Abstract

This study aims to provide empirical evidence regarding the influence of transformational leadership, organizational commitment, and trust in the organization on Organizational Citizenship Behavior (OCB) among employees of PT. Pagotan Madiun Sugar

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Factory . This quantitative study employed a non-probability sampling method to collect data from 221 respondents via questionnaires distributed through Google Forms. Data analysis was conducted using SmartSPSS 25, encompassing validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, path analysis, t-tests, determination tests, and Sobel tests. The results demonstrate that transformational leadership, organizational commitment, and trust in the organization each have a positive and significant influence on OCB among employees of PT. Pagotan Madiun Sugar Factory; furthermore, these three variables simultaneously exert a positive and significant influence on OCB among the company's employees.

Keywords: *Transformational Leadership, Organizational Commitment, and Trust In Organization Against Organizational Citizenship Behavior (OCB) . .*

A. INTRODUCTION

Growth sector tourism and MSMEs have role important in push activity economy society. Development tourist give opportunity for MSMEs to increase sale through marketing strategies, utilization technology and innovation product (Abubakar et al., 2025). Competition growing business high also demands MSMEs to capable adapt strategy to need consumers.

Madiun City is one of the areas that continues to develop sector tourism and MSMEs. One of them the area that becomes Power pull tour urban is Street Center Heroes (PSC), which combines room public, tourism, culinary, and MSMEs. In 2025, the number of PSC visitors reached 728,980 people. The high amount visitors the become opportunity for MSMEs to increase sales and decisions purchase consumers.

One of factors that can influence decision purchase is Digital Marketing. Use of social media like Instagram and TikTok can helping MSMEs expand range marketing, following trend, building interaction with consumers, and increase Power pull products (Khoirunnisa, 2023; Yani et al., 2025). However, the results study previously Still show differences. Khoirunnisa (2023) and Adriyati (2025) found that Digital Marketing has an influence significant to decision purchases, while Ang et al. (2025) found that Digital Marketing is not influential significant. Difference the show there is a research gap that needs to be filled reviewed more carry on.

Besides Digital Marketing, innovation products also become factor important in influence decision purchase. Innovation can done through improvement quality, variety product, design, packaging, and customization with market trends (Kafah Lawitani, 2024; Zhang & Utami, 2023). In MSMEs in the PSC area, innovation can seen through menu variations, packaging, concept instagrammable places, digital promotions, and use modern payments. However, limitations in capital, technology, and resources Power man can hinder optimization innovation. Zhang and Utami (2023) and Adriyati (2025) found that innovation product influential significant to decision purchase, while Nafisca et al. (2025) found different results.

Buying decision is a consumer process in determine choice to product based on various considerations (Adriyati, 2025). In the process, satisfaction consumer become important factors Because related with suitability between hopes and experiences consumer to product and services received (Khoirunnisa, 2023; Tirtayasa et al., 2021). Consumers who feel satisfied tend do purchase repeat and recommend product to others. Based on the Theory of Planned Behavior (TPB), behavior consumer influenced by attitudes, subjective norms, and control behavior that forms intention For do something action (Ajzen, 2012). In study This, Digital Marketing and innovation product can form perception and experience the next consumer push satisfaction as well as decision purchase.

Based on phenomena and existence difference results study previous research about the influence of digital marketing and innovation product to decision purchase through satisfaction consumer as variables mediation for MSMEs in the region Madiun City Street Center Heroes important For conducted. Research This expected can give contribution in development study marketing as well as become material consideration for MSME actors in increase marketing, innovation product, satisfaction consumers, and decisions purchase.

1. Literature review

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior is a theory that states that if a person behaves so that someone has the opportunity and resources used to behave so that they are successful in doing so, where this depends on the motivation or intention and the ability of a person's *behavior control*. In *the Theory of Planned Behavior*, it shows that there are several considerations that underlie a person's behavior, these factors are *personality*, *social* and *information*. *Personality factors* are the general attitudes of each individual regarding intelligence, life values, emotions or personality traits. *Social factors* include religion, ethnicity, gender, age, education, and income (Ajzen, 2012).

Transformational Leadership

Transformational leadership or leadership transformational is style leadership that emphasizes ability a leader in inspire, motivate, and influence subordinates to be able to Work beyond interest personal in order to achieve objective organization (Nugraha *et al.*., 2021). According to Lee *et al.*, (2024), transformational leadership is a leadership style that can change the values, needs, and behavior of subordinates so that subordinates are highly motivated to work and are willing to make more contributions to the organization. Transformational leaders are able to create strong emotional connections with subordinates so that employees feel appreciated and motivated to work optimally. Transformational leaders are able to increase employee morale, loyalty, and concern for the organization. Several studies have confirmed that *transformational leadership* has a significant effect on satisfaction with *organizational citizenship behavior*. (Kurniawan *et al.*., 2022 & Rohma & Rinaldi, 2023).

Organizational Commitment

Organizational Commitment is organizational commitment is draft psychological that reflects connection between member organization with organization That themselves, and influence decisions individual For still become part from organization the (Lestari *et al.*, 2025). According to Site, (2024) Commitment organization is attitude that shows loyalty employees and is an ongoing process How

a member organization express attention they to success and goodness organization. Commitment organization reflected through existence attachment emotional, desire For still become part from organization, as well as reception to values and goals organization. Employees who have high organizational commitment tend show loyalty and willingness For give contribution to achievement objective Organizational commitment. Previous research shows that *organizational commitment* has a positive and significant influence on *organizational citizenship behavior* (OCB) (Lestari et al., 2025 & Alamsyah et al., 2020).

Trust in Organization

Trust in organization is level trust employee to organizations that demonstrate belief that organization act in a way fair, honest, consistent, and able trusted (Sa'idah & Mulyana, 2024. According to Site, (2024) state that trust organization defined as a sense of trust self and commitment without perception fear and doubt, someone believe that accept support and collaboration in solve problem at the time needed without there is an underlying hidden motive and or negative thoughts on the part from other people. Trust organization that the more tall trust consumer so the more high satisfaction perceived consumer (Fiona & Wijayanti, 2020). Previous research provided a result that *trust in organizations* has a significant positive effect on *organizational citizenship behavior* (OCB) (Fiona & Wijayanti, 2020 & Latupapua et al ., 2020) .

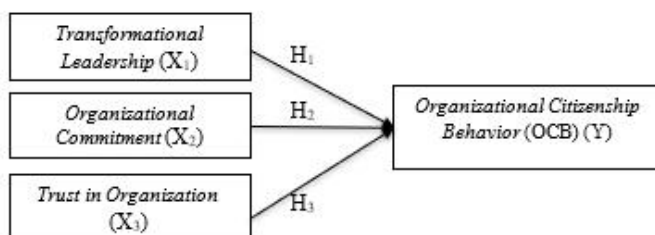
Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is voluntary employee behavior that is not directly regulated in the organization's formal reward system, but contributes to the organization's overall effectiveness. This behavior reflects an employee's willingness to work beyond their formal assigned duties (Nurjanah et al ., 2021). According to (Nugraha et al ., 2021), *Organizational Citizenship Behavior* (OCB) is a field of study that examines the impact of individuals, groups, and structures on behavior within an organization with the aim of applying this knowledge to improve organizational effectiveness. Every organization expects its members to work not only based on their job descriptions or obligations, but also

beyond their job descriptions to complete their work. Previous research has shown that *organizational citizenship behavior* (OCB) was studied by (Sitio, 2024 ; Setyowati, 2023; Patras, 2023; Lee *et al* ., 2024) .

Conceptual Framework

Referring to the review theoretically above, *Digital Marketing* (X1) and innovation product (X2) is positioned as variables independent, decision purchase (Y) as variables dependent, whereas satisfaction consumer (Z) as variables mediation. Third variables the form framework underlying concept study this, with test influence *Digital Marketing* and innovation product to decision purchase, good in a way direct and through satisfaction consumer as variables mediation.



Picture 1. Conceptual Framework

Referring to the conceptual framework explained above, the research hypothesis is formulated as follows:

H1: It is suspected that *Transformational Leadership* has a positive and significant influence on *Organizational Citizenship Behavior* (OCB) of Employees at PT. Pagotan Sugar Factory Madiun.

H2: It is assumed that *Organizational Commitment* has a positive and significant effect on *Organizational Citizenship Behavior* (OCB) of Employees at PT. Pagotan Sugar Factory Madiun.

H3: It is suspected that *Trust in Organization* has a positive and significant effect on *Organizational Citizenship Behavior* (OCB) of Employees at PT. Pagotan Sugar Factory Madiun.

B. METHOD

This study applies a quantitative approach with an explanatory method to test the influence of *Transformational Leadership*, *Organizational Commitment*, and *Trust in Organization* on *Organizational Citizenship Behavior* (OCB) among Home Employees of PT. Pagotan Sugar Factory Madiun. This research was conducted from March to June 2026. The type of sample used was a saturated sample where the sample determination of all population workers was used as a sample, namely all employees of PT Perkebunan Nusantara XI PG Pagotan. Madiun as many as 221 people. Data analysis was conducted using IBM SPSS Version 25, including descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, and coefficient of determination (R^2).

C. RESULTS AND DISCUSSION

This study uses primary data which includes the variables *Transformational Leadership* (X1), *Organizational Commitment* (X2), and *Trust in Organization*. on *Organizational Citizenship Behavior* (OCB) (Y) of Employees at PT. Pagotan Sugar Factory Madiun. The research sample consisted of 221 respondents determined using a *non-probability sampling* technique, which is a sampling technique that does not have an equal chance of being selected as a sample member. The use of this sample uses saturated sampling, which is one of the sampling methods in research. Based on the data obtained, further analysis produced the following research findings:

Test Validity

The validity of the instrument was tested by comparing the calculated r-value (r-count) of each item with the r-table value of 0.133 ($n = 221$, $\alpha = 0.05$, $df = n - 2$). The validity test results showed that all items measuring *Transformational Leadership* (8 items), *Organizational Commitment* (9 items), *Trust in Organization* (10 items), and *Organizational Citizenship Behavior* (OCB) (10 items) produced r-count values greater than the r-table values, indicating that all items were valid.

Table 1. Validity Test Results

Variables	Goods	Number of r	Table r Table	Conclusion
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		Count		
<i>Transformational Leadership</i> (X ₁)	X1.1	0.332	0.133	VALID
	X1.2	0.334	0.133	VALID
	X1.3	0.420	0.133	VALID
	X1.4	0.240	0.133	VALID
	X1.5	0.452	0.133	VALID
	X1.6	0.371	0.133	VALID
	X1.7	0.248	0.133	VALID
	X1.8	0.310	0.133	VALID
<i>Organizational Commitment</i> (X ₂)	X2.1	0.444	0.133	VALID
	X2.2	0.469	0.133	VALID
	X2.3	0.498	0.133	VALID
	X2.4	0.355	0.133	VALID
	X2.5	0.181	0.133	VALID
	X2.6	0.413	0.133	VALID
	X2.7	0.429	0.133	VALID
	X2.8	0.297	0.133	VALID
	X2.9	0.316	0.133	VALID
<i>Trust in Organization</i> (X ₃)	X3.1	0.500	0.133	VALID
	X3.2	0.205	0.133	VALID
	X3.3	0.229	0.133	VALID
	X3.4	0.302	0.133	VALID
	X3.5	0.444	0.133	VALID
	X3.6	0.255	0.133	VALID
	X3.7	0.280	0.133	VALID
	X3.8	0.482	0.133	VALID
	X3.9	0.214	0.133	VALID
	X3.10	0.269	0.133	VALID
<i>Organizational Citizenship Behavior (OCB)</i> (Y)	Y1.1	0.571	0.133	VALID
	Y1.2	0.211	0.133	VALID
	Y1.3	0.221	0.133	VALID
	Y1.4	0.403	0.133	VALID
	Y1.5	0.441	0.133	VALID
	Y1.6	0.227	0.133	VALID
	Y1.7	0.441	0.133	VALID
	Y1.8	0.327	0.133	VALID
	Y1.9	0.293	0.133	VALID
	Y1.10	0.489	0.133	VALID

Testing Reliability

Table 2. Reliability Test Results

Variables	Alfa Cronbach	Criteria	Information
<i>Transformational Leadership</i> (X ₁)	0.784	> 0.60	Reliable
<i>Organizational Commitment</i> (X ₂)	0.746	> 0.60	Reliable
<i>Trust in Organization</i> (X ₃)	0.845	> 0.60	Reliable
<i>Organization on Organizational Citizenship Behavior (OCB)</i> (Z)	0.807	> 0.60	Reliable

Table 2 shows that the four variables produced *Cronbach's Alpha* values above the minimum threshold of 0.60, which indicates that the research instrument is reliable and internally consistent, making it suitable for collecting research data.

Classical Test Assumptions

Normality Test

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test 4		
		Unstandardized Residual
N		221 ^c
Exponential parameters. ^{a,b}	.9036456	1.2791850
Most Extreme Differences	.156	.098
	.062	.083
	-.156	-.098
Kolmogorov-Smirnov Z		1,719
Asymp. Sig. (2-tailed)		.105
a. Test Distribution is Exponential.		
b. Calculated from data.		
c. There are 172 values outside the specified distribution range. These values are skipped.		
d. Numerical difficulties prevent calculation.		

The normality test was conducted using the *One-Sample Kolmogorov-Smirnov test*. The results yielded a normality test value of Asymp. Sig. (2-tailed) of 0.105, which is greater than the significance threshold of 0.05. This result indicates that the residual data in the regression model is normally distributed.

Multicollinearity Test

Table 4 Multicollinearity Test Results

Variables	Tolerance	VIF	Information
Digital Marketing (X_1)	0.813	1,230	There is no multicollinearity
Product Innovation (X_2)	0.651	1,536	There is no multicollinearity
Trust in Organization (X_3)	0.623	1,605	There is no multicollinearity

Table 4 shows that the three independent variables produce tolerance values above 0.10 and VIF values below 10, which indicates that there is no multicollinearity problem among the independent variables used in this study .

Heteroscedasticity Test

Table 5 Heteroscedasticity Test Results (Glejser)

Coefficients ^a							
Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.	The heat
		B	Std. Error	Beta			
1	(Constant)	.864	1,516		1,427	.155	
	<i>Transformational Leadership (X1)</i>	.414	.047	.622	3,299	.045	Not occur Heteroscedasticity
	<i>Organizational Commitment (X2)</i>	.123	.042	-.046	-1,553	.031	Not occur Heteroscedasticity
	<i>Trust in Organization (X3)</i>	.031	.047	.000	.560	.023	Not occur Heteroscedasticity
a. Dependent Variable: ABS RES2							

The heteroscedasticity test was conducted using the Glejser method, by regressing the absolute residual value against the independent variables. The regression model is considered free from heteroscedasticity if the significance value of each independent variable is greater than 0.05. Table 5 shows that the significance values for *transformational leadership*, *organizational commitment*, and *trust in organization* are all greater than 0.05, indicating that the regression model used in this study is free from heteroscedasticity problems.

Hypothesis Testing

t-test

Table 7 Results of the t-test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,862	2,169		3,164	.002
	<i>Transformational Leadership (X1)</i>	.266	.068	.218	3,914	.000
	<i>Organizational</i>	.443	.060	.463	7.427	.000

	<i>Commitment (X2)</i>					
	<i>Trust in Organization (X3)</i>	.146	.068	.138	2,162	.032
a. Dependent Variable: <i>Organizational Citizenship Behavior (OCB) (Y)</i>						

Structural t-test results show that *transformational leadership* own mark *t* amounting to 3,914 with mark significance 0.000 (< 0.05). *organizational commitment* own mark *t* amounting to 7,427 with mark significance 0.000 (< 0.05), whereas *trust in organization* own mark *t* amounting to 2,162 with mark significance of 0.032 (< 0.05). The results show that *transformational leadership*, *organizational commitment*, and *trust in organizations* in a way partial influential positive and significant to *organizational citizenship behavior (OCB)*. With Thus , the hypothesis states that that *transformational leadership*, *organizational commitment*, and *trust in organizations* influential to *organizational citizenship behavior (OCB)* is accepted. Based on mark coefficient standardized (Beta), *transformational leadership* own Beta value of 0.218, *organizational commitment* of 0.463, and *trust in organization* of 0.138. With Thus , *organizational commitment* give most dominant contribution to *organizational citizenship behavior (OCB)* compared *transformational leadership* and *trust in organizations* .

Determination of Test Coefficient

Table 9 Results of the Determination Efficiency Test (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.671 ^a	.451	.443	1,399
a. Predictors: (Constant), Trust in Organization (X3), Transformational Leadership (X1), Organizational Commitment (X2)				
b. Dependent Variable: Organizational Citizenship Behavior (OCB) (Y)				

The analysis of the structural determination coefficient produced an R Square value of 0.451 and an Adjusted R Square value of 0.443 or 44.3%, which means that *Organizational Citizenship Behavior (OCB) (Y)* can be explained by the variables *Transformational Leadership (X1)*, *Organizational Commitment (X2)*, and *Trust in Organization (X3)*, while the remaining 55.7% is explained by other variables not included in this research model.

D. CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that *Transformational Leadership*, *Organizational Commitment*, and *Trust in Organization* each have a positive and significant effect on *Organizational Citizenship Behavior* (OCB) in employees of PT. Pagotan Madiun Sugar Factory. These results indicate that the better the implementation of *Transformational Leadership*, the higher the *Organizational Commitment*, and the stronger the *Trust in Organization*, the higher the *Organizational Citizenship Behavior* (OCB) shown by employees. Among the three variables, *Organizational Commitment* provides the most dominant contribution to *Organizational Citizenship Behavior* (OCB) compared to *Transformational Leadership* and *Trust in Organization*.

This study has several limitations that need to be considered. The study was only conducted on employees of PT. Pagotan Madiun Sugar Factory, so the results cannot necessarily be generalized to other companies or organizations with different characteristics. In addition, the study used questionnaire data sourced from respondents' perceptions, which allows for subjectivity or bias in providing answers. This study also used a *cross-sectional design*, so the relationship between variables was observed in a specific period and cannot describe changes in *Organizational Citizenship Behavior* (OCB) in the long term. Therefore, further research is expected to use a wider sample, involving companies or organizations from various sectors, as well as using a longitudinal design and adding other variables such as *job satisfaction*, *employee engagement*, *organizational culture*, *work environment*, or *self-efficacy* to obtain more comprehensive results.

E. SUGGESTION

Based on the research findings, the management of PT. Pagotan Madiun Sugar Factory is advised to improve *Transformational Leadership* by providing motivation, direction, support, and attention to employees. *Organizational Commitment* also needs to be strengthened through a comfortable work environment, appreciation, and an increased sense of belonging to the company. In addition, *Trust in Organization* needs to be increased through open communication, transparency, and fair treatment to encourage

Organizational Citizenship Behavior (OCB). Considering that *Organizational Commitment* has the most dominant contribution, the company needs to pay more attention to increasing employee commitment. Further researchers are advised to add other variables such as *job satisfaction*, *employee engagement*, *organizational culture*, or *work environment*, and use a wider sample so that the research results are more comprehensive.

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