

# Transformational Leadership Style, Organizational Citizenship Behaviors for The Environment, and Environmental Performance

Dian Alfia Purwandari<sup>1</sup>, Martini<sup>2</sup>, Nova Scorviana H.<sup>3</sup>, Nurul Aulia Putri<sup>4</sup>

<sup>1</sup> Environmental Management, Postgraduate, Jakarta State University

<sup>2,3,4</sup> Social Science Education, Faculty of Social Sciences, State University of Jakarta, Jakarta State University Campus, Building K Jalan Rawamangun Muka, East Jakarta, Indonesia, 13220  
dian.alfia@unj.ac.id

**Abstract.** This research aims to determine the influence of transformational leadership style and Organizational Citizenship Behaviors for the Environment (OCB-E) on the Environmental Performance of work teams in Kampung Hijau Kemuning Tangerang and the work team members are the research subjects. This research uses quantitative methods. In sampling, the researcher used a non-probability sampling technique, namely saturated sampling and obtained a sample of 51 work team members as respondents. Data collection was carried out by distributing questionnaires. The analysis used is the Structural Equation Modeling. Based on data analysis, it is said that transformational leadership style and Organizational Citizenship Behaviors for the Environment (OCB-E) partially have an influence on the environmental performance of work teams but the OCB-E not influenced by transformational leadership style and it is not mediate the transformational leadership style and the environmental Performance.

**Keywords:** Transformational Leadership Style, Organizational Citizenship Behaviors for the Environment (OCB-E), Environmental Performance

## 1. Introduction

In the current global era, environmental problems have become a very important problem because they can threaten human existence as inhabitants of earth and its bowels [1]. According to the Air Pollution Standard Index (ISPU) report in the Jabodetabek area on October 25 2023 issued by the Indonesian Ministry of Environment tells that the air quality in Tangerang City was recorded at 141 where the Indonesian Ministry of Environment applied the air quality category based on the Air Pollution Standard Index (ISPU), which is a range of 101-200 included in the very unhealthy category [2]. In fact, human life depends on the environment as natural resources to be managed and consumed, providing freshness and coolness, a place to accommodate and process waste naturally, therefore humans are responsible for maintaining the environment to remain beautiful and healthy [3]. As in line with opinion Masyrroh & Rahmawati [4] that every individual is obliged to create a clean and healthy environment because it has an impact on human life.

Based on the phenomenon of environmental damage that has occurred, the effort that can be done by the community which is apply the concept of environmentally

friendly behavior or known as “Go Green” in daily life to minimize the negative impact from human activities on their environment [5]. Eco-friendly behavior can be created because people begin to be aware of their concern for the environment as in line with the opinion according to Isrososiawan, Rahayu, Wibowo, & Dewatmoko [6] that within the sector of the company, the success of the company's environmental management depends on the environmentally friendly behavior of employees because their behavior improves environmental performance companies in aggregate. Everyone can start environmentally friendly behavior by taking care of their own natural resources and environment, such as protecting resources (water, air, and soil), reducing consumption of energy sources (electricity, gas, and oil), recycling (paper, plastic, and others), and maintaining life (plants and animals) [7].

In addition, to achieve good environmental management, an organization must also have human resources who are able to bring the organization to success and have organizational behavior [8]. Where environmentally-oriented organizational behavior with human resource strategies will have an impact on environmental performance. According to Freedman & Jaggi, there is a relationship between leadership and appropriate organizational behavior towards environmental performance will give outcomes optimal employees [9].

It is further explained by Robertson & Barling that organizational leadership can effect organizational productivity, such as subordinate behavior, subordinate commitment, organizational performance, and environmental performance. It means, leadership has an important role in determining good environmental performance. According to Supraptini, leaders also need to have a vision and mission in establish policies, plans, and programs that prioritize environmental aspects [9].

It can be said that, the leader in the organization has great influence in exerting all its functions. One aspect of leadership that considered important is leadership style [10]. According to Goei & Winata, the role of leadership style has a correlation with job attachment, such as job satisfaction and Organizational Citizenship Behaviors (OCB) so that it can be used in leading groups [11]. Manning [12] identify three (3) leadership styles, one of which is the transformational leadership style where the transformational leadership style is about a leader who changing the way employees or followers view in terms of doing work.

Thus, success in creating a green environmental program can not be separated from voluntary participation carried out by the community, in this case the creation of environmental performance [13]. Obviously, environmental performance can be influenced by several factors, such as transformational leadership style and Organizational Citizenship Behaviors for the Environment (OCB-E). This is in accordance with the results of research that has been conducted by several researchers.

Transformational leadership style can be described as a leadership style that refers to leaders who can empower and motivate their followers with a explicit vision and mission to be able to do more work than expected, overcome difficulties, and solve problems innovatively according to the needs of their followers so as to gain the trust and commitment of their followers, and achieve higher performance standards [14]; [15]; [16]; [17]. Then, Organizational Citizenship Behaviors (OCB) is a voluntary action performed by an individual even though the act is not part of his or her duty, but

on the initiative to make a positive contribution to the organization [18]. Environmental performance, can be interpreted as a way carried out by a group of people in organizations and companies voluntarily through environment-based activities to improve, create, and maintain a better environment [19]; [20]; [21].

The results of research which are related to this topic, namely Pirayesh & Pourrezay [22] was researched about The Effect of Transformational Leadership Style and Organizational Innovation on Improving Environmental Performance of Environmental Polluters Companies (Case Study: Lead Producer Companies in Zanjan Province). The results of their research showed that transformational leadership style and organizational innovation has a positive influence on improving environmental performance. Then, Ainunnisa [23] researched about The Influence of Green Human Resources Management on Employee Behavior towards Environmental Quality and Environmental Performance at University Level (Case Study at Muhammadiyah University, Surakarta). The results of her research showed that there was a positive and significant influence of the variable Organizational Citizenship Behaviors for the Environment (OCB-E) towards environmental performance.

There are also, Luthfi [24] with the title of his research about the The Influence of Transformational Leadership and Organizational Commitment on Organizational Citizenship Behaviors for the Environment (OCB-E) with Job Satisfaction as an Intervening Variable (Case Study of Employees in Cipta Karya, Spatial Planning, and Land Administration City Sub-Department of North Jakarta). The results of his research showed that transformational leadership style has a positive and significant effect on Organizational Citizenship Behaviors for the Environment (OCB-E). Moreover Susanto, Nadiroh, & Sigit [9] Also conduct research related to this topic about on The Relations of Leadership and Organizational Culture with Employees' Environmental Performance at PT Cahaya Mas. The results of their research showed that leadership and organizational culture have a positive effect on improving environmental performance employees.

Based on the explanations that have been outlined, the purpose of this article is to provide empirical evidence that the implementation of transformational leadership styles and Organizational Citizenship Behaviors for the Environment (OCB-E) as a supporting contributor towards environmental performance assist in the initial conjecture of transformational leadership's relationship with Organizational Citizenship Behaviors for the Environment (OCB-E), Transformational Leadership and environmental Performance, Organizational Citizenship Behaviors for the Environment (OCB-E) with environmental Performance also Transformational leadership towards Environmental Performance trough Organizational Citizenship Behavior for the Environment (OCB-E).

## **2. Method**

This research is a quantitative research with a population of three (3) environmental groups using a non-purposive sampling approach. Primary data in this research was collected through a survey method by distributing questionnaires. Measurements were carried out using a 5-point Likert Scale 1 - 5 (1 = Strongly Disagree and 5 = Strongly Agree). The measurement of the Transformational leadership style variable is based on

the concept of Avolio & Bass [25] with 12 indicators. Then, environmental performance is measured with 12 indicators taken from the concept of Paillé, Chen, Boiral, & Jin , and 12 indicators of Organizational Citizenship Behaviors for the Environment (OCB-E) based on the concept of Boiral & Paillé [13].

### 3. Discussion

In this study, transformational leadership style measurement has four (4) components that can measure the transformational leadership style, among which are (1) Idealized Influence, (2) Inspirational Motivation, (3) Intellectual Stimulation, and (4) Individualized Consideration [25]. The three (3) components that can measure the Organizational Citizenship Behaviors for the Environment (OCB-E), among which are (1) Eco-Initiative, (2) Eco-Civic Engagement, and (3) Eco-Helping [13]. And last, the four (4) components that can measure about environmental performance, among which are (1) Low Environmental Releases, (2) Pollution Prevention, (3) Waste Minimization, and (4) Recycling Activity [8]. A valid components according to the calculation are in the Table 1.

**Table 1.** Components Validation

	Average Variance Extracted (AVE)
<b>Eco-Civic Engagement</b>	0,696
<b>Eco-Helping</b>	1,000
<b>Eco-Initiatives</b>	0,737
<b>Idealized Influence</b>	1,000
<b>Individualized Consideration</b>	1,000
<b>Inspirational Motivation</b>	1,000
<b>Intellectual Stimulation</b>	1,000
<b>Low Environmental Releases</b>	0,711
<b>Pollution Prevention</b>	0,586
<b>Recycling Activity</b>	1,000
<b>Waste Minimization</b>	0,600
<b>Transformational Leadership Style</b>	1,000
<b>OCB-E</b>	0,608
<b>Environmental Performance</b>	1,000

Average Variance Extracted (AVE) values can be used for model validity testing. An Average Variance Extracted (AVE) value of  $> 0.50$  which indicates that the dimension or variable is valid. The AVE value of each dimension and variable must be

above 0.50 to ensure convergent validity. So every indicator managed to develop its own construct. Based on the results of the validity test, the model in this research reaches a level of validity that fulfill the standards of a good path model.

The measurement results also show a composite reliability value of  $> 0.70$  which indicates that the model fulfill the reliability requirements. So the model in this research achieves a level of reliability that fulfill the standards of a good path model.

Model fit testing can be done by looking at the goodness of fit value. One of which is the Standardized Root Mean Square Residual (SRMR) value of 0.091 indicating that the model has fulfill the goodness of fit requirements because the SRMR value  $< 0.10$ . This shows that the research model is suitable or fit.

**Table 2.** Hypothesis Analysis

	<b>Original Sample (O)</b>	<b>P Values</b>
<b>TL -&gt; OCB-E</b>	0,097	0,272
<b>TL -&gt; EP</b>	-0,181	0,029
<b>OCB-E -&gt; EP</b>	0,186	0,046
<b>TL -&gt; OCB-E -&gt; EP</b>	0,018	0,355

The results of the causality test for the influence of transformational leadership style on environmental performance have a significance value of  $0.029 < 0.05$  which means that transformational leadership style effects environmental performance. The path coefficient value of -0.181 which indicates that there is a negative effect, so transformational leadership style can effect environmental performance inversely. This shows that the higher the transformational leadership style so the lower the influence on environmental performance.

The results of the transformational leadership style towards environmental performance in this research are accordance with the results of research that has been conducted by several researchers, [26]–[34], those are evidence that the transformational leadership style does not have a significant effect towards performance, it means even though the leader applies the transformational leadership style, but the fact is his or her leadership has not been able to improve the performance of his or her subordinates.

The results of the causality test of the influence of Organizational Citizenship Behaviors for the Environment (OCB-E) on environmental performance have a significance value of  $0.046 < 0.05$  which means that Organizational Citizenship Behaviors for the Environment (OCB-E) effect environmental performance. The value of the path coefficient is 0.186 so the effect is positive. These results shows that the higher Organizational Citizenship Behaviors for the Environment (OCB-E) so the greater the influence on environmental performance.

The results of the causality test for the influence of transformational leadership style on Organizational Citizenship Behaviors for the Environment (OCB-E) have a significance value of  $0.272 > 0.05$  which means that transformational leadership style

has no effect on Organizational Citizenship Behaviors for the Environment (OCB-E). The value of the path coefficient is 0.097 which indicates that there is a positive influence but it is not too great so it is not a variable that needs attention. This is because the organization does not provide enough support for environmental initiatives so the subordinates do not feel motivated to contribute to the Organizational Citizenship Behaviors for the Environment (OCB-E).

The results of transformational leadership style towards Organizational Citizenship Behaviors (OCB) in this research are accordance with the results of research that has been conducted by Khaola & Rambe [35] which provides evidence that the influence of transformational leadership style towards Organizational Citizenship Behaviors (OCB) is negative and not significant, it means the leader who has implemented transformational leadership style has no effect towards Organizational Citizenship Behaviors (OCB).

The results of the causality test for the indirect influence of transformational leadership style on environmental performance have a significance value of  $0.355 > 0.05$  which means that transformational leadership style does not have an indirect influence on environmental performance, so the variable Organizational Citizenship Behaviors for the Environment (OCB-E) unable to mediate the relationship between transformational leadership style and environmental performance. The value of the path coefficient is 0.018 which indicates that there is a positive influence but it is not too great so it is not a variable that needs attention. This can happen because the Organizational Citizenship Behaviors for the Environment (OCB-E) does not strong enough as a variable to mediate the relationship between transformational leadership styles on environmental performance and there are other factors such as infrastructure, resources, and others that have a greater influence on environmental performance.

#### **4. Conclusion**

Based on testing data that has been collected in three environmental groups that manage waste in the community, it can be concluded that transformational leadership style and Organizational Citizenship Behaviors for the Environment (OCB-E) are important components in achieving environmental performance in environmental work teams. But surprisingly, the transformational leadership style has an inverse impact on environmental leadership, so the transformational leadership style does not establish Organizational Citizenship Behaviors for the Environment (OCB-E) in the members of environmental work teams. Based on the findings above, it is necessary to develop research that can improve environmental performance in addition to transformational leadership style and Organizational Citizenship Behaviors for the Environment (OCB-E).

#### **5. Acknowledgments**

Thank you to the Postgraduate Study Program of Universitas Negeri Jakarta and the Institute for Research and Community Service of Universitas Negeri Jakarta for funding this research. Also don't forget to thank the environmental groups of Kampung Bekelir,

Kampung Pinkli, and Kampung Hijau Kemuning who have been willing to be the object of research.

## References

1. A. Fikriana and D. N. Sari, "Partisipasi Masyarakat dalam Peraturan Daerah No. 5 Tahun 2018 tentang Perlindungan dan Pengelolaan Lingkungan Hidup Daerah dalam Persepektif Siyasa Dusturiyah," *Dalihan Na Tolu: Jurnal Hukum, Politik, dan Komunikasi Indonesia*, vol. 2, no. 01, pp. 39–43, 2023.
2. I. Fadhlurrahman, "Polusi Udara Tangerang Sore Hari Terburuk di Jabodetabek," Databoks.
3. W. Boediningasih and R. Listiyarini, "Konsep Lima 'R' sebagai Bentuk Kesadaran Manusia dan Partisipasinya terhadap Pengelolaan Lingkungan Hidup dalam Kerangka Hukum UUPPLH," *Journal Transformation of Mandalika*, vol. 2, no. 3, pp. 252–262, 2022.
4. A. Masyuroh and I. Rahmawati, "Pengaruh Implementasi Program Kampung Resik Lan Aman terhadap Peningkatan Kesadaran Lingkungan Bersih dan Aman di Kota Serang," *Jurnal Kebijakan Pembangunan Daerah: Jurnal Penelitian dan Pengembangan Kebijakan Pembangunan Daerah*, vol. 6, no. 2, pp. 88–101, 2022, doi: 10.56945/jkpd.v6i2.209.
5. A. Sugiarto and D. A. Gabriella, "Kesadaran Dan Perilaku Ramah Lingkungan Mahasiswa Di Kampus," *Jurnal Ilmu Sosial dan Humaniora*, vol. 9, no. 2, pp. 260–275, 2020, doi: 10.23887/jish-undiksha.v9i2.21061.
6. S. Isrososiawan, A. Rahayu, L. A. Wibowo, and S. Dewatmoko, "Green Human Resources Management Mendukung Kinerja Lingkungan Industri Perhotelan," *Jurnal Co-Management*, vol. 3, no. 2, pp. 457–470, 2020, doi: 10.32670/comanagement.v3i2.425.
7. S. Saegert, *Handbook of environmental psychology*, vol. 24, no. 2. 2004. doi: 10.1016/j.jenvp.2004.02.001.
8. P. Paillé, Y. Chen, O. Boiral, and J. Jin, "The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study," *Journal of Business Ethics*, vol. 121, no. 3, pp. 451–466, 2014, doi: 10.1007/s10551-013-1732-0.
9. Y. F. Susanto, Nadiroh, and D. V. Sigit, "The Relations of Leadership and Organizational Culture with Employees' Environmental Performance at PT Cahaya Mas," *IOP Conf Ser Earth Environ Sci*, vol. 802, no. 1, 2021, doi: 10.1088/1755-1315/802/1/012025.
10. T. Hidayati, "Gaya Kepemimpinan Kepala Desa (Studi Kasus Kepemimpinan Empat Kelurahan di Kecamatan Sewon Bantul Yogyakarta)," 2018.
11. I. Ardiansyah and I. A. Chandra, "Pengaruh Gaya Kepemimpinan Partisipatif dan Penerapan Green Hotel Management terhadap Kinerja Lingkungan di The Dharmawangsa Hotel Jakarta dengan Metode Structural Equation Modelling," *Jurnal Inovasi Penelitian*, vol. 2, no. 3, pp. 965–976, 2021, doi: <https://doi.org/10.47492/jip.v2i3.779>.
12. J. Manning, "The Influence of Nurse Manager Leadership Style on Staff Nurse Work Engagement," *J Nurs Adm*, vol. 46, no. 9, pp. 438–443, 2016, doi: 10.1097/NNA.0000000000000372.

13. O. Boiral and P. Paillé, "Organizational Citizenship Behaviour for the Environment: Measurement and Validation," *Journal of Business Ethics*, vol. 109, no. 4, pp. 431–445, 2012, doi: 10.1007/s10551-011-1138-9.
14. R. S. Previarzya, "Pengaruh Kepemimpinan Transformasional dan Kepuasan Kerja terhadap Komitmen Organisasi pada Guru," 2022.
15. F. R. Imara, "Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional terhadap Kinerja Karyawan (Studi Kasus pada EF English First Malang)," *Jurnal Ilmiah Mahasiswa FEB*, vol. 8, no. 2, 2020.
16. M. H. Senny, L. Wijayaningsih, and M. Kurniawan, "Penerapan Gaya Kepemimpinan Transformasional dalam Manajemen PAUD di Kecamatan Sidorejo Salatiga," *Scholaria: Jurnal Pendidikan Dan Kebudayaan*, vol. 8, no. 2, pp. 197–209, 2018, doi: <https://doi.org/10.24246/j.js.2018.v8.i2.p197-209>.
17. Burhanudin and A. Kurniawan, "Gaya Kepemimpinan Transaksional dan Transformasional terhadap Kinerja Karyawan Bank BRI Purworejo," *Coopetition: Jurnal Ilmiah Manajemen*, vol. 11, no. 1, pp. 7–18, 2020, doi: <https://doi.org/10.32670/coopetition.v11i1.58>.
18. Y. Mahfud and A. Affandi, "Efek Mediasi Organization Citizenship for Environment pada Pengaruh Green Recruitment dan Green Training terhadap Employee Performance (Studi Kasus pada Karyawan PT Javalab Industries Indonesia)," *Jamasy: Jurnal Akuntansi, Manajemen & Perbankan Syariah*, vol. 2, no. 6, 2022.
19. N. N. Indriati, A. Rahman, and C. F. M. Tantrika, "Analisis Produktivitas dan Environmental Performance Indicator (EPI) pada Produk SKM dengan Metode Green Productivity pada Perusahaan Rokok Adi Bungsu Malang," *Jurnal Rekayasa dan Manajemen Sistem Industri*, vol. 2, no. 5, pp. 929–939, 2014.
20. M. I. Hadjri, B. Perizade, Z. Zunaidah, and W. Farla WK, "Green Human Resource Management dan Kinerja Lingkungan (Studi Kasus pada Rumah Sakit di Kota Palembang)," *Inovbiz: Jurnal Inovasi Bisnis*, vol. 8, no. 2, p. 182, 2020, doi: 10.35314/inovbiz.v8i2.1627.
21. R. Haholongan, "Kinerja Lingkungan dan Kinerja Ekonomi Perusahaan Manufaktur Go Public," *Jurnal Ekonomi dan Bisnis*, vol. 19, no. 3, pp. 413–424, 2016.
22. R. Pirayesh and Z. Pourrezay, "The Effect of Transformational Leadership Style and Organizational Innovation on Improving Environmental Performance of Environmental Polluters Companies Case Study: Lead Producer Companies in Zanjan Province," *Journal of Environmental Management and Tourism*, vol. 10, no. 7, 2019, doi: [https://doi.org/10.14505/jjemt.v10.7\(39\).25](https://doi.org/10.14505/jjemt.v10.7(39).25).
23. D. A. Ainunnisa, "Pengaruh Green Human Resources Management bagi Perilaku Karyawan terhadap Kualitas Lingkungan dan Kinerja Lingkungan di Tingkat Universitas (Studi Kasus pada Universitas Muhammadiyah Surakarta)," 2022.
24. F. Luthfi, "Pengaruh Kepemimpinan Transformasional dan Komitmen Organisasional terhadap Organizational Citizenship Behavior for the Environment (OCB-E) dengan Kepuasan Kerja sebagai Variabel Intervening (Studi Kasus Pegawai Suku Dinas Cipta Karya, Tata Ruang, dan Per)," 2020.
25. B. J. Avolio and B. M. Bass, *Developing Potential Across a Full Range of Leadership (Cases on Transactional and Transformational Leadership)*. New Jersey: Lawrence Erlbaum Associates. Inc., 2002.



26. M. Fayzhall *et al.*, “Pengaruh Gaya Kepemimpinan terhadap Kapabilitas Inovasi Guru dalam Perspektif Organizational Learning,” *EduPsyCouns: Journal of Education, Psychology, and Counseling*, vol. 2, no. 1, pp. 64–91, 2020.
27. M. Fayzhall *et al.*, “Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru?,” *EduPsyCouns: Journal of Education, Psychology, and Counseling*, vol. 2, no. 1, pp. 256–275, 2020.
28. D. Hutagalung *et al.*, “Peran Religiusitas, Kepemimpinan Transformasional, Kepuasan Kerja, dan Mediasi Organizational Citizenship Behavior terhadap Kinerja Guru,” *EduPsyCouns: Journal of Education, Psychology, and Counseling*, vol. 2, no. 1, pp. 311–326, 2020.
29. A. Purwanto, L. M. Wijayanti, C. C. Hyun, and M. Asbari, “The Effect of Transformational, Transactional, Authentic, and Authoritarian Leadership Style toward Lecture Performance of Private University in Tangerang,” *Dinasti International Journal of Digital Business Management*, vol. 1, no. 1, pp. 29–42, 2019, doi: 10.31933/dijdbm.v1i1.88.
30. A. Purwanto, M. Asbari, and A. H. Hadi, “Gaya Kepemimpinan Perguruan Tinggi Kesehatan: Authentic, Transformational, Authoritarian atau Transactional,” *Surya Medika: Jurnal Ilmiah Ilmu Keperawatan dan Ilmu Kesehatan Masyarakat*, vol. 15, no. 1, pp. 8–18, 2020, doi: 10.32504/sm.v15i1.163.
31. A. Purwanto, M. Asbari, and A. H. Hadi, “Pengaruh Gaya Kepemimpinan Transformational, Authentic, Authoritarian, Transactional terhadap Kinerja Guru Pesantren di Tangerang,” *DIRASAH: Jurnal Studi Ilmu dan Manajemen Pendidikan Islam*, vol. 3, no. 1, pp. 85–110, 2020, doi: 10.29062/dirasah.v3i1.84.
32. A. Purwanto, M. Asbari, M. Prameswari, and M. Ramdan, “Gaya Kepemimpinan di Madrasah Aliyah: Authentic, Transformational, Authoritarian atau Transactional?,” *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, vol. 5, no. 1, pp. 15–31, 2020, doi: 10.31538/ndh.v5i1.544.
33. A. Purwanto, M. Prameswari, M. Asbari, M. Ramdan, and S. Setiawan, “Dampak Kepemimpinan, Budaya Organisasi, dan Perilaku Kerja Inovatif terhadap Kinerja Pegawai Puskesmas,” *Jurnal Ilmu Kesehatan Masyarakat (The Public Health Science Journal)*, vol. 9, no. 01, pp. 19–27, 2020, doi: 10.33221/jikm.v9i01.473.
34. T. Yuwono, N. Wiyono, M. Asbari, D. Novitasari, and N. Silitonga, “Analisis Pengaruh Efektivitas Kepemimpinan Transformasional dan Kesiapan untuk Berubah terhadap Kinerja Karyawan Wanita di Masa Pandemi Covid-19,” *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, vol. 5, no. 3, pp. 615–632, 2020.
35. P. Khaola and P. Rambe, “The Effects of Transformational Leadership on Organizational Citizenship Behaviour: The Role of Organizational Justice and Affective Commitment,” *Management Research Review*, vol. 44, no. 3, pp. 381–398, 2021, doi: 10.1108/MRR-07-2019-0323.