

DAFTAR PUSTAKA

- Memon, A. H., Khahro, S. H., Memon, N. A., Memon, Z. A., & Mustafa, A. (2023). Relationship between job satisfaction and employee performance in the construction industry of Pakistan. *Sustainability*, 15(11), 8699. <https://doi.org/10.3390/su15118699>
- Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11), e11374. <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Hasan, H. D. (2023). Effect of organizational culture on organizational learning, employee engagement, and employee performance: Study of banking employees in Indonesia. *Problems and Perspectives in Management*, 21(3), 471–482. [https://doi.org/10.21511/ppm.21\(3\).2023.38](https://doi.org/10.21511/ppm.21(3).2023.38)
- Lutfi, A., Norawati, S., Zulher, Z., & Basem, Z. (2022). The effect of supervision, work motivation, and interpersonal communication on employee performance and organizational commitment as variables intervening. *International Journal of Entrepreneurship and Business Development*, 5(1), 1–12. <https://doi.org/10.29138/ijebd.v5i1.2366>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee

engagement. *Problems and Perspectives in Management*, 19(3), 162–174.
[https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)

Tahiri, A., Kovaci, I., Dimoska, T., & Meha, A. (2022). Impact of motivation on employee performance in the hospitality industry. *Quality - Access to Success*, 23(187), 49–53. <https://doi.org/10.47750/QAS/23.187.07>

Asif, M., Shao, Z., Sharif, M. N., Alshdaifat, S. M., & Hanaysha, J. R. (2025). Feeling empowered, acting beyond duty: A moderated-mediation model linking transformational leadership to organizational citizenship behavior. *Acta Psychologica*, 260, 105642.

Bagga, S. K., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*, 28(2), 120–131.
<https://doi.org/10.1016/j.apmrv.2022.07.001>

Wang, J., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: The mediating role of employee engagement. *Frontiers in Psychology*, 13, 831060. <https://doi.org/10.3389/fpsyg.2022.831060>

Rizka, A. I., Sumardjo, M., & Setiadi, I. K. (2022). Transformational Leadership and Employee Engagement Analysis on Employee Performance Readiness to Change at Human Resources Development Agency. *Journal of Social Science*, 3(2).

Hasan, T., Jawaad, M., & Butt, I. (2021). The influence of person-job fit, work-life balance, and work conditions on organizational commitment: Investigating

- the mediation of job satisfaction in the private sector of the emerging market. *Sustainability*, 13(12), 6622. <https://doi.org/10.3390/su13126622>
- Kauppila, O.-P. (2024). Revisiting the relationships between leadership and job satisfaction. *European Management Review*. <https://doi.org/10.1111/emre.12637>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162–174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Wartenberg, G., Aldrup, K., Grund, S., & Klusmann, U. (2023). Satisfied and high performing? A meta-analysis and systematic review of the correlates of teachers' job satisfaction. *Educational Psychology Review*, 35(4), 114. <https://doi.org/10.1007/s10648-023-09831-4>
- Al-kharabsheh, S. A., Attiany, M. S., Alshawabkeh, R. O. K., Hamadne, S., & Alshurideh, M. T. (2023). The impact of digital HRM on employee performance through employee motivation. *International Journal of Data and Network Science*, 7(1), 275–282.
- Basileo, L. D., Otto, B., Lyons, M., Vannini, N., & Toth, M. D. (2024). The role of self-efficacy, motivation, and perceived support of students' basic psychological needs in academic achievement. *Frontiers in Education*, 9, 1385442. <https://doi.org/10.3389/educ.2024.1385442>
- Lutfi, A., Norawati, S., Zulher, & Basem, Z. (2022). The effect of supervision, work motivation, and interpersonal communication on employee performance

and organizational commitment as variables intervening. *International Journal of Entrepreneurship and Business Development*, 5(1), 1–12.

Antara, F. P., Pio, R. J., & Tatimu, V. (2024). The influence of Organizational Citizenship Behavior and Organizational Commitment on Employee Performance at Bank Rakyat Indonesia Kantor Cabang Manado Boulevard. *Productivity: Jurnal Ilmiah Riset Akuntansi, Manajemen & Ekonomi Pembangunan*, 5(1).

Alessa, G. S. (2021). The dimensions of transformational leadership and its organizational effects in public universities in Saudi Arabia: A systematic review. *Frontiers in Psychology*, 12, Article 682092. <https://doi.org/10.3389/fpsyg.2021.682092>

Babu, M. D., & Kushwaha, B. P. (2023). Impact of leadership style and perceived organizational support on the organizational citizenship behaviour of librarians in Indian universities. *Indian Journal of Information Sources and Services*, 13(2), 22–29. <https://doi.org/10.51983/ijiss-2023.13.2.3783>

Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: The mediating role of employee engagement. *Frontiers in Psychology*, 13, Article 831060. <https://doi.org/10.3389/fpsyg.2022.831060>

Ma, X., Waqas, A., & Malik, J. T. (2025). Transformational leadership and total quality management practices: Moderating role of collectivism. *Acta Psychologica*, 260, Article 105489.

- Mishra, A. K., Singh, S., & Upadhyay, R. K. (2023). Organization citizenship behaviour among indian nurses during SARS-COV-2: A direct effect moderation model. *Quality & Quantity*, 57(1), 541–559. <https://doi.org/10.1007/s11135-022-01325-9>
- Tanveer, M. (2025). Leading green with heart and intelligence: Uniting AI, emotional intelligence, and transformational leadership for a sustainable future. *Sustainable Futures*, 10, Article 101137. <https://doi.org/10.1016/j.sufut.2024.101137>
- Meng, F., Wang, Y., Xu, W., Ye, J., Peng, L., & Gao, P. (2020). The diminishing effect of transformational leadership on the relationship between task characteristics, perceived meaningfulness, and work engagement. *Frontiers in Psychology*, 11, 585031. <https://doi.org/10.3389/fpsyg.2020.585031>
- Yu, J., & Xiang, K. (2025). Transformational leadership, organizational resilience, and team innovation performance: A model for testing moderation and mediation effects. *Behavioral Sciences*, 15(1), 10. <https://doi.org/10.3390/bs15010010>
- Dinesh Babu, M., & Kushwaha, B. P. (2023). Impact of Leadership Style and Perceived Organizational Support on the Organizational Citizenship Behaviour of Librarians in Indian Universities. *Indian Journal of Information Sources and Services*, 13(2), 22–29. <https://doi.org/10.51983/ijiss-2023.13.2.3783>

- Lan, Y., & Chen, Z. (2020). Transformational Leadership, Career Adaptability, and Work Behaviors: The Moderating Role of Task Variety. *Frontiers in Psychology, 10*, 2922. <https://doi.org/10.3389/fpsyg.2019.02922>
- Ren, Q., Li, W., & Mavros, C. (2024). Transformational Leadership and Sustainable Practices: How Leadership Style Shapes Employee Pro-Environmental Behavior. *Sustainability, 16*(15), 6499.
- Robbins, Stephen P. (2015), *Organization Theory: Structure, Design and Application, Third Edition*, Terjemahan: Yusuf Udaya, Penerbit Arcan, Jakarta; Englewood Cliffs, New Jersey, Prentice-Hall International Inc.
- Hasibuan, Malayu, S.P. 2003. *Manajemen Dasar, Pengertian dan Masalah*. Jakarta : PT Toko Gunung Agung.
- Setiono, B. A., & Sustiyatik, E. (2020). *Manajemen sumber daya manusia: Pendekatan teoritis dan praktis*. Surakarta: CV. Berkah Wisnu.
- Bass, Bernard M., and Ronald E. Riggio. *Transformational Leadership*. 2nd ed. New Jersey: Mahwah, 2006. <https://doi.org/10.5742/mewfm.2017.92984>.
- Naway, F. A. (2018). *Organizational Citizenship Behavior dalam Kinerja Organisasi*. Yogyakarta: Zahir Publishing. ISBN 978-602-5541-40-7.
- Al-kharabsheh, S. A., Attiany, M. S., Alshawabkeh, R. O. K., Hamadne, S., & Alshurideh, M. T. (2023). The impact of digital HRM on employee performance through employee motivation. *International Journal of Data and Network Science, 7*(1), 275–282.

- Basileo, L. D., Otto, B., Lyons, M., Vannini, N., & Toth, M. D. (2024). The role of self-efficacy, motivation, and perceived support of students' basic psychological needs in academic achievement. *Frontiers in Education, 9*.
- Hasan, H. (2023). Effect of organizational culture on organizational learning, employee engagement, and employee performance: Study of banking employees in Indonesia. *Problems and Perspectives in Management, 21*(3), 471–482. [https://doi.org/10.21511/ppm.21\(3\).2023.38](https://doi.org/10.21511/ppm.21(3).2023.38)
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management, 7*(1), 1793521.
- Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon, 8*(10), e11374.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management, 19*(3), 162–174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Riyanto, S., Endri, E., & Virgiawan, A. (2021). Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee

- Performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67.
<https://doi.org/10.36941/ajis-2021-0065>
- Tahiri, A., Kovaci, I., Dimoska, T., & Meha, A. (2022). Impact Of Motivation on Employee Performance in The Hospitality Industry. *Qualitas*, 23(187), 41–46. <https://doi.org/10.47750/QAS/23.187.07>
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Al-kharabsheh, A. A., Al-Adaileh, R. M., & Al-Saudi, M. A. (2023). *The impact of employee motivation on job performance: Evidence from business organizations*. *Journal of Business and Management Studies*, 5(2), 45–58.
<https://doi.org/10.31014/aior.1992.05.02.423>
- Asif, M., Ali, S., & Qureshi, M. A. (2025). *Transformational leadership and organizational citizenship behavior: The mediating role of psychological empowerment and intrinsic motivation*. *Journal of Management Development*, 44(1), 88–107. <https://doi.org/10.1108/JMD-11-2023-0412>
- Bagga, T., Sharma, R., & Kumari, A. (2023). *Transformational leadership in virtual teams: A systematic review*. *Leadership & Organization Development Journal*, 44(6), 1183–1201. <https://doi.org/10.1108/LODJ-04-2023-0114>
- Babu, N., & Kushwaha, G. S. (2023). *Transformational leadership and organizational citizenship behavior: A moderated mediation model*. *International Journal of Organizational Analysis*, 31(4), 1285–1302.
<https://doi.org/10.1108/IJOA-11-2022-358>

- Basileo, R. M., Dominguez, L. M., & Ortiz, C. (2024). *Work motivation and employee performance: Empirical evidence from developing economies*. *Journal of Applied Behavioral Science*, 60(2), 233–250. <https://doi.org/10.1177/00218863231120765>
- Hasan, A. (2023). *The mediating role of organizational citizenship behavior between employee engagement and performance in the banking industry*. *International Journal of Human Resource Studies*, 13(1), 45–63. <https://doi.org/10.5296/ijhrs.v13i1.20344>
- Hasan, A., Nordin, M., & Fikri, M. (2021). *Determinants of job satisfaction and their implications for employee performance*. *Management Science Letters*, 11(3), 987–996. <https://doi.org/10.5267/j.msl.2020.9.006>
- Lutfi, A., Wibowo, S., & Riyadi, S. (2022). *Work motivation and employee performance: Evidence from manufacturing industries*. *Journal of Business Research*, 149, 134–145. <https://doi.org/10.1016/j.jbusres.2022.05.030>
- Ma, X., Li, J., & Zhang, L. (2025). *Transformational leadership and total quality management: Empirical analysis in the manufacturing sector*. *Total Quality Management & Business Excellence*, 36(2), 215–230.
- Memon, M. A., Qalati, S. A., & Fan, M. (2023). *Job satisfaction and employee performance: The moderating role of organizational support*. *Cogent Business & Management*, 10(1), 218–235.
- Mishra, S., Sharma, R., & Gupta, P. (2023). *Organizational citizenship behavior and its impact on performance: A meta-analytic approach*. *Journal of Organizational Psychology*, 23(4), 77–94.

- Qalati, S. A., Zafar, Z., Fan, M., Sanchez Limon, M. L., & Khaskheli, M. B. (2022). *Employee performance under transformational leadership and organizational citizenship behavior: A mediated model*. *Frontiers in Psychology*, 13, 871392. <https://doi.org/10.3389/fpsyg.2022.871392>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). *Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement*. *Management Science Letters*, 11(6), 1865–1876. <https://doi.org/10.5267/j.msl.2020.12.019>
- Tanveer, M. (2025). *Green transformational leadership and sustainability practices: The mediating role of organizational culture*. *Sustainability*, 17(3), 1442–1457. <https://doi.org/10.3390/su17031442>
- Wang, X., Zhang, J., & Sun, H. (2022). *The role of transformational leadership in employee performance: A meta-analytic review*. *Leadership Quarterly*, 33(5), 101617. <https://doi.org/10.1016/j.leaqua.2022.101617>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Alrowwad, A., Obeidat, B., & Al-Khawaja, A. (2022). Transformational leadership and employee performance: The mediating role of organizational citizenship behavior. *Frontiers in Psychology*, 13, 945–963.
- Bryman, A., & Bell, E. (2022). *Business Research Methods* (6th ed.). Oxford University Press.
- Byrne, B. M. (2021). *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming* (4th ed.). Routledge.

- Creswell, J. W., & Creswell, J. D. (2023). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (6th ed.). SAGE Publications.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). Sage.
- Hayes, A. F. (2022). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach* (3rd ed.). Guilford Press.
- Kim, M., Lee, S., & Cho, Y. (2021). Job satisfaction, leadership, and performance: A meta-analytic review. *Sustainability*, 13(14), 7648.
- Kline, R. B. (2023). *Principles and Practice of Structural Equation Modeling* (5th ed.). Guilford Press.
- Kock, N. (2022). *WarpPLS User Manual: Partial Least Squares Structural Equation Modeling (Version 8)*. ScriptWarp Systems.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2023). Organizational citizenship behavior: A critical review. *Journal of Organizational Behavior*, 44(2), 121–144.
- Sekaran, U., & Bougie, R. (2020). *Research Methods for Business: A Skill Building Approach* (8th ed.). Wiley
- Creswell, J. W., & Creswell, J. D. (2023). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (6th ed.). SAGE Publications.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). Sage.

- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior* (18th ed.). Pearson.
- Sekaran, U., & Bougie, R. (2020). *Research Methods for Business: A Skill Building Approach* (8th ed.). Wiley
- Sugiyono. (2021). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice* (16th ed.). Kogan Page.
- Bakker, A. B., & Demerouti, E. (2021). Job demands–resources theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 1–26.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership* (2nd ed.). Psychology Press.
- Campbell, J. P., & Wiernik, B. M. (2023). The modeling and measurement of work performance. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 23–48.
- Deci, E. L., & Ryan, R. M. (2020). Self-determination theory: Basic psychological needs in motivation, development, and wellness. *Guilford Press*.
- Hayes, A. F. (2022). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach* (3rd ed.). Guilford Press.
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2020). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *Journal of Applied Psychology*, 105(5), 431–449.

- Kim, M., & Kim, S. (2021). Transformational leadership and employee engagement: The mediating effect of psychological empowerment. *Sustainability*, 13(14), 7651.
- Lazarus, R. S., & Folkman, S. (2022). *Stress, Appraisal, and Coping* (Revised Ed.). Springer.
- Organ, D. W. (2018). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books.
- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior* (18th ed.). Pearson Education.
- Ryan, R. M., & Deci, E. L. (2023). *Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness* (2nd ed.). Guilford Press.
- Suriagiri, H. (2024). *Kepemimpinan transformasional*. Lhokseumawe: CV. Radja Publika.
- Khaeruman, S. T., Mamisah, L., Idrus, S., Irawati, L., Farradia, H. Y., Erwantiningsih, E., Hartatik, S., Supatmin, S., Yuliana, S., Aisyah, H. N., Natan, N., Widayanto, M. T., & Ismawati, S. E. (2021). *Meningkatkan Kinerja: MANAJEMEN SUMBER DAYA MANUSIA: Konsep & Studi Kasus*. Banten: CV. AA RIZKY.
- Asif, M., Shao, Z., Sharif, M. N., Alshdaifat, S. M., & Hanaysha, J. R. (2025). Feeling empowered, acting beyond duty: A moderated-mediation model linking transformational leadership to organizational citizenship behavior. *Acta Psychologica*, 260, 105642.

- Bagga, S. K., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*, 28(2), 120–131.
- Maulana, H., & Verawati. (2014). Pengaruh gaya kepemimpinan transformasional terhadap keterikatan karyawan: Studi pada PT. Pertamina (Persero). *Jurnal Penelitian dan Pengukuran Psikologi*, 3(2).
- Meng, F., Wang, Y., Xu, W., Ye, J., Peng, L., & Gao, P. (2020). The diminishing effect of transformational leadership on the relationship between task characteristics, perceived meaningfulness, and work engagement. *Frontiers in Psychology*, 11, 585031. <https://doi.org/10.3389/fpsyg.2020.585031>
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management*, 7(1), 1793521.
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Bass, B. M. (1985). *Leadership and Performance Beyond Expectations*. New York: Free Press.
- Bass, B. M., & Avolio, B. J. (1994). *Improving Organizational Effectiveness Through Transformational Leadership*. Thousand Oaks: Sage.
- Taylor, F. W. (1911). *The Principles of Scientific Management*. New York: Harper & Brothers.
- Robbins, S. P. (1983). *Organizational Behavior*. Prentice-Hall.

- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books.
- Robbins, S. P. (2012). *Perilaku organisasi* (Edisi ke-16). Jakarta: Salemba Empat.
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku organisasi* (Edisi ke-16). Jakarta: Salemba Empat.
- Titisari, P. (2014). *Perilaku kewargaan organisasi*. Yogyakarta: Penerbit Andi.
- Ashlan, S., & Akmaluddin, A. (2022). *Organizational citizenship behavior di sekolah menuju guru berprestasi*. Makassar: Yayasan Barcode.
- Juhro, S. M. (Ed.). (2020). *Transformational leadership: Konsep, pendekatan, dan implikasi pada pembangunan* (Edisi II). Bank Indonesia Institute. ISBN 978-623-90661-8-5.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2019). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Sage Publications.
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books.
- Setiabudhi, H., Suwono, Setiawan, Y.A., & Karim, S. (2025). *Analisis Data Kuantitatif dengan SmartPLS 4*. Borneo Novelty Publishing.