



DOI: <https://doi.org/10.38035/dijemss.v6i5>  
<https://creativecommons.org/licenses/by/4.0/>

## The Influence of Transformational Leadership, Job Satisfaction and Organizational Citizenship Behavior on Employee Engagement at BPRS HIK Parahyangan

Nadya Mahri<sup>1</sup>, Nina Nurani<sup>2</sup>

<sup>1</sup>Universitas Widyatama, Bandung, Indonesia, [nadya.mahri@widyatama.ac.id](mailto:nadya.mahri@widyatama.ac.id)

<sup>2</sup>Universitas Widyatama, Bandung, Indonesia, [nina.nurani@widyatama.ac.id](mailto:nina.nurani@widyatama.ac.id)

Corresponding Author: [nadya.mahri@widyatama.ac.id](mailto:nadya.mahri@widyatama.ac.id)<sup>1</sup>

**Abstract:** Employee engagement has become a concern in a competitive world and is a very important issue for organizations. This study aims to determine the partial effect of transformational leadership, job satisfaction, organizational citizenship behavior on employee engagement at BPRS HIK Parahyangan Bandung. This study uses a quantitative approach with survey and questionnaire methods as data collection instruments. The sample of this study is a saturated sample consisting of 99 respondents. Data processing of the research results using SPSS version 26 using data analysis is carried out using linear regression techniques to assess the effect of independent variables on dependent variables. The results of the study indicate that transformational leadership is partially included in the good category and has a positive and significant effect on employee engagement, as well as job satisfaction is partially included in the good category and has a positive and significant effect on employee engagement, and organizational citizenship behavior is also partially positive and significant effect on employee engagement.

**Keyword:** Transformational Leadership, Job Satisfaction, Organizational Citizenship Behavior, Employee Engagement

### INTRODUCTION

Today's competitive world is a very important issue for organizations regarding employee engagement. Employee engagement is a very broad concept that applies to all aspects of human resource management, if employees are not handled properly by the organization, then undesirable things will happen such as employees will not be committed to the organization. (Johardi, Rahman Hasibuan, 2021). Human resource management will not always run well, in these activities there are often several problems and obstacles that hinder the process of managing human resources such as decreasing employee loyalty, disharmonious relationships with leaders, resulting in dissatisfaction and no desire to work beyond what the company expects. If not fixed, it will have various negative impacts on the company. The appropriate variables in human resource management play a role in maintaining employee availability and increasing employee engagement, including at the BPRS HIK Parahyangan

company. PT. BPRS HIK Parahyangan is a Sharia BPR resulting from the acquisition of BPRS TOAT, domiciled in Cileunyi, Bandung Regency as its operational center where there are the largest number of employees compared to other branch locations.

Low employee absence rates indicate that there is a good level of employee engagement. The absence of an employee will affect employee engagement. (Ahmad et al., 2020). BPRS HIK Parahyangan employees from 2022 to 2024 experienced fluctuations. The highest absence rate occurred in April 2024, which was 7.8% due to lack of supervision and assertiveness towards employees. Employee absence is the main indicator of employee morale and discipline or compliance with company regulations, with an employee absence rate above 5% it is considered an issue that must be fixed, because the maximum absence rate in a company is expected to be no more than 3%. (Natasya, 2023). This indicates an indication of problems that occur in the company related to employee engagement. There was an increase in lateness in September, there were 88 employees, the total number of employees at that time was 132 employees, this is closely related to employee work discipline which results in weak loyalty to the organization, in addition, the data shows a lack of employee engagement towards the company.

Companies need a leadership style that focuses on developing individual and team potential. Transformational leadership is someone who can motivate and encourage their subordinates to go beyond their own interests. Burns in (Sucahyowati et al., 2024). Based on research (Herminingsih & Hamidah, 2024) states that transformational leadership has a positive and significant influence on employee engagement, in line with research (Sucahyowati et al., 2024) and (Sihotang et al., 2025) that transformational leadership plays a positive role as an independent variable that influences employee engagement as a dependent variable, while research according to (Milhem et al., 2019) and (Afrizal et al., 2023) found that transformational leadership does not have a significant direct influence on employee engagement. The research (Herminingsih & Hamidah, 2024) shows that these factors have an important role in increasing employee engagement in the organization.

The company will try to prevent employees who experience behavior to withdraw from work, the driving force of all withdrawal from work is a sense of job dissatisfaction. (Febrial, Eka, Herminingsih, 2020). Job satisfaction is a happy emotional state or positive emotion that comes from the assessment of a person's work or work experience. Job satisfaction is a positive feeling about the work results of a person who shows the results of an evaluation of the characteristics of the individual. (Nurani et al., 2020). Supported by research (Febrial, Eka, Herminingsih, 2020) job satisfaction has a positive and significant effect on employee engagement, while research (Florensya Pamara et al, 2021), (Atthohiri & Wijayati, 2021) and (Arianti et al., 2020) that job satisfaction has an influence on employee engagement, but not significant.

Employee engagement can cause organizational citizenship behavior because it focuses on the involvement and commitment of employees who are outside the responsibilities given by the company, with the presence of engagement within employees will carry out extra tasks. (Maharani & Frianto, 2023). Organizational citizenship behavior is individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system.

## **METHOD**

This study used a quantitative survey research method. The determination of the sample in this study was carried out using the probability sampling technique, which is a sampling technique used when the population has members or elements that are not homogeneous and are stratified proportionally. (Sugiyono, 2019). The sample of this study, the distribution of 99 respondents, will be calculated proportionally. The tool used to analyze the data in this study is multiple linear regression. The primary data collection technique was carried out by giving

questionnaires to employees and secondary data obtained through analysis of documents obtained from agencies and other accurate information and literature. Respondent responses to each indicator were measured using a Likert scale.

## RESULTS AND DISCUSSION

The results of this study were obtained from distributing questionnaires to 99 employee respondents at BPRS HIK Parahyangan. Respondent characteristics are based on gender, length of service, age, and last level of education. The results of the analysis show that most respondents are male 60%, length of service 5-10 years, age 36-45 years, and last education S1 62%.

The cumulative value of the transformational leadership score by BPRS HIK Parahyangan employees is 7727 which has good criteria. The average value of transformational leadership is 407 which has good criteria.

The cumulative value of the job satisfaction score by BPRS HIK Parahyangan employees is 9521 which has good criteria. The average value of job satisfaction is 397 which has good criteria.

The cumulative value of the organizational citizenship behavior score by BPRS HIK Parahyangan employees is 7721 which has good criteria. The average value of organizational citizenship behavior is 386 which has Good criteria.

The cumulative value of the employee engagement score by BPRS HIK Parahyangan employees is 6746 which has good criteria. The average employee engagement value is 397, which is considered good.

**Tabel**  
**Uji Validitas**

Variabel	No Item	r hitung	r tabel	N	Ket
<i>Transformational Leadership</i>	TL 1	.624**	0.197	99	Valid
	TL 2	.670**	0.197	99	Valid
	TL 3	.730**	0.197	99	Valid
	TL 4	.677**	0.197	99	Valid
	TL 5	.710**	0.197	99	Valid
	TL 6	.697**	0.197	99	Valid
	TL 7	.680**	0.197	99	Valid
	TL 8	.730**	0.197	99	Valid
	TL 9	.710**	0.197	99	Valid
	TL 10	.632**	0.197	99	Valid
	TL 11	.632**	0.197	99	Valid
	TL 12	.638**	0.197	99	Valid
	TL 13	.630**	0.197	99	Valid
	TL 14	.706**	0.197	99	Valid
	TL 15	.669**	0.197	99	Valid

	TL 16	.651**	0.197	99	Valid
	TL 17	.778**	0.197	99	Valid
	TL 18	.649**	0.197	99	Valid
	TL 19	.630**	0.197	99	Valid
<b>Variabel</b>	<b>No Item</b>	<b>r hitung</b>	<b>r tabel</b>	<b>N</b>	<b>Ket</b>
<i>Job Satisfaction</i>	JB 1	.632**	0.197	99	Valid
	JB 2	.732**	0.197	99	Valid
	JB 3	.619**	0.197	99	Valid
	JB 4	.692**	0.197	99	Valid
	JB 5	.753**	0.197	99	Valid
	JB 6	.662**	0.197	99	Valid
	JB 7	.643**	0.197	99	Valid
	JB 8	.627**	0.197	99	Valid
	JB 9	.616**	0.197	99	Valid
	JB 10	.693**	0.197	99	Valid
	JB 11	.674**	0.197	99	Valid
	JB 12	.637**	0.197	99	Valid
	JB 13	.639**	0.197	99	Valid
	JB 14	.668**	0.197	99	Valid
	JB 15	.613**	0.197	99	Valid
	JB 16	.704**	0.197	99	Valid
	JB 17	.659**	0.197	99	Valid
	JB 18	.645**	0.197	99	Valid
	JB 19	.634**	0.197	99	Valid
	JB 20	.647**	0.197	99	Valid
	JB 21	.669**	0.197	99	Valid
	JB 22	.695**	0.197	99	Valid
	JB 23	.649**	0.197	99	Valid
	JB 24	.650**	0.197	99	Valid
	OCB 1	.633**	0.197	99	Valid
	OCB 2	.668**	0.197	99	Valid
	OCB 3	.728**	0.197	99	Valid

	OCB 4	.642**	0.197	99	Valid
	OCB 5	.721**	0.197	99	Valid
	OCB 6	.752**	0.197	99	Valid
	OCB 7	.711**	0.197	99	Valid
	OCB 8	.742**	0.197	99	Valid
	OCB 9	.651**	0.197	99	Valid
<i>Organizational Citizenship</i>	OCB 10	.716**	0.197	99	Valid
<b>Variabel</b>	<b>No Item</b>	<b>r hitung</b>	<b>r tabel</b>	<b>N</b>	<b>Ket</b>
<i>Behavior</i>	OCB 11	.624**	0.197	99	Valid
	OCB 12	.661**	0.197	99	Valid
	OCB 13	.677**	0.197	99	Valid
	OCB 14	.683**	0.197	99	Valid
	OCB 15	.644**	0.197	99	Valid
	OCB 16	.628**	0.197	99	Valid
	OCB 17	.620**	0.197	99	Valid
	OCB 18	.621**	0.197	99	Valid
	OCB 19	.635**	0.197	99	Valid
	OCB 20	.689**	0.197	99	Valid
<i>Employee Engagement</i>	EE 1	.657**	0.197	99	Valid
	EE 2	.767**	0.197	99	Valid
	EE 3	.783**	0.197	99	Valid
	EE 4	.758**	0.197	99	Valid
	EE 5	.768**	0.197	99	Valid
	EE 6	.694**	0.197	99	Valid
	EE 7	.774**	0.197	99	Valid
	EE 8	.718**	0.197	99	Valid
	EE 9	.687**	0.197	99	Valid
	EE 10	.717**	0.197	99	Valid
	EE 11	.800**	0.197	99	Valid
	EE 12	.796**	0.197	99	Valid
	EE 13	.694**	0.197	99	Valid
	EE 14	.718**	0.197	99	Valid
	EE 15	.734**	0.197	99	Valid

EE 16	.675**	0.197	99	Valid
EE 17	.626**	0.197	99	Valid

**Tabel  
Hasil Uji Reliabilitas**

Variabel	N of Items	Cronbach's Alpha	Keputusan
<i>Transformational Leadership</i>	19	.934	Reliabel
<i>Job Satisfaction</i>	24	.943	Reliabel
<i>Organizational Citizenship Behavior</i>	20	.935	Reliabel
<i>Employee Engagement</i>	17	.943	Reliabel

**Tabel  
Uji Normalitas Data  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		99
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.98760646
Most Extreme Differences	Absolute	.083
	Positive	.083
	Negative	-.047
Test Statistic		.083
Asymp. Sig. (2-tailed)		.093 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

**Tabel  
Uji Multikolinearitas  
Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational Leadership (X1)	.445	2.249
	Job Satisfaction (X2)	.413	2.420
	Organizational Citizenship Behavior (X3)	.568	1.761

a. Dependent Variable: Employee Engagement (Y)

**Tabel  
Uji Heterokedastisitas  
Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.500	3.274		1.069	.288
	Transformational Leadership (X1)	-.019	.059	-.050	-.327	.745
	Job Satisfaction (X2)	.053	.048	.175	1.112	.269
	Organizational Citizenship Behavior (X3)	-.052	.040	-.176	-1.304	.195

a. Dependent Variable: absresid

**Tabel  
Uji Korelasi**

Hubungan	Corelation	Tingkat Hubungan
<i>Transformational Leadership</i>	0,685	Kuat
<i>Job Satisfaction</i>	0,701	Kuat
<i>Organizational Citizenship Behavior</i>	0,773	Kuat

**Tabel  
Pengaruh *Transformational Leadership* Terhadap *Employee Engagement Model*  
Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.685 <sup>a</sup>	.469	.463	5.32089

a. Predictors: (Constant), Transformational Leadership (X1)

The influence of transformational leadership on employee engagement is categorized as strong. This value is positive, meaning that the right transformational leadership will increase employee engagement. So the magnitude of the influence of transformational leadership on employee engagement partially is 46.9%. [ $Kd = (0.469)^2 \times 100\%$ ]. **Tabel**

**Uji Parsial  $X_1 - Y$   
Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients B		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.681	6.344		1.526	.130
	Transformational Leadership (X1)	.749	.081	.685	9.249	.000

a. Dependent Variable: Employee Engagement (Y)

Research with a probability of 0.05 to obtain the t table is carried out as follows:  $n-k-1$  or  $99-4-1 = 94$ , then the t table is 1.986. Based on the table and statement above, it can be seen that the t value is  $9.249 > 1.986$  and the significance value is  $0.000 < 0.05$ . So it can be concluded

that H0 is rejected and Ha is accepted, which means that transformational leadership (X1) has a positive and significant effect on employee engagement (Y).

H1: Transformational leadership influences employee engagement at BPRS HIK Parahyangan

**Tabel**  
**Pengaruh *Job Satisfaction Terhadap Employee Engagement***  
**Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.701 <sup>a</sup>	.492	.486	5.20400

a. Predictors: (Constant), Job Satisfaction (X2)

The influence of job satisfaction on employee engagement is categorized as moderate. This value is positive, meaning that the right job satisfaction will increase employee engagement. So the magnitude of the influence of job satisfaction on employee engagement partially is 49.2%. [ $K_d = (0.492)^2 \times 100\%$ ].

**Tabel 4.1**  
**Uji Parsial  $X_2 - Y$**   
**Coefficients<sup>a</sup>**

Model		Unstandardized		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	10.280	5.996		1.714	.090
	Job Satisfaction (X2)	.602	.062	.701	9.687	.000

a. Dependent Variable: Employee Engagement (Y)

In this study, to obtain the t table, the following method was used:  $n-k-1$  or  $n-k-1$  or  $994-1 = 94$ , then the t table was obtained as much as 1.986. Based on the table and statement above, it can be seen that the t value is  $9.687 > 1.986$  and the significance value is  $0.000 < 0.05$ . So it can be concluded that H0 is rejected and Ha is accepted, which means that job satisfaction (X2) has a positive and significant effect on employee engagement (Y).

H2: Job satisfaction has an effect on employee engagement at BPRS HIK Parahyangan

**Tabel**  
**Pengaruh *Organizational Citizenship Behavior Terhadap Employee Engagement***  
**Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.773 <sup>a</sup>	.598	.594	4.62698

a. Predictors: (Constant), Organizational Citizenship Behavior (X3)

Pengaruh *organizational citizenship behavior* terhadap *employee engagement* ini dikategorikan sebagai moderat atau sedang. Nilai tersebut bernilai positif yang mengandung arti bahwa *organizational citizenship behavior* yang tepat akan meningkatkan *employee engagement*. Maka besar pengaruh *organizational citizenship behavior* terhadap *employee engagement* secara parsial adalah sebesar 59,8%. [ $K_d = (0,598)^2 \times 100\%$ ].

**Tabel**  
**Uji Parsial  $X_3 - Y$**   
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.225	4.263		4.041	.000
	Organizational Citizenship Behavior (X3)	.653	.054	.773	12.016	.000

a. Dependent Variable: Employee Engagement (Y)

In this study, to obtain the t table, the following method was used:  $n-k-1$  or  $99-4-1 = 94$ , then the t table was obtained as much as 1.986. Based on the table and statement above, it can be seen that the t value is  $12.016 > 1.996$  and the significance value is  $0.000 < 0.05$ . So it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that organizational citizenship behavior (X3) has a positive and significant effect on employee engagement (Y).

H3: Organizational citizenship behavior has an effect on employee engagement at BPRS HIK Parahyangan

## CONCLUSION

Leadership is considered good, although it tends to be less controlling of its employees, but the leader does not completely let the employees because the leader still contributes a transformational leadership style in his leadership. Job satisfaction and organizational citizenship behavior at BPRS HIK Parahyangan have good criteria. Employee engagement is also felt to be good by employees.

Partially, transformational leadership has a significant influence on employee engagement at BPRS HIK Parahyangan by 46.9% so that the higher the transformational leadership, the more employee engagement will increase.

Partially, job satisfaction has a significant influence on employee engagement at BPRS HIK Parahyangan by 49.2% which means that the higher the job satisfaction, the more employee engagement will increase.

Partially, organizational citizenship behavior has a significant influence on employee engagement at BPRS HIK Parahyangan by 59.8% which means that the higher the organizational citizenship behavior, the more employee engagement will increase.

## REFERENCE

- Afrizal et al. (2023). Pengaruh Transformational Leadership terhadap Employee Engagement dengan Psychological Empowerment sebagai Variabel Mediasi Afrizal1\*, 1, 18–26.
- Ahmad, O., Harahap, T., & Sari, N. (2020). Analisis Tingkat Absensi Dan Kedisiplinan Terhadap Produktivitas Kerja Pada Pt. Palmanco Inti Sawit Medan. *Jurnal Bisnis Corporate*, 5(1), 70–88.
- Ahmad Syarif Mutsanna, Rohmawan Adi Pratama, & Islamiyah. (2023). Pengaruh Kepuasan Kerja Intrinsik Dan Ekstrinsik Terhadap Employee Engagement Pada Pt Bri (Persero) Kc Magelang. *Jurnal Manajemen Bisnis Dan Terapan*, 1(1), 20–35. <https://doi.org/10.20961/meister.v1i1.276>
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An

- integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.
- Andreas, D. (2022). EMPLOYEE PERFORMANCE: The Effect Of Motivation And Job Satisfaction. *PRODUKTIF: Jurnal Kepegawaian Dan Organisasi*, 1(1), 28–35. <https://doi.org/10.37481/jko.v1i1.10>
- Andry, S., & Muji, D. (2024). The Influence of Transformational Leadership, Job Satisfaction on Organizational Citizenship Behavior Mediated by Employee Engagement at Bank Sumsel Babel. *International Journal of Social Science and Human Research*, 7(05), 3803–3816. <https://doi.org/10.47191/ijsshr/v7-i05-43>
- Annisa, N. N., Wardhani, D. P., & Amallia, F. (2022). Quality Work of Life, Job Satisfaction dan Social Support terhadap Employee Engagement Dosen Perguruan Tinggi Swasta di Surakarta. *Benefit: Jurnal Manajemen Dan Bisnis*, 7(1), 41–52. <https://doi.org/10.23917/benefit.v7i1.16230>
- Arianti, W. P., Musa Hubeis, & Puspitawati, H. (2020). PENGARUH FAKTOR KEPUASAN KERJA TERHADAP EMPLOYEE ENGAGEMENT DI PERWIRATAMA GROUP. 105–121.
- Arifah, N. P., & Santosa, A. (2024). Pengaruh Employee Engagement, Gaya Kepemimpinan, Dan Budaya Organisasi Terhadap Organizational Citizenship Behavior (OCB) Pegawai Dinas Sosial, Tenaga Kerja dan Transmigrasi Kota Yogyakarta I N F O A R T I K E L. *Jurnal Manajemen Dan Bisnis Kreatif*, 9(2), 184–197.
- Arikunto. (2019). *Metodologi Penelitian*.
- Asbari, M. (2020). Is Transformational Leadership Suitable for Future Organizational Needs? *International Journal of Sociology, Policy and Law (Ijospl)*, 01(01), 51–55. <https://ijospl.org/index.php/ijospl/article/view/17>
- Atthohiri, N. A., & Wijayati, D. T. (2021). Pengaruh Employee Engagement terhadap Kepuasan Kerja dengan Work Life Balance sebagai Variabel Intervening. *Jurnal Ilmu Manajemen*, 9(3), 1092–1100. <https://doi.org/10.26740/jim.v9n3.p1092-1100>
- Ayu, D., Fajrina, N., & Noer, A. (2021). Faktor-Faktor yang Mempengaruhi Employee Engagement Generasi Millennial ( Studi Kasus?: PT PLN Tarakan ) Machine Translated by Google. 10(1), 106–111.
- Bayu Putra, R., & Fitri, H. (2021). Literature Review: Model Pengukuran Kinerja Dosen Dan Organizational Citezenship Behavior Berdasarkan Karakteristik Individu, Budaya Kerja Dan Perilaku Individu. *Jurnal Ilmu Manajemen Terapan*, 2(4), 485–512. <https://doi.org/10.31933/jimt.v2i4.447>
- Benmira, S., & Agboola, M. (2021). Evolution of leadership theory. *BMJ Leader*, 5(1), 3–5. <https://doi.org/10.1136/leader-2020-000296>
- Bhardwaj, B., & Kalia, N. (2021). Contextual and task performance: role of employee engagement and organizational culture in hospitality industry. *Vilakshan - XIMB Journal of Management*, 18(2), 187–201. <https://doi.org/10.1108/xjm-08-2020-0089>
- Cahyo, S. D. (2021). Pengaruh Employee Engagement, Organizational Citizenship Behavior Dan Komitmen Organisasi Terhadap Kepuasan Kerja Karyawan Pt Matahari Departement Store Cabang Bandung Istana Plaza. Pengaruh Employee Engagement, Organizational Citizenship Behavior Dan Komitmen Organisasi Terhadap Kepuasan Kerja Karyawan Pt Matahari Departement Store Cabang Bandung Istana Plaza, 1(2), 5–24.
- Chairunnisa, Aji, F., & Wijaya, A. N. (2023). Employee engagement: a literature review. *Psikologia: Jurnal Pemikiran Dan Penelitian Psikologi*, 18(2), 148–163. <https://doi.org/10.32734/psikologia.v18i2.12190>

- Chintya Ones Charli, M. M. (2022). Determinasi Organizational Citizenship Behavior (OCB) dan Loyalitas Karyawan: Analisis Pengetahuan, Komitmen Organisasi dan Motivasi Kerja (Studi Literature Review). 33(1), 1–12.
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64(1), 89-136.
- Djoemadi, F. R., Setiawan, M., Noermijati, N., & Irawanto, D. W. (2019). The effect of work satisfaction on employee engagement. *Polish Journal of Management Studies*, 19(2), 101–111. <https://doi.org/10.17512/pjms.2019.19.2.08>
- Drs. Yun Iswanto, M. S. (2020). Konsep Dasar Manajemen Sumber Daya Manusia (MSDM). 1–51.
- Dudija, S. A. dan N. (2020). Pengaruh Gaya Kepemimpinan Transformasional dan Kompensasi Terhadap Employee Engagement Pada CV. Semar Dan CV. Punakawan Semar Bandung. *Jurnal Ilmiah MEA (Manajemen, EkonoI Dan Akuntansi)*, 4(3), 1310–1324.
- Duri Afryana, S. (2018). Pengaruh Sense of Belonging Terhadap Employee Engagement (Studi Di Bandung Techno Park). *Jurnal Indonesia Membangun*, 17(2), 45–57.
- Fairnandha, M. M. (2021). Pengaruh Perceived Organizational Support, Job Demands, dan Job Satisfaction terhadap Work Engagement. *Jurnal Ilmu Manajemen*, 9(3), 920–930. <https://doi.org/10.26740/jim.v9n3.p920-930>
- Febrial, Eka, Herminingsih, A. (2020). THE EFFECT OF ORGANIZATIONAL COMMUNICATION AND JOB SATISFACTION ON EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE AT PT. ABYOR INTERNATIONAL. *Dijemss*, 1(2), 235–248. <https://doi.org/10.31933/DIJEMSS>
- Florensya Pamara et al. (2021). The Impact of Job Satisfaction on Employee Engagement: A Study in the Hospitality Industry.
- Ghozali. (2018). Aplikasi Analisis Multivariate dengan Program IBM SPSS 25 (S. Badan (ed.); Edisi 9). Universitas Dipenogoro.
- Grasiaswaty, N. (2021). Reviu Sistematis Penelitian Organizational Citizenship Behavior (OCB) di Indonesia. *Buletin Psikologi*, 29(1), 28. <https://doi.org/10.22146/buletinpsikologi.48004>
- Herminingsih, A., & Hamidah, P. (2024). Pengaruh Kepemimpinan Transformasional Kepuasan Kerja dan Kompensasi Non Finansial terhadap Employee engagement. *Co-Value Jurnal Ekonomi Koperasi Dan Kewirausahaan*, 14(10). <https://doi.org/10.59188/covalue.v14i10.4302>
- Istiningsih, I. D., Sugandini, D., & Wahyuni, P. (2020). The Influence of Job Satisfaction and Employee Engagement on Organizational Commitment. 1(1), 1–9.
- Jhuji, Wawan, W., Eneng, M., & Nana, S. (2020). Pengertian, Ruang Lingkup Manajemen, dan Kepemimpinan Pendidikan Islam. *Jurnal Literasi Pendidikan Nusantara*, 1(2), 113. <https://jurnal.uinbanten.ac.id/index.php/jlpn/article/view/3733>
- Jiang, H., & Shen, H. (2023). Toward a Relational Theory of Employee Engagement: Understanding Authenticity, Transparency, and Employee Behaviors. *International Journal of Business Communication*, 60(3), 948–975. <https://doi.org/10.1177/2329488420954236>
- 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(April), 1–12. <https://doi.org/10.3389/fpsyg.2022.831060>
- Johardi, Rahman Hasibuan, A. (2021). MANAJEMEN SUMBER DAYA MANUSIA DAN PENGEMBANGAN SUMBER DAYA MANUSIA?: EVOLUSI DAN KONTRIBUSI. 1(3), 481–487.

- Joo, B. K., & Jo, S. J. (2017). The effects of perceived authentic leadership and employees' ethical leadership on their innovative behavior. *Leadership & Organization Development Journal*, 38(3), 412-431.
- Junaidi, H., Komara, E., Widjaja, Y. R., Mulyani, K., Adhirajasa, U., Sanjaya, R., Karyawan, P., Engagement, E., & Karyawan, K. (2023). Pengaruh Gaya Kepemimpinan Transformasional Dan Penempatan Karyawan Terhadap Employee Engagement Serta Dampaknya Terhadap Kinerja Karyawan Pt Kayaba Indonesia. *E-Prosiding Magister Manajemen ARS University*, 1(2), 54–61.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Karyatun, S., Yuliantini, T., Tama Putra Saratian, E., Soelton, M., & Rahma Putri Riadi, E. (2023). TOWARDS THE BEST MODEL GOOD CORPORATE GOVERNANCE AND KNOWLEDGE MANAGEMENT TO IMPROVE PERFORMANCE THROUGH JOB SATISFACTION. 2(2), 236–245. <https://journal.unpas.ac.id/index.php/jrbm/index>
- Kemal, I. (2021). The Effect of Trust and Job Satisfaction on Citizenship Organizational Behavior in High school. 13(2).
- Khamdari, E., Susilowati, F., Sipil, J. T., Jakarta, P. N., Sipil, J. T., & Tidar, U. (2020). Peran manajemen sumber daya manusia dalam peningkatan kinerja perusahaan konstruksi. 16(1), 27–34.
- Laura, & Gatling, Anthony, J. (Sunny). (2019). The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry. *Journal of Human Resources in Hospitality and Tourism*, 18(3), 368–393. <https://doi.org/10.1080/15332845.2019.1599787>
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.
- Maharani, T. D., & Frianto, A. (2023). Organizational Citizenship Behavior: Peran Kepemimpinan Transformasional dan Keterikatan Kerja. *Jurnal Ilmu Manajemen*, 11(2), 406–417.
- Marbun, N. (2023). Tantangan sumber daya manusia. July. <https://doi.org/10.13140/RG.2.2.30181.17122>
- Mattajang, R., Nurwulandari, A., & Yoshua, Y. (2022). Pengaruh kepemimpinan transformasional, kepuasan kerja, dan pelatihan terhadap employee engagement melalui kinerja pegawai di Mayapada Hospital. *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan*, 5(2), 837–848. <https://doi.org/10.32670/fairvalue.v5i2.2372>
- Milhem, M., Muda, H., & Ahmed, K. (2019). The Effect of Perceived Transformational Leadership Style on Employee Engagement: The Mediating Effect of Leader's Emotional Intelligence. *Foundations of Management*, 11(1), 33–42. <https://doi.org/10.2478/fman-2019-0003>
- Muallidin, I. (2016). Working Paper 2016 KEPEMIMPINAN TRANSFORMASIONAL DALAM KAJIAN TEROTIK DAN EMPIRIS Isnaini Muallidin , S . IP ., M . PA Ilmu Pemerintahan , Universitas Muhammadiyah Yogyakarta. Working Paper, 2007, 1–15. <https://doi.org/10.13140/RG.2.2.10051.71209>
- Mulyana, I. K. E. (2023). Manajemen Sumber Daya Manusia.
- Natasya, R. (2023). PENGARUH DISIPLIN KERJA, KOMITMEN ORGANISASI DAN MOTIVASI TERHADAP KINERJA KARYAWAN PADA PERUMDA TIRTA PAKUAN KOTA BOGOR. 11(1), 92–105.
- Naveen, Nisha, N. (2023). Employee Engagement and Organizational Effectiveness?: The Role of Organizational Citizenship Behavior. *Internal Journal of Business Insights & Transformation*, 6(1), 102–113.

- <http://eds.a.ebscohost.com/ehost/pdfviewer/pdfviewer?sid=0341343f-f115-4a3c-83ab-9018eb15c699%40sessionmgr4002&vid=1&hid=4211>
- Naway, F. A. (2018). Organizational Citizenship Behavior dalam Kinerja Organisasi. In Zahir Publishing.
- Ningsih, S., Karyanto, B., Utami, F., & Sululing, S. (2021). Manajemen Sumber Daya Manusia.
- Nurani, N., Pakpahan, D., & Rizkyto, C. (2020). Organizational Culture Impact Analysis and Job Satisfaction with Organizational Commitment to Improve Employee Performance: Study at PT Telkom Witel .... *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(5), 596–613. <https://mail.palarch.nl/index.php/jae/article/download/2858/2775>
- Northouse, P. G. (2022). *Leadership: Theory and Practice* (9th ed.). Sage Publications.
- Ompusunggu, L. S., & Rifani, D. N. (2023). Pengaruh Employee Engagement Terhadap Organizational Citizenship Behavior (OCB) Pegawai Di Rutan Kelas IIB Humbang Hasundutan. *Widya Manajemen*, 5(1), 1–11. <https://doi.org/10.32795/widyamanajemen.v5i1.3346>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W., Konovsky, M., & Freeman, A. B. (1989). Cognitive Versus Affective Determinants of Organizational Citizenship Behavior. *Journal of Applied Psychology*, 74(1), 157–164. <https://doi.org/10.1037/0021-9010.74.1.157>
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
- Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. *Global Business Review*, 17(4), 965-979.
- Priyatno, D. (2013). *Analisis Korelasi, Regresi, dan Multivariate Dengan SPSS*. Gava Media.
- Priyatno, D. (2016). *Belajar Alat Analisis Data Dan Cara Pengolahannya Dengan SPSS*. Gava Media.
- Ramos, A., & Ellitan, L. (2023). Organizational Citizenship Behavior and Organizational Performance?: A Literature Review. May. <https://doi.org/10.56799/jceki.v2i4.1709>
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.
- Riduwan, & Kuncoro, E. A. (2017). *Cara Menggunakan dan Memakai Path Analysis (Analisis Jalur)*. Alfabeta.
- Ristawati, R. (2018). Efek Mediasi Employee Engagement Dalam Hubungan Antara Kepemimpinan Dan Kepuasan Kerja Dengan Kinerja Karyawan Pada PT. Nindya Karya (Persero) Jakarta.
- Rizky, A. O., Ramli, A. H., & Mariam, S. (2023). Leader-Member Exchange, Communication Satisfaction, Job Satisfaction, Employee Engagement Dan Employee Performance. *Jurnal Lentera Bisnis*, 12(3), 667. <https://doi.org/10.34127/jrlab.v12i3.891>
- Robbins & Judge. (2017). ORGANIZATIONAL BEHAVIOR.
- Rosita, S. (2021). PERAN EMPOWERING LEADERSHIP DALAM MENINGKATKAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR MELALUI EMPLOYEE ENGAGEMENTSEBAGAI VARIABEL INTERVENING. 9(2).
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 19-38.

- Sihotang, H., Roma, E., Silalahi, R., Veronika, M., Endang, S., Santo, U. K., & Interv, V. (2025). Pengaruh Empowerment dan Transformational Leadership terhadap Employee Engagement dengan Employee Motivation sebagai Variabel Intervening. 88–101.
- Sucahyowati, H., Hendrawan, A., & Cahyandi, K. (2024). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Employee Engagement. November 2023, 91–96.
- Sudaryo. (2018). Manajemen Sumber Daya Manusia: Kompetensi Tidak Langsung Dan Lingkungan Kerja Fisik.
- Sugiyono. (2019). EBOOK METODOLOGI PENELITIAN.pdf.
- Sugiyono. (2022). EBOOK METODOLOGI PENELITIAN.pdf.
- Suwatno. (2019). Manajemen Sumber Daya Manusia. Erlangga.
- Suyatno et al. (2020). Manajemen Sumber Daya Manusia?: Prinsip Dasar dan Aplikasi (GCAINDO (ed.)).
- Thiruvenkadam, T., & Durairaj, I. Y. A. (2019). Organizational Citizenship Behavior: Its Definitions and Dimensions. *GE-International Journal of Management Research*, 46(February), 46–55. [www.aarf.asiaEmail](http://www.aarf.asiaEmail)
- Topic, M. (2024). Editorial 29.4: Relationship (and behavioural) leadership in public relations and corporate communications. *Corporate Communications: An International Journal*, 29(4), 473–480. <https://doi.org/10.1108/ccij-07-2024-183>
- Wardhana, A. (2022). Konsep Dasar Ilmu Manajemen. January.
- Wijiharta et al. (2023). Kepuasan Kerja. September.
- Xu, J., & Cooper Thomas, H. (2011). How can leaders achieve high employee engagement?. *Leadership & Organization Development Journal*, 32(4), 399-416.
- Zandra et al. (2023). Pengantar Manajemen.