

Research.

The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.

Arie Zuky¹, Matin Fuadi Febrian², dan Netania Emilisa³

^{1,2,3} Management Department Program, Universitas Trisakti, Jakarta

^{1*)}arie022002001236@std.trisakti.ac.id; ²⁾matin022001701028@std.trisakti.ac.id; ³⁾netania@trisakti.ac.id

corresponding author*

Received: May 27, 2024 Accepted: June 10, 2024 Published: June 30, 2024

To cite this article: Zuky, Arie; Febrian, MF; Emilisa, N, 2024. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees. *The Management Journal of BINANIAGA*, 9(1), 35-46 [doi: 10.33062/mjb.v9i01.62](https://doi.org/10.33062/mjb.v9i01.62)

Abstract: This research is intended to identify the effect of Job Satisfaction, Organizational Trust and Effective Leadership on Organizational Citizenship Behavior at PT Ardita Dwi Mitra. This research is a descriptive quantitative research through the distribution of questionnaires in the form of google form. The method implemented is hypothesis testing. Hypothesis testing utilises simple regression analysis with SPSS 27.0 software. The data collected in this research are employees of PT Ardita Dwi Mitra. Data samples were collected from 100 employee participants of PT Ardita Dwi Mitra. The independent variables of this research include Job Satisfaction, Organizational Trust and Effective Leadership. The dependent variable is Organizational Citizenship Behaviour. The analysis identified a positive effect of Job Satisfaction on Organizational Citizenship Behavior, a positive effect of Organizational Trust on Organizational Citizenship Behavior, and a positive effect of Effective Leadership on Organizational Citizenship Behavior. The results of this research are expected to provide input for leaders to pay attention to Job Satisfaction, Organizational Trust and Effective Leadership which can increase Organizational Citizenship Behaviour.

Keywords: *Job Satisfaction, Organizational Trust, Effective Leadership, Organizational Citizenship Behavior*

INTRODUCTION

In an industrial era full of change, human resource management is experiencing rapid evolution. To adapt to the increasingly complex dynamics of the business world, companies are required to focus primarily on human resource development, so that employees can continue to develop and perform optimally. In order to be able to compete in the rapidly developing business world, companies must think about the quality of their human resources, therefore companies and organizations must make human resource management a top priority (Imbron & Pamungkas, 2021). In facing the competitive business world, organizations not only need strong human resources but also organizational citizenship behavior from workers. Because organizational citizenship behavior arises from workers' feelings of being part of the organization and a sense of satisfaction if they bring something more valuable to the organization (Sumardjo & Supriadi, 2023).

Apart from strong human resources to improve organizational citizenship behavior in the competitive business world, currently there is a need for job satisfaction in the work environment. Job satisfaction for employees refers to a pleasant mental and emotional state that occurs when someone appreciates their

Arie Zuky; Matin Fuadi Febrian; Netania Emilisa. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.

career and work (Dubey et al., 2023). Job satisfaction is the difference between what has been achieved and what needs to be achieved. The lower the difference obtained, it can be said that the individual is satisfied with their job (Purwanto et al., 2021). Job satisfaction is a key aspect of well-being at work which can include the principles of hedonic and eudpurposeonic well-being (Casu et al., 2021). In order for job satisfaction to increase in the work environment, companies must create organizational trust. Organizational trust leads to reciprocity of employees who devote their energy to the organization to achieve better efficiency (Abbasi & Ismail, 2023). Organizational trust is a belief that can be an emotional glue that unites employees and leaders in an organization (Amini & Kemal, 2021).

Lastly, the company must have leaders who can create effective leadership in their work environment. Effective leadership is the leader's ability to motivate his subordinates to realize organizational goals instead of dwelling on personal benefits (Qalati et al., 2022). Effective leadership is not just issuing orders and expecting others to follow them, but inspiring and influencing people to fulfill organizational goals more effectively to the best of their abilities (Dubey et al., 2023). Effective leadership refers to a leader's ability to expand and enhance the goals of subordinates by motivating them to be more effective and giving them the confidence to work beyond the expectations set out in the employment contract (Saira et al., 2021). In accordance with the variables discussed in this research, the health service industry must continue to develop and improve the quality of its employees so that customer service can be maximized. Health problems in Indonesia currently need improvement in terms of service quality, employees who provide services and also service management. In terms of health services, increasingly in the future there will be challenges that can be said to be difficult, such as those in Indonesia. Therefore, apart from hospitals, other health facilities are needed in the form of health clinics. The health clinic itself is divided into 2, namely the main clinic which has a specialist section, while the pratama clinic only serves basic treatment.

PT Ardita Dwi Mitra is a health clinic founded in 2016 by its three founders before establishing PT Ardita Dwi Mitra, formerly the Ardita Dwi Mitra Foundation, founded in 2009. Services include outpatient services, special hospital services, supporting services and inpatient care. . In this case PT Ardita Dwi Mitra works with several health insurance companies and most of the nurses are women because they believe it is their duty to protect patients and prioritize empathy towards patients. Managing this health clinic, PT Ardita Dwi Mitra has a vision and mission, namely prioritizing human resources for the welfare of the people around us. PT Ardita Dwi Mitra works hard to improve the organizational citizenship behavior of employees at PT Ardita Dwi Mitra because employees are the key to supporting patient services so they can provide the best service to patients. From the explanation in the background of the problem above, the researcher is interested in conducting research with the title "The Effect of Job Satisfaction, Organizational Trust and Effective Leadership on Organizational Citizenship Behavior in PT Ardita Dwi Mitra Employees".

Formulation of the Problem

Departing from the background that has been described, this research is intended to examine the problems:

"Is there an effect of Job Satisfaction, Organizational Trust and Effective Leadership on Organizational Citizenship Behavior in PT Ardita Dwi Mitra Employees."

LITERATURE REVIEWS

Job Satisfaction

Job satisfaction is an employee's feeling of satisfaction when they feel they are paid enough, they will be satisfied with their job (Aman-Ullah et al., 2022). Job

Arie Zuky; Matin Fuadi Febrian; Netania Emilisa. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.

satisfaction is defined as an attitude related to the extent to which someone likes or dislikes their current job (Ali & Anwar, 2021). So job satisfaction is a positive state of employees who feel satisfaction when they are satisfied with their work at the company.

Organizational Trust

Organizational trust can be interpreted as employee trust in leaders and causes employees to reciprocate in devoting their energy to the organization to achieve greater efficiency (Abbasi & Ismail, 2023). Organizational trust refers to “the willingness to be vulnerable to authority according to positive expectations about the authority's actions and intentions” (Amini & Kemal, 2021).

Organizational trust is the result of system alignment, structure, rewards, and organizational alignment with company goals (Salanova et al., 2021). So organizational trust is employees' positive trust in leaders which is caused by the alignment of systems, structures, rewards and organizational alignment with company goals (Abbasi & Ismail, 2023; Amini & Kemal, 2021; Salanova et al., 2021).

Effective Leadership

Effective Leadership is defined as a leader who not only effects the emotional and mental state of his employees, but also has a significant effect on the behavior of employees who are intrinsically motivated to achieve organizational goals (Dubey et al., 2023). Effective Leadership is the ability of a leader to motivate his subordinates to realize organizational goals instead of dwelling on personal benefits (Qalati et al., 2022). Effective Leadership can be interpreted as a social phenomenon and ethical relationship that occurs in social processes because of interactions between leaders and employees, both internally and externally to the organization (Freire & Gonçalves, 2021). So effective leadership is the ability of a leader to inspire, guide and effect a group of individuals or groups to achieve common goals and objectives (Dubey et al., 2023; Freire & Gonçalves, 2021; Qalati et al., 2022).

Organizational Citizenship Behavior

Organizational citizenship behavior is employee performance that is invisible to colleagues and the company, which exceeds established performance standards and provides benefits for the company (Dubey et al., 2023). Organizational citizenship behavior is wise individual performance that does not receive direct formal recognition, but this performance can make the organization function more effectively (Freire & Gonçalves, 2021). Organizational citizenship behavior is employee behavior in the workplace, which is not directly recognized as making effective organizational performance (Casu et al., 2021). From the theories above, it can be concluded that organizational citizenship behavior is an employee's performance that is not recognized directly by the organizational system and makes organizational functions efficient and effective (Casu et al., 2021; Dubey et al., 2023; Freire & Gonçalves, 2021).

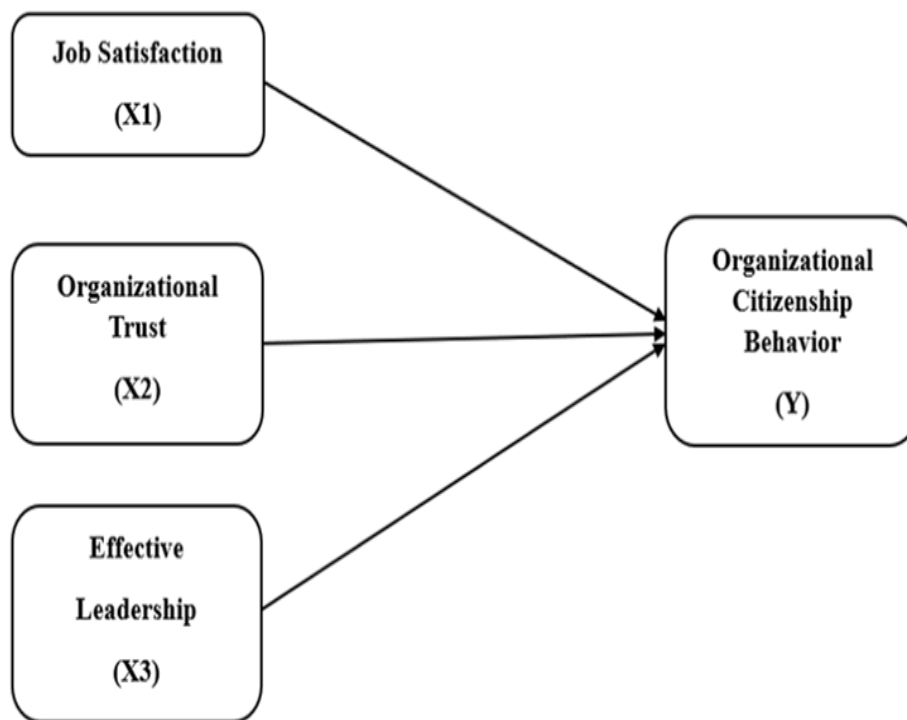
Conceptual Framework

In facing the competitive business world, organizations not only need strong human resources but also organizational citizenship behavior from employees. Because organizational citizenship behavior arises from workers' feelings of being part of the organization and a sense of satisfaction if they bring something more valuable to the organization (Sumardjo & Supriadi, 2023). Apart from strong human resources to improve organizational citizenship behavior in the competitive business world, currently

Arie Zuky; Matin Fuadi Febrian; Netania Emilisa. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.

there is a need for job satisfaction in the work environment. Job satisfaction for employees refers to a pleasant mental and emotional state that occurs when someone appreciates their career and work (Dubey et al., 2023). In order for job satisfaction to increase in the work environment, companies must create organizational trust. Organizational trust leads to reciprocity of employees who devote their energy to the organization to achieve better efficiency (Abbasi & Ismail, 2023). Lastly, the company must have leaders who can create effective leadership in their work environment. Effective leadership is the leader's ability to motivate his subordinates to realize organizational goals instead of dwelling on personal benefits (Qalati et al., 2022).

According to the previous explanation, the conceptual framework of the research is illustrated as follows:



Source: (Abbasi & Ismail, 2023; Dubey et al., 2023)

Hypothesis Development

The research by Dubey et al. (2023) stated that there is a correlation between job satisfaction and organizational citizenship behavior through analysis of manufacturing employees in India. The research conducted by Casu et al. (2021) stated that there is a correlation between job satisfaction and organizational citizenship behavior through analysis of employees in Italy. Research conducted by Sholikhah & Frianto (2022) states that there is a positive correlation between job satisfaction and organizational citizenship behavior through analysis of retail workers in Surabaya. Referring to the theory and research results above, the hypothesis can be explained as below:

H1: There is an effect of job satisfaction on organizational citizenship behavior

Arie Zuky; Matin Fuadi Febrian; Netania Emilisa. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.

The research conducted by Huang et al. (2021) stated that there is a correlation between organizational trust and organizational citizenship behavior through analysis of nurses in Chinese hospitals. Amini & Kemal's (2021) research states that there is a correlation between organizational trust and organizational citizenship behavior through analysis of teachers in Medan. Research conducted by Ampauleng & Abdullah (2021) states that there is a positive correlation between organizational trust and organizational citizenship behavior through analysis of employees in Makassar. From the theory and research results above, the hypothesis can be explained as below:

H2: There is an effect of organizational trust on organizational citizenship behavior

The research conducted by Dubey et al. (2023) indicates that there is a correlation between effective leadership and organizational citizenship behavior through analysis of manufacturing workers in India. A research conducted by Freire & Gonçalves (2021) states that there is a correlation between effective leadership and organizational citizenship behavior through analysis of hotel employees in Portugal. The research conducted by Saira et al. (2021) stated that there is a positive correlation between effective leadership and organizational citizenship behavior through analysis of workers in the textile industry in Pakistan. From the theory and research results above, the hypothesis can be explained as below:

H3: There is an effect of effective leadership on organizational citizenship behavior

RESEARCH METHODOLOGY

This research is the result of modifications from several researches (Abbasi & Ismail, 2023; Dubey et al., 2023). This research is intended to identify the existence of Job satisfaction, Organizational trust and Effective leadership interventions in the formation of Organizational citizenship behavior in PT. Ardita Dwi Mitra in Special Capital Region of Jakarta. The type of research is descriptive quantitative research by distributing questionnaires to employees at PT. Ardita Dwi Mitra in Special Capital Region of Jakarta. The research method used is hypothesis testing to test each variable. The targets used are employees who work at PT. Ardita Dwi Mitra in Special Capital Region of Jakarta. The technique for collecting data is cross sectional because data is collected only at a predetermined time and period. Population is a generalized scope that includes objects or subjects with certain attributes or characteristics that researchers collect to research and then conclude (Sugiyono, 2019). The population of this research is employees of PT Ardita Dwi Mitra in Special Capital Region of Jakarta. All employees were taken as samples or recruited using the census method, where the total number of employees was 100 people.

RESULTS AND DISCUSSION

Hypothesis Test Results

Table 1 Hypothesis 1 Test Results

Hypothesis	Estimate	p-value	Decision
There is an effect of job satisfaction on organizational citizenship behavior	0.939	0.001	Supported

Source: SPSS Processing Output

Arie Zuky; Matin Fuadi Febrian; Netania Emilisa. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.

The first hypothesis tests the effect of job satisfaction on organizational citizenship behavior as follows:

H₀1: There is no effect of job satisfaction on organizational citizenship behavior

H_a1: There is a positive effect of job satisfaction on organizational citizenship behavior

According to the results of hypothesis testing, it can be seen that the significant value for testing the effect of job satisfaction on organizational citizenship behavior was obtained with a sig value of 0.001 with a β value of 0.939. It can be concluded that there is a positive effect of job satisfaction on organizational citizenship behavior. So by increasing employee job satisfaction it will increase the organizational citizenship behavior of PT Ardita Dwi Mitra employees..

Table 2 Hypothesis 2 Test Results

Hypothesis	Estimate	p-value	Decision
There is an effect of organizational trust on organizational citizenship behavior	0.944	0.001	Supported

Source: SPSS Processing Output

The second hypothesis tests the effect of organizational trust on organizational citizenship behavior as follows:

H₀2: There is no effect of organizational trust on organizational citizenship behavior

H_a2: There is a positive effect of organizational trust on organizational citizenship behavior

According to the results of hypothesis testing, it can be seen that the significant value for testing the effect of organizational trust on organizational citizenship behavior was obtained with a sig value of 0.001 with a β value of 0.944. It can be concluded that there is a positive effect of job satisfaction on organizational citizenship behavior. So by increasing employees' organizational trust in the organization, it will increase employees' organizational citizenship behavior.

Table 3 Hypothesis 3 Test Results

Hypothesis	Estimate	p-value	Decision
There is an effect of effective leadership on organizational citizenship behavior	0.939	0.001	Supported

Source: SPSS Processing Output

The third hypothesis tests the effect of effective leadership on organizational citizenship behavior as follows:

H₀3: There is no effect of effective leadership on organizational citizenship behavior

H_a3: There is a positive effect of effective leadership on organizational citizenship behavior

According to the results of hypothesis testing, it can be seen that the significant value for testing the effect of effective leadership on organizational citizenship behavior was obtained with a sig value of 0.001 with a β value of 0.939. It can be concluded that there is a positive effect of effective leadership on

organizational citizenship behavior. So, increasing effective leadership will increase the organizational citizenship behavior of PT Ardita Dwi Mitra employees.

Table 4
The effect of each research variable
(Ordered from most influential)

No	Description	β
1.	Organizational Citizenship Behavior ← Organizational Trust	0.944
2.	Organizational Citizenship Behavior ← Effective Leadership	0.939
3	Organizational Citizenship Behavior ← Job Satisfaction	0.939

Source: SPSS 27 data processing results

From the table above it can be seen that organizational trust has a stronger effect on organizational citizenship behavior with a value of $\beta = 0.944$ compared to effectiveness and job satisfaction, because it is important in increasing employee leadership trust in their organization that the organization cares about employees and appreciates their contributions and treats them fairly. then it will have a positive effect on the organizational citizenship behavior of PT Ardita Dwi Mitra employees.

Hypothesis Discussion

1. From the results of testing the first hypothesis, it can be seen that the significant value for testing the effect of job satisfaction on organizational citizenship behavior is $0.001 > 0.05$, which shows that H_0 is not supported and H_a is supported with a β value of 0.939. These results are supported by research used as the main journal in this research which was researched by Casu et al. (2021) stated that there is a correlation between job satisfaction and organizational citizenship behavior through analysis of employees in Italy. This means that by increasing employee satisfaction they will feel a positive situation which will result in satisfaction with their work at the company and have a positive effect on the organizational citizenship behavior of PT Ardita Dwi Mitra employees..
2. From the results of testing the second hypothesis, it can be seen that the significant value for testing the effect of organizational trust on organizational citizenship behavior is $0.001 > 0.05$, which shows that H_0 is not supported and H_a is supported with a β value of 0.944. These results are supported by research used as the main journal in this research which was researched by Huang et al. (2021) stated that there is a correlation between organizational trust and organizational citizenship behavior through analysis of nurses in hospitals in China. It can be interpreted as increasing positive trust in leaders which is caused by alignment of systems, structures, rewards and alignment of the organization with company goals, which will have a positive effect on the organizational citizenship behavior of PT Ardita Dwi Mitra employees.
3. From the results of testing the third hypothesis, it can be seen that the significant value for testing the effect of effective leadership on organizational citizenship behavior is $0.001 > 0.05$, which shows that H_0 is not supported and H_a is supported with a β value of 0.939. These results are supported by research used as the main journal in this research which was researched by Dubey et al. (2023) stated that there is a correlation

between effective leadership and organizational citizenship behavior through analysis of manufacturing employees in India. It can be interpreted as increasing leaders who can inspire, guide and effect employees to achieve common goals and objectives will have a positive effect on organizational citizenship behavior of PT Ardita Dwi Mitra employees.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

According to the results of the research and discussion in the previous chapter, the following conclusions can be given:

1. From the results of the job satisfaction analysis of PT Ardita Dwi Mitra employees, it can be seen that the average respondent has strong job satisfaction. It can be interpreted that employees feel positive conditions which result in satisfaction with their work at the company.
2. From the results of the analysis of organizational trust in PT Ardita Dwi Mitra employees, it can be seen that the average respondent has high organizational trust. It can be interpreted that employees have positive trust in leaders which is caused by the alignment of systems, structures, rewards and organizational alignment with company goals.
3. From the results of the analysis of effective leadership among PT Ardita Dwi Mitra employees, it can be seen that the average respondent perceives that the leadership has provided good support. It can be interpreted as the leader at PT. Ardita Dwi Mitra can inspire, guide and effect employees to achieve common goals and objectives.
4. From the results of the analysis of organizational citizenship behavior in PT Ardita Dwi Mitra employees, it can be seen that the average respondent has high organizational citizenship behavior. It can be interpreted as employee performance that is not recognized directly by the organizational system and makes organizational functions efficient and effective.
5. From the results of the analysis of the effect of the hypothesis of job satisfaction, organizational trust and effective leadership on organizational citizenship behavior as follows:
 - a. According to the results of hypothesis testing, it can be seen that the significant value for testing the effect of job satisfaction on organizational citizenship behavior was obtained with a sig value of 0.001 with a β value of 0.939. So it can be concluded that there is a positive effect of job satisfaction on organizational citizenship behavior. So increasing job satisfaction among employees will increase the organizational citizenship behavior of PT Ardita Dwi Mitra employees..
 - b. According to the results of hypothesis testing, it can be seen that the significant value for testing the effect of organizational trust on organizational citizen behavior was obtained with a sig value of 0.001 with a β value of 0.944. So it can be concluded that there is a positive effect of organizational trust on organizational citizenship behavior. So by increasing employee organizational trust in the organization it will increase the organizational citizenship behavior of PT Ardita Dwi Mitra employees..
 - c. According to the results of hypothesis testing, it can be seen that the significant value for testing the effect of effective leadership on organizational citizenship behavior was obtained with a sig value of 0.001 with a β value of 0.939. So it can be concluded that there is an effect of effective leadership on organizational citizenship behavior. So by increasing

Arie Zuky; Matin Fuadi Febrian; Netania Emilisa. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.

effective leadership it will increase employee organizational citizenship behavior.

Managerial Implications

It is hoped that the results of this research can become a source of information applied by PT. Ardita Dwi Mitra. The managerial implications in this research are as follows:

1. To increase job satisfaction among PT Ardita Dwi Mitra employees, then it would be better if the company PT. Ardita Dwi Mitra, in increasing job satisfaction, provides training programs and awards in the form of promotions and salaries.
2. To increase organizational trust in PT Ardita Dwi Mitra employees, then it would be better if the company PT. Ardita Dwi Mitra in increasing organizational trust must provide employees with opportunities to make decisions, make policies fairly and pay attention to employees.
3. To improve effective leadership in PT Ardita Dwi Mitra employees, then it would be better if the company PT. Ardita Dwi Mitra, in improving effective leadership, applies openness between employees and management and creates mentorship and coaching programs between senior and junior leaders.
4. To improve organizational citizenship behavior in PT Ardita Dwi Mitra employees, then it would be better if the company PT. Ardita Dwi Mitra in improving organizational citizenship behavior gives employees more responsibility at work, involves employees in the decision-making process and gives employees autonomy and responsibility in accordance with their abilities.

Research Limitations

In this research there are several limitations, including the following:

1. This research was only conducted in one industry, namely health, such as PT. Ardita Dwi Mitra.
2. In this research, we only examined employees of PT. Ardita Dwi Mitra as respondent.
3. In this research, we only used the variables job satisfaction, organizational trust, effective leadership and organizational citizenship behavior.

Recommendation

Recommendations given to future researchers in order to improve the shortcomings or limitations that exist in this research are as follows:

1. It is hoped that further research will not only examine one industry but can be conducted in other industries such as manufacturing.
2. The number of samples used must be larger so that more accurate data can be obtained and research can be conducted in other branches.
3. Future research is expected to pay attention to other variables outside this research that can effect organizational citizenship behavior such as employee performance variables (Qalati et al., 2022). So that employee performance can continue to be improved, such as employee abilities and knowledge.

REFERENCES

- Abbasi, A., & Ismail, W. K. W. (2023). Linking organizational citizenship behavior and organizational trust towards reducing workplace deviance behavior in higher education. *Cogent Social Sciences*, 9(1). <https://doi.org/10.1080/23311886.2022.2157538>
- Ali, B. J., & Anwar, G. (2021). Employee Turnover Intention and Job Satisfaction. *International Journal of Advanced Engineering, Management and Science*, 7(6), 22-30. <https://doi.org/10.22161/ijaems.76.3>
- Aman-Ullah, A., Aziz, A., Ibrahim, H., Mehmood, W., & Aman-Ullah, A. (2022). The role of compensation in shaping employee's behaviour: a mediation research through job satisfaction during the Covid-19 pandemic. *Revista de Gestao*. <https://doi.org/10.1108/REG-04-2021-0068>
- Amini, & Kemal, I. (2021). The Effect of Trust and Job Satisfaction on Citizenship Organizational Behavior in High school. *AL-ISHLAH: Jurnal Pendidikan*, 13(2), 1348-1357. <https://doi.org/10.35445/alishlah.v13i2.655>
- Ampauleng, & Abdullah, S. (2021). Improving Employee Performance: The Role of OCB Between Personal Trust and Leadership. *Jurnal Manajemen*, 25(3), 364. <https://doi.org/10.24912/jm.v25i3.755>
- Casu, G., Mariani, M. G., Chiesa, R., Guglielmi, D., & Gremigni, P. (2021). The role of organizational citizenship behavior and gender between job satisfaction and task performance. *International Journal of Environmental Research and Public Health*, 18(18). <https://doi.org/10.3390/ijerph18189499>
- Dubey, P., Pathak, A. K., & Sahu, K. K. (2023). Assessing the effect of effective leadership on job satisfaction and organisational citizenship behaviour. *Rajagiri Management Journal*, 17(3), 221-237. <https://doi.org/10.1108/ramj-07-2022-0108>
- Freire, C., & Gonçalves, J. (2021). The relationship between responsible leadership and organizational citizenship behavior in the hospitality industry. *Sustainability (Switzerland)*, 13(9). <https://doi.org/10.3390/su13094705>
- Huang, N., Qiu, S., Yang, S., & Deng, R. (2021). Ethical leadership and organizational citizenship behavior: Mediation of trust and psychological well-being. *Psychology Research and Behavior Management*, 14, 655-664. <https://doi.org/10.2147/PRBM.S311856>
- Imbron, & Pamungkas, I. B. (2021). Manajemen Sumber Daya Manusia. *Widina Media Utama*.
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of Transformational Leadership, Job Satisfaction, and Organizational Commitments on Organizational Citizenship Behavior. *Jurnal Inovasi Bisnis*, 9(1), 61. <https://doi.org/10.35314/inovbiz.v9i1.1801>
- 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(11). <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Saira, Mansoor, S., & Ali, M. (2021). Transformational leadership and employee outcomes: the mediating role of psychological empowerment. *Leadership and Organization Development Journal*, 42(1), 130-143. <https://doi.org/10.1108/LODJ-05-2020-0189>

Arie Zuky; Matin Fuadi Febrian; Netania Emilisa. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.

- Salanova, M., Antognoni, H. A., Llorens, S., & Blanc, P. Le. (2021). We trust you! a multilevel-multireferent model according to organizational trust to explain performance. *International Journal of Environmental Research and Public Health*, 18(8). <https://doi.org/10.3390/ijerph18084241>
- Sholikhah, C. I. R., & Frianto, A. (2022). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behaviour (Ocb) Pada Perusahaan Ritel. *Jurusan Manajemen Fakultas Ekonomika Dan Bisnis Universitas Negeri Surabaya*, 10(1), 291-301.
- Sumardjo, M., & Supriadi, Y. N. (2023). Perceived Organizational Commitment Mediates the Effect of Perceived Organizational Support and Organizational Culture on Organizational Citizenship Behavior. *Quality - Access to Success*, 24(192), 376-384. <https://doi.org/10.47750/QAS/24.192.45>

Arie Zuky; Matin Fuadi Febrian; Netania Emilisa. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.

This Pages is Intentionally be emptied

Arie Zuky; Matin Fuadi Febrian; Netania Emilisa. The Effect of Job Satisfaction, Organizational Trust, and Effective Leadership on Organizational Citizenship Behaviour of Employees.