

The Influence Of Transformation AI Leadership On Organizational Citizenship Behavior With Interpersonal Trust As A Mediation Variable At PT. Digital Mediia Telematics)

Pengaruh Kepemimpinan Transformasional Terhadap Organizational Citizenship Behavior Dengan Kepercayaan Interpersonal Sebagai Variabel Mediasi Pada PT. Digital Mediia Telematika)

Ratna Dwi Jayanti

ITEBIS PGRI Dewantara

ratna.dwijayanti@itebisdewantara.ac.id

**Corresponding Author*

ABSTRACT

This research aims to analyze and explain how transformational leadership influences Organizational Citizenship Behavior (OCB) behavior with interpersonal trust as an intermediary variable in PT. Digital Media Telematics Perak Branch. This research uses a quantitative approach and explanatory research methods. The research sample consisted of 33 employees of PT. Digital Media Telematics Perak Branch. The analysis techniques used include validity tests, reliability tests, descriptive analysis and SEM analysis with the help of SmartPLS 4.0 software. Research findings show that transformational leadership can improve Organizational Citizenship Behavior (OCB) behavior, as well as interpersonal trust. Apart from that, interpersonal trust also acts as a mediator that influences the relationship between transformational leadership and Organizational Citizenship Behavior (OCB).

Keywords: *Transformational Leadership, Organizational Citizenship Behavior, Interpersonal Trust*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis dan menjelaskan bagaimana pengaruh kepemimpinan transformasional terhadap perilaku Organizational Citizenship Behavior (OCB) dengan kepercayaan interpersonal sebagai variabel perantara di PT. Digital Media Telematika Cabang Perak. Penelitian ini menggunakan pendekatan kuantitatif dan metode penelitian eksplanatori. Sampel penelitian terdiri dari 33 karyawan PT. Digital Media Telematika Cabang Perak. Teknik analisis yang digunakan meliputi uji validitas, uji reliabilitas, analisis deskriptif dan analisis SEM dengan bantuan perangkat lunak SmartPLS 4.0. Temuan penelitian menunjukkan bahwa kepemimpinan transformasional dapat meningkatkan perilaku Organizational Citizenship Behavior (OCB), serta kepercayaan interpersonal. Selain itu, kepercayaan interpersonal juga berperan sebagai mediator yang mempengaruhi hubungan antara kepemimpinan transformasional dan Organizational Citizenship Behavior (OCB).

Kata Kunci: Kepemimpinan Transformasional, Perilaku Kewargaan Organisasi, Kepercayaan Interpersonal

1. Introduction

Human resources are capabilities possessed by individuals, and are assets that have quite high dominance. Human resources make a significant contribution to management, directing and organizing all internal activities of the organization. This has been confirmed by Simamory (2004), who revealed that human resources are part of an organization where they continue to develop in an organized manner so that they can determine the company's strategy to limit commercial competition. Therefore, employee contributions do not only lie in the ability to carry out their duties well, but also in the initiative to carry out tasks outside the expected set of responsibilities, employees who have extra-roll behavior or commonly known

as Organizational Citizenship Behavior (OCB). Organ (1988) stated that OCB (Organizational Citizenship Behavior) is an activity/action carried out deliberately by someone, not regulated by a formal reward system, but which overall supports the performance of the organization.

According to research conducted by (Kim & Park, 2019), one of the positive aspects of organizational citizenship behavior in an organization is transformational leadership. The leadership style that is often associated with organizational citizenship behavior is transformational leadership style. According to Burns (1978), the transformational leadership model is the leader's ability to motivate his followers to achieve organizational goals rather than focusing on personal interests. Apart from transformational leadership, there are also factors that encourage organizational citizenship behavior, there is also a factor of follower trust in leaders which is called interpersonal trust, which means trust in colleagues (Kim & Park, 2019). Trust is a critical element to a successful multi-party venture and an indication of a healthy relationship. According to several experts such as Mayer (1995) and Rousseau (1998), interpersonal trust is a psychological condition that arises from being open and willing to take risks regarding other people's actions in the hope that other people will act in accordance with our expectations when monitoring the implementation of these actions. Therefore, the task of relational trust as a mediator of the impact of initiatives driving organizational citizenship behavior is considered important because it can encourage leaders to transform their followers in order to achieve high levels of organizational citizenship behavior. From previous research, it is proven that the transformational leadership style has a good influence on organizational citizenship behavior, which is confirmed by research conducted by Kim and Park (2019) while research conducted by Hapizah (2022) states that leadership has no influence on organizational citizenship behavior.

Other research shows that the transformational leadership style has a direct positive influence on interpersonal trust and organizational citizenship behavior, this is supported by the research of Kim and Park (2019), while the research of Juniarta, et al (2016) shows the results of their research that transformational leadership does not influence the transformational leadership style on organizational citizenship behavior and there is no direct relationship through interpersonal trust as mediation.

PT Digital Media Telematics Cab. Perak sees opportunities nowadays as technological evolution in the world is increasingly rapid because technology is now a necessity. According to the APJII (Indonesian Internet Service Providers Association) survey results, in Indonesia, the number of Internet users is increasing, to a total of 221 million Internet users in 2024. This number has increased by 1.31% compared to 2023 which had 215 million internet users. By seeing the greater opportunity for the need for the internet in human life, PT. Digital Media Telematics Perak Branch provides internet services and is a private network access provider established in Perak District.

This research aims to determine the effect of transformational leadership on organizational citizenship behavior in employees of PT Digital Media Telematics Cab Perak. To determine the effect of transformational leadership on interpersonal trust in employees of PT Digital Media Telematics Cab Perak. To determine the influence of interpersonal trust on organizational citizenship behavior in employees of PT Digital Media Telematics Cab Perak. To determine the role of interpersonal trust as a mediating influence of transformational leadership on organizational citizenship behavior in employees of PT Digital Media Telematics Cab Perak.

2. Literature Review

Transformational Leadership

According to Burns (1978), the transformational leadership model is the leader's capacity to encourage employees to achieve organizational goals rather than focusing on personal interests.

Transformational leadership focuses on helping followers to achieve higher performance by being an excellent example (ideal impact), conveying hopes and beliefs (inspirational motivation), broadening horizons and objectivity (intellectual stimulation), and providing individual consideration (individual thinking) (Bass, 1990; Bass and Avolio, 1992).

Organizational Citizenship Behavior

Organ (1988) states that organizational citizenship behavior is an individual who has discretion or voluntarily is not recognized directly or otherwise explicitly through an appropriate reward framework, and generally supports the effective work of the organization.

OCB can be defined as the voluntary support of coworkers in organizational improvement without asking for anything in return. Together with OCB, it can provide positive consequences for both parties, namely employees and the organization exceeding expectations (Mansoor et al., 2012).

Interpersonal Trust

According to several experts, including Mayer (1995) and Rousseau (1998), interpersonal trust is a psychological condition that arises from readiness to accept the risk of another individual's actions, with the belief that the individual will act in accordance with expectations in carrying out his responsibilities.

Specifically, what is meant by "interpersonal" is the trust that a person has towards another particular individual (Ferrin & Lyu, 2018). Mcallister (1995) states that trust is a person's level of self-confidence. implement actions based on word-based, giving, acting, and other decisions.

3. Research Methods

This research uses a descriptive method using a quantitative approach. Sugiyono (2022) explains that quantitative research is a method used to study certain populations or samples and is based on positive philosophy. Meanwhile, the descriptive approach is useful for analyzing data using a description of the data collected without the aim of making generalizations. Using saturated sampling technique, which includes all components of the population being sampled.

This research method uses the explanatory research method. Sugiyono (2022), explains that explanatory research is a research method that describes the position of the variables being investigated and the impact of one variable on other variables. This research uses a Likert scale. Data was collected through questionnaires, interviews and documentation. The population and research sample consisted of employees of PT. Digital Media Telematics employs 35 people. The type of data used consists of primary data and secondary data. The data analysis method applied in this research is SEM-PLS analysis using the SmartPLS version 4.0 application to test models, test hypotheses and test mediation.

The population described by Rukajat (2018), is a generalization field that originates from entities and objects that have distinctive characteristics and characteristics that are identified by researchers in order to study them and draw conclusions. Based on this opinion, the population covered in this research are employees of PT Digital Media Telematics Cab. Perak with a total of 33 employees. Rukajat (2018) defines a sample as the number of members and characteristics of the population. The sample from this research was all employees of PT Digital Media Telematics Cab. Silver as many as 33 people.

Data sources that provide data directly to data collectors are called primary data. Important information was obtained from a survey delivered to PT employees. Digital Media Telematics Cab. Perak (Sugiyono, 2022). The data used is secondary data. Secondary data is a source of information that does not provide data directly, data to the subject who collected the data, such as through documents or other individuals. Secondary data in this research is previous research as well as references and other sources that have relevance to the research conducted (Sugiyono, 2022).

4. Results and Discussions

Results

Descriptive Analysis

Table 1. Transformational Leadership

| Statement Items | Frequency | | | | | Mean Item | Mean Dimensi | Mean Variabel |
|-----------------|-----------|---|---|----|----|-----------|--------------|------------------|
| X.1.1 | 0 | 1 | 2 | 10 | 20 | 4,48 | 4,23 | 4,29 (Tinggi) |
| X.1.2 | 1 | 3 | 4 | 15 | 10 | 3,90 | | |
| X.1.3 | 0 | 2 | 3 | 14 | 14 | 4.33 | | |
| X.2.1 | 0 | 2 | 3 | 14 | 14 | 4,21 | 4,17 | |
| X.2.2 | 1 | 2 | 5 | 13 | 12 | 4,00 | | |
| X.2.3 | 0 | 2 | 3 | 11 | 17 | 4,30 | | |
| X.3.1 | 2 | 0 | 2 | 11 | 18 | 4.3 | 4,52 | |
| X.3.2 | 1 | 2 | 1 | 11 | 18 | 4,30 | | |
| X.3.3 | 1 | 3 | 5 | 11 | 13 | 4,96 | | |
| X.4.1 | 0 | 1 | 4 | 13 | 15 | 4,21 | 4,26 | |
| X.4.2 | 2 | 1 | 1 | 11 | 18 | 4,27 | | |
| X.4.3 | 1 | 2 | 0 | 13 | 17 | 4,30 | | |

Table 1 displays the average value of the idealized influence dimension of 4.23, the inspirational motivation dimension of 4.17, the intellectual stimulation dimension of 4.52 and the individualized consideration dimension of 4.26. And it can be concluded that the average value of the transformational leadership variable is 4.29, which is included in the High category. This shows that employees at PT Digital Media Telematics Cab. Perak received a positive assessment in terms of the behavior of a leader who is able to convey the vision and mission and create a sense of pride, respect and trust in his subordinates, a leader whose behavior can increase the capabilities of subordinates in innovation, intelligence, logic, creativity and problem solving, the behavior of a leader who can convey shared goals and vision, and a leader whose behavior perceives his subordinates as individuals who have different abilities, ideals and needs.

Table 2. Organizational Citizenship Behavior

| Statement Items | Frequency | | | | | Mean Item | Mean Dimensi | Mean Variabel |
|-----------------|-----------|---|---|----|----|-----------|--------------|------------------|
| | | | | | | | | |
| Y.1.1 | 1 | 2 | 1 | 13 | 16 | 4,24 | 4,35 | 4,22 (Tinggi) |
| Y.1.2 | 1 | 1 | 2 | 12 | 17 | 4,30 | | |
| Y.1.3 | 0 | 1 | 2 | 9 | 21 | 4,51 | | |
| Y.2.1 | 6 | 2 | 2 | 10 | 13 | 3,66 | 3,89 | |
| Y.2.2 | 5 | 0 | 1 | 11 | 16 | 4,00 | | |
| Y.2.3 | 2 | 3 | 3 | 9 | 16 | 4,03 | | |
| Y.3.1 | 0 | 1 | 2 | 14 | 16 | 4,36 | 4,26 | |
| Y.3.2 | 1 | 0 | 4 | 13 | 15 | 4,24 | | |
| Y.3.3 | 0 | 2 | 4 | 13 | 14 | 4,18 | | |

| | | | | | | | |
|-------|---|---|---|----|----|------|------|
| Y.4.1 | 1 | 2 | 2 | 9 | 19 | 4,30 | 4,26 |
| Y.4.2 | 2 | 1 | 2 | 11 | 17 | 4,21 | |
| Y.4.3 | 0 | 2 | 1 | 16 | 14 | 4,27 | |
| Y.5.1 | 1 | 1 | 1 | 11 | 19 | 4,39 | 4,33 |
| Y.5.2 | 1 | 1 | 2 | 14 | 15 | 4,24 | |
| Y.5.3 | 1 | 1 | 1 | 12 | 18 | 4,36 | |

Table 2 shows that the average value of the virtue dimension is 4.35, the courtesy dimension is 3.89, the sportsmanship dimension is 4.26, the civic virtue dimension is 4.26, and the conscientiousness dimension is 4.33. And it can be concluded that the average value of the organizational citizenship behavior variable is 4.22 which is in the peak category. This shows that employees at PT Digital Media Telematics Cab. Perak received a positive assessment in terms of behavior of helping individuals in the organization, actions of helping colleagues to avoid problems related to their work by providing advice, respecting their needs, tolerant behavior in unpleasant and non-ideal work situations without complaining, behavior that involves participation in organizational activities, as well as individual treatment carried out to benefit the organization, for example obeying the organization's internal rules.

Table 3 Interpersonal Trust

| Statement Items | Frequency | | | | | Mean Item | Mean Dimensi | Mean Variabel |
|-----------------|-----------|---|---|----|----|-----------|--------------|------------------|
| Z.1.1 | 1 | 1 | 4 | 15 | 12 | 4,09 | 4,15 | 4,10 (Tinggi) |
| Z.1.2 | 0 | 3 | 1 | 13 | 16 | 4,27 | | |
| Z.1.3 | 1 | 2 | 4 | 12 | 14 | 4,09 | | |
| Z.2.1 | 0 | 4 | 3 | 16 | 10 | 3,96 | 4,05 | |
| Z.2.2 | 3 | 1 | 3 | 15 | 11 | 3,90 | | |
| Z.2.3 | 1 | 1 | 2 | 12 | 17 | 4,30 | | |

Table 3 shows that the average affect base trust dimension is 4.15 and the cognitive base trust dimension is 4.05 and it can be concluded that the interpersonal trust variable is in the high category, with an average answer value of 4.10. This shows that the respondent's perception of interpersonal trust is in the high category. Interpersonal trust which is in the high category, illustrates that employees feel that reciprocal relationships with co-workers are very good and the employees of PT Digital Media Telematics Cab. Perak has mutual feelings of trust in the competence of each other's colleagues.

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Table 4. Extracted and Composite Reliability Values

| Variabel | Crombach Alpha | Composite Reability | Average Vriance Extracted (AVE) |
|---|----------------|---------------------|---------------------------------|
| Transformational Leadership (X) | 0,962 | 0,967 | 0,707 |
| Organizational Citizenship Behavior (Y) | 0,949 | 0,955 | 0,586 |
| Interpersonal Trust (Z) | 0,873 | 0,905 | 0,614 |

Based on table 4, it can be seen that the composite reliability value is more than 0.7 and the average variance extracted (AVE) is above 0.5, so it can be concluded that all items can be said to be reliable.

Tabel 5. R-Squares

| Variable | R-Square | R-Square Adjusted |
|---------------------|----------|-------------------|
| Trust Interpersonal | 0,443 | 0,425 |

Organizational Citizenship Behavior 0,746 **0,729**

The organizational citizenship behavior variable has an R-square of 0.746 which means 74.6%. It can be explained that the influence of transformational leadership and interpersonal trust on organizational citizenship behavior is indicated to have a strong influence.

The interpersonal trust variable has an R-square of 0.443, which means 44.3%. It can be explained that the transformational leadership and organizational citizenship behavior variables on the interpersonal trust variable are indicated to have a moderate influence.

Table 6 Path Coefficients Values

| <i>Variable</i> | <i>Original Sampel</i> | <i>T statistic</i> | <i>P values</i> |
|--|------------------------|--------------------|-----------------|
| Transformational Leadership > Organizational Citizenship Behavior | 0,453 | 2,274 | 0,023 |
| Transformational Leadership->Interpersonal Trust | 0,666 | 4,006 | 0,000 |
| Interpersonal Trust > Organizational Citizenship Behavior | 0,493 | 2,285 | 0,022 |
| Transformational Leadership > Interpersonal Trust > Organizational Citizenship Behavior | 0,328 | 2,167 | 0,030 |

Based on table 6. it can be explained as follows:

1. The influence of transformational leadership (X) on organizational citizenship behavior (Y): original sample value 0.453, with p-value $0.023 \leq 0.05$ (t-statistics $2.274 > 1.96$), indicating the positive and significant influence of transformational leadership on OCB behavior.
2. The influence of transformational leadership (X) on interpersonal trust (Z): original sample value 0.666, with p-value $0.000 \leq 0.05$ (t-statistics $4.006 > 1.96$), indicating the positive and significant influence of transformational leadership on interpersonal trust.
3. The influence of interpersonal trust (Z) on organizational citizenship behavior (Y): original sample value 0.493, with a p-value of $0.022 \leq 0.05$ (t-statistics $2.285 > 1.96$), indicating the positive and significant influence of interpersonal trust on organizational citizenship behavior.
4. The influence of transformational leadership has a significant effect on organizational citizenship behavior (OCB) through interpersonal trust as a mediating variable, with an original sample value of 0.328 p-value of 0.030 or ≤ 0.05 (with t-statistics 2.167 or > 1.96). Thus, H4 is accepted, indicating that interpersonal trust mediates the relationship between transformational leadership and OCB.

Discussions

1. The influence of transformational leadership on OCB

Based on the results of the analysis carried out, the higher the level of transformational leadership that is applied, the higher the level of Organizational Citizenship Behavior. Transformational leadership carried out by PT Digital Media Telematics Cab. Silver includes aspects of the behavior of a leader who is able to convey the vision and mission and create a sense of pride, respect and trust in his subordinates, a leader whose behavior can increase the capabilities of subordinates in innovation, intelligence, logic, creativity and problem solving, the behavior of a leader who can convey shared goals and vision, and a leader whose behavior perceives his subordinates as individuals who have different abilities, ideals and needs. So this can foster organizational citizenship behavior in employees. According to

Burns (1978) transformational leadership style is the leader's ability to motivate followers to achieve organizational goals rather than focusing on personal needs.

According to research conducted by (Kim & Park, 2019) one of the things that drives organizational citizenship behavior in an organization is transformational leadership. The results of this research are in line with research conducted by (Qalati et al., 2022) which confirms that leadership style can encourage employees to demonstrate organizational citizenship behavior. Supported by research conducted by (Prahesti et al., 2017) which states that transformational leadership has an influence on OCB behavior. However, this is different from the results of research conducted by (Juniartha et al., 2016) which states that transformational leadership does not have a direct impact on OCB behavior.

2. The Influence of Transformational Leadership on Interpersonal Trust

Based on the results of the analysis carried out, the higher the level of transformational leadership applied, the greater the sense of interpersonal trust in employees. Transformational leadership carried out at PT Digital Media Telematics Cab. Perak has been done well so that this will create a sense of employee trust in the organization both for co-workers and leaders. Interpersonal trust in question is the aspect of trust in one's sincerity, good intentions and trust in the abilities and competence of colleagues and leaders.

According to Bennis and Nanus (1985), successful leaders are those who are able to gain the trust of their followers. One of the main reasons why transformational leaders encourage their subordinates to exceed employee expectations is because employees have trust and respect for the leader (Yukl, 1989). Transformational leadership produces positive feelings and strong motivation in employees (Bass and Avolio, 1995).

The results of this research confirm previous research conducted by (Kim and Park, 2019) which stated that transformational leadership has a direct impact on interpersonal trust. Likewise, previous research whose results are in line with this research is research conducted by (Juniartha et al., 2016) which states that transformational leadership has a direct positive effect on interpersonal trust.

3. The Influence of Interpersonal Trust on OCB

Based on the results of the analysis carried out, the higher the sense of interpersonal trust, the higher the level of organizational citizenship behavior in employees. Sense of interpersonal trust at PT Digital Media Telematics Cab. Silver has been perceived by employees well so that this will give rise to organizational citizenship behavior both for co-workers and in the company. The sense of interpersonal trust between employees is well established in the aspect of reciprocal relationships with co-workers and the employees of PT Digital Media Telematics Cab. Perak has mutual feelings of trust in each other's co-workers' competence so that this can give rise to organizational citizenship behavior in the aspect of helping co-workers to avoid problems related to their work by giving advice, respecting their needs, tolerant behavior in unpleasant and non-ideal work situations without complaining, behavior that involves participation in organizational activities, as well as individual treatment carried out to benefit the organization, for example obeying the organization's internal rules.

Research is in line with social exchange theory which states that this trust helps form and time reciprocal attitudes, which can lead to organizational citizenship behavior. This theory suggests that OCB behavior occurs when an employee feels positive and sympathetic towards the organization, so that the individual becomes motivated to fulfill the organization's needs.

The results of this research support previous research whose results are in line, namely research conducted by (Ie & Widjaja, 2021) which also states that interpersonal trust has a positive influence on organizational citizenship behavior, which means that when the value of

interpersonal trust is strong, employees also tend to show organizational citizenship behavior. This research is strengthened by research conducted by (Fiona & Wijayanti, 2020) that trust has a positive impact on organizational citizenship behavior, therefore trust is an important part of organizational interactions by involving human resources so that mutually trusting working relationships are established.

4. The influence of transformational leadership on interpersonal trust is mediated by interpersonal trust

Based on the results of the analysis, it was found that there is a partial mediating role of interpersonal trust in the relationship between transformational leadership and organizational citizenship behavior (OCB). There are indications that interpersonal trust plays a role in increasing the impact of transformational leadership on OCB.

Of the three variables, namely transformational leadership, *organizational citizenship behavior*, and interpersonal trust, all have been implemented well from various aspects of each variable. According to Bennis and Nanus (1985), those who are able to win the trust of their employees are successful leaders. One of the main motivations why innovative leaders encourage their subordinates to go beyond their assumptions is because they have trust and respect for their leaders (Yukl, 1989). This trust helps shape and time reciprocal attitudes, which can lead to *organizational citizenship behavior*.

However, this research is not in line with the results explained in research revealed by Goodwin et al., (2011) that full trust mediates between transformational leadership behavior and OCB, performance and affective commitment.

5. Conclusion

Transformational leadership at PT. Digital Media Telematics Cab. Silver that is well realized thus influences high levels of Organizational Citizenship Behavior (OCB). Transformational leadership at PT. Digital Media Telematics Cab. Silver also has an effect on increasing high levels of interpersonal trust among employees. A high sense of interpersonal trust that is implemented well among employees has an impact on high levels of Organizational Citizenship Behavior (OCB). The interpersonal trust that exists in PT employees. Digital Media Telematics Cab. Silver is proven to partially mediate the relationship between Transformational Leadership and Organizational Citizenship Behavior (OCB).

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