

DOES JOB SATISFACTION PLAY A MEDIATOR ROLE FROM TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR

*Luthfi Aulia Safari*¹

*M Havidz Aima*²

*Ikramina Larasati Hazrati Havidz*³

^{1,2,3} Universitas Mercu Buana, Indonesia

*e-mail: luthfiauliasafari@gmail.com¹, havidz.aima@esaunggul.ac.id²,

ikramina.larasati@esaunggul.ac.id³

*Correspondence: ikramina.larasati@esaunggul.ac.id

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Abstract. This study aims to analyze the effect of transformational leadership and organizational culture on organizational citizenship behavior through job satisfaction as a mediating variable. Employees of bank employees belonging to KBMI 4 is the population of this study, namely Mandiri bank, BCA, BRI, and BNI. Structural Equation Model-Partial Least Square (SEM-PLS) is used in this research. The results found that Transformational Leadership and Organizational Culture has a positive and significant effect on Job Satisfaction, Transformational Leadership had no effect on Organizational Citizenship Behavior, Organizational Culture and Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior, Transformational Leadership, and Organizational Culture simultaneously effect on Job Satisfaction, Transformational Leadership and Organizational Culture simultaneously effect on Organizational Citizenship Behavior, Job Satisfaction did not mediate the influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior.

Keywords: Transformational Leadership, Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior

INTRODUCTION

Financial Service Authority - Government Agency (OJK) changed the classification or grouping of the banking industry to Bank Group Based on Core Capital (KBMI) previously known as Commercial Bank for Business Activities (BOOK), as stated in regulation No.12/POJK.03/2021 (Christiani, 2021). Based on this regulation, there are only 4 (four) banks that are included in the highest category, namely KBMI 4 with a core capital of more than Rp 70.000.000.000.000,- (seventy trillion rupiah), the four banks are Mandiri bank, BCA, BRI, also BNI (Nasution et al., 2020).

Financial Service Authority - Government Agency (OJK) issue regulations on commercial banks based on the spirit and purpose so that the banking industry in Indonesia can be more competitive, adaptive and contributing to the economy in Indonesia, human resources are very influential for the company to achieve these goals. Human

resources or employees are expected to be able to help each other in doing work together, willing to contribute more to the company and not committing fraud that can violate banking norms and regulations (Kharisma, 2020).

In Indonesia, almost all financial institutions such as banks have experienced fraud. Fraud can come from external parties or even from the company's own internal parties. Survey conducted by Association of Certified Fraud Examiners (ACFE) in 2019 showed that the financial and banking sectors ranked the highest in the sector that was most disadvantaged by fraud (Murdock, 2018).

Association of Certified Fraud Examiners 2019 shows the report that the industrial sector that is most disadvantaged due to fraud is the financial and banking industry as much as 41.4% (Chantia et al., 2021).

Fraud reports received by Financial Service Authority - Government Agency in the first quarter until the third quarter is shown in table 1:

Table 1. Fraud Report

Information	Period				Total (2021)	Total period 2014 s.d Quarter III- 2021
	Quarter I- 2021	Quarter II- 2021	Quarter III- 2021			
Bank Office (KB)	10	6	2	18	255	
Case (PKP)	15	12	4	31	499	

Source : OJK Quarterly Report

Based on table 1 in the first quarter 2021 OJK received 15 reports of

irregularities in banking regulations from 10 bank offices, in the second quarter 2021

OJK received 12 reports of irregularities in banking regulations from 6 bank offices and in the third quarter 2021 OJK received 4 reports of irregularities in banking regulations from 2 bank offices ([Pratiwi & Masdupi, 2021](#)). The total number of reports received by OJK in the first quarter to the third quarter was 31 cases of irregularities in banking regulations from 18 bank offices. The total accumulation of reports received by OJK from 2014 to the third quarter was 499 cases involving 255 bank offices ([Ibrahim, 2016](#)).

The high number of fraud cases in the banking industry shows that the organizational citizenship behavior is still low, because there are still many employees who do not obey or comply with the norms in banking, this contradicts one of the OCB dimensions, namely conscientiousness (according to the norm). Pre-survey shows there are three variables that can affect OCB, namely, transformational leadership, organizational culture, and job satisfaction ([William & Riyanto, 2021](#)).

([Judge & Robbins, 2017](#)) argue that Organizational Citizenship Behavior is discretionary behavior or freedom in making their own decisions that are not included in the job requirements, but can contribute to the workplace environment. Organizations will be successful if their employees are willing to contribute more than their work. According to ([Kusumajati, 2014](#)) There are five different characteristics of organizational citizenship behavior, namely Altruism, Courtesy, Civic Virtue, Sportsmanship, and Conscientiousness.

According to ([Robbins, 2014](#)) Transformational leadership is a supervisor

who can inspire their followers, and act as a role model and intellectually develop or guide their followers and then can develop their potential. Transformational leadership will be effective if their followers can see firsthand the positive impact, from their work by direct interaction with customers or other beneficiaries. According to ([Hall et al., 2002](#)) There are four transformational leadership styles, Idealized influence, Inspirational motivation, Intellectual stimulation, Individual consideration.

According to ([Judge & Robbins, 2017](#)) Organizational culture is a concept, values, and work style that is applied by every member of the organization, and can influence the way members of the organization behave, which can be a differentiator from other organizations. In a strong organizational culture, the core values of an organization are upheld by all employees. The more employees in the organization who accept the organization's core values, the stronger the organizational culture will be, and can have a major influence on employee behavior. According to ([Judge & Robbins, 2017](#)), organizational culture has seven characteristics, Innovation and risk-taking, People Orientation, People Orientation, Outcome Orientation, Team Orientation, Attention to detail, Stability, Aggressiveness.

According to ([Judge & Robbins, 2017](#)) Job satisfaction refers to an employee general behavior towards his job, An employee will have a positive attitude towards his job if he has high job satisfaction and an employee will tend to have a negative attitude towards his job if he has low job satisfaction. According to ([Judge & Robbins, 2017](#)) job satisfaction

has five characteristics, namely, The work itself, Co-workers, Pay, Supervision, and Promotion opportunities.

MATERIALS AND METHODS

Quantitative research using primary data in the form of surveys is used for this research. The population in this study are bank employees who are categorized in Bank Group Based on Core Capital (KBMI) 4 as stated in regulation No.12/POJK.03/2021 by OJK, with an unknown population.

Nonprobability sampling used in this research with sampling technique convenience sampling or accidental sampling. According to (Hendayana, 2020) total of samples in the study is at least five times of total indicators. Due to the unknown population in this study, the number of samples is 42 (indicators total) multiplied 5, so the number of samples is 210 respondents is sufficient to represent the population, with assuming proportion, 52 employees of BRI, 53 employees of BCA,

53 employees of Mandiri, and 52 employees of BNI.

Smart Partial Least Square (PLS) is used in this study to analyze data. This multivariant statistical technique is useful for solving multiple regression when the data has quite specific problems, such as a small number of samples, missing data or multicollinearity (Wati, 2017).

RESULTS AND DISCUSSION

Outer Model

a) Convergent Validity

Based on the results of dependen and independent variabels , can be concluded that the loading factor value of all variables after being modified more than 0.6 so it can be concluded that all variables used in this study are valid. Evaluation of convergent validity can also be seen from the magnitude of the Average variance extracted (AVE) value.

Table 2. AVE (Average Varian Extracted)

Variabels	Average Variance Extracted (AVE)	Explanation
Transformational Leadership	0,681	Valid
Organizational Culture	0,501	Valid
Organizationa; Citizenship Behavior	0,522	Valid
Job Satisfaction	0,523	Valid

Source: Data Processing Results Using SmartPLS (2022)

Based on table 2, shown that the AVE value of each variable is > 0.5 , its mean that all the variables used in this study are valid.

b) Discriminant validity

Discriminant validity is seen based on the value of cross loadings measurements with constructs, each cross loading value of the construct must be bigger than the loading

value with other constructs, its mean the model has good discriminant validity.

Table 3.Cross Loading Each Variable

	Organizational Culture	Job Satisfaction	Transformational leadership	Organizational Citizenship Behavior	Explanation
801	0.808	0.532	0.511	0.742	Valid
802	0.803	0.537	0.611	0.638	Valid
803	0.716	0.434	0.518	0.611	Valid
804	0.784	0.484	0.480	0.585	Valid
805	0.800	0.514	0.540	0.659	Valid
806	0.871	0.579	0.599	0.701	Valid
807	0.700	0.571	0.480	0.486	Valid
KJ1	0.428	0.704	0.420	0.433	Valid
KJ2	0.395	0.694	0.440	0.372	Valid
KJ3	0.433	0.781	0.486	0.346	Valid
KJ4	0.551	0.860	0.718	0.488	Valid
KJ5	0.635	0.737	0.610	0.644	Valid
KT1	0.657	0.602	0.865	0.587	Valid
KT2	0.677	0.661	0.911	0.608	Valid
KT3	0.522	0.659	0.885	0.454	Valid
KT4	0.568	0.676	0.905	0.504	Valid
OC1	0.635	0.478	0.473	0.799	Valid
OC2	0.733	0.545	0.533	0.858	Valid
OC3	0.696	0.521	0.533	0.845	Valid
OC4	0.562	0.452	0.415	0.726	Valid
OC5	0.585	0.494	0.450	0.751	Valid

Source: Data Processing Results Using SmartPLS (2022)

In table 3 shown that all dimensions have a cross loading value of the construct that is bigger than the cross loading value of other constructs (valid) , and its mean the variable constructs of all variable used in this study have good discriminant validity.

The reliability of a construct showed by composite reliability value and the Cronbach's alpha value. If construct has composite reliability value and Cronbach's alpha is above 0.70, its mean means that the construct has good reliability.

c) Reliability

Table 4.Cronbach's Alpha and Composite Reliability

Variabels	Cronbach's Alpha	Composite Reliability	Terms	Explanat on
Transformational Leadership	0.933	0.945	>0,70	Reliabel
Organizational Culture	0.909	0.923	>0,70	Reliabel
Job Satisfaction	0.884	0.907	>0,70	Reliabel

Organizational Citizenship Behavior	0.884	0.907	>0,70	Reliabel
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Source: Data Processing Results Using SmartPLS (2022)

Table 4 shown that composite reliability and Cronbach's alpha of each variable is > from 0.70, its mean that the research model used in this study has met the reliability criteria.

Inner Model

The evaluation of the Inner Model or hypothesis testing in this study was carried out in several steps, by evaluating the value of the path coefficient, *indirect effect*, evaluating R² value, measuring effect size f², validate the overall structural model with Goodness of Fit Index (GoF), and *predictive relevance* (Q2) test.

The R² of Job Satisfaction is 0.583 and R² of Organizational Citizenship Behavior is 0.670.

F value in this study is 97 for the job satisfaction variable and 223 for organizational citizenship behavior

variables, F Table value at alpha 0.05 is 2.65. its means $F_{Hitung} > F_{Tabel}$, so H6 dan H7 accepted.

Result of *Goodness of Fit Index* (GoF) value is 0,589. (Siswoyo et al., 2020) argues that, Gof value 0,1 is small, Gof Value 0,25 is moderate and GoF value 0.36 is large. The results show that the overall performance of the measurement model (outer model) and the structural model (inner model) in this study is good, with a GoF value greater than 0.36.

The *predictive relevance* value (Q2) is 0,862. In the model of this study, the correlation prediction value (Q2) of endogenous latent variables is > 0, so latent variables are called explanatory variables that can predict endogenous variables or have good correlation predictors.

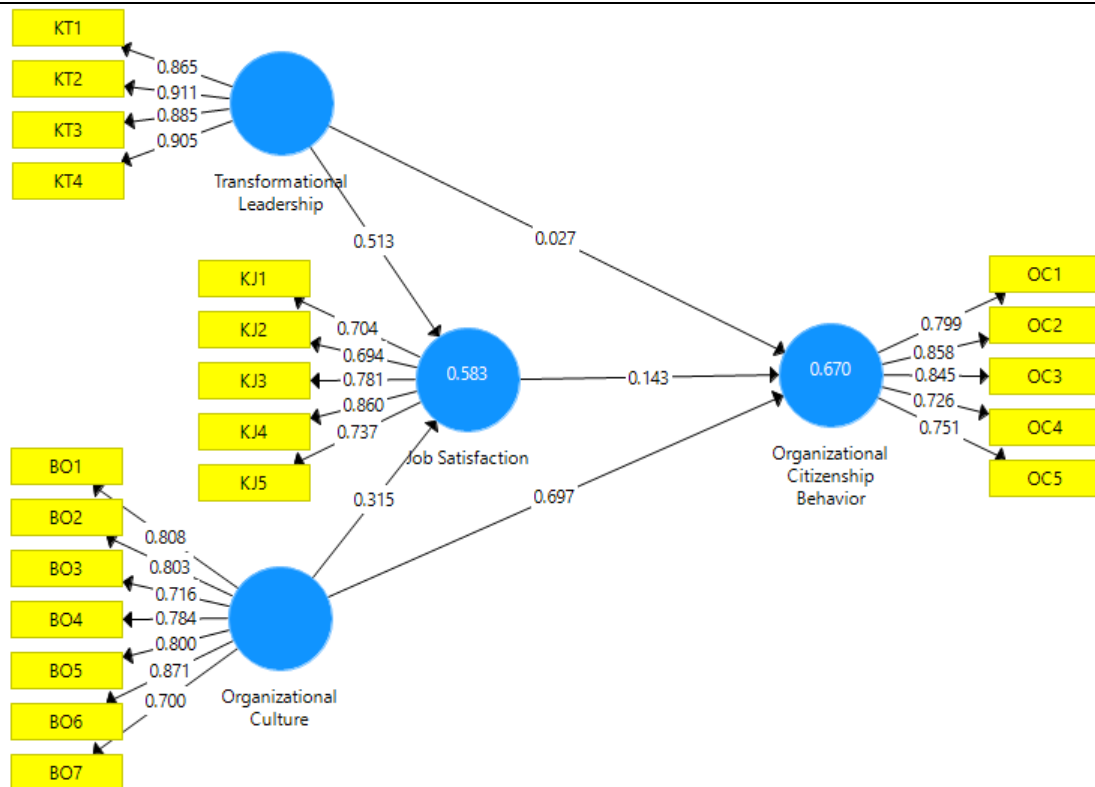


Image 1. Inner Model Test

Source: Data Processing Results Using SmartPLS (2022)

Table 5. Partial Effect of Independent Variables on Dependent Variables

Original Sample (O)	Standard Deviation (M)	Sample (STDEV)	Mean	T Statistics (CIO/STDEVI)	T label	p Values
Transformational Leadership-> Organizational Citizenship Behavior	0.027	0.030	0.076	0.354	1.96	0.724
Transformational Leadership-> Job Satisfaction	0.513	0.524	0.086	5.938	1.96	0.000
Organizational Culture-> Organizational Citizenship Behavior	0.697	0.696	0.062	11.192	1.96	0.000
Organizational Culture-> Job Satisfaction	0.315	0.307	0.088	3.580	1.96	0.000
Job Satisfaction-> Organizational Citizenship Behavior	0.143	0.137	0.073	1.972	1.96	0.049

Source: Data Processing Results Using SmartPLS (2022)

Table 6. Indirect Effect of Independent Variables on Dependent Variables

	R2	F- Statistik	F- Tabel	Alpha	Conclusion
(TI, OC) -> JS	0.583	97	2.65	0.05	f Hitung > labe (H6 F received) I
(TI, OC, JS) -> OCB	0.670	223	2.65	0.05	f Hitung > labe (H7 F received) I

Source: Data Processing Results Using SmartPLS (2022)

Table 5 and table 6 above, shown that the statistical calculations obtained for the structural model with the following hypothesis:

1. Hypothesis 1

The path coefficient value is 0,513 and $T_{Hitung} (5,938) > T_{Tabel} (1,96)$ with $P_{Value} 0,000$, and H1 accepted ($P_{Value} < 0,05$), H0 rejected, its means that Transformational Leadership (X1) has a positive and significant relation on Job Satisfaction (Y). Based on observations at KBMI 4 banks, real actions felt by KBMI 4 employees is the attitude of their leaders in listening to their opinions and constraints, especially obstacles in achieving branch targets, which will affect the company's performance. Their leaders are active in giving directions and willing to take the time to help them who have difficulty in achieving company targets, such as doing product reviews, and doing roleplay to every employee. The ability of leaders to provide assistance to their employee will increase employee satisfaction at work. Findings of this study are in accordance with the findings of research conducted by (Qarismail & Prayekti, 2020) and findings of research conducted by (Utami & Aima, 2021), they argues that transformational leadership

affects employee job satisfaction.

2. Hypothesis 2

The path coefficient value is 0,315 and $T_{Hitung} (3,580) > T_{Tabel} (1,96)$ with $P_{Value} 0,000$, and H2 accepted ($P_{Value} < 0,05$) dan H0 rejected, its mean that Organizational Culture (X2) has a positive and significant relation on Job Satisfaction (Y). Based on observations at KBMI 4 banks the concepts, values and work styles applied by the company to serve as guidelines for each employee have increased the cohesiveness of the team. Bank KBMI 4 employees also feel that applying organizational culture can increase team engagement, it will establish a good relationship between co-workers. Findings of this study are in accordance with the findings of research conducted by (Suparta & Ardana, 2019) and findings of research conducted by (Abbas et al., 2020) they argues that organizational culture affects job satisfaction.

3. Hypothesis 3

The path coefficient value is 0,027 and $T_{Hitung} (0,354) < T_{Tabel} (1,96)$ with $P_{Value} 0,724$, and H3 rejected ($P_{Value} > 0,05$) dan H0 accepted, its means that Transformational Leadership (X1) has no significant relation on Organizational Citizenship Behavior (Z). The results of this study underlie that

voluntary behavior or organizational citizenship behavior in KBMI 4 bank employees is not based on leadership or from the attitude of the leader, transformational leadership is not strong enough to encourage employees to achieve maximum organizational citizenship behavior. Findings of this study are in accordance with the findings of research conducted by ([Aldrin & Yunanto](#), 2019) and findings of research conducted by ([Mahnefid](#), 2019) they argues that transformational leadership has no significant relation on organizational citizenship behavior.

4. Hypothesis 4

The path coefficient value is 0,697 and $T_{Hitung} (11,192) > T_{Tabel} (1,96)$ with $P_{Value} 0,000$, and H4 accepted ($P_{Value} < 0,05$) and H0 rejected, its means that Organizational Culture (X2) has a positive and significant relation on Organizational Citizenship Behavior (Z). Based on observations at the bank KBMI 4 organizational culture values that are applied, make KBMI 4 bank employees continue to innovate and be enthusiastic in facing changes especially in today's digital era, many technology-based financial companies have emerged, namely *fintech* (*financial technology*) as a competitor to the banking industry. Organizational culture will encourage employees to be innovative, take risks and encourage employees to seek the newest information for the company's development where this is voluntary (not mandatory) but employees are expected to be involved in organizational citizenship behavior, although its not clearly stated in their job description. Findings of this study are in accordance with the findings of

research conducted by Aziz (2020) and findings of research conducted by Rivai (2021) they argues that organizational culture has an effect on improving organizational citizenship behavior.

5. Hypothesis 5

The path coefficient value is 0,143 and $T_{Hitung} (1,972) > T_{Tabel} (1,96)$ with $P_{Value} 0,049$, and H5 accepted ($P_{Value} < 0,05$) and H0 rejected, so it can be concluded that Job Satisfaction (Y) has a positive and significant relation on Organizational Citizenship Behavior (Z). The behavior of helping each other in the work environment of the KBMI 4 bank will make employees always comply with the rules and norms that have been set by the company, This will increase employee job satisfaction because they feel safe at work. Employees who are satisfied with their jobs will benefit the organization and can positively influence employee attitudes in an organization, the employee will contribute more to the company. Findings of this study are consistent with those conducted by ([Zami et al.](#), 2019) and findings of research conducted by ([Sholikhah & Frianto](#), 2022) they argues that job satisfaction affects organizational citizenship behavior.

6. Hypothesis 6

The R^2 values of transformational leadership and organizational culture is 0.583 with $F_{Statistic}$ values 97 and F_{Tabel} values at alpha 0,05 is 2,65. Its means $F_{Hitung} (97) > F_{Tabel} (2,65)$, H6 accepted and H0 rejected, the conclusion of this research is that Transformational Leadership (X1) and Organizational Culture (X2) simultaneously have a positive and significant relation on Job Satisfaction (Y). the higher the level of

transformational leadership and organizational culture in a company, the higher the level of job satisfaction felt by bank employees KBMI 4. Findings of this study are in accordance with the findings of research conducted by (Ayatullah, 2020) and findings of research conducted by (Algadri et al., 2021), they argues that transformational leadership and organizational culture simultaneously have a positive and significant relation on job satisfaction.

7. Hypothesis 7

The R² values of transformational

leadership, organizational culture, and job satisfaction is 0,670 with F_{Statistic} values 223 and F_{Tabel} values at alpha 0,05 is 2,65. Its means F_{Hitung} (223) > F_{Tabel} (2,65), and H7 accepted dan H0 rejected, the conclusion of this research is Transformational Leadership (X1), Organizational Culture (X2) and Job Satisfaction (Y) simultaneously have a positive significant relation on OCB (Z). Findings of this study are in accordance with the findings of research conducted by (Algadri et al., 2021) which states that organizational culture, transformational leadership, job satisfaction simultaneously positive significant effect on OCB

Table 8 Indirect Effect of Independent Variables on Dependent Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership → Job Satisfaction → Organizational Citizenship Behavior	0,073	0,072	0,042	1,755	0,080
Organizational Culture → Job Satisfaction → Organizational Citizenship Behavior	0,045	0,041	0,025	1,806	0,072

Source: Data Processing Results Using SmartPLS (2022)

From table 8 above, it can be seen the indirect effect each variable, it can be concluded:

8. Hypothesis 8

The path coefficient value is 0,073 and T_{Hitung} (1,755) < T_{Tabel} (1,96) with P_{Value} 0,080, it means H8 rejected (P_{Value} >0,05) dan H0 accepted, its mean that Job Satisfaction (Y) has no significant relation in mediating Transformational Leadership (X1) on OCB (Z). Findings of this study are in accordance with the findings of research conducted by (Wu, 2018) and the findings of research conducted by (Arifiani et al., 2020) they argues that transformational leadership on

OCB not mediated by job satisfaction.

9. Hypotehesis 9

The path coefficient value is 0,045 and T_{Hitung} (1,806) < T_{Tabel} (1,96) with P_{Value} 0,072, it means H9 rejected (P_{Value} >0,05) dan H0 accepted, its mean that Job Satisfaction (Y) has no significant relation in mediating Organizational Culture (X1) on Organizational Citizenship Behavior (Z). Findings of this study are in accordance with the findings of research conducted by by (Diary et al., 2020) which states that organizational culture on OCB not mediated by job satisfaction.

CONCLUSIONS

Individual considerations are the most positive and significant transformational leadership factors on job satisfaction. Team-oriented is organizational culture factors have the strongest positive significant influence on job satisfaction. Transformational leadership has no significant relation on OCB. Innovation and risk taking are the biggest influences of corporate culture on OCB. Job satisfaction factor is that coworkers have the strongest positive and substantial impact on OCB. Transformational leadership and organizational culture coexist with job satisfaction. Transformational leadership, organizational culture and job satisfaction coexist with OCB. Transformational leadership not mediated by job satisfaction on OCB. Organizational culture not mediated by job satisfaction on OCB.

SUGGESTIONS

1. Management needs to improve Inspirational motivation behavior to leaders so that they can inspire their employees by generating enthusiasm and optimism and can raise their enthusiasm to be involved in following important things in the organization by providing motivational training to each employee, and doing evaluation in the form of an assessment sheet.
2. Management in this case needs to encourage employees to always be able to innovate and dare to take risks, so that employees participate in contributing their ideas for the progress and development of the

company, this can be done by inviting them to be involved in identifying problems and how to solve it.

3. Management must be able to ensure that each employee's relationship must be well established, in accordance with norms, and comply with company rules and policies, so that they can work comfortably without worrying about conflicts in the work environment,.
4. For further researchers needs to increase the number of respondents to bank employees belonging to the KBMI bank 4. The more number of respondents, the more accurate research results will be.

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