



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL JUSTICE ON WORK SATISFACTION THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) DURING THE CONSOLIDATION PERIOD OF THE STATE-OWNED PHARMACEUTICAL HOLDING (A Study At PT Bio Farma (Persero))

Andhini Fauzia¹⁾, Fansuri Munawar²⁾

^{1,2)}Master of Management Program, Graduate School, Widyatama University, Bandung, Indonesia
andhini.fauzia@widyatama.ac.id¹, fansuri.munawar@widyatama.ac.id²

ARTICLE HISTORY

Received:

January 9, 2026

Revised

January 17, 2026

Accepted:

March 23, 2026

Online available:

April 20, 2026

Keywords:

Organizational Citizenship, Behavior, Organizational Justice, Transformational Leadership, Work Satisfaction

*Correspondence:

Name: Andhini Fauzia

E-mail:

andhini.fauzia@widyatama.ac.id

Editorial Office

Ambon State Polytechnic

Centre for Research and

Community Service

Ir. M. Putuhena Street, Wailela-

Rumahtiga, Ambon

Maluku, Indonesia

Postal Code: 97234

ABSTRACT

Introduction: This study aims to analyze the effects of Transformational Leadership (X1) and Organizational Justice (X2) on employees' Work Satisfaction (Y) at PT Bio Farma (Persero), both directly and through the mediation of Organizational Citizenship Behavior (OCB). In the context of the transformation of the State-Owned Enterprises (BUMN) Pharmaceutical Holding initiated in 2020, the company faces challenges in maintaining employee satisfaction amid structural and policy changes.

Methods: This research uses a quantitative approach with a survey involving 300 permanent employees of PT Bio Farma (Persero). The results of the study indicate that Transformational Leadership (X1) has an adverse direct effect on Work Satisfaction (Y), but a positive effect through the mediation of OCB. Organizational Justice (X2) has a positive direct impact on Work Satisfaction and also contributes to increased job satisfaction through OCB.

Results: These findings suggest that although Transformational Leadership does not directly enhance Work Satisfaction, the mediating role of OCB significantly contributes to creating a work environment that supports employee satisfaction. It is recommended to strengthen Transformational Leadership and to implement clearer Organizational Justice principles to create a harmonious, productive work environment, ultimately increasing employee satisfaction. These findings are expected to contribute to the development of human resource management theory and provide practical recommendations for the company to improve organizational effectiveness by enhancing employee job satisfaction.

INTRODUCTION

The pharmaceutical industry is a strategic sector that supports public health and national resilience. In Indonesia, PT Bio Farma (Persero) was appointed as the parent company of the State-Owned Pharmaceutical Holding in 2020 to strengthen the national health industry, improve supply-chain efficiency, and reduce dependence on imported active pharmaceutical ingredients (API). However, the consolidation process has also created internal managerial and industrial-relations challenges, while global pressures—technological disruption, rising R&D costs, and strict regulation—require firms to maintain not only innovation capability but also internal cohesion and effective human resource management (Bio Farma, 2023).

Work satisfaction is essential for organizational sustainability because it is associated with productivity, loyalty, and adaptability to change (Luthans, 2008). In transformation contexts, restructuring and system changes may reduce employee satisfaction and weaken motivation and commitment (Luyckx et al., 2019), especially when communication and transparency are limited (Budd et al., 2010). At PT Bio Farma (Persero), internal pre-survey results show a decline in total satisfaction from 3.27 (2022) to 2.86 (2023) and 2.77 (2024) on a 1–4 scale. Importantly, coworker satisfaction remained consistently high (>3.5), while satisfaction toward management declined from 2.91 (2022) to 2.45 (2024), indicating a widening gap between strong horizontal relations and weakening trust in management.

These conditions highlight the relevance of transformational leadership and organizational justice. Transformational leadership emphasizes vision, inspiration, intellectual stimulation, and individualized consideration, which are expected to support employees during uncertainty (Bass & Riggio, 2006). Meanwhile, organizational justice—distributive, procedural, and interactional—shapes perceptions of fairness that influence satisfaction and work attitudes (Colquitt, 2001; Greenberg, 1990). In addition, Organizational Citizenship Behavior (OCB) represents discretionary, extra-role behavior that supports organizational effectiveness and may strengthen a positive work climate during consolidation (Organ, 1988). Therefore, OCB is a plausible mechanism linking leadership and justice perceptions to work satisfaction.

Based on this background, this study examines the effects of transformational leadership and organizational justice on work satisfaction, both directly and indirectly through OCB, among employees of PT Bio Farma (Persero) during the consolidation of the SOE Pharmaceutical Holding.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership refers to a leadership style that motivates and inspires employees by articulating a clear vision, providing intellectual stimulation, demonstrating idealized influence, and offering individualized consideration (Bass & Avolio, 1994; Yukl, 2013). Transformational leaders encourage employees to transcend personal interests for collective goals and foster meaningful engagement at work. In periods of organizational change, such leadership is particularly important because it helps reduce uncertainty, builds trust, and strengthens employees' psychological attachment to the organization. Prior studies indicate that transformational leadership is associated with positive work attitudes, including higher levels of work satisfaction and discretionary behavior (Walumbwa et al., 2008; Utami & Prasetya, 2019).

Organizational Justice

Organizational justice refers to employees' perceptions of fairness in organizational practices and consists of distributive, procedural, and interactional justice (Colquitt, 2001). Fairness in outcomes, decision-making processes, and interpersonal treatment plays a critical role in shaping employees' attitudes and behaviors. When employees perceive organizational practices as fair, they are more likely to develop trust in management, exhibit positive attitudes, and experience higher work satisfaction (Greenberg, 1990; Robbins & Judge, 2019). Conversely, perceived injustice may lead to dissatisfaction, reduced motivation, and withdrawal behaviors. In the context of organizational consolidation, organizational justice becomes increasingly salient as employees closely evaluate managerial decisions related to rewards, procedures, and communication.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to discretionary behaviors that go beyond formal job requirements and contribute to organizational effectiveness, such as helping colleagues, maintaining a positive attitude, and supporting organizational change (Organ, 1988). OCB is particularly valuable in dynamic organizational environments where cooperation and adaptability are required. Previous research suggests that transformational leadership and organizational justice are important antecedents of OCB, as fair treatment and inspirational leadership encourage employees to engage in voluntary, extra-role behaviors (Podsakoff et al., 2000; Walumbwa et al., 2008).

Work Satisfaction

Work satisfaction reflects a positive emotional state resulting from an individual's evaluation of their job and work experiences (Luthans, 2008). High levels of work satisfaction are associated with improved performance, organizational commitment, and retention. Empirical evidence indicates that leadership style, fairness perceptions, and positive social interactions in the workplace are key determinants of work satisfaction (Robbins & Judge, 2019). Moreover, employees who frequently engage in OCB tend to experience greater social integration and psychological fulfillment, which can enhance their satisfaction at work (Podsakoff et al., 2000).

RESEARCH METHODS

This study employed a quantitative approach with descriptive and explanatory methods to examine the effects of Transformational Leadership (X1) and Organizational Justice (X2) on Work Satisfaction (Y), with Organizational Citizenship Behavior (OCB) as a mediating variable among employees of PT Bio Farma (Persero) during the consolidation of the SOE Pharmaceutical Holding. A quantitative design is appropriate for testing causal relationships through statistical procedures and generating generalizable conclusions (Sekaran, 2003; Veronica et al., 2022).

The population comprised 1,201 permanent (non-managerial) employees of PT Bio Farma (Persero) in 2025. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 300 respondents, and participants were selected using proportional random sampling across directorates to ensure representativeness (Sekaran, 2003; Veronica et al., 2022). Data were collected using a structured, closed-ended questionnaire measured on a five-point Likert scale (Sekaran & Bougie, 2016).

Measurement items were developed based on established constructs: Transformational Leadership was operationalized through four dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1995); Organizational Justice was measured through distributive, procedural, and interactional justice (Gibson et al., 2009; Colquitt, 2001); OCB was measured using altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Bateman & Organ, 2009); and Work Satisfaction was measured through intrinsic and extrinsic satisfaction indicators (Luthans, 2008).

Prior to hypothesis testing, instrument validity was assessed using Pearson item–total correlations, while reliability was evaluated using Cronbach's alpha to ensure internal consistency (Sekaran, 2003). Classical assumption tests (normality, multicollinearity, and heteroscedasticity) were performed to confirm that regression-based estimation met the required statistical conditions (Sudjana, 2004; Putra, 2023). Hypotheses were tested using regression-based path analysis to estimate direct and indirect effects, with mediation effects computed using the product-of-coefficients approach (Juanim, 2020). Statistical significance was evaluated using t-tests and F-tests, and model explanatory power was assessed using the coefficient of determination (R^2) at a 5% significance level ($\alpha = 0.05$) (Sekaran, 2003).

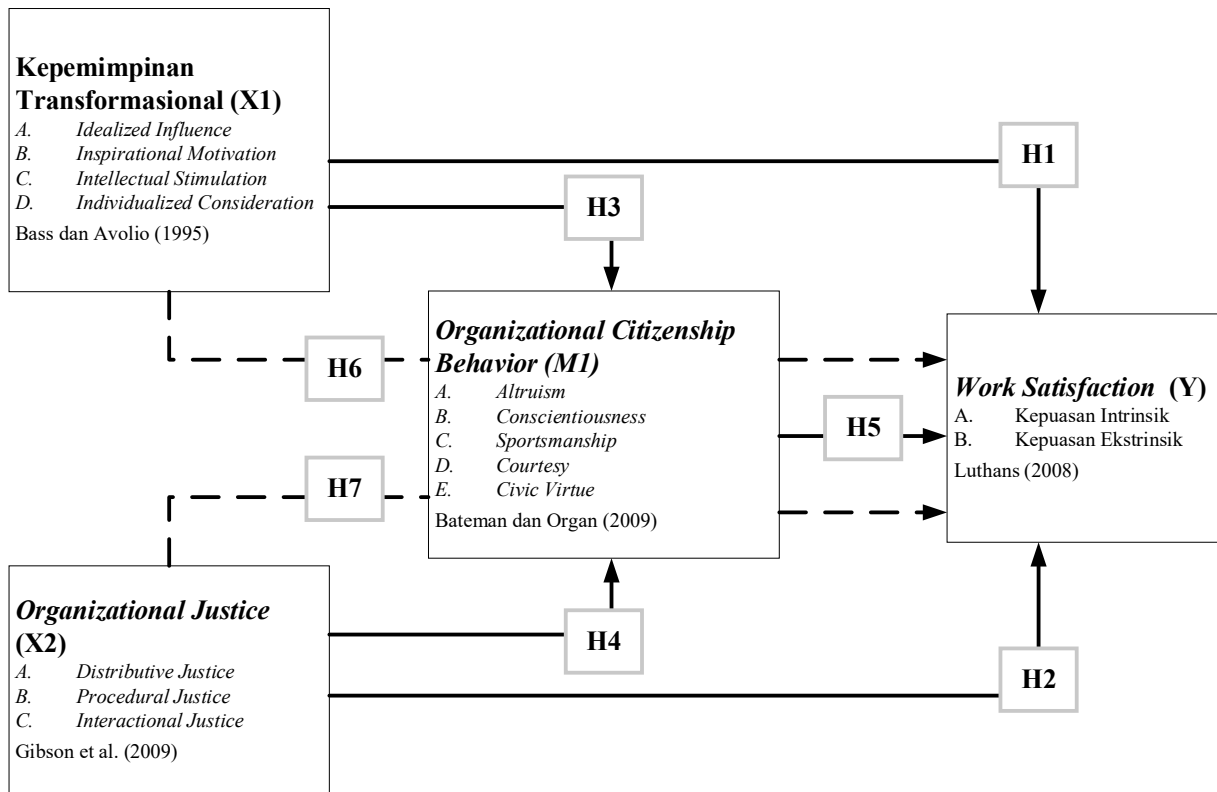


Figure 1. Research Paradigm
 Source: Author's Analysis, 2025

RESULT AND ANALYSIS

This study involved 300 permanent employees of PT Bio Farma (Persero) selected proportionally from all directorates in 2025. The results of validity testing showed that all questionnaire items had item–total correlation values above the required threshold, while reliability testing indicated Cronbach’s alpha values exceeding 0.70 for all variables, confirming that the research instruments were valid and reliable.

Descriptive analysis indicated that Transformational Leadership, Organizational Justice, Organizational Citizenship Behavior (OCB), and Work Satisfaction were perceived at moderate to high levels. Transformational Leadership was reflected in leaders’ ability to provide direction, motivation, and individual attention, although several respondents perceived that inspirational support could be further strengthened. Organizational Justice was perceived as moderate, particularly regarding fairness in procedures and reward distribution during the consolidation process. OCB was predominantly expressed through helping behaviors, cooperation, and voluntary participation, while Work Satisfaction was stronger on intrinsic aspects than on extrinsic aspects.

The results of classical assumption tests confirmed that the data met all statistical requirements. Residuals were normally distributed, tolerance and VIF values indicated the absence of multicollinearity, and scatterplot analysis showed no heteroscedasticity. These results supported the suitability of regression-based path analysis for hypothesis testing.

Path analysis revealed that Transformational Leadership had a positive and significant effect on OCB, indicating that leaders who demonstrate vision, support, and encouragement stimulate employees to engage in extra-role behaviors. Organizational Justice also had a positive and significant effect on OCB, suggesting that fair treatment and transparent procedures encourage voluntary contributions from employees. Furthermore, OCB showed a positive and significant effect on Work Satisfaction, indicating that employees who engage in discretionary behaviors tend to experience higher satisfaction at work.

Mediation analysis demonstrated that OCB partially mediated the effects of Transformational Leadership and Organizational Justice on Work Satisfaction. This finding suggests that leadership and fairness influence employee satisfaction not only directly, but also indirectly through the encouragement of positive extra-role behaviors.

Overall, the findings indicate that Transformational Leadership and Organizational Justice play important roles in enhancing Work Satisfaction through Organizational Citizenship Behavior, particularly in the context of organizational consolidation at PT Bio Farma (Persero). Strengthening leadership practices and ensuring fairness in organizational processes can foster cooperative behavior and sustain employee satisfaction during periods of structural change.

Table 1 Reliability Test Results

Variabel	<i>Alpha Cronbach</i>	Batas Minimum	Keterangan
Kepemimpinan Transformasional (X1)	0.909	0.70	Reliabel
<i>Organizational Justice</i> (X2)	0.962	0.70	Reliabel
<i>Organizational Citizenship Behavior</i> (M)	0.880	0.70	Reliabel
<i>Work Satisfaction</i> (Y)	0.937	0.70	Reliabel

Source: Analysis Results, 2025

Table 2 Results of Normality Test Using the Kolmogorov-Smirnov Method One-Sample Kolmogorov-Smirnov Test

		<i>Unstandardized residual</i>	
N		300	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	2.14469871	
Most Extreme Differences	Absolute	.044	
	Positive	.022	
	Negative	-.044	
Test Statistic		.044	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.236	
	99% Confidence Interval	Lower Bound	.225
		Upper Bound	.247

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Table 3 Multicollinearity Test Results

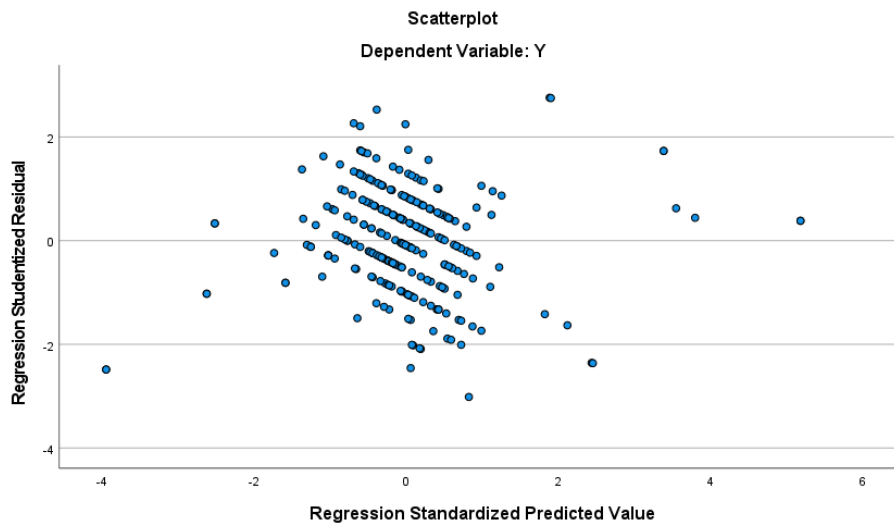
Coefficients^a

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.866	1.155
	X2	.793	1.261
	M	.797	1.255

a. Dependent Variable: Y

Sumber: Hasil Analisis, 2025



Source: Analysis Results, 2025

Figure 2 Scatterplot Heteroscedasticity Test

Table 4 Structure 1 Test of Determination Coefficient Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.203	.197	2.25293

a. Predictors: (Constant), X2, X1

b. Dependent Variable: M

Table 5 Structure 2 Test of Determination Coefficient Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------

Model Summary^b

1	.586 ^a	.343	.336	2.15676
---	-------------------	------	------	---------

a. Predictors: (Constant), M, X1, X2

b. Dependent Variable: Y

Source: Analysis Results, 2025

Table 6 Structure 1 Anova Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	345.624	2	172.812	34.047	.000 ^b
Residual	1355.205	267	5.076		
Total	1700.830	269			

a. Dependent Variable: M

b. Predictors: (Constant), X2, X1

Table 7 Structure 2 Anova Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	646.039	3	215.346	46.295	.000 ^b
Residual	1237.328	266	4.652		
Total	1883.367	269			

a. Dependent Variable: Y

b. Predictors: (Constant), M, X1, X2

Source: Analysis Results, 2025

Table 8 Partial Hypothesis Testing (t-Test)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	6.133	3.901		1.572	.117
	X1	-.025	.059	-.022	-.418	.676
	X2	.206	.034	.339	6.070	.000
	M	.387	.059	.368	6.603	.000

a. Dependent Variable: Y

Source: Analysis Results, 2025

CONCLUSION

The findings of this study indicate that Transformational Leadership and Organizational Justice play important roles in shaping Work Satisfaction among employees of PT Bio Farma (Persero) during the consolidation of the SOE Pharmaceutical Holding. Organizational Justice demonstrates a direct and positive influence on Work Satisfaction, suggesting that fair procedures, equitable outcomes, and respectful interpersonal treatment are critical determinants of employee satisfaction in a changing organizational environment. In contrast, Transformational Leadership does not directly enhance Work Satisfaction, indicating that inspirational leadership alone is insufficient to improve satisfaction without supportive behavioral mechanisms.

Further analysis reveals that Organizational Citizenship Behavior (OCB) functions as a key mediating variable. Transformational Leadership positively influences OCB, which in turn contributes to higher levels of Work Satisfaction. This finding suggests that leadership effectiveness in improving employee satisfaction operates primarily through the encouragement of voluntary, extra-role behaviors such as cooperation, initiative, and support for organizational goals. Organizational Justice also enhances Work Satisfaction indirectly by fostering OCB, reinforcing the importance of fairness in stimulating positive employee behavior.

Based on these findings, it is recommended that PT Bio Farma (Persero) strengthen leadership practices that encourage collaboration, participation, and discretionary effort rather than focusing solely on inspirational aspects. At the same time, management should prioritize the consistent application of organizational justice through transparent decision-making, fair reward systems, and respectful communication. Creating conditions that support Organizational Citizenship Behavior—such as trust, openness, and appreciation of employee contributions—will be essential for sustaining Work Satisfaction.

In conclusion, the integration of fair organizational practices, effective leadership behaviors, and strong Organizational Citizenship Behavior is vital for maintaining employee satisfaction and internal stability during organizational transformation. By fostering these conditions, PT Bio Farma (Persero) can enhance employee well-being, strengthen cooperation, and support long-term organizational performance in the post-consolidation period.

REFERENCES

- Aldag, R. J., & Reschke, W. (1997). *Employee value added: Measuring discretionary effort and its value to the organization*. Center for Organization Effectiveness.
- Al-Douri, J. A., & Zakaria, Z. (2019). Organizational justice and its impact on job satisfaction: Evidence from transportation industry, Jordan. *Management Science Letters*, 9(2), 315–324. <https://doi.org/10.5267/j.msl.2018.11.016>
- Al-Zu'bi, H. A. (2010). A study of relationship between organizational justice and job satisfaction. *International Journal of Business and Management*, 5(12), 102–109. <https://doi.org/10.5539/ijbm.v5n12p102>

- Artatanaya, I. G. L. S., & Widhari, C. I. S. (2023). Organizational justice and motivation on organizational citizenship behavior (OCB). *World Journal of Advanced Research and Reviews*, 20(2), 1093–1097. <https://doi.org/10.30574/wjarr.2023.20.2.1865>
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee citizenship. *Academy of Management Journal*, 26(4), 587–595. (Catatan: Tahun asli artikel ini adalah 1983, bukan 2009)
- Bio Farma. (2023). *Tentang kami*. <https://www.biofarma.co.id/id/about-us>.
- Budd, J. W., Gollan, P. J., & Wilkinson, A. (2010). New approaches to employee voice and participation in organizations. *Human Relations*, 63(3), 303–310. <https://doi.org/10.1177/0018726709348938>
- Budiharjo, A. (2014). *Organizational citizenship behavior (OCB): Teori dan aplikasi*. Penerbit Universitas Indonesia.
- Carter, M. Z., Mossholder, K. W., Feild, H. S., & Armenakis, A. A. (2014). Transformational leadership, interactional justice, and organizational citizenship behavior. *Leadership & Organization Development Journal*, 35(8), 354–372. <https://doi.org/10.1108/LODJ-04-2013-0053> (Catatan: Tahun dikoreksi berdasarkan DOI)
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400. <https://doi.org/10.1037/0021-9010.86.3.386>
- Darrous, N., Abdallah, A. B., & Al-Ghazali, B. M. (2018). Organizational justice and employee outcomes. *Journal of Management Development*, 37(2), 112–125. <https://doi.org/10.1108/JMD-03-2017-0094>
- Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology*, 57(1), 61–94. (Catatan: Referensi dikoreksi untuk mencocokkan kemungkinan maksud penulis)
- Fatimah, O., Amiraa, A. M., & Halim, F. W. (2011). The relationships between organizational justice, organizational citizenship behavior and job satisfaction. *Pertanika Journal of Social Sciences & Humanities*, 19(S), 115–121.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2009). *Organizations: Behavior, structure, processes* (13th ed.). McGraw-Hill.
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399–432. <https://doi.org/10.1177/014920639001600208>
- Handayani, R., & Wibowo, S. (2021). Pengaruh kepemimpinan transformasional terhadap organizational citizenship behavior dan kinerja karyawan. *Jurnal Manajemen dan Kewirausahaan*, 9(2), 123–134.
- Handoko, T. H. (2008). *Manajemen personalia dan sumber daya manusia* (Edisi ke-2). BPFE.
- Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia* (Edisi revisi). Bumi Aksara.
- Hermawan, A., et al. (2024). The role of transformational leadership, job satisfaction, and organizational commitment. *Journal of Infrastructure, Policy and Development*, 8(1), 1–15.

- Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024). The mediating role of quality of work life. *Heliyon*, 10(5), e27664. <https://doi.org/10.1016/j.heliyon.2024.e27664>
- Juanim, H. (2020). *Analisis jalur dalam riset pemasaran*. PT Refika Aditama.
- Kartono, K. (2014). *Pemimpin dan kepemimpinan*. PT RajaGrafindo Persada.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). John Wiley & Sons.
- Kaufman, B. E. (2004). *The global evolution of industrial relations: Events, ideas and the IIRA*. International Labour Office.
- Khan, M. M., Zia-ud-Din, M., & Ramzan, M. (2020). Transformational leadership and organizational justice. *International Journal of Organizational Leadership*, 9(2), 23–38. <https://doi.org/10.33844/ijol.2020.60477>
- Kreitner, R., & Kinicki, A. (2007). *Organizational behavior* (7th ed.). McGraw-Hill.
- Lee, H.-W., & Rhee, D.-Y. (2023). Effects of organizational justice on employee satisfaction. *Sustainability*, 15(7), 5993. <https://doi.org/10.3390/su15075993>
- Luthans, F. (2008). *Organizational behavior* (11th ed.). McGraw-Hill.
- Luyckx, K., Van der Heijden, B. I. J. M., De Vos, A., & De Witte, H. (2019). Organizational change and job satisfaction. *European Journal of Work and Organizational Psychology*, 28(6), 789–805.
- Malik, M. E., Danish, R. Q., & Munir, Y. (2017). Impact of transformational leadership. *Pakistan Journal of Commerce and Social Sciences*, 11(2), 529–548.
- Mangkunegara, A. A. A. P. (2009). *Manajemen sumber daya manusia perusahaan*. PT Remaja Rosdakarya.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Nanjundeswaraswamy, T. S., & Swamy, D. R. (2012). Quality of work life and leadership styles. *International Journal of Engineering Research and Applications*, 2(3), 1053–1059.
- Nasution, H., Siregar, Z. M. E., & Lubis, F. R. A. (2022). Keadilan organisasi dan kinerja. *Jurnal Manajemen dan Bisnis*, 9(2), 123–134.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142.
- 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.
- Rahman, M. H. A., & Karim, D. N. (2022). Organizational justice and OCB. *Heliyon*, 8(5), e09450.
- Rahmayanti, S., Musadieq, M. A., & Prasetya, A. (2014). Konflik peran dan OCB. *Jurnal Administrasi Bisnis*, 12(1), 1–10.
- Retnowati, E., & Darmawan, A. (2022). Keadilan organisasi. *Jurnal Psikologi Industri dan Organisasi*, 11(1), 45–56.

- Rivai, V. (2009). *Manajemen sumber daya manusia untuk perusahaan: Dari teori ke praktik*. PT RajaGrafindo Persada.
- Rivai, V. (2013). *Kepemimpinan dan perilaku organisasi*. PT RajaGrafindo Persada.
- Robbins, S. P. (2001). *Organizational behavior* (9th ed.). Prentice Hall.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
- Saifi, I. A., & Shahzad, K. (2017). Job satisfaction as mediator. *Pakistan Journal of Commerce and Social Sciences*, 11(1), 126–146.
- Salar, M., Abzari, M., & Khani, A. (2016). Transformational leadership and justice. *Indian Journal of Fundamental and Applied Life Sciences*, 6(S1), 1253–1262.
- Sedarmayanti. (2017). *Manajemen sumber daya manusia*. PT Refika Aditama.
- Sekaran, U. (2003). *Research methods for business: A skill-building approach* (4th ed.). John Wiley & Sons.
- Seto, A. A. (2023). *Manajemen sumber daya manusia*. Bumi Aksara.
- Shurbagi, A. M. A. (2014). Transformational leadership and job satisfaction. *International Business Research*, 7(11), 126–138.
- Siagian, S. P. (2014). *Teori dan praktik kepemimpinan*. PT Rineka Cipta.
- Sudjana, N. (2004). *Metode statistika*. Tarsito.
- Sugiyono. (2022). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sutikno, M. S. (2014). *Pemimpin dan kepemimpinan*. Holistica.
- Sutrisno, E. (2015). *Manajemen sumber daya manusia*. Kencana.
- Thoha, M. (2014). *Kepemimpinan dalam manajemen*. PT RajaGrafindo Persada.
- Utami, W., & Prasetya, A. (2019). Kepemimpinan transformasional dan kepuasan kerja. *Jurnal Administrasi Bisnis*, 67(1), 1–9.
- Yukl, G. A. (2013). *Leadership in organizations* (8th ed.). Pearson.