



Enhancing Organisational Citizenship Behavior: A Trust-Based Perspective on Leadership and Support

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ABSTRACT

Purpose – This research examines the impact of transformational leadership, perceived organisational support, and organisational trust on organisational citizenship behaviour among Generation Z employees working in DKI Jakarta and tests organisational trust as a mediating variable.

Methodology – This study employs a quantitative approach, specifically a causal study design utilising non-probability sampling. Data were gathered from 134 Generation Z respondents working in companies within DKI Jakarta through a questionnaire distributed via Google Forms. The data analysis used is the Structural Equation Model SEM-PLS with Warppls 8.0 software.

Findings – The results showed that transformational leadership, perceived organisational support, and organisational trust affect organisational citizenship behaviour. Transformational leadership is more dominant in influencing organisational citizenship behaviour. Organisational trust as a mediating variable of the relationship between transformational leadership and perceived organisational support on organisational citizenship behaviour.

Originality/Novelty – This study examined the influence of transformational leadership, perceived organisational support, and organisational trust on organisational citizenship behaviour, in contrast to previous studies that examined these factors separately. It also examined organisational trust as a mediating variable in the relationship between transformational leadership, organisational support, and organisational citizenship behaviour.

Implications – Companies in DKI Jakarta must build trust between leaders and Generation Z with wise and inclusive leadership. In addition, leaders must be role models, inspire, and foster pride in the team.

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INTRODUCTION

Competencies are essential for task performance, particularly in the context of Industry 4.0, which presents diverse challenges that require speed and critical thinking. With Industry 4.0 in mind, companies must evolve their business, particularly the skills and competencies of their employees. Caressa (2019) explains: "Competence is a behaviour that can be observed and implemented to achieve the desired result. In some cases, employees are required to work overtime and often complete tasks that have been postponed at home. Such conditions certainly require employees' awareness and willingness to go beyond their primary duties (additional roles)." Extra-role behaviour within an organisation is referred to as organisational citizenship behaviour (OCB). Caressa (2019) states: "Organisational citizenship behaviour (OCB) is a habit that individuals practice for the benefit of the organisation."

Nazarian et al. (2022) define OCB as a multifaceted concept that encompasses altruism, awareness, harmony, interpersonal relationships, identification, and organisational effectiveness. According to Triani et al. (2020), OCB refers to the behaviour of employees who volunteer their time and support the organisation's work. According to Sri Ramalu & Janadari (2022), OCB is defined as the voluntary actions of individuals who, while not directly recognised or rewarded by formal reward systems, collectively contribute to the efficient functioning of an organisation.

Organisational Citizenship Behaviour (OCB) encompasses voluntary individual behaviour that is not directly recognised by the formal reward system but supports organisational effectiveness. OCB is important because it involves individual decisions and actions that are not penalised if not performed. Furthermore, this behaviour goes beyond the organisation's official job description. Finally, OCBs are not typically recognised as part of an organisation's formal reward system, so employees do not expect any tangible benefits in return for these actions (Qalati et al., 2022).

Generation Z is often referred to as the Internet Generation or iGeneration. Their activities generally relate to cyberspace. Thanks to technological developments, they are more adept at performing several activities simultaneously (multitasking) than previous generations. However, one weakness of Generation Z is their sometimes impulsive nature, as they often want to get things done quickly or immediately, become easily bored, and act without considering the situation and environmental conditions (Arum et al., 2023). Therefore, companies need to understand the factors that influence the work behavior of Generation Z to achieve optimal performance. According to Gaidhani et al. (2019), Generation Z demonstrates low levels of organizational commitment, which in turn leads to a lower willingness to cooperate. A study by Prayitno et al. (2022) found that 74% of respondents were less able to express themselves effectively, and 67% were still unable to interpret work-related tasks. This is due to Generation Z's low ability to communicate objectively (OCB).

One factor influencing OCB is transformational leadership. According to Bernato et al. (2020), transformational leadership is associated with optimal employee performance and attitudes, which in turn promote trust in the leader, job satisfaction, effective team engagement, and high loyalty. Transformational leaders consistently provide support and guidance to employees, building positive relationships and perceptions that enhance employees' views of the company's reputation. According to Kao et al. (2023), transformational leadership is "an organisational change process based on a member's consensus on organisational commitment. This process can address the common needs and



aspirations of organisational members, share a group-oriented vision with the environment, and create a loyal work environment." Research by Qalati et al. (2022) shows that transformational leadership has a positive impact on organisational citizenship behaviour. In line with this research, a study by Veneta and Amalia (2018) shows that transformational leadership has a positive influence on organizational citizenship behaviour.

Another variable that influences OCB is perceived organisational support (POS). According to Akgunduz et al. (2018), "perceived organisational support refers to employees' perceptions of the extent to which the organisation values their contributions and cares about their well-being." In other words, employees feel safe in their organisation and utilise the support available to them. Research by Susanto (2023) has shown that perceived organisational support has a significant influence on organisational citizenship behaviour. Andriyanti & Supartha (2021) found that perceived organisational support influences organisational citizenship behaviour. A study on organisational citizenship behaviour (OCB) conducted at DKI Jakarta, specifically the study by Kristiani et al. (2019) on teachers at SDK PENABUR DKI Jakarta, found a positive relationship between perceived organisational support and OCB among school teachers. However, research by Sumardjo and Supriadi (2023) indicates that perceived organisational support does not influence OCB, as peer support does not promote organisational citizenship behaviour among employees. While peer support is sufficient to help employees complete their work, it does not motivate them to take on additional responsibilities outside of work. It is interesting to examine the relationship between perceived organisational support and organisational citizenship behaviour.

Based on previous research, organisational trust also influences Organisational Citizenship Behaviour (OCB). Al-Rwajfeh's research (2019) found that organisational trust influences organisational citizenship behaviour. Consistent with this study, Dai et al. (2022) found that organisational trust is positively correlated with organisational citizenship behaviour. Singh and Srivastava (2016) define organisational trust as an employee's belief that the organisation will act wisely or, at the very least, not harm them. This also includes trust in management, certainty of action, honesty, and positive expectations. This trust is established through a process of social exchange, in which employees interpret and respond to management's actions while continually monitoring the work environment to assess whether they can trust upper management.

Organizational trust is related to several systemic variables, such as fairness in the performance appraisal system and job security. These variables can explain differences in trust levels between leaders in the context of work and relationship variables such as job autonomy and supervisor support (Singh & Srivastava, 2016). Daniels' (2023) research shows that transformational leadership has a positive influence on organisational trust. The study by Engelbrecht and Samuel (2019) also supports this conclusion. Research by Shateri and Hayat (2020) shows that perceived organizational support has a significant influence on organizational trust. This finding is consistent with the findings of Biswas & Kapil (2017), who also show that "POS has a significant positive direct relationship with employees' perceptions of organisational trust."

Social exchange theory (SET) is one of the most influential conceptual paradigms of organisational behaviour. This theory emphasizes reciprocal exchange that fosters mutual obligations, relationships, and trust between people or entities (Ahmad et al., 2023). Trust, as an important mediator of social exchange, is thought to lead to job satisfaction,



commitment, and organisational citizenship behaviour (OCB) (Ahmad et al., 2023). At the same time, POS is essential for building and strengthening trust. This contributes to increased employee commitment, as they are more likely to invest personal resources in productive tasks and assignments. Organisational trust predicts employees' cross-role behaviours, such as collaboration and organisational citizenship behaviour, in their efforts to achieve organisational goals (Ononye, 2023). Therefore, we argue that organisational trust mediates the relationship between transformational leadership and OCB, as well as the relationship between perceived organisational support and OCB.

Based on the above description, this study examined the influence of transformational leadership, perceived organisational support, and organisational trust on organisational citizenship behaviour in a single research model, in contrast to previous studies that analysed these factors separately. Furthermore, this study investigated organisational trust as a mediating variable in the relationship between transformational leadership and perceived organisational support on organisational citizenship behaviour. Previous studies have only limitedly examined trust as a mediating variable in the context of Generation Z. Therefore, this study investigates the influence of transformational leadership, perceived organisational support, and organisational trust on the organisational citizenship behaviour of Generation Z employees in companies in DKI Jakarta. Furthermore, it examines organisational trust, which mediates the relationship between transformational leadership and perceived organisational support with OCB—a first in this research in the context of Generation Z.

Hypothesis Development

Transformational Leadership on Organisational Trust

Transformational leadership is a leadership style that emphasises inspiration, motivation, thoughtful influence, individual attention, and intellectual stimulation. Transformational leaders are able to develop a strong vision and motivate organisational members to achieve common goals through a humanistic and motivational approach. In the organisational context, this leadership style is believed to have a significant influence on the formation and strengthening of organisational trust. Organisational trust refers to employees' belief in the integrity, competence, and goodwill of the organisation and its leaders. This trust is an important foundation for healthy, collaborative, and productive working relationships. According to Zainab et al. (2022), transformational leadership can strengthen organisational trust through transparent communication and a participatory leadership approach, which ultimately increases openness to change. Yuan et al. (2022) also found that trust in leaders is a result of effective transformational leadership because leaders can demonstrate consistency, honesty, and empathy.

Daniels (2023) also emphasised that in the context of virtual work, the role of transformational leadership is becoming increasingly important for building trust due to the reduced level of direct interaction. Transformational leaders who can provide emotional support and empowerment to virtual employees significantly increase trust. Cao and Le (2024) support these findings by finding that transformational leadership positively influences the possibilities for organisational change by conveying trust in the leadership and reaffirms the role of trust as the primary mechanism for promoting the organisation's potential. Based on these findings, it can be concluded that transformational leadership significantly influences organisational trust through a communicative, inspirational, and



individually development-oriented approach. Based on this, the research hypothesis is as follows:

H1: Transformational leadership influences organisational trust

Transformational Leadership on Organizational Citizenship Behavior

Transformational leadership inspires, motivates, and nurtures individuals to achieve exceptional performance. It promotes positive organisational change through idealistic influence, inspiring motivation, intellectual stimulation, and individualised attention. Several studies have shown that this leadership style significantly impacts cross-role behaviour, or organisational citizenship behaviour (OCB). This refers to the voluntary behaviour of employees that is not directly regulated by the job description but is of great importance for organisational effectiveness (Veneta & Amalia, 2018).

Veneta and Amalia (2018) demonstrated in a case study at PT Komatsu Undercarriage Indonesia that the dimensions of transformational leadership have a positive relationship with the development of OCB among employees. Furthermore, Qalati et al. (2022) found that OCB is one of the most important mechanisms through which transformational leadership can improve employee performance. Moreover, Lee et al. (2024) demonstrated that trust in leaders is an important factor in strengthening the relationship between transformational leadership and OCB. This trust develops when leaders demonstrate integrity, competence, and concern for their team members. Consistent with this study, Hermawan et al. (2024) found that transformational leadership positively influences organisational citizenship behaviour in SME organisations. With transformational leaders, employees or members are more likely to engage in community engagement. This enables them to take on tasks and responsibilities beyond their assigned duties, support others in their duties and responsibilities, and attend to the personal and professional concerns of SME colleagues. Based on the theoretical foundations and empirical findings of these studies, it can be concluded that transformational leadership positively influences organisational citizenship behaviour. The hypothesis proposed in this study is therefore:

H2: Transformational leadership influences organisational citizenship behaviour

Perceived Organizational Support on Organizational Trust

Perceived organisational support (POS) describes the extent to which employees feel that the organisation values their contributions and cares about their well-being. Organisational trust, on the other hand, describes employees' belief in the reliability, integrity, and benevolence of the organisation and its leaders. The relationship between POS and organisational trust has been extensively discussed in various empirical studies. Shateri and Hayat (2020) demonstrated that POS has a direct influence on organisational trust. The perception of care and support from the organisation creates a sense of psychological safety and trust in the organisation's integrity. Their study shows that the stronger the perceived support, the greater employees' trust in the organisation, which in turn promotes positive behaviours such as knowledge sharing.

Engelbrecht and Samuel (2019) also emphasised that POS is a crucial factor in the formation of organisational trust. In the context of transformational leadership, POS is an important mediator in the perception of organizational fairness and trust in management. When employees feel that the company values them fairly and consistently, trust in the company naturally grows. Daniels (2023) shows that in a virtual work environment, trust



in the company is an important factor for job satisfaction. Personal support can be considered the most important foundation for strengthening trust, especially when personal contact is limited. In other words, when the company's support is clearly felt despite physical separation, employees continue to feel connected and trust in the company's goodwill. Ononye's (2023) study also highlights that personal support influences trust not only directly but also through other mechanisms such as implicit knowledge sharing, which strengthens the climate of mutual trust within companies. Based on this experience, it can be concluded that perceived organisational support plays a significant role in building trust within the company. Based on this, the research hypothesis is as follows:

H3: Perceived organisational support influences organisational trust

Perceived Organizational Support on Organizational Citizenship Behavior

Perceived organisational support (POS) describes the extent to which employees feel that the organisation values their contributions and cares about their well-being. When employees feel supported by the organization, they tend to develop a stronger emotional connection to their workplace. A study by Andriyanti and Supartha (2021) shows that POS significantly improves organisational citizenship behaviour (OCB). This refers to voluntary behaviour outside of an employee's formal role that supports the organisation and colleagues. This relationship is explained by social exchange theory. This theory states that when a company provides support and attention to employee needs, employees feel obligated to reciprocate by making additional contributions, such as helping colleagues, showing loyalty, and increasing work efficiency, without being directly requested. The findings of Susanto (2023) confirm that POS is an important factor in improving OCB, especially in the context of MSMEs, where employees' emotional connection to the organisation is crucial.

Furthermore, research by Alshaabani et al. (2021) showed that POS increased employee engagement and affective commitment during the COVID-19 Pandemic, which ultimately strengthened OCB. This demonstrates that the perception of organisational support remains an important driver of prosocial behaviour in the workplace, even in crisis situations. Similar results were obtained by Kao et al. (2023). They showed that POS directly influences OCB and is also influenced by contextual factors such as organisational climate and transformational leadership. From these findings, it can be concluded that POS plays a key role in the emergence and strengthening of OCB in different organisational contexts. Based on this, the research hypothesis is:

H4: Perceived organisational support influences organisational citizenship behaviour

Organizational Trust on Organizational Citizenship Behavior

Organisational trust (OT) describes employees' trust in the integrity, fairness, and competence of leaders and the organisations they work for. This trust is an important foundation for shaping cross-role work behaviour, also known as organisational citizenship behaviour (OCB). This refers to voluntary behaviour that is not explicitly regulated in the job description but contributes positively to organisational effectiveness. According to Al-Rwajfeh (2019), employees' trust in the organization directly influences their tendency to behave altruistically, loyally, and proactively outside of their formal duties. This study shows that the higher organizational trust is, the more pronounced OCB is among employees.



The research by Huang et al. (2021) added the dimension of ethical leadership as an external factor that influences OCB via organizational trust. In other words, organizational trust acts as a mediator between leadership qualities and the development of OCB. When employees believe their leaders act ethically and fairly, they are more likely to develop cooperative and proactive work behaviours. A study by Dai et al. (2022) also found that organisational trust influences OCB by mediating organisational identification and employee loyalty. Trust creates a strong psychological bond between the individual and the organisation, which in turn promotes loyalty and voluntary behaviour in support of organisational goals. Hsieh et al. (2024) also confirm these findings in the education sector in Taiwan, where trust in school leaders encourages teachers to voluntarily contribute to the progress of schools and students. Based on these findings, it can be concluded that organisational trust plays a significant role in promoting OCB. Based on this, the research hypothesis is as follows:

H5: Organisational trust influences organisational citizenship behaviour

Organisational Trust mediates Transformational Leadership and Perceived Organisational Support on Organisational Citizenship Behaviour.

We draw on social exchange theory (SET) to examine the role of organisational trust, which mediates the relationship between transformational leadership and organisational citizenship behaviour (OCB) and the relationship between perceived organisational support and OCB. This theory emphasises reciprocal exchange that fosters mutual commitments, relationships, and trust between individuals or entities. Transformational leadership (TL) and perceived organisational support (POS) are two important factors that influence employees' voluntary behaviour, or organisational citizenship behaviour (OCB). Based on social exchange theory, working relationships perceived as fair and mutually beneficial encourage individuals to reciprocate positive treatment with cross-role behaviours such as OCB. Through inspiration, idealistic influence, motivation, and individual attention, transformational leaders create a work environment that fosters trust (organisational trust/OT) and emotional commitment. Likewise, POS—an employee's perception that an organisation cares about their well-being and contributions—promotes feelings of security and appreciation, which in turn strengthens trust in the organisation (Ahmad et al., 2023). According to Cropanzano & Mitchell in Ahmad et al. (2023), researchers use the following specific models to operationalise SET: the trust model, the perceived organisational support (POS) model, and the leader-member exchange (LMX) model. In the POS and LMX models, POS is a more effective predictor of OCB-O (organisational citizenship behaviour that is organisationally beneficial). At the same time, LMX is a more effective predictor of OCB-S (supervisor-beneficial citizenship). The trust model indicates that transformational leadership is associated with procedural justice, whereas transactional leadership is linked to distributive justice. Both types of fairness increase employee trust. Trust, as an important facilitator of social exchange, is believed to contribute to job satisfaction, engagement, and organizational citizenship behavior (OCB). Organisational trust plays a critical mediating role in this relationship. Trust in the organisation develops when employees recognise the integrity of their leaders and the organisation's continued support. Ononye (2023) found that POS plays a significant role in enhancing organisational trust, which in turn promotes innovative employee behaviour through implicit Knowledge sharing. These findings support the notion that OT is an important psychological mechanism bridging the relationship between organisational inputs (such as



TL and POS) and extrabehavioral outputs such as OCB. Based on this, the research hypothesis is as follows:

H6: Transformational leadership influences organisational citizenship behaviour through organisational trust as a mediating variable

H7: Perceived organisational support influences organisational citizenship behaviour through organisational trust as a mediating variable

Illustrations depicting the conceptual framework along with the proposed hypothesis are presented in Figure 1.

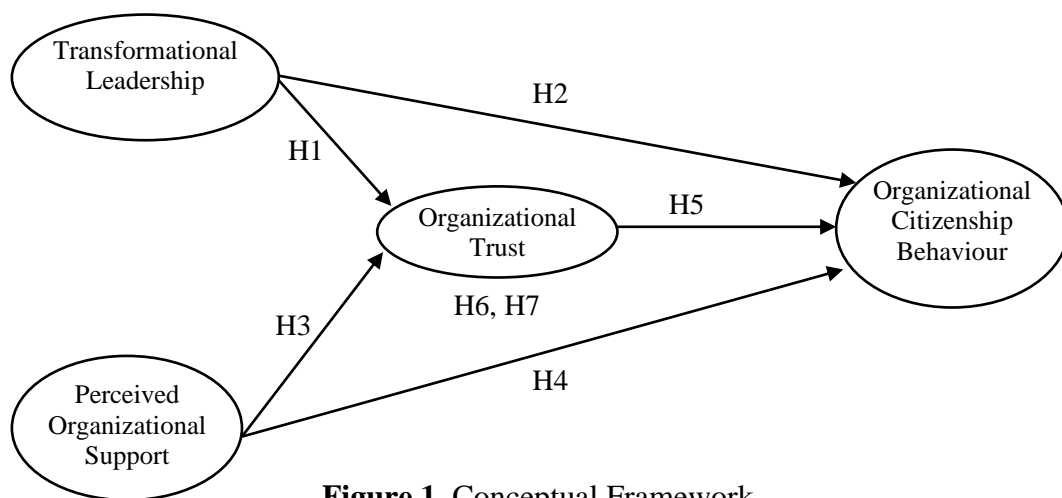


Figure 1. Conceptual Framework

METHOD

This study uses a quantitative method. Quantitative research examines the relationships between variables that are measured numerically and analysed using various statistical and graphical techniques (Saunders, Lewis, & Thornhill, 2019). The study uses a quantitative method because it examines the relationship between organisational trust, which mediates the relationship between transformational leadership and perceived organisational support in OCB. This type of research is a causal study that examines multiple factors contributing to problems and establishes that variable X is a cause of variable Y (Sekaran & Bougie, 2016). The unit of analysis for this study consists of Generation Z individuals employed by companies in the Jakarta Special Capital Region (DKI Jakarta). Data were collected using a questionnaire delivered via Google Forms, which employed a Likert scale ranging from 1 (strongly disagree) to 6 (strongly agree). The measurement of transformational leadership indicators is referenced in Bernato et al. (2020), while the indicators of perceived organisational support are referenced in Akgunduz et al. (2018). The indicators of organisational trust and organisational citizenship behaviour are referred to by Singh & Srivastava (2016) and Nazarian et al. (2022), respectively.

The sampling method used is non-probabilistic sampling, specifically the type of sampling examined here. The population of this study consists of Generation Z employees at DKI Jakarta. The sample size is determined using a rule of thumb (Jhantasana, 2023): "The sample size should be ten times the number of independent variables," or the



maximum number of arrows pointing to the latent variables in the PLS path model. Based on the number of arrows in the research model, which is five, the minimum sample size is 50 respondents. To account for non-responses, data were collected from 134 respondents. The questionnaire data were analysed using Structural Equation Modelling with Partial Least Squares (SEM-PLS) and Warppls version 8.0. Several indicators indirectly measure this concept (Guenther et al., 2023). Data analysis includes descriptive statistics, including gender, age, most recent education, and place of residence. Inferential statistics were then evaluated using WarpPLS, which included the assessment of measurement models (validity and reliability tests), the evaluation of structural models (hypothesis tests, R^2 , and Q^2), and the Tenenhaus Goodness of Fit (GoF) index, categorized as follows: small ≥ 0.1 , medium ≥ 0.25 , and large ≥ 0.36 .

Table 1. Variable Operationalization

Variable	Indicator	Source	Testing
<i>Transformational Leadership</i>	1. Leaders set an example. 2. Employee pride 3. Inspire employees.	Bernato <i>et al.</i> (2020)	
<i>Perceived Organisational Support</i>	1. Appreciate the extra work. 2. Giving appreciation for the extra effort 3. Concern for employees 4. Receiving employee complaints 5. Appreciate employees	Akgunduz <i>et al.</i> (2018)	Validity: Construct & convergent validity
<i>Organisational Trust</i>	1. Leadership trust 2. Leaders think comprehensively. 3. Wise decisions of the leadership 4. Trust in each other	Singh & Srivastava (2016)	Reliability: Cronbach's alpha coefficient & composite reliability
<i>Organisational Citizenship Behaviour</i>	1. Follow the rules. 2. Does not interfere with the work. 3. Help new hires. 4. Help colleagues. 5. Provide advice	Nazarian <i>et al.</i> (2022)	

RESULTS AND DISCUSSION

Respondent Characteristics

The following table provides demographic data, including gender, age, level of education, and domicile.

**Table 2.** Respondent Characteristics

No	Characteristics	Description	Frequency	%
1	Gender	Male	57	57.5
		Female	77	42.5
2	Age	20 years old	23	17.2
		21 years old	37	27.6
		22 years old	28	20.9
		23 years old	23	17.2
		24 years old	23	17.2
3	Education	High School/Vocational School	86	64.2
		Diploma (D1/D2/D3)	17	23.1
		Bachelor	31	12.7
4	Domicile	Central Jakarta	25	18.7
		West Jakarta	25	18.7
		South Jakarta	24	17.9
		North Jakarta	22	16.4
		East Jakarta	38	28.4

The distribution of respondents is 134, as shown in Table 2. In terms of gender, the respondents are predominantly male (57.5%) and female (42.5%). In terms of age, the respondents are predominantly 21-year-olds (27.6%), followed by 22-year-olds (20.9%) and 20-, 23-, and 24-year-olds (17.2%). In terms of education, the respondents predominantly hold a high school diploma/vocational qualification (64.2%), followed by bachelor's degrees (23.1%) and diplomas (12.7%). Finally, in terms of residence, respondents residing in East Jakarta predominate, followed by Central and West Jakarta with 18.7% each, then South Jakarta with 17.9%, and finally North Jakarta with 16.4%.

This study used the SEM analysis method for data processing. The analysis is conducted in two phases: the evaluation of measurement models and the assessment of structural models.

Measurement Model

Each item of the measurement model is tested for validity and reliability. Each item of the construct is considered valid if all indicator loading values are greater than 0.5 and the p-values are less than 0.05 (Amora, 2021), the square root of the AVE is greater than the correlation with latent variables, and an AVE threshold of 0.5 is typically recommended for acceptable validity (Amora, 2021). According to Canatay et al. (2022), a latent variable is considered reliable if at least one of the Cronbach's alpha coefficients (CA) or the composite reliability (CR) is equal to or greater than 0.7. Table 3 shows the loading values of all variables, the AVE, and the square roots of AVE, CR, and CA. This result was obtained through data processing using WarpPLS 8.0 software.

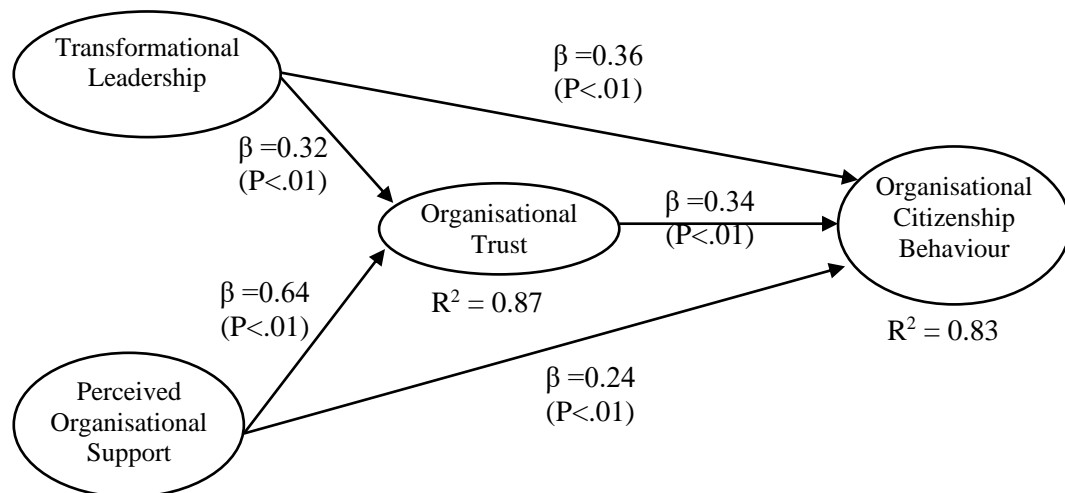
**Table 3.** Results of the measurement model: validity and reliability

Variables	Items	Loading factor	p-value	AVEs	sq. rts. of AVEs	CR	CA
<i>Transformational Leadership (TL)</i>	1	0.855	<0.001	0,716	0,846	0,883	0,801
	2	0.838	<0.001				
	3	0.845	<0.001				
<i>Perceived Organisational Support (POS)</i>	1	0.852	<0.001	0,738	0,859	0,934	0,911
	2	0.859	<0.001				
	3	0.868	<0.001				
	4	0.878	<0.001				
	5	0.836	<0.001				
<i>Organisational Trust (OT)</i>	1	0.877	<0.001	0,757	0,870	0,926	0,893
	2	0.867	<0.001				
	3	0.853	<0.001				
	4	0.884	<0.001				
<i>Organisational Citizenship Behaviour (OCB)</i>	1	0.839	<0.001	0,714	0,845	0,926	0,900
	2	0.846	<0.001				
	3	0.852	<0.001				
	4	0.851	<0.001				
	5	0.836	<0.001				

The table above shows that all statistical measures obtained from this analysis are satisfactory (valid and reliable).

Structural Model

After running the measurement model, then proceed to the structural model analysis. The results are shown below.

**Figure 2.** Structural Model Results

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Figure 2 shows that the p-values for TL, POS, and OT are all less than 0.05. This shows that the TL and POS variables influence OT, and TL, POS, and OT variables influence OCB.

Table 4. R-squared Test Results

Variable	R-squared	Q-squared
Organisational Trust (OT)	0.874	0.874
Organisational Citizenship Behaviour (OCB)	0.835	0.837

According to Table 4, the R^2 PL is 0.874. This means that 87.4% of the variance in PL is explained by the independent variables TL and POS. The R^2 OCB is 0.835. This means that 83.5% of the variance in OCB is explained by the independent variables TL, POS, and OT. The remainder is explained by other variables not included in the model.

The Q-squared values for OT and OCB were 0.874 and 0.837, respectively. According to Kock (2022), the Q^2 value is used to assess the predictive validity and relevance of a set of latent variables to the criterion variables. The recommended value is greater than 0. The data processing results showed that the Q^2 value was greater than 0. Thus, the predictive validity was acceptable.

The following table summarizes the results of the hypothesis testing conducted. These results were obtained by data processing using Warppls 8.0 software.

Table 5. Hypothesis Test Results

Hypot hesis	Path	Path Coefficient	Standard Error	p-value	Effect Size	Results
H ₁	Transformational Leadership → Organisational Trust	0.319	0.080	<0.001	0.284	Accepted
H ₂	Transformational Leadership → Organisational Citizenship Behaviour	0.364	0.079	<0.001	0.322	Accepted
H ₃	Perceived Organisational Support → Organisational Trust	0.638	0.074	<0.001	0.589	Accepted
H ₄	Perceived Organisational Support → Organisational Citizenship Behaviour	0.239	0.082	0.002	0.210	Accepted
H ₅	Organisational Trust → Organisational Citizenship Behaviour	0.339	0.080	<0.001	0.302	Accepted
H ₆	Transformational Leadership → Organisational Trust → Organisational Citizenship Behaviour	0.108	0.060	0.036	0.096	Accepted
H ₇	Perceived Organisational Support → Organisational Trust → Organisational Citizenship Behaviour	0.216	0.058	<0.001	0.191	Accepted



The hypothesis testing results are presented in Table 5: Hypothesis 1: The effect of transformational leadership on organisational trust is accepted, as shown by the p-value under the alpha value = 0.05. Hypothesis 2: The effect of transformational leadership on organisational citizenship behaviour is accepted, as shown by the p-value under the alpha value = 0.05. Hypothesis 3: The effect of perceived organisational support on organisational trust is accepted, as shown by the p-value under the alpha value = 0.05. Hypothesis 4: The effect of perceived organisational support on organisational citizenship behaviour is accepted, as shown by the p-value under the alpha value = 0.05. Hypothesis 5: The effect of organisational trust on organisational citizenship behaviour is accepted, as shown by the p-value under the alpha value = 0.05. Hypothesis 6: Transformational leadership influences organisational citizenship behaviour through organisational trust as a mediating variable, as shown by the p-value under the alpha value = 0.05. Hypothesis 7: Perceived organisational support influences organisational citizenship behaviour through organisational trust as a mediating variable, as shown by the p-value under the alpha value = 0.05.

Table 6. Total Effects

Path	Total Effect	Standard Error	p-value	Effect Size
Transformational Leadership → Organisational Trust	0.319	0.080	<0.001	0.284
Transformational Leadership → Organisational Citizenship Behaviour	0.472	0.077	<0.001	0.418
Perceived Organisational Support → Organisational Trust	0.638	0.074	<0.001	0.589
Perceived Organisational Support → Organisational Citizenship Behaviour	0.455	0.078	<0.001	0.401
Organisational Trust → Organisational Citizenship Behaviour	0.339	0.080	<0.001	0.302

Based on Tables 5 and 6, organisational trust (OT) as mediation is partial, because both TL and POS affect OCB either directly or indirectly through organisational trust.

Discussion

The Influence of Transformational Leadership on Organisational Trust

The test results indicated that transformational leadership (TL) positively influenced organisational trust (OT) among Generation Z employees in companies based in DKI Jakarta. The relationship between transformational leadership and organisational trust is thus positive, indicating that as transformational leadership increases, so does organisational trust. According to the respondents, the first and third items of the transformational leadership variable had the highest loading factor values ("leaders set an example" and "inspire employees"). This suggests that as the number of good leadership examples and employees inspired by leaders increases, employees' desire for mutual trust and their trust in leadership also increase. The highest loading factor values were achieved here for OT ("Trust in each other" and "Leadership Trust"). These results are consistent



with those of studies by Engelbrecht and Samuel (2019), which demonstrate that transformational leadership has a positive influence on organisational trust. The results suggest that leadership examples play a crucial role within the organization. Even at the leadership level, managers and supervisors must lead by example and inspire employees to strengthen employees' trust in their leaders. Furthermore, Daniels (2023) emphasized that in the context of virtual work, the role of transformational leadership is increasingly crucial in building trust due to the reduction of direct interaction. Transformational leaders who are able to demonstrate emotional support and empowerment to virtual employees will significantly increase trust. These results are consistent with studies by Cao and Le (2024), which also reinforce these findings by stating that transformational leadership positively influences trust in leadership, affirming the role of trust as the main mechanism in driving the potential of the organisation.

The Influence of Transformational Leadership on Organisational Citizenship Behaviour

The test results showed that transformational leadership (TL) influenced the organisational citizenship behaviour (OCB) of Generation Z working in companies within DKI Jakarta. The relationship between transformational leadership and organisational citizenship behaviour is thus positive, indicating that as transformational leadership increases, so does organisational citizenship behaviour. According to the respondents, the first and third items of the transformational leadership variable had the highest loading factor values ("leaders set an example" and "inspire employees"). This underscores the importance of the fact that as the number of good leadership examples and motivated employees increases, employees' desire to support new employees and colleagues increases. The highest loading factor value for OCB is supporting new employees and colleagues. These findings are consistent with studies by Veneta and Amalia (2018), which showed that the dimensions of transformational leadership have a positive relationship with the emergence of OCB among employees. Qilati et al. (2022) stated that OCB is one of the important mechanisms through which transformational leadership can improve overall employee performance. Furthermore, Lee et al. (2024) revealed that trust in leaders is an important mediator in strengthening the relationship between transformational leadership and OCB. This trust is created when leaders demonstrate integrity, competence, and care for team members. In practice, these findings suggest that leaders who lead by example and inspire their employees encourage them to volunteer for new projects and support their colleagues. Consistent with this study, Hermawan et al. (2024) found that transformational leadership positively influences organisational citizenship behaviour in SME organizations. With transformational leaders, employees or members are more likely to engage in community engagement. This enables them to take on tasks and responsibilities beyond their assigned duties, support others in their duties and responsibilities, and attend to the personal and professional concerns of SME colleagues.

The Influence of Perceived Organisational Support on Organisational Trust

The test results showed that perceived organisational support (POS) influenced organisational trust (OT) among Generation Z employees working at DKI Jakarta companies. Thus, "the relationship between perceived organisational support and organisational trust is positive," meaning that as perceived organisational support increases, organisational trust also increases. According to the respondents, the third and



fourth variables of perceived organisational support dominated, with the highest loading factor values ("receiving employee complaints" and "concern for employees"). This suggests that employees' desire for mutual trust and their trust in leadership increase when the organisation accepts employee complaints and demonstrates a deep care for employee performance. These variables have the highest loading factor values for OT ("trust in each other" and "leadership trust"). These findings are consistent with studies by Shateri and Hayat (2020), which revealed that POS has a direct influence on organisational trust, where the perception that the organisation cares and supports creates a sense of psychological security and confidence in the organisation's good faith. Their study shows that the higher the level of support felt, the higher the employee's trust in the organisation, which in turn encourages positive behaviours such as knowledge sharing. Engelbrecht and Samuel (2019) also emphasised that POS is a crucial factor in forming organisational trust. In the context of transformational leadership, POS is an important mediator in shaping the perception of organisational fairness and trust in management. When employees feel that the organisation values them fairly and consistently, trust in the organisation grows naturally. Daniels (2023) shows that in a virtual work environment, organisational trust is an important determinant of job satisfaction. There, POS can be seen as the main foundation that strengthens trust, especially when face-to-face interaction is limited. In other words, when organisational support is felt explicitly, even though they are physically separated, employees still feel connected and believe in the organisation's goodwill.

The Influence of Perceived Organisational Support on Organisational Citizenship Behaviour

The test results showed that perceived organisational support (POS) influenced the organisational citizenship behaviour (OCB) of Generation Z working in companies in DKI Jakarta. Thus, "the relationship between perceived organisational support and organisational citizenship behaviour is positive," meaning that as perceived organisational support increases, so does organisational citizenship behaviour. According to the respondents, the third and fourth variables of perceived organisational support dominated, with the highest loading factor values ("receiving employee complaints" and "concern for employees"). This demonstrates that employees' desire to help new employees and colleagues increases when the organisation accepts employee complaints and is highly concerned about employee performance. The highest loading factor value of OCB is helping new employees and colleagues. These findings are consistent with research by Andriyanti and Supartha, (2021), Alshaabani et al, (2021) and Kao et al, (2023). Andriyanti and Supartha (2021) show that POS significantly improves Organisational Citizenship Behaviour (OCB), which is voluntary behaviour outside of the employee's formal role to support the organisation and colleagues. This relationship is explained through social exchange theory, which states that when an organisation provides support and attention to employee needs, employees feel obligated to "repay" by making extra contributions, such as helping colleagues, showing loyalty, and improving work efficiency without being asked to do so directly. Research by Alshaabani et al. (2021) during the COVID-19 Pandemic showed that POS helped increase employee engagement and affective commitment, which ultimately strengthened OCB. This shows that even in crisis situations, perceptions of organisational support remain an important driver of prosocial behaviour in the workplace. Similar results were found by Kao et al, (2023), which showed that POS directly affects OCB and is also influenced by contextual factors such as



organisational climate and transformational leadership. By referring to these findings, it can be concluded that POS plays a key role in giving rise to and strengthening OCB in various organisational contexts.

The Influence of Organisational Trust on Organisational Citizenship Behaviour

The test results showed that organisational trust (OT) influenced the organisational citizenship behaviour (OCB) of Generation Z working in companies in DKI Jakarta. The relationship between organisational trust and organisational citizenship behaviour is positive, meaning that as organisational trust increases, so does organisational citizenship behaviour. According to the respondents, the fourth and first items of the organisational trust variable dominated, with the highest loading factor values ("trust in each other" and "leadership trust"). This highlights the importance of employees' desire to help new employees and colleagues as trust among them and leadership increases. These results are consistent with studies by Al-Rwajfeh (2019), Huang et al. (2021), Dai et al. (2022), Hsieh et al. (2024) which demonstrate that organisational trust (OT) is a significant and positive factor influencing the development of organisational citizenship behaviour (OCB). Al-Rwajfeh (2019), employees' level of trust in the organisation has a direct impact on their tendency to behave altruistically, loyally, and proactively outside of formal duties. This study shows that the higher the level of organisational trust, the higher the manifestation of OCB in employees. Huang et al.'s (2021) research, organisational trust acts as a mediator in connecting leadership qualities with the emergence of OCB. When employees believe that their leaders act ethically and fairly, they are more likely to develop cooperative and proactive work behaviours. Furthermore, a study by Dai et al. (2022) found that organisational trust influences OCB. Trust creates a strong psychological attachment between the individual and the organisation, which in turn increases loyalty and volunteer behaviours that support the organisation's goals. Hsieh et al. (2024) also support these findings in the context of education in Taiwan, where trust in school leaders encourages teachers to contribute voluntarily to the progress of schools and students.

The Influence of Transformational Leadership on Organisational Citizenship Behaviour is mediated by Organisational Trust

The test results showed that organisational trust mediated the relationship between transformational leadership and Organisational citizenship Behaviour among Generation Z in companies in DKI Jakarta. The relationship between transformational leadership and organisational citizenship behaviour, mediated by organisational trust, is thus positive. This means: the stronger transformational leadership is, the stronger employees' trust in the company and the stronger its influence on organisational citizenship behaviour. In other words, the stronger the positive example set by managers and the inspiration provided to employees by their leaders, the greater the desire of employees to trust one another, according to the respondents, which ultimately also increases employees' willingness to help their colleagues. These results are a new finding of this study. Based on social exchange theory, working relationships perceived as fair and mutually beneficial encourage individuals to reciprocate positive treatment with cross-role behaviours such as OCB. Through inspiration, idealistic influence, motivation, and individual attention, transformational leaders create a work environment that fosters trust (organisational trust/OT) and emotional commitment (Ahmad et al., 2023).



The Influence of Perceived Organisational Support on Organisational Citizenship Behaviour is mediated by Organisational Trust

The test results revealed that organisational trust mediated the relationship between perceived organisational support and organisational citizenship behaviour (OCB) among Generation Z employees in companies located in DKI Jakarta. The relationship between perceived organisational support and organisational citizenship behaviour, mediated by organisational trust, is therefore positive. This means that the higher the perceived organisational support, the stronger the employees' trust in the company and the greater its influence on organisational citizenship behaviour. In other words, because the company is willing to accept employee complaints and cares about their performance, employees' desire to trust each other and their leaders increases. This ultimately increases employees' willingness to help their colleagues voluntarily. These results are a new finding of this study. POS—an employee's perception that an organisation cares about their well-being and contributions—promotes feelings of security and appreciation, which in turn strengthens trust in the organisation (Ahmad et al., 2023). Ononye (2023) found that POS plays a significant role in enhancing organisational trust, which in turn promotes innovative employee behaviour through implicit knowledge sharing. These findings support the notion that OT is an important psychological mechanism bridging the relationship between organisational inputs (such as TL and POS) and extra-behavioural outputs such as OCB.

According to Ahmad et al. (2023), POS describes the quality of social exchange between employees and their supervisors. Leader-member exchange (LMX) is also understood as an exchange relationship between employees and supervisors. This means that leaders must lead by example, inspire employees, address employee complaints, and companies must address their performance. Such interactions between leaders and companies strengthen employees' trust in leadership and the company. Trust is important for understanding exchange. The process begins when at least one participant takes a step. If the other responds, a new round of exchange begins. Following this process, all consequences can create a mutually reinforcing cycle. As employees' trust in leaders and companies grows, so does the company's corporate citizenship, which in turn increases employees' willingness to help new colleagues.

CONCLUSION

This study aims to investigate the impact of transformational leadership, organisational support, and organisational trust on the organisational citizenship behaviour of Generation Z employees in companies located in DKI Jakarta. Additionally, organisational trust will be examined, which serves as a mediator in the relationship between transformational leadership and perceived organisational support, as well as OCB. Organisational trust, transformational leadership, and perceived organisational support all influence organisational citizenship behaviour. Among these variables, transformational leadership has the greatest influence, as indicated by a higher effect size than any other independent variable. These results demonstrate that companies in Jakarta need to build trust between leaders and Generation Z, implement an intelligent and comprehensive leadership style, and foster mutual trust within the team. Furthermore, companies must ensure that their leaders set a positive example that inspires Generation Z through strong leadership and fosters a sense of pride in the company.



This study has several limitations, as noted by subsequent researchers, including its exclusive focus on Generation Z employees working in companies in Jakarta. Therefore, the results are not generalizable to other regions. The sample size of this study was determined solely using the rule of thumb in the PLS path model. This study examines the effects of organisational trust, transformational leadership, and perceived organisational support on organisational citizenship behaviour. Future research should consider additional factors that influence organisational citizenship behaviour, such as employee engagement and organisational culture. Furthermore, it is important to expand the scope of the study by including a more representative sample of Generation Z employees working in the greater Jakarta area or larger cities in Indonesia.

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