

THE ROLE OF JOB SATISFACTION IN MEDIATING TRANSFORMATIONAL LEADERSHIP AND MUTATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT PTPN IV MEDAN

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Abstract: The purpose of this research is to determine the influence of transformational leadership and mutation on organizational citizenship behavior through job satisfaction as an intervening variable at PTPN IV Medan both directly and indirectly. Data collection techniques were carried out using interviews and questionnaires. This research uses a quantitative approach and statistical analysis, namely the Smart Partial Least Squares (Smart-PLS) which aims to carry out path analysis with latent variables. The research results show that transformational leadership influences organizational citizenship behavior. Transformational leadership influences job satisfaction. Mutation influences organizational citizenship behavior. Mutation influences job satisfaction. Job satisfaction influences organizational citizenship behavior. Job satisfaction mediates the effect of transformational leadership on organizational citizenship behavior. Job satisfaction mediates the effect of mutation on organizational citizenship behavior.

Keywords: Transformational Leadership, Mutation, Job Satisfaction, Organizational Citizenship Behavior.

Introduction

Human resources have a very important role in an organization. The success of an organization in solving the challenges that come is determined by the behavior of employees who are tasked according to their job description. One of the things that companies can do in managing and maintaining human resources is by paying attention to employee performance (Ashlan & Akmaluddin, 2022). Employees are expected to be able to show more optimal work performance, not only work according to their job description but can do more or extra things such as wanting to work together, helping, giving advice to each other, actively participating and being able to make extra contributions to the organization so that the company's success can be achieved.

One of the factors that affects the success rate of a company is *organizational citizenship behavior*. This organizational citizenship behavior will contribute to the organization as well as increase productivity, save owned resources, help maintain group functions, effectively coordinate group activities, improve the organization's ability to attract and retain the best employees, improve organizational stability and the organization's ability to adapt to changes in the environment. Employees who have this organizational citizenship behavior will be happy to help other employees selflessly in achieving the company's goals because they feel that they own and are responsible for the current and future company. This behavior will also cause satisfaction at work and is far from the nature of protest against what the company has set (Titisari, 2014).

Job satisfaction is something individual, because each individual has different levels of satisfaction according to the value system that applies to him. Job satisfaction is an evaluation that describes a person's feelings of happy or unhappy, satisfied or dissatisfied at work (Jufrizen, 2017). Job satisfaction has an effect on the output of a process in an organization. Employees who have job satisfaction tend to have positive feelings and thoughts about the work done, and vice versa if employees feel dissatisfied, then they will think negatively about the work done. If job satisfaction is created in the company, then automatically an attitude of ownership towards the company will arise which is manifested in the form of cooperation, mutual help in working, playing an active role, working extra and helping the company in achieving the goals that have been set. Or in other words, with job satisfaction, organizational citizenship will be created in the company.

In addition to the job satisfaction factor, another factor that affects the creation of organizational citizenship behavior is transformational leadership. Transformational leadership in principle motivates subordinates to do better than they are used to, in other words it can increase the trust or self-confidence of subordinates. Transformational leadership is as a leader who has the power to influence subordinates in certain ways. With the implementation of transformational leadership, subordinates will feel trusted and valued so that they will show an attitude of loyalty and respect to their leaders, which in the end will be motivated to do more than expected. The success of leaders in motivating subordinates to do more than usual will form positive habits, and this will affect the creation of organizational citizenship behavior in the company (Hairudinor et al., 2020).

Another factor that is no less important in the formation of organizational citizenship behavior is mutation. Currently, mutations are most often used as a training tool to improve employee skills and flexibility. Mutation is the transfer of an employee from the original work position to the new work position. The job position can be increased (promotion), but it can also be lower than the original position (demotion). Employee mutation is one of the follow-ups carried out from the results of employee performance assessments. Employees who have received transformational leadership in their work will give their best work results. The results of this work will cause satisfaction for the employee because he has given the best for the company. The best work will definitely be rewarded by the company with various rewards, one of which is getting a promotion through mutation. The increase in positions received will automatically have an impact on the higher sense of belonging to the company which is manifested with a sense of responsibility to further contribute to achieving the company's goals. In other words, organizational citizenship behavior is increasingly attached to the employee (Suharsono & Suci, 2019).

Based on initial observations made at PT. Perkebunan Nusantara IV Medan has several problems in the company, especially the problem of organizational citizenship behavior. This can be seen from the lack of cooperation between employees in completing work where employees are more concerned about their own work without caring for other colleagues to help each other complete work voluntarily. This shows a low attitude of organizational citizenship behavior among employees. Another problem concerns job satisfaction. The job satisfaction obtained by employees while working has not been fully fulfilled, because there are still some employees who show a sense of dissatisfaction characterized by work that continues to increase and not be completed, an uncomfortable work environment and lack of attention from the leadership. Next is the issue of leadership. The leadership that has been implemented has not been fully said to be good because there are still some leaders who do not pay attention to perfection and accuracy of work and do not listen to the inputs given by their subordinates. In addition, some leaders also lack motivation to their subordinates to be able to work optimally. This is due to the low level of awareness from leaders that their

existence is the main key to the implementation of the company's activities. Then the next problem is about mutations. The mutation carried out by the company is considered unfair and not in accordance with reality. Employees who perform well do not necessarily get a promotion mutation if there is no superior relationship that recommends them. And vice versa, employees who have mediocre performance but have a strong relationship with their superiors will find it easier to get a mutation for promotion. This, of course, will have an impact on the difficulty of creating organizational citizenship behavior in PT. Perkebunan Nusantara IV Medan. Based on some of these phenomena, the author is interested in conducting this research.

Literature Review

Organizational Citizenship Behavior

Organizational citizenship behavior is the positive behavior of organizational members. These positive behaviors are reflected in the form of willingness to work, and contribute to the organization (Titisari, 2014). Organizational citizenship behavior is work behavior that exceeds work requirements and plays a role in the survival of the organization. One of the indicators of organizational citizenship behavior is sportsmanship (Muhdar, 2023). Sportsmanship is emphasizing the positive aspects of the company compared to the aspects of displeasure, protesting, not looking for faults in the company, not complaining about everything, and not exaggerating small problems.

Job Satisfaction

Job satisfaction is something individual, because each individual has different levels of satisfaction according to the value system that applies to him. Job satisfaction is an evaluation that describes a person's feelings of happy or unhappy, satisfied or dissatisfied at work (Jufrizen, 2017). Job satisfaction has an effect on the output of a process in an organization. High job satisfaction will be achieved if the factors that cause job satisfaction are well available (Saripuddin, 2015). Job satisfaction is not a stand-alone variable, it is influenced by various factors both from within the organization and from the employees themselves (Fauzi et al., 2022). Job satisfaction is one of the important factors that has a great contribution to being able to realize the vision, mission and goals of an organization, because job satisfaction is a perception or emotional feeling of a person towards their work so that a person who feels that he has high job satisfaction tends to have a high commitment to his work. In addition, a person who is satisfied with his work will certainly show optimal performance in carrying out the tasks he carries out so that it will make it easier to realize the organization's ideals (Latifah, 2022). One of the indicators of job satisfaction is satisfaction with colleagues, which is the attitude of happy or unhappy employees with the support of their colleagues (Harahap & Tirtayasa, 2020).

Transformational Leadership

Transformational leadership is the process by which people engage with others and create relationships that generate motivation and morality in leaders and followers to sort out the complexities associated with the morally enhancing components of pure transformational leadership (Asbari et al., 2021). Transformational leadership is a leader who has the power to influence subordinates in certain ways. With the implementation of transformational leadership, subordinates will feel trusted, appreciated, loyal and respected to their leaders. In the end the subordinates will be motivated to do more than expected (Hairudinor et al., 2020). Transformational leaders delegate authority to followers to think, generate, and execute any ideas, highlighting the importance of working together in performing collective tasks, often

seeking followers' participation in group work, and providing opportunities to learn from shared experiences (Bahagia et al., 2018). One of the indicators of transformational leadership is individual attention, namely paying attention to the individual, respecting the differences of each individual, giving advice and direction (Setyaasih, 2024).

Mutation

Mutation is the transfer of an employee from the original work position to the new work position (Prayogi et al., 2019). The job position can be increased (promotion), but it can also be lower than the original position (demotion). Terms that have the same meaning as mutation are transfer, transfer, and job rotation of employees (Milenia et al., 2022). Employee mutation is one of the follow-ups carried out from the results of employee performance assessments (Medah et al., 2023). Mutation is the transfer of an employee that involves a change in the new position, duties, functions, and responsibilities of an employee who has the same level or equivalent level from his previous job in a company (Suharsono & Suci, 2019). One of the indicators of mutation is the accuracy in carrying out mutations that are adjusted to the employee's work ability (Elizar & Tanjung, 2018).

Research Method

This type of research uses a quantitative descriptive approach. The data collection technique uses interviews and questionnaires. The population consists of all permanent employees in PT. Perkebunan Nusantara IV Medan which totals 86 people. The sampling technique uses The saturated sample is to make all populations into a sample of respondents. Data analysis techniques using model statistical analysis *Partial Least Squares* (Smart-PLS) which aims to conduct path analysis with latent variables with the stages of conducting tests *Outer Model* and then continued with *Inner Model* (Juliandi et al., 2018).

Result and Discussion

Measurement Model Analysis (Outer Model)

Tabel 1: Average Variance Extracted (AVE) Results

	<i>Average Variance Extracted</i>
Transformational Leadership (X1)	0.714
Job Satisfaction (Z)	0.781
Mutation (X2)	0.852
Organizational Citizenship Behavior (Y)	0.706

Source: Smart-PLS Data Processing Results (2024)

Based on table 1, all variables showed an AVE value greater than 0.60, so it can be concluded that all question items in each variable asked to the respondents are reliable.

Table 2: Discriminant Validity Results

<i>Discriminant Validity</i>			
Transformational Leadership (X1)	Job Satisfaction (Z)	Mutation (X2)	Organizational Citizenship Behavior (Y)
Transformational Leadership (X1)			

Job Satisfaction (Z)	0.584		
Mutation (X2)	0.505	0.589	
Organizational Citizenship Behavior (Y)	0.512	1.134	0.599

Source: Smart-PLS Data Processing Results (2024)

Based on table 2, all variables show a HTMT value < 0.90, meaning that the data presented shows good discriminatory validity.

Structural Model Analysis (Inner Model)

Table 3: R-Square Test Results

	R-Square	R-Square Adjusted
Job Satisfaction (Z)	0.327	0.309
Organizational Citizenship Behavior (Y)	0.789	0.780

Source: Smart-PLS Data Processing Results (2024)

The data above shows that the R-Square Adjusted value for organizational citizenship behavior (Y) is 0.780 which means it has a substantial (strong) model, while the R-Square Adjusted value for job satisfaction (Z) is 0.309 which means it has a weak model.

Table 4: F-Square Test Results

	F-Square		
	Transformational Leadership (X1)	Job Satisfaction (Z)	Mutation (X2)
Transformational Leadership (X1)		0.161	0.003
Job Satisfaction (Z)			2.251
Mutation (X2)		0.152	0.043
Organizational Citizenship Behavior (Y)			

Source: Smart-PLS Data Processing Results (2024)

The data above shows that the F-Square value of transformational leadership on organizational citizenship behavior is 0.003 which means it has a small influence, and transformational leadership on job satisfaction is 0.161 which means it has a moderate influence. The F-Square Mutation value on organizational citizenship behavior is 0.043 which means it has a small effect, the mutation on job satisfaction is 0.152 which means it has a moderate effect. The F-Square value of job satisfaction to organizational citizenship behavior is 2,251, which means that it has a great influence.

Table 5: Dirrect Effect Test Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics (0/STERR)	P- Value
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	(O)	(M)	(STDEV)		
Transformational Leadership (X1) -> Job Satisfaction (Z)	0.322	0.305	0.102	3.143	0.002
Transformational Leadership (X1) -> Organizational Citizenship Behavior (Y)	0.240	0.240	0.103	2.341	0.003
Kepuasan Kerja (Z) -> Organizational Citizenship Behavior (Y)	0.841	0.856	0.059	4.331	0.000
Mutasi (X2) -> Job Satisfaction (Z)	0.346	0.348	0.107	3.237	0.002
Mutasi (X2) -> Organizational Citizenship Behavior (Y)	0.406	0.405	0.105	3.866	0.000

Source: Smart-PLS Data Processing Results (2024)

Based on table 5, it can be seen that the influence of transformational leadership on organizational citizenship behavior, transformational leadership on job satisfaction, mutation on organizational citizenship behavior, mutation on job satisfaction, and job satisfaction on organizational citizenship behavior all have a T-statistic value of >1.96 with a P-Values of < 0.05 and an original sample value (path coefficient) all point in the direction of a positive relationship so it is concluded that all the hypotheses put forward are acceptable.

Table 6: Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P-Value
Transformational Leadership (X1) -> Job Satisfaction (Z) -> Organizational Citizenship Behavior (Y)	0.271	0.261	0.088	3.073	0.003
Mutasi (X2) -> Kepuasan Kerja (Z) -> Organizational Citizenship Behavior (Y)	0.291	0.297	0.093	3.145	0.002

Source: Smart-PLS Data Processing Results (2024)

Table 6 shows that the job satisfaction variable has a positive and significant influence in mediating transformational leadership on organizational citizenship behavior. And likewise, the job satisfaction variable has a positive and significant influence in mediating mutation variables on organizational citizenship behavior.

Discussion

The Influence of Transformational Leadership on Organizational Citizenship Behavior

Based on the results of the study, transformational leadership variables have a positive and significant effect on organizational citizenship behavior. Transformational leadership is a leadership model applied by leaders who make teamwork the main thing (Setyaasih, 2024). An effective leadership style is indispensable in a company to direct the company's employees and control various existing problems with the right solutions. If the leadership style of a leader in an organization is good, it will have a great influence on the creation of organizational citizenship behavior. Therefore, PT. Perkebunan Nusantara IV Medan must implement a transformational leadership model in order to create organizational citizenship

behavior in its corporate environment. The results of this study are in line with the research conducted (Jufrizen et al., 2021) and (Siagian & Khair, 2018) which states that transformational leadership has a positive and significant effect on organizational citizenship behavior.

The Influence of Transformational Leadership on Job Satisfaction

Based on the results of the study, transformational leadership variables have a positive and significant effect on job satisfaction. Job satisfaction can be achieved if employees are productive at work and employee expectations can be met by the company (Nasution & Lesmana, 2019). If leaders or colleagues do not support each other or do not care about each other, the work carried out will not run well and will cause problems and automatically employee job satisfaction will definitely decrease. Leaders and colleagues should understand and motivate each other in order to create a good working relationship. Therefore, PT. Perkebunan Nusantara IV Medan must implement this transformational leadership style in order to maintain good relations between employees which can ultimately lead to employee job satisfaction. The results of this study are in line with the research conducted by (Jufrizen, 2017) and (Kartika & Susanta, 2020) which states that transformational leadership has a positive and significant effect on job satisfaction.

The Influence of Mutation on Organizational Citizenship Behavior

Based on the results of the study, mutation variables have a positive and significant effect on organizational citizenship behavior. Mutation is a personnel activity related to the process of transferring functions, responsibilities and employment status of the workforce in certain situations with the aim that the workforce concerned obtains deep job satisfaction and can provide work performance as appropriate as much as possible for the organization (Prayogi et al., 2019). Mutation is the transfer of employees that involves a change in the new position, duties, functions, and responsibilities of an employee who has the same level or equivalent level of his previous job in a company (Milenia et al., 2022). Therefore, PT. Perkebunan Nusantara IV Medan must apply mutation in the right way and time to employees in order to create organizational citizenship behavior within the company. The results of this study are in line with the research conducted (Purnamasari, 2019) and (Putranti, 2018) which states that mutations have a positive and significant effect on the formation of Organizational Citizenship Behavior.

The Influence of Mutation on Job Satisfaction

Based on the results of the study, mutation variables have a positive and significant effect on job satisfaction. Currently, mutations are most often used as a training tool to improve employee skills and flexibility. Mutation is the transfer of an employee from the original work position to the new work position. The job position can be increased (promotion), but it can also be lower than the original position (demotion). Employee mutation is one of the follow-ups carried out from the results of employee performance assessments (Elizar & Tanjung, 2018). Therefore, this mutation must be carried out by the company in the right way and time and without nepotism so that employees who have good achievements are really rewarded in the form of fair promotions so that the employee gets job satisfaction in the company. The results of this study are in line with the research conducted (Siska & Haryati, 2021) and (Triyulianti et al., 2023) which states that mutations have a positive and significant effect on job satisfaction.

The Influence of Job Satisfaction on Organizational Citizenship Behavior

Based on the results of the study, the variable of job satisfaction has a positive and significant effect on organizational citizenship behavior. Job satisfaction is an evaluation that describes a person's feelings of happy or unhappy, satisfied or dissatisfied at work (Jufrizen, 2017). Job satisfaction is one of the important factors that have a great contribution to realizing the vision, mission and goals of an organization. Job satisfaction is a perception or emotional feeling of a person towards their work so that a person who feels that he has high job satisfaction tends to have a high commitment to his job. A person who is satisfied with his work will certainly show optimal performance in carrying out the tasks he or she carries out and creates a sense of belonging, loyalty, and a great sense of responsibility for the company's progress. This will shape the organizational citizenship behavior of employees in the company environment. Therefore, PT. Perkebunan Nusantara IV Medan must be able to provide job satisfaction to its employees in order to create organizational citizenship behavior within the company. This research is in line with the research conducted (Erwin & Suhardi, 2022), (Syahyuni & Widya, 2018), and (Jufrizen & Hutasuhut, 2022) which states that job satisfaction has a positive and significant effect on organizational citizenship behavior.

The Influence of Transformational Leadership on Organizational Citizenship Behavior Through Job Satisfaction

Based on the results of the study, the job satisfaction variable has a positive and significant effect in mediating the transformational leadership variable on organizational citizenship behavior. Transformational leadership is the process by which people engage with others and create relationships that generate motivation and morality in leaders and followers (Asbari et al., 2021). Good leadership will create a good relationship between leaders and subordinates within the company. This good relationship will of course affect employee job satisfaction. Employee job satisfaction will be shown by a good process in carrying out company activities and also the best work results from employees. The process of carrying out work activities in the company will be shown by behavior of belonging, loyalty, working actively beyond the job description and having a sense of responsibility for the company's progress, which is all a manifestation of organizational citizenship behavior. Therefore, PT. Perkebunan Nusantara IV Medan must apply a transformational leadership style in order to be able to create employee job satisfaction which will eventually be able to create organizational citizenship behavior in the company environment. The results of this study are supported by research by (Suhanta et al., 2022) and (Jufrizen, 2017) which state that with leadership that makes employees satisfied with their jobs, organizational citizenship behavior will be created by itself.

The Influence of Mutation on Organizational Citizenship Behavior Through Job Satisfaction

Based on the results of the study, the job satisfaction variable has a positive and significant effect in mediating mutation variables on organizational citizenship behavior. Mutation is the transfer of employees that concerns a change in the new position, duties, functions, and responsibilities of an employee who has the same level or equivalent level from his previous job in a company (Suharsono & Suci, 2019). Employees who get a mutation in the form of a promotion will certainly get job satisfaction. Then this satisfaction will be shown by employees in working through a sense of belonging to the company, high loyalty, and a sense of responsibility for the company's progress. This will create organizational citizenship behavior in the company environment. Therefore, PT. Perkebunan Nusantara IV Medan must provide mutations in the right way and time as well as fair and not smelling of nepotism in order to be able to create employee satisfaction at work which in the end will be shown in the

form of work that helps each other, cares for each other, works actively beyond the job description, is highly loyal, and has a sense of responsibility for the company's progress in the future. Or in other words, there will be an organizational citizenship behavior within PT. Perkebunan Nusantara IV Medan.

Conclusion

Transformational leadership has a positive and significant effect on organizational citizenship behavior. Transformational leadership has a positive and significant effect on job satisfaction. Mutations have a positive and significant effect on organizational citizenship behavior. Mutations have a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on organizational citizenship behavior. Job satisfaction mediates the influence of transformational leadership on organizational citizenship behavior. Job satisfaction mediates the influence of mutations on organizational citizenship behavior in PT. Perkebunan Nusantara IV Medan.

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