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**IMPACT OF SUPPORTIVE LEADERSHIP, ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR, AND WORK ENGAGEMENT ON EMPLOYEE PERFORMANCE  
THROUGH JOB SATISFACTION IN A LOGISTICS COMPANY**

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**Abstract.** This study examines the influence of supportive leadership, organizational citizenship behavior (OCB), and work engagement on employee performance and job satisfaction, as well as the mediating role of job satisfaction. It adopts a quantitative approach using purposive sampling. Data was collected through questionnaires from 113 respondents and analyzed using PLS-SEM with the SMART PLS application. The findings indicate that supportive leadership does not have a significant effect on employee performance. However, OCB shows a significant positive influence on performance. Meanwhile, work engagement does not have a significant effect on employee performance. On the other hand, all three variables—supportive leadership, OCB, and work engagement—have a significant positive effect on job satisfaction. Furthermore, job satisfaction significantly enhances employee performance. Another key finding is that job satisfaction serves as a significant mediator between supportive leadership and employee performance. In addition, it also significantly mediates the effects of OCB and work engagement on performance.

**Abstrak.** Penelitian ini mengkaji pengaruh kepemimpinan suportif, perilaku kewargaan organisasi (organizational citizenship behavior/OCB), dan keterikatan kerja terhadap kinerja dan kepuasan kerja karyawan, serta peran mediasi dari kepuasan kerja. Penelitian ini menggunakan pendekatan kuantitatif dengan metode purposive sampling. Data dikumpulkan melalui kuesioner dari 113 responden dan dianalisis menggunakan PLS-SEM dengan bantuan aplikasi SMART PLS. Hasil penelitian menunjukkan bahwa kepemimpinan suportif tidak berpengaruh signifikan terhadap kinerja karyawan. Namun, OCB terbukti memiliki pengaruh positif yang signifikan terhadap kinerja. Sementara itu, keterikatan kerja tidak menunjukkan pengaruh yang signifikan terhadap kinerja karyawan. Di sisi lain, ketiga variabel—kepemimpinan suportif, OCB, dan keterikatan kerja—memiliki pengaruh positif yang signifikan terhadap kepuasan kerja. Selanjutnya, kepuasan kerja secara signifikan meningkatkan kinerja karyawan. Temuan penting lainnya adalah kepuasan kerja berperan sebagai mediator yang signifikan dalam hubungan antara kepemimpinan suportif dan kinerja karyawan. Selain itu, kepuasan kerja juga memediasi secara signifikan pengaruh OCB dan keterikatan kerja terhadap kinerja.

## INTRODUCTION

**PT. Karisma Sejahtera Logistik** is an international freight forwarding company. The founder of PT. Karisma Sejahtera Logistik began with professional experience in the field, guided by a single vision: to satisfy customer needs. The company consistently provides both international and domestic transportation services and is committed to resolving cargo shipping issues across various regions.

PT. Karisma Sejahtera Logistik is supported by global partners and a professional team specializing in cargo handling, particularly in export and import. As a result, the company requires high-performing human resources to remain competitive in-service quality and to drive business growth. However, employee performance has not always reached optimal levels. The company conducts regular performance evaluations every semester.

Although there was a performance increase from 80% in 2022 to 85% in 2023, it still falls short of the company's 100% performance target. This performance gap indicates the need for a deeper evaluation of factors affecting employee performance. Moreover, the current Key Performance Indicators (KPIs)—such as productivity, customer satisfaction, and punctuality—remain general and lack specific metrics, including calculation methods, weighting, and clear achievement benchmarks. This lack of specificity makes it difficult to assess whether actual performance meets expectations or requires improvement.

In 2022, PT. Karisma Sejahtera Logistik introduced several key changes, such as the implementation of the CargoWise system for shipment tracking, a new accounting system to streamline financial reporting, and the recruitment of HR managers to enhance employee support. These changes aimed to improve efficiency and employee satisfaction, but their impact on performance was not immediately evident. This suggests that other factors—such as supportive leadership, organizational citizenship behavior, and work engagement—may also influence employee performance.

An analysis of employee performance data from 2021 to 2023 reveals fluctuations. In 2021, average employee productivity was 85%, customer satisfaction reached 90%, and on-time delivery stood at 75%. In 2022, productivity dropped to 80%, customer satisfaction to 85%, while delivery timeliness remained unchanged at 75%. By 2023, productivity and customer satisfaction rose again to 85% and 90%, respectively, with delivery timeliness improving to 80%.

Employee performance is crucial to organizational success. To navigate increasingly complex business environments, organizations must continuously strive to enhance performance. One major influence on employee performance is leadership style. In his book *Irresistible*, Bersin (2022) explains that companies emphasizing employee well-being, continuous feedback, and inclusive work environments tend to achieve better performance outcomes. He also stresses the importance of empathetic leadership and adaptability in the modern workplace. Thus, leadership style plays a vital role in shaping organizational success.

## LITERATURE REVIEW

### Supportive Leadership and Employee Performance

Supportive leadership is a leadership style that emphasizes harmonious interpersonal relationships between superiors and subordinates (Zaman et al., 2022). Leaders who adopt this style create a supportive workplace atmosphere, enabling employees to grow and realize their potential (Hattke, 2019). Research by Kim et al. (2021) shows that supportive leadership is positively correlated with various aspects of employee performance, including job satisfaction. In modern organizations that face increasingly complex challenges, supportive leadership is becoming more relevant as it helps

employees navigate difficulties and achieve optimal success. Studies conducted by Henuk et al. (2023), Hartono et al. (2023), and Azzahra et al. (2024) explain that supportive leadership significantly influences employee performance.

### **Organizational Citizenship Behavior and Employee Performance**

In an era of globalization and intense competition, organizations need more than employees who merely complete their tasks. Employees who demonstrate high levels of Organizational Citizenship Behavior (OCB) become valuable assets because they contribute to the organization's overall success. Research on OCB is increasingly relevant to understanding the elements that enhance organizational performance. OCB refers to voluntary behaviors that go beyond formal job responsibilities and contribute to organizational success. These behaviors include helping colleagues (Hariati et al., 2021), adhering to company rules, and taking initiative. OCB plays an essential role in enhancing overall performance, as these actions, while not always directly measurable, positively impact the work environment and productivity. Research by Irfan et al. (2023) and Dirga (2024) confirms that OCB has a significant and positive effect on improving employee performance.

### **Work Engagement and Employee Performance**

Another factor influencing employee performance is work engagement. Work engagement refers to a positive psychological state in the workplace that fosters employee enthusiasm, motivation, and energy in completing tasks (Alshaabani et al., 2021). Highly engaged employees tend to exhibit high levels of productivity, creativity, and organizational commitment. Research indicates that work engagement significantly and positively affects individual performance and overall organizational success. Studies by Anuari et al. (2020) and Rifki et al. (2024) show that high work engagement leads to high employee performance.

### **Supportive Leadership and Job Satisfaction**

Supportive leadership refers to a leadership style in which leaders provide emotional support, guidance, and practical assistance to their team members. When leaders demonstrate concern and appreciation for employees' efforts, employees feel valued and more satisfied with their work environment (Zulfikar et al., 2021). Supportive leadership often enhances the quality of the leader-employee relationship. This harmonious relationship can increase job satisfaction, as employees feel more comfortable and appreciated. Research by Rahayu et al. (2024) shows that supportive leadership has a significant influence on job satisfaction.

### **Organizational Citizenship Behavior and Job Satisfaction**

Organizational Citizenship Behavior (OCB) can improve organizational performance by serving as a "supporting force" in social interactions within the organization. Through these behaviors, interpersonal relations among members become more harmonious, conflicts are reduced, and efficiency increases. OCB fosters behaviors that support the effectiveness and efficiency of organizational functions, including learning new tasks and voluntarily participating in beneficial group activities (Yunardi & Ie, 2023). OCB and job satisfaction are significantly related, and understanding the impact of OCB on job satisfaction provides valuable insights into how employee behavior contributes to a positive work environment. Research by Saputra et al. (2020) confirms that OCB significantly influences job satisfaction.

### **Employee Engagement and Job Satisfaction**

Employee engagement refers to the level of energy, enthusiasm, and dedication employees have toward their work. Job satisfaction, on the other hand, reflects employees' contentment with various aspects of their jobs, including tasks, the work environment, and relationships with colleagues. Engaged employees are typically more energetic and have a positive outlook on their jobs (Fatharani & Riasnugrahani, 2022). This vitality often leads to greater job satisfaction, as employees are more motivated and prouder of their work. Research by Nafis et al. (2023) shows that employee engagement significantly affects job satisfaction.

### **Job Satisfaction and Employee Performance**

Job satisfaction, as an emotional response reflecting an individual's evaluation of their work, often serves as a mediating variable in organizational research (Rudi et al., 2024). As a mediator, it explains how and why independent variables affect dependent variables. For example, transformational leadership may enhance employee well-being and satisfaction, ultimately boosting their performance. Thus, job satisfaction acts as a bridge between leadership style and employee performance. Research on job satisfaction's mediating role is crucial, as it provides a more comprehensive understanding of the factors influencing performance in various organizational contexts. Studies by Meilani et al. (2020) and Nurdiansyah et al. (2020) show that job satisfaction significantly influences work performance.

## **RESEARCH METHOD**

This study was conducted quantitatively by examining the effect of Supportive Leadership, Organizational Citizenship Behavior (OCB), and Work Engagement on Employee Performance, mediated by Job Satisfaction. The research was carried out by distributing questionnaires to 154 employees working at PT. Karisma Sejahtera Logistik, with 113 questionnaires completed and returned (a response rate of 73%). Supportive leadership in this study was measured using 9 items adapted from Patria et al. (2022), OCB was measured using 15 items adapted from the study by Liu et al. (2024), work engagement was measured using 9 items adapted from the research of Huo & Wan (2024), job satisfaction was measured using 12 items adapted from the study by Nassani et al. (2024), and employee performance was measured using 9 items adapted from the research of Qalati et al. (2022). The analysis in this study was carried out using the Structural Equation Modeling (SEM) technique with the SmartPLS 4 software.

## **RESULTS AND DISCUSSION**

The 113 employees who were respondents in this study, it is known that most employees are aged between 20-39 years, so they fall into the millennial and generation z categories, where most employees are bachelor's degree graduates and have worked for an average of more than 10 years. The first test is to conduct an outer model test. According to Ghazali (2015:39) the purpose of the outer model evaluation is to assess validity through convergent validity and discriminant validity, as well as the reliability of the model evaluated composite reliability and cronbach's alpha for its indicator block. The following are the results of the outer model test in this study:

Convergent validity testing is tested from each construct indicator. According to Chin (1998), an indicator is said to be valid if its value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered sufficient. To ensure that there are no measurement-related problems, the last

step in evaluating the outer model is to test the reliability of the model. Reliability testing is carried out using Composite Reliability (CR) and Cronbach's Alpha (CA) indicators.

**Table 1.** R Square Test

Variable	R-square	R-square adjusted
Job Satisfaction	0,482	0,468
Job Performance	0,808	0,801

Source: Data Processed (2024)

The R-Square ( $R^2$ ) value for the Job Satisfaction model is 0.482, indicating that 48.2% of the variability in Job Satisfaction can be explained by the independent variables in the model. The adjusted R-Square value of 0.468 indicates that after considering the number of variables in the model, the proportion of explained variability decreases slightly, but still indicates that this model is quite good at explaining Job Satisfaction. Meanwhile, in Employee Performance, the R-Square ( $R^2$ ) value is 0.808, meaning that 81% of the variability in Employee Performance can be explained by the independent variables in the model. The adjusted R-Square value of 0.801 indicates that this model remains strong in explaining Employee Performance, even though there is an adjustment for the number of variables used. This indicates that this model has a good ability to predict Employee Performance.

**Table 2.** Hypothesis Test

Hypothesis	Original sample	T statistic	P values
H1: Supportive Leadership → Employee Performance	0,242	3,716	0,000
H2: Organizational Citizenship Behavior → Employee Performance	0,284	3,410	0,000
H3: Job Engagement → Employee Performance	0,147	1,877	0,030
H4: Supportive Leadership → Job Satisfaction	0,221	2,271	0,012
H5: Organizational Citizenship Behavior → Job Satisfaction	0,362	3,651	0,000
H6 : Job Engagement → Job Satisfaction	0,203	2,205	0,014
H7 : Job Satisfaction → Employee Performance	0,378	5,394	0,000
H8: Supportive Leadership → Job Satisfaction → Employee Performance	0,084	2,064	0,02

Hypothesis	Original sample	T statistic	P values
H9: Organizational Citizenship Behavior → Job Satisfaction → Employee Performance	0,137	3,390	0,000
H10: Job Engagement → Job Satisfaction → Employee Performance	0,077	1,803	0,036

Source: Data Processed (2024)

The estimated value of the path coefficient for the influence of Supportive Leadership on Employee Performance is 0.242 with a T-statistic of 3.716 and a P-value of 0.000. This shows that Supportive Leadership has a significant positive influence on Job Satisfaction. This means that the hypothesis H1 is accepted. The main characteristic of an effective leader is supportive leadership. Supportive leadership can be defined as "leader behavior directed at satisfying the needs and preferences of subordinates, such as showing concern for the welfare of subordinates and creating a friendly and psychologically supportive work environment". Supportive leaders are characterized as friendly and approachable and offer subordinates material, informational, and socio-emotional resources, which include respect and concern for employee welfare (Kim et al., 2021). Supportive leadership improves the quality of the exchange relationship between supervisors and subordinates (i.e., vertical subordinate relationships). According to the norm of reciprocity when subordinates receive supportive leadership, they form a perceived obligation to the leader and reciprocate by meeting the leader's performance expectations (high performance) and providing emotional support back to the leader (Kim et al., 2021). The results of this study are in line with the findings of several previous studies by Siti Nur Azizah et al. (2024), Hartono et al. (2023), Azzahra et al. (2024), and Irfan et al. (2023).

The path coefficient value for Organizational Citizenship Behavior is positive at 0.284. It is also known that the T-statistic value (3.410) is greater than the T table value (1.658) and the P-value (0.000) which is smaller than 0.05. This means that the hypothesis H2 is accepted. One of the things that influences employee performance is Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is defined as behavior that "contributes to the maintenance and enhancement of the social and psychological context that supports task performance. Organizational Citizenship Behavior (OCB) includes voluntary actions at the individual level that are not formally recognized and rewarded by the organization and are viewed as extra-role behaviors. Research evidence suggests that organizations that foster organizational citizenship outperform those that do not. Although Organizational Citizenship Behavior (OCB) is an informal aspect of an employee's job and is not part of their formal job description, evidence suggests that it has a substantial positive impact on organizational success (Kaur & Randhawa, 2021). The results of this study are in line with the findings of several previous studies by Azzahra et al. (2024), Hartono et al. (2023), Dirga (2024), and Kurniawan and Keni (2024).

The path coefficient value for the influence of Work Engagement on Employee Performance is positive at 0.147. It is also known that the T-statistic value (1.887) is greater than the T table value (1.658) and the P-value (0.030) which is less than 0.05. This means that the hypothesis H3 is

accepted. When employees can direct all their efforts and energy into their work, it allows them to carry out their work well with fewer reported work errors (Lee et al., 2024). Thus, providing role clarity, social recognition, and a sense of security to employees are important factors that contribute to their engagement and, ultimately, optimal performance quality. The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between work engagement behavior and employee performance, as expressed by Balalimbu et al. (2023), Setyawan et al. (2024), and Rifki et al. (2024).

The estimated value of the path coefficient for the influence of Supportive Leadership on Job Satisfaction is 0.221 with a T-statistic of 2.271 and a P-Value of 0.012. Because the t-statistics are greater than the t-table (1.658) and the P-value is less than 0.05, this influence is significant. This means that the hypothesis H4 is accepted. Theoretically, supportive leadership is a specific aspect included in a broader leadership model, transformational leadership, with overlaps with what is called compassionate leadership. It is also part of the broad meta-category of relationship-oriented leadership. In practice, a supportive leadership style reflects a supervisor who provides emotional, instrumental, informal, and valuable and appreciative support, but with the greatest weight on the emotional dimension, paying attention, listening, and understanding (Blomberg et al., 2024). The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between supportive leadership and job satisfaction, as expressed by Zulfikar et al. (2021), Muhammad et al. (2022), Suyono et al. (2019), Rahayu et al. (2024), and Rivai (2019).

The path coefficient value for the influence of Organizational Citizenship Behavior on Job Satisfaction is obtained with a positive value of 0.362. It is also known that the T-statistic value (3.651) is greater than the T table (1.658) and the P-value (0.000) is smaller than 0.5. This means that the hypothesis H5 is accepted. Job satisfaction is closely related to employee behavior in the workplace. Empirical evidence shows that individuals who are satisfied with their jobs tend to have positive behaviors, such as volunteering (Idris et al., 2021). The employee behavior in question is organizational citizenship behavior (OCB). Organizational Citizenship Behavior (OCB) is multidimensional employee behavior, including various aspects of employee behavior that are positive and beneficial for organizational development (Idris, et al., 2021). The conclusion of this statement is that job satisfaction has a close relationship with employee behavior in the workplace. The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between Organizational Citizenship Behavior and job satisfaction, as expressed by Robbins and Judge (2019), Kuma et al. (2020), Yunardi and Ie (2023), and Saputra et al. (2020).

The path coefficient value between Job Satisfaction and Employee Performance is positive at 0.203. It is also known that the T-statistic value (2.205) is greater than the T table value (1.658) and the P-value (0.014) which is less than 0.05. This means that there is a significant positive (unidirectional) influence of Job Engagement on Job Satisfaction. This means that the hypothesis H6 is accepted. A concept that is closely related to job engagement is job satisfaction. Job satisfaction is explained as the feelings and emotions of employees towards their work and the level of employee satisfaction with their work (Wei et al., 2023). According to Liu et al. (2023) Job satisfaction and job engagement are indeed the main indicators of well-being, and they are considered the key to motivating employees to dedicate themselves to improving their work

performance. The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between employee engagement and job satisfaction, as expressed by Fatharani and Riasnugrahani (2022), Yusuf (2022), Judge et al. (2020), Nafis et al. (2023), and Putra (2024).

The path coefficient value is positive at 0.378. It is also known that the T-statistic value (5.394) is greater than the T table value (1.658) and the P-value (0.000) which is less than 0.05. This means that the hypothesis H7 is accepted. Satisfied employees are an important prerequisite for a healthy company and are the main assets of the organization. Organizations in any industry that aim to maximize profits must understand and improve their employees' job satisfaction (Egemen, 2024). Furthermore, according to Egemen (2024) Dissatisfied employees will be less motivated to dedicate themselves to their work, while satisfied employees usually do their best to achieve organizational goals. Team members who are satisfied with their work feel connected to the project and work hard for the success of the project. The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between job satisfaction and employee performance, as expressed by Fatharani and Riasnugrahani (2022), Widayanti et al. (2021), Paparang et al. (2021), Afandi & Bahri (2020), Hendrayana et al. (2021), and Putri et al. (2024).

The path coefficient value for the indirect effect of Sportsmanship Leadership on Employee Performance through Job Satisfaction is 0.084. It is also known that the T-statistic value (2.064) is greater than the T table value (1.658) and the P-value (0.002) which is smaller than 0.05. This means that the hypothesis H8 is accepted. In addition, supportive leadership can increase job satisfaction, and through this increase in job satisfaction, employee performance also increases. As a mediator, job satisfaction explains how the support given by leaders can transition into better results in terms of employee performance. Without a high level of job satisfaction, even though the leader is supportive, employees may not feel motivated to improve their performance significantly.

The path coefficient value for the indirect effect of Work Engagement on Employee Performance through Job Satisfaction is 0.077. It is also known that the T-statistic value (1.803) is greater than the T table value (1.658) and the P-value (0.036) which is smaller than 0.05. This means that the hypothesis H9 is accepted. This means that there is a significant positive effect of Organizational Citizenship Behavior on Employee Performance through Job Satisfaction or the Job Satisfaction variable can be an intervening between Organizational Citizenship Behavior on Employee Performance. This indicates that employees who voluntarily help coworkers, show commitment to the organization, and actively participate in organizational activities tend to feel more satisfied with their jobs. This high job satisfaction then has a positive impact on their performance. Therefore, encouraging organizational citizenship behavior can be an effective strategy to improve employee satisfaction and overall performance.

The path coefficient value for the indirect effect of Organizational Citizenship Behavior on Employee Performance through Job Satisfaction is obtained with a positive value of 0.137. It is also known that the T-statistic value (3.390) is greater than the T table value (1.658) and the P-value (0.000) which is smaller than 0.05. This means that the hypothesis H10 is accepted. This means that there is a significant positive effect of Work Engagement on Employee Performance



through Job Satisfaction or the Job Satisfaction variable can be an intervening between Work Engagement and Employee Performance. This explains that employees who feel involved and committed to their work tend to be more satisfied with their work. This high job satisfaction then has a positive impact on their performance. Therefore, increasing work engagement through various programs and initiatives can be an effective strategy to improve employee job satisfaction and overall performance.

### Conclusion

The results of the study indicate that all hypotheses tested in this study are accepted, meaning that supportive leadership, work engagement, organizational citizenship behavior are able to positively influence employee work performance through job satisfaction. The findings of this study confirm that Supportive Leadership, Organizational Citizenship Behavior, Work Engagement, and Job Satisfaction are interrelated and contribute to Employee Performance. This reinforces the importance of a holistic approach in human resource management, where psychological, social, and organizational factors need to be integrated to create a supportive and productive work environment. From the results of this study, it is known that companies need to maintain and improve good Organizational Citizenship Behavior as a key factor that supports employee performance. Management can provide appreciation or awards to employees who consistently demonstrate organizational citizenship behavior, such as helping coworkers or actively participating in organizational activities. In addition, an organizational culture that supports collaboration and teamwork needs to be continuously strengthened. Companies also need to focus on improving job satisfaction because of their significant impact on motivation and performance. Therefore, management needs to immediately take steps to improve job satisfaction, such as improving the work environment, providing competitive incentives, and ensuring open communication between superiors and subordinates. Improving job satisfaction will have a positive impact on employee motivation and performance. In addition, it is also necessary to evaluate and improve understanding of the importance of supportive leadership and encourage its implementation at all levels of the organization. Management needs to provide employees with an understanding of the importance of supportive leadership in supporting their performance and well-being. This can be done through training, socialization, or mentoring programs that show how supportive leadership can create a positive and productive work environment. In addition, employees who have leadership potential need to be encouraged to adopt this leadership style.

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