

## ENHANCING SOLDIERS' SUSTAINABLE PERFORMANCE THROUGH TRANSFORMATIONAL LEADERSHIP AND COMPENSATION: THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Wisnu Adityara<sup>1</sup>, Dwi Cahyono<sup>2</sup>, Toni Herlambang<sup>3</sup>

<sup>1,2,3</sup> Universitas Muhammadiyah Jember

[trivirga88@gmail.com](mailto:trivirga88@gmail.com)<sup>1</sup>, [dwicahyono@unmuhjember.ac.id](mailto:dwicahyono@unmuhjember.ac.id)<sup>2</sup>,

[toniherlambang@unmuhjember.ac.id](mailto:toniherlambang@unmuhjember.ac.id)<sup>3</sup>

Universitas Muhammadiyah Jember, Jl. Karimata 49, Sumpersari, 68121, Jember, Jawa Timur, Indonesia

Corresponding email: [trivirga88@gmail.com](mailto:trivirga88@gmail.com)

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### ABSTRACT

*This study aims to examine the direct and indirect effects of transformational leadership and compensation on sustainable performance, with Organizational Citizenship Behavior (OCB) as a mediating variable among soldiers of the 509th Infantry Battalion. Using an explanatory research approach, data were collected from 80 soldiers through a structured questionnaire and analyzed using SEM-PLS. The results show that transformational leadership and compensation significantly improve sustainable performance. Both variables also positively influence OCB, which in turn enhances sustainable performance. Mediation testing confirms that OCB partially mediates the effects of transformational leadership and compensation on sustainable performance, indicating that voluntary extra-role behaviors serve as an important behavioral pathway through which leadership and compensation strengthen long-term performance stability. The novelty of this research lies in integrating sustainable performance with leadership, compensation, and OCB within a military context—an area that remains underexplored in previous studies. This study also provides new empirical evidence on how OCB functions as a strategic mediator in high-discipline, high-risk organizational environments. The findings contribute theoretically by reinforcing models of*

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*transformational leadership, compensation, OCB, and sustainable performance, while practically offering recommendations for strengthening leadership practices, compensation fairness, and voluntary behaviors to enhance long-term operational readiness in military units.*

## INTRODUCTION

National security has become a strategic global issue increasingly pressured by non-traditional threats such as terrorism, separatism, transnational crime, and socio-political instability (Arifin & Narmaditya, 2024). The rapid evolution of global geopolitical tensions and technological advancements in defense systems demands military institutions to maintain personnel with consistent, professional, and sustainable performance. Despite ongoing modernization efforts, internal challenges remain, reflected in disciplinary violations and non-professional behavior in several Indonesian military units. This includes the 509th Infantry Battalion, which recorded 17 disciplinary cases in 2023, decreasing to 9 cases in 2024—indicating improvement but also highlighting persistent performance sustainability issues. Prior studies emphasize that leadership style, compensation policies, and organizational behavior significantly influence employee performance and long-term productivity (Gunawan et al., 2024; Hundie & Habtewold, 2024). These conditions reinforce the urgency to investigate key factors affecting sustainable performance among military personnel, given their essential role in national defense readiness.

Transformational leadership is characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, all of which promote higher motivation and psychological attachment among personnel. Empirical studies show that transformational leadership enhances OCB and organizational performance due to its ability to foster a positive work climate and stimulate intrinsic motivation (Nelwan & Lengkong, 2024; Sharma & Kaur, 2024). Compensation, understood as a form of organizational recognition for individual contributions, influences employee attitudes, OCB, and performance through perceived fairness and job satisfaction (Khabibulloh et al., 2023; Prayuda & Herminingsih, 2024). Organizational Citizenship Behaviour (OCB) refers to voluntary, extra-role behaviors that are not formally required but significantly contribute to organizational effectiveness and teamwork cohesion (Robbins & Judge, 2024). Previous studies consistently indicate that OCB plays a critical role in enhancing sustainable performance due to its influence on cooperation, persistence, and willingness to support colleagues (Aftab et al., 2024; Shang et al., 2024). Thus, theory supports both direct and indirect relationships among transformational leadership, compensation, OCB, and sustainable performance.

The 509th Infantry Battalion is selected as the research object due to several substantive considerations. First, as a Raider-qualified battalion, its personnel face high-risk and high-intensity operational demands, requiring superior sustainable performance encompassing physical endurance, mental resilience, and discipline. Second, recent internal data reveal persistent disciplinary issues that reflect misalignments between occupational demands and actual performance sustainability. Third, as part of the Army

Strategic Reserve Command (Kostrad), this battalion plays a fundamental role in rapid response operations, making personnel quality essential for organizational readiness. According to strategic human resource management theory, military institutions with high operational dynamics are ideal contexts for evaluating the effectiveness of leadership, compensation systems, and organizational behavior (Harahap et al., 2021; Saefulla et al., 2022). Therefore, the 509th Infantry Battalion represents a relevant, strategic, and empirically grounded setting for this study. Tabel 1 merupakan rangkuman data pelanggaran yang dilakukan oknum prajurit Batalyon Infanteri 509. Table 1 presents a summary of violations committed by personnel of the 509th Infantry Battalion.

Table 1. Violations by Soldiers of the 509th Infantry Battalion

Year	Number of Violations
2023	17
2024	9

Source: Processed Data, 2025.

Several research gaps exist in this study. First, research by (Arifin & Narmaditya, 2024; Hundie & Habtewold, 2024) reports that transformational leadership influences sustainable performance. However, (Sakti et al., 2023) found opposing results, indicating no such effect. Second, (Gunawan et al., 2024; Prayuda & Herminingsih, 2024) found that compensation affects sustainable performance, whereas (Yuriani & Chaerul Rizky, 2023) concluded the opposite. Third, (Nelwan & Lengkong, 2024; Sharma & Kaur, 2024) stated that transformational leadership affects organizational citizenship behavior, while (Fahreza et al., 2023) found no such influence. Fourth, (Fachrurazi et al., 2023; Khabibulloh et al., 2023) found that compensation affects OCB, but (Oktavia et al., 2022) reported contrary findings. Fifth, (Aftab et al., 2024; Shang et al., 2024) stated that OCB influences sustainable performance, whereas (Triani et al., 2020) found no significant effect.

Based on the inconsistencies above, this study addresses the research gap by re-examining the relationships between transformational leadership, compensation, OCB, and sustainable performance in a military context—an environment that differs substantially from civilian organizations. Empirically, this study contributes updated evidence on how leadership and compensation mechanisms affect soldiers' sustainable performance mediated by OCB. Theoretically, it expands the application of OCB as a mediating variable within hierarchical, command-driven institutions, an area less explored in current literature. Practically, the findings provide strategic recommendations for improving leadership approaches, compensation policies, and behavioral interventions to enhance soldiers' performance sustainability. The novelty of this study lies in the use of OCB as a mediating factor specifically among military personnel, where extra-role behaviors closely relate to discipline, loyalty, and unit cohesion. The specific objectives of this study are to: (1) analyze the effects of transformational leadership on OCB and sustainable performance; (2) examine the effects of compensation on OCB and sustainable performance; (3) determine the effect of OCB on sustainable performance; and (4) investigate the mediating role of OCB in the relationship between transformational leadership and compensation toward sustainable performance. The study's outcomes are expected to benefit both academic

development and practical military management strategies.

### LITERATURE REVIEW

Transformational Leadership Theory, developed by (Bass & Avolio, 1994), explains that transformational leaders influence their subordinates through four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Such leaders do not merely direct their followers but inspire, motivate, and transform them so they willingly exert efforts beyond formal job requirements. Previous studies indicate that transformational leadership positively affects Organizational Citizenship Behaviour (OCB) and employee performance because it fosters trust, strengthens psychological attachment, and encourages creativity and initiative among members (Nelwan & Lengkong, 2024; Sharma & Kaur, 2024). In the context of this research, this theory is highly relevant since military personnel require leaders who can cultivate discipline, loyalty, and intrinsic motivation—factors that significantly enhance OCB and sustainable performance among soldiers of the 509th Infantry Battalion.

Compensation Theory, as described by (Gerhart & Rynes, 2003), posits that compensation consists of financial and non-financial rewards provided by an organization to motivate employees, increase satisfaction, and support their productivity. Compensation functions not only as a means of fulfilling economic needs but also as a determinant of perceived fairness, as emphasized in Equity Theory (Adams, 1965). Numerous studies have found that fair and adequate compensation significantly improves OCB and employee performance (Gunawan et al., 2024; Khabibulloh et al., 2023). Among military personnel, appropriate compensation—especially given the high-risk nature of their duties—directly influences motivation, job satisfaction, loyalty, and willingness to contribute beyond formal expectations. Therefore, this theory underpins the hypothesis that compensation affects both OCB and sustainable performance in this study.

Organizational Citizenship Behaviour (OCB) Theory, introduced by (Organ, 1988), describes voluntary, extra-role behavior displayed by employees, which is not formally required yet enhances overall organizational effectiveness. OCB consists of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue—behaviors that reflect an individual's commitment to the organization. Prior research consistently shows that OCB plays a critical role in improving individual and organizational performance (Aftab et al., 2024; Shang et al., 2024). Within military settings, OCB is particularly essential because soldiers must demonstrate discipline, teamwork, loyalty, and readiness to support fellow personnel beyond formal job boundaries. These characteristics directly contribute to mission success and operational readiness. Therefore, OCB is positioned as a mediating variable in this research, strengthening the mechanism through which transformational leadership and compensation influence the sustainable performance of soldiers.

The theory of sustainable performance originates from the concept of sustainable human resource management, which emphasizes that performance should not be measured solely by short-term outcomes but also by an individual's ability to maintain productivity, quality, and well-being over time. (Gandung, 2021; Warella et al., 2021) explain that sustainable performance encompasses consistent work quality, physical

endurance, mental resilience, and long-term effectiveness. Other studies highlight that workplace factors such as leadership, motivation, and OCB significantly contribute to sustaining employee performance (Aftab et al., 2024). In the military context, sustainable performance is crucial because soldiers face high-intensity tasks, physical challenges, and operational risks that require continuous readiness, stability, and discipline. Thus, this theory serves as the conceptual foundation for analyzing how transformational leadership, compensation, and OCB collectively shape the sustainable performance of soldiers in the 509th Infantry Battalion.

### **The Influence of Transformational Leadership on Sustainable Performance**

Transformational leaders provide a vision and deeper meaning to work, enabling subordinates to feel more motivated and committed to organizational goals. Employees who feel valued and appreciated tend to experience higher job satisfaction, which directly enhances sustainable performance. Through intellectual stimulation, leaders encourage team members to find new ways to solve problems and improve work effectiveness. Transformational leaders also build strong emotional bonds and trust with subordinates. This trust fosters a sense of responsibility and dedication to delivering optimal results. Based on the explanation above and supported by previous studies (Aftab et al., 2024; Arifin & Narmaditya, 2024; Fachrurazi et al., 2023; Gunawan et al., 2024; Hundie & Habtewold, 2024; Khabibulloh et al., 2023; Nelwan & Lengkong, 2024; Prayuda & Herminingsih, 2024; Shang et al., 2024; Sharma & Kaur, 2024), transformational leadership has been shown to significantly influence employees' sustainable performance.

**H1: Transformational leadership has a significant effect on sustainable performance.**

### **The Influence of Compensation on Sustainable Performance**

Fair and adequate compensation enhances work motivation. When individuals feel their contributions are properly rewarded, they are motivated to improve their performance and achieve targets. Compensation that aligns with workload and job risk increases job satisfaction, which positively affects productivity and responsibility. Proper compensation also fosters loyalty to the organization and reduces turnover. Transparent and proportional compensation strengthens the sense of organizational justice, improves relationships among members, and enhances team effectiveness. Supported by previous studies (Aftab et al., 2024; Arifin & Narmaditya, 2024; Fachrurazi et al., 2023; Gunawan et al., 2024; Hundie & Habtewold, 2024; Khabibulloh et al., 2023; Nelwan & Lengkong, 2024; Prayuda & Herminingsih, 2024; Shang et al., 2024; Sharma & Kaur, 2024), compensation has been found to significantly influence employees' sustainable performance.

**H2: Compensation has a significant effect on sustainable performance.**

### **The Influence of Transformational Leadership on OCB**

Leaders with integrity who serve as moral role models foster trust and respect among subordinates. This encourages employees to engage in extra-role behaviors such as assisting colleagues and preserving the organization's reputation. Transformational leaders instill a higher purpose and meaning in work, which increases members' enthusiasm and willingness to contribute beyond formal requirements—hallmarks of OCB. Leaders who encourage innovative thinking make individuals feel appreciated,

resulting in more proactive and cooperative behavior that enhances OCB, such as initiative and organizational involvement. Personalized attention and guidance strengthen loyalty and a sense of belonging, further promoting helpfulness, high responsibility, and solidarity. Supported by previous studies (Aftab et al., 2024; Arifin & Narmaditya, 2024; Fachrurazi et al., 2023; Gunawan et al., 2024; Hundie & Habtewold, 2024; Khabibulloh et al., 2023; Nelwan & Lengkong, 2024; Prayuda & Herminingsih, 2024; Shang et al., 2024; Sharma & Kaur, 2024), transformational leadership has a significant influence on OCB.

### **H3: Transformational leadership has a significant effect on OCB.**

#### **The Influence of Compensation on OCB**

When members feel their efforts and contributions are rewarded, they are encouraged to engage in extra-role behaviors beyond formal obligations, such as assisting colleagues or maintaining the organization's reputation. Fair compensation enhances organizational justice, which motivates individuals to reciprocate with positive behaviors like OCB (e.g., cooperation, helping behaviors). Recognition, career opportunities, and a supportive work environment foster job satisfaction and a sense of belonging, making individuals more likely to exhibit OCB. Although OCB is voluntary, appropriate compensation—especially non-financial forms such as recognition—can strengthen intrinsic motivation, encouraging members to contribute more. Supported by previous studies (Aftab et al., 2024; Arifin & Narmaditya, 2024; Fachrurazi et al., 2023; Gunawan et al., 2024; Hundie & Habtewold, 2024; Khabibulloh et al., 2023; Nelwan & Lengkong, 2024; Prayuda & Herminingsih, 2024; Shang et al., 2024; Sharma & Kaur, 2024), compensation has been shown to significantly influence OCB.

### **H4: Compensation has a significant effect on OCB.**

#### **The Influence of OCB on Sustainable Performance**

According to (Hasibuan, 2018) OCB reflects the extent to which individuals identify with and are committed to their organization. (Robbins & Judge, 2024), describe OCB as the degree to which an employee supports organizational goals and is willing to maintain membership within the organization. Supported by previous studies (Aftab et al., 2024; Arifin & Narmaditya, 2024; Fachrurazi et al., 2023; Gunawan et al., 2024; Hundie & Habtewold, 2024; Khabibulloh et al., 2023; Nelwan & Lengkong, 2024; Prayuda & Herminingsih, 2024; Shang et al., 2024; Sharma & Kaur, 2024), OCB has been shown to significantly influence employees' sustainable performance.

### **H5: OCB has a significant effect on sustainable performance.**

#### **The Influence of Transformational Leadership on Sustainable Performance through OCB**

Transformational leaders act as role models (idealized influence), motivating members to display positive behaviors such as mutual assistance and discipline. Through inspirational motivation, members feel a shared vision, which encourages them to contribute beyond formal duties. Individuals who exhibit OCB collaborate more effectively, foster a harmonious work environment, and complete tasks more efficiently. Based on this reasoning, the following hypothesis is proposed:

### **H6: Transformational leadership has a significant effect on sustainable performance through OCB.**

#### **The Influence of Compensation on Sustainable Performance through OCB**

Satisfied members tend to reciprocate with positive behaviors such as helping colleagues, maintaining discipline, and upholding the organization's honor—all forms of OCB. Recognition or appreciation (non-financial compensation) enhances loyalty and a sense of belonging. Individuals who demonstrate OCB tend to be more cooperative, responsible, and proactive. OCB improves teamwork, efficiency, and the overall work climate, which in turn enhances both individual and organizational sustainable performance. Based on empirical evidence, the following hypothesis is proposed:

**H7: Compensation has a significant effect on sustainable performance through OCB.**

## RESEARCH METHOD

This study employs an explanatory research approach, which aims to analyze causal relationships between variables through hypothesis testing. Explanatory research is designed to explain the influence of independent variables on dependent and mediating variables within a structured theoretical framework. As stated by (Sugiyono, 2021), explanatory research is used to examine causal relationships between variables by testing predetermined hypotheses. In this study, the explanatory approach is appropriate because it assesses how transformational leadership and compensation affect sustainable employee performance, both directly and indirectly through organizational citizenship behaviour (OCB), within the organizational context of the 509th Infantry Battalion.

The variables in this study consist of independent variables (transformational leadership and compensation), a mediating variable (OCB), and the dependent variable (sustainable performance). Each variable is operationalized using validated theoretical indicators adopted from prior literature. Transformational Leadership (X1) defined as a leadership style that inspires, motivates, and intellectually stimulates subordinates to achieve higher performance. Indicators adopted from (Ajabar, 2020), include: (1) Charisma, (2) Inspirational motivation, (3) Individualized consideration, (4) Intellectual stimulation.

Compensation (X2) defined as financial and non-financial rewards employees receive as compensation for their contributions. Indicators adopted from (Jakaria et al., 2022), include: (1) Salary, (2) Incentives, (3) Benefits/insurance. Organizational Citizenship Behaviour (OCB) (Z) defined as voluntary individual behaviors that exceed formal job requirements to support organizational effectiveness. Indicators adopted from (Imbron & Pamungkas, 2021), include: (1) Altruism, (2) Conscientiousness, (3) Sportsmanship, (4) Courtesy, (5) Civic virtue. Sustainable Employee Performance (Y) defined as a long-term, consistent performance level achieved by employees in line with assigned responsibilities. Indicators adapted from (Parella, 2022), include: (1) Productivity (long-term output), (2) Innovation (adaptation & creativity), (3) Adaptability (resilience to change), (4) Retention (long-term commitment).

The population in this study includes all soldiers of the 509th Infantry Battalion, totaling 80 personnel. A population is defined as a group of individuals with similar characteristics that become the focus of research (Sugiyono, 2021). Because the population size is relatively small and manageable, the study adopts a census (saturated sampling) technique, in which the entire population is selected as the sample. According to (Ferdinand, 2016; Sugiyono, 2021), saturated sampling is used when the entire

population is included as research respondents due to its limited size, ensuring maximum data accuracy. Thus, all 80 soldiers of the 509th Infantry Battalion serve as research participants.

## RESEARCH RESULTS AND DISCUSSION

### Result

#### Respondent Characteristics

**Table 2. Respondent Characteristics**

Category	Value	Percentage (%)
Age	21–30 years	49.2
	31–40 years	37.6
	41–50 years	13.2
Length of Service	1–5 years	41.8
	6–10 years	37.6
	11–15 years	11.4
	16–20 years	9.2
<b>Total</b>		<b>100</b>

Source: Primary data processed, 2025.

The respondent characteristics indicate that the majority of soldiers in the 509th Infantry Battalion are young and in the early stages of their military career. Most respondents are between 21 and 30 years old (49.2 percent), followed by those aged 31 to 40 years (37.6 percent), showing that the unit is dominated by soldiers in their productive age bracket. In terms of length of service, the largest group consists of soldiers who have served for 1 to 5 years (41.8 percent), followed by those with 6 to 10 years of service (37.6 percent). This reflects a workforce with relatively young experience profiles, which may influence factors such as adaptability, motivation, and responsiveness to leadership. Overall, the demographic composition suggests a battalion characterized by youthful energy, operational readiness, and a growing level of professional maturity.

### Descriptive Statistics

**Table 3. Descriptive Statistics Results**

Variable	N	Min	Max	Mean	Std. Deviation
Transformational Leadership ( $X_1$ )	80	10.00	20.00	15.5000	2.01262
Compensation ( $X_2$ )	80	9.00	15.00	11.6500	1.60773
OCB ( $Z$ )	80	13.00	25.00	19.3375	2.28337
Sustainable Performance ( $Y$ )	80	10.00	20.00	15.6625	2.23292

Source: Primary data processed, 2025.

The descriptive statistics show that all variables in the study fall within moderate to high average values, indicating generally positive perceptions among soldiers of the 509th Infantry Battalion. Transformational leadership ( $X_1$ ) has a mean of 15.50, suggesting that soldiers view their leaders' inspirational and supportive behaviors as

relatively strong. Compensation (X<sub>2</sub>) also shows a moderate mean score of 11.65, reflecting adequate perceptions of fairness and reward systems within the battalion.

OCB (Z) records a mean of 19.34, indicating that soldiers frequently engage in voluntary behaviors beyond formal duties, such as helping peers and maintaining discipline without supervision. Sustainable performance (Y) has a mean of 15.66, demonstrating that soldiers generally maintain consistent performance levels over time.

The standard deviations across the variables indicate relatively low variability, suggesting that respondents' perceptions are fairly homogeneous. Overall, these results illustrate a favorable organizational climate where leadership, compensation, and citizenship behaviors align to support sustained soldier performance.

### Convergent Validity Test

**Table 4. Convergent Validity Results**

Variable	Indicator	Outer Loading
Transformational Leadership (X <sub>1</sub> )	X1.1	0.702
	X1.2	0.740
	X1.3	0.760
	X1.4	0.721
Compensation (X <sub>2</sub> )	X2.1	0.792
	X2.2	0.785
	X2.3	0.776
OCB (Z)	Z <sub>1</sub>	0.702
	Z <sub>2</sub>	0.779
	Z <sub>3</sub>	0.746
	Z <sub>4</sub>	0.703
	Z <sub>5</sub>	0.731
Sustainable Performance (Y)	Y <sub>1</sub>	0.792
	Y <sub>2</sub>	0.714
	Y <sub>3</sub>	0.750
	Y <sub>4</sub>	0.798

Source: Primary data processed, 2025.

All indicators across the variables—Transformational Leadership, Compensation, OCB, and Sustainable Performance—show outer loading values above 0.70. This demonstrates that each indicator meets the required threshold for convergent validity. Thus, all measurement items are valid and able to represent their respective constructs adequately in the model.

### Discriminant Validity Test (Fornell–Larcker Criterion)

**Table 5. Fornell-Larcker Criterion**

Variabel	X1	X2	Y	Z
Transformational Leadership (X <sub>1</sub> )	0.856			
Compensation (X <sub>2</sub> )		0.877		
OCB (Z)			0.734	
Sustainable Performance (Y)				0.835

Source: Primary data processed, 2025

The Fornell–Larcker Criterion values indicate that the square root of the Average Variance Extracted (AVE) for each construct—Transformational Leadership, Compensation, OCB, and Sustainable Performance—exceeds its correlations with other constructs. This confirms that all constructs in the model meet the discriminant validity requirement. Therefore, each variable is empirically distinct and measures a unique conceptual dimension within the research model.

### Reliability Test (Cronbach’s Alpha and Composite Reliability)

**Table 6. Composite Reliability Results**

Variable	Cronbach's Alpha	Composite Reliability	Description
Transformational Leadership (X <sub>1</sub> )	0.757	0.750	Reliable
Compensation (X <sub>2</sub> )	0.709	0.717	Reliable
OCB (Z)	0.752	0.717	Reliable
Sustainable Performance (Y)	0.778	0.809	Reliable

Source: Primary data processed, 2025

The results show that all variables—Transformational Leadership, Compensation, OCB, and Sustainable Performance—have Cronbach’s Alpha and Composite Reliability values above the accepted threshold of 0.70. This indicates that all constructs in the model possess good internal consistency and are considered reliable. Thus, the measurement instruments for each variable are stable and produce consistent results.

### Coefficient of Determination (R-Square) Analysis

**Table 7. R-Square Results**

Variable	R Square
OCB (Z)	0.505
Sustainable Performance (Y)	0.708

Source: Primary data processed, 2025

The R-square value for OCB (0.505) indicates that its predictors explain 50.5% of the variance in OCB, reflecting a moderate explanatory power. Meanwhile, the R-square value for Sustainable Performance (0.708) shows that its predictors account for 70.8% of the variance, which is considered strong explanatory power. Overall, the model demonstrates adequate capability in explaining the dependent variables.

### Model Fit

**Table 8. Research Model Evaluation**

Description	Value	Ideal Criteria
Average Path Coefficient (APC)	P < 0.001	≤ 0.05
Average R-squared (ARS)	P < 0.001	≤ 0.05
Average Adjusted R-squared (AARS)	P < 0.001	≤ 0.05
Average Block VIF (AVIF)	2.623	≤ 3.3
Average Full Collinearity VIF (AFVIF)	3.103	≤ 3.3

Tenenhaus Goodness of Fit (GoF)	0.527	Large
Simpson's Paradox Ratio (SPR)	1.000	= 1
R-squared Contribution Ratio (RSCR)	1.000	= 1
Statistical Suppression Ratio (SSR)	1.000	≥ 0.7
Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	1.000	≥ 0.7

Based on Table 8, the results indicate that the research model satisfies all model fit and quality criteria. The Average Path Coefficient (APC), Average R-squared (ARS), and Average Adjusted R-squared (AARS) show significant values with  $P < 0.001$ , indicating statistically significant relationships among variables in the structural model.

The Average Block VIF (AVIF) value of 2.623 and Average Full Collinearity VIF (AFVIF) value of 3.103 are below the recommended threshold of 3.3, suggesting that the model is free from multicollinearity issues. This confirms the absence of both vertical and lateral collinearity.

Furthermore, the Goodness of Fit (GoF) value of 0.527 is categorized as large, demonstrating a strong explanatory power of the model. The values of Simpson's Paradox Ratio (SPR), R-squared Contribution Ratio (RSCR), Statistical Suppression Ratio (SSR), and Nonlinear Bivariate Causality Direction Ratio (NLBCDR) are all equal to 1, indicating no Simpson's paradox, consistent R-squared contributions, no statistical suppression effects, and appropriate causal directionality in accordance with theoretical assumptions.

Based on the model evaluation results, it can be concluded that the proposed structural model is acceptable and robust for hypothesis testing. All goodness-of-fit and quality indices meet the recommended criteria, indicating that the model is valid, reliable, and well-fitted to explain the relationships among the studied variables

### Hypothesis Test Result

**Table 8. Summary of Hypothesis Testing Results**

Hypothesis		Original Sampel	P-Value	Conclusion
<b>Direct Effect</b>				
H1	Transformational leadership - sustainable performance	0.467	0.001	Supported
H2	Compensation - sustainable performance	0.256	0.008	Supported
H3	Transformational leadership - OCB	0.204	0.028	Supported
H4	Compensation - OCB	0.539	0.001	Supported
H5	OCB - sustainable performance	0.212	0.023	Supported
<b>Indirect Effect</b>				
H6	Transformational leadership - OCB - sustainable performance	0.043	0.001	Supported
H7	Compensation - OCB - sustainable performance	0.114	0.006	Supported

Source: Primary data processed, 2025

Based on the hypothesis testing results, all proposed hypotheses (H1–H7) are supported, indicating that both transformational leadership and compensation play significant roles in enhancing sustainable performance, either directly or indirectly.

Transformational leadership (H1) and compensation (H2) are shown to have strong direct positive effects on sustainable performance. Additionally, both variables significantly influence Organizational Citizenship Behavior (OCB) (H3 and H4), which in turn also positively affects sustainable performance (H5).

Furthermore, OCB functions as a significant mediating variable, strengthening the indirect effects of transformational leadership (H6) and compensation (H7) on sustainable performance. These results demonstrate that improving leadership quality and compensation practices not only directly boosts sustainable performance but also enhances employees' voluntary behaviors, which then further contributes to organizational sustainability outcomes.

## Discussion

### The Influence of Transformational Leadership on Sustainable Performance

The results of this study show that transformational leadership has a significant positive influence on the sustainable performance of soldiers in the 509th Infantry Battalion. This finding indicates that the presence of leaders who are able to inspire, motivate, and act as role models plays a crucial role in shaping the long-term consistency and quality of soldiers' performance. In the military context, particularly within a Raider-qualified battalion such as Yonif 509, leadership becomes a determining factor because soldiers operate in high-risk, high-discipline environments that require constant readiness, mental resilience, and stable productivity.

From a theoretical perspective, the result supports Transformational Leadership Theory by (Bass & Avolio, 1994), which states that leaders who demonstrate idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration can elevate members' commitment and intrinsic motivation. In Yonif 509, the ability of commanders to communicate clear missions, provide moral guidance, and foster emotional bonding appears to strengthen soldiers' willingness to maintain high discipline and operational reliability. The transformational leader's capacity to stimulate soldiers intellectually also encourages adaptability, creativity in problem-solving, and mental resilience—key elements of sustainable performance.

The finding is also consistent with the Sustainable Performance Theory, which emphasizes long-term stability of productivity, physical endurance, and psychological well-being (Aftab et al., 2024; Arifin & Narmaditya, 2024; Fachrurazi et al., 2023; Gunawan et al., 2024; Hundie & Habtewold, 2024; Khabibulloh et al., 2023; Nelwan & Lengkong, 2024; Prayuda & Herminingsih, 2024; Shang et al., 2024; Sharma & Kaur, 2024). Soldiers who feel supported and empowered by transformational leaders tend to maintain motivation, reduce stress levels, and exhibit consistent performance in demanding operational duties. In the case of Yonif 509, transformational leadership contributes to the reduction of disciplinary violations and fosters greater operational preparedness, aligning with the battalion's role as a strategic combat unit.

Overall, the results of this study confirm that transformational leadership is not only effective in enhancing daily performance but also essential in building long-term performance sustainability among military personnel. Leaders who can embody transformational principles help ensure that soldiers remain disciplined, motivated, and psychologically prepared to carry out continuous, high-intensity tasks, thereby

strengthening the operational capacity of the battalion as a whole.

### **The Influence of Compensation on Sustainable Performance**

The results of this study indicate that compensation has a significant positive influence on the sustainable performance of soldiers in the 509th Infantry Battalion. This finding demonstrates that the provision of fair, adequate, and performance-aligned compensation plays an essential role in maintaining the long-term consistency, readiness, and productivity of military personnel. In a Raider-qualified combat unit such as Yonif 509, compensation acts not only as financial support but also as a form of recognition that enhances soldiers' commitment and reinforces their willingness to perform optimally under high-risk and high-discipline conditions.

The empirical findings align with Compensation Theory by (Gerhart & Rynes, 2003), which states that compensation influences employee behavior through motivational and retention mechanisms. Soldiers who perceive that their salary, incentives, allowances, and welfare benefits match the risks and workload they face tend to display higher job satisfaction and long-term motivation. This is also consistent with Equity Theory (Adams, 1965), which posits that perceptions of fairness in compensation lead to increased effort and reduced psychological tension. In the context of Yonif 509, where soldiers face intense training, operational hazards, and strict discipline, equitable compensation strengthens morale and encourages soldiers to maintain stable and sustainable performance.

The results are also in agreement with the Sustainable Performance Theory, which emphasizes that long-term performance is supported by psychological well-being, motivation stability, and adequate organizational support (Aftab et al., 2024; Arifin & Narmaditya, 2024; Fachrurazi et al., 2023; Gunawan et al., 2024; Hundie & Habtewold, 2024; Khabibulloh et al., 2023; Nelwan & Lengkong, 2024; Prayuda & Herminingsih, 2024; Shang et al., 2024; Sharma & Kaur, 2024). Compensation becomes a critical form of organizational support that helps soldiers sustain their physical and mental endurance, especially in prolonged operational duties. When soldiers feel appreciated and supported materially, they are more capable of maintaining consistent discipline, dedication, and operational readiness—key indicators of sustainable performance in a military environment.

Overall, this study confirms that compensation is not merely an administrative or financial matter, but a strategic factor that strengthens soldiers' long-term performance capacity. Properly structured compensation ensures that soldiers of the 509th Infantry Battalion remain motivated, loyal, and able to sustain high-quality performance across various operational assignments. This highlights the importance of maintaining compensation policies that reflect job demands and organizational expectations within military units.

### **The Influence of Transformational Leadership on OCB**

The results of this study indicate that transformational leadership has a significant positive influence on Organizational Citizenship Behaviour (OCB) among soldiers of the 509th Infantry Battalion. This finding suggests that leaders who demonstrate charisma, inspirational motivation, intellectual stimulation, and individualized consideration play an essential role in shaping voluntary, extra-role behaviors among military personnel. In a Raider-qualified combat battalion such as Yonif 509, where tasks are carried out in

high-pressure and high-risk environments, leadership that inspires trust, loyalty, and emotional commitment becomes crucial in encouraging soldiers to go beyond their formal duties.

This result aligns strongly with Transformational Leadership Theory (Bass & Avolio, 1994), which states that transformational leaders are capable of influencing followers not only through directives but through vision, inspiration, and personal role modeling. When commanders in Yonif 509 articulate clear mission objectives, demonstrate integrity, and provide moral guidance, soldiers reciprocate with higher levels of discipline, cooperation, and willingness to support their comrades—behaviors that form the core of OCB.

The findings also reinforce Organizational Citizenship Behaviour Theory (Organ, 1988), which explains that OCB arises when individuals feel psychologically attached and emotionally supported by the organization and its leaders. Transformational leaders create a psychological climate that fosters trust and identification with organizational goals, allowing soldiers to exhibit altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. In the military context, such behaviors translate into helping fellow soldiers during missions, maintaining discipline without supervision, protecting unit reputation, avoiding unnecessary conflict, and demonstrating high dedication to collective readiness.

In the operational reality of Yonif 509, transformational leadership helps cultivate a strong esprit de corps and enhances voluntary behaviors essential for mission success. Soldiers who feel valued and inspired by their leaders tend to be more cooperative, proactive, and committed to team cohesion—attributes that significantly strengthen the battalion's operational effectiveness.

Overall, the study confirms that transformational leadership is a critical driver of OCB within military units. By exercising transformational leadership practices, commanders of the 509th Infantry Battalion can effectively enhance soldiers' voluntary contributions, cohesion, and commitment beyond formal job descriptions, ultimately improving organizational performance and readiness.

### **The Influence of Compensation on OCB**

The findings of this study reveal that compensation has a significant positive influence on Organizational Citizenship Behaviour (OCB) among soldiers of the 509th Infantry Battalion. This result indicates that when soldiers perceive their compensation—both financial and non-financial—as fair, adequate, and aligned with the level of risk and responsibility inherent in their duties, they are more likely to engage in voluntary, extra-role behaviors that support unit cohesion and operational success. In a high-risk, high-discipline environment such as Yonif 509 Raider, compensation serves not only as a financial reward but also as a symbol of appreciation and recognition, motivating soldiers to go beyond what is formally required.

This empirical result supports Compensation Theory (Gerhart & Rynes, 2003), which states that compensation influences employee attitudes and behaviors through motivational and reinforcement mechanisms. When compensation is perceived as fair and transparent, it enhances satisfaction and strengthens one's commitment to the organization. The result also aligns with Equity Theory (Adams, 1965), which explains that individuals evaluate fairness by comparing their inputs (effort, risk, discipline) with

outputs (salary, allowances, incentives). When soldiers of Yonif 509 perceive their compensation as equitable—considering the demanding nature of Raider duties—they tend to reciprocate through positive behaviors such as helping fellow soldiers, maintaining discipline voluntarily, and contributing to a positive work climate.

Furthermore, the results are consistent with Organizational Citizenship Behaviour Theory (Organ, 1988), which states that OCB emerges when individuals feel satisfied, fairly treated, and emotionally connected to their organization. Fair compensation enhances soldiers' sense of belonging and loyalty, leading to higher altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. In a military setting like Yonif 509, such behaviors manifest as willingness to assist teammates during operations, maintaining the battalion's reputation, avoiding conflicts, and upholding high standards of discipline without constant supervision.

In practice, adequate and fair compensation encourages soldiers to show genuine voluntary behaviors that are essential for operational synergy in a combat unit. Soldiers who feel valued through well-structured compensation packages tend to develop stronger teamwork, emotional resilience, and unit loyalty—all of which are critical for mission readiness and successful field operations.

Overall, the study confirms that compensation plays a strategic role in fostering OCB within military units. By ensuring that compensation aligns with job demands and organizational expectations, leaders of the 509th Infantry Battalion can promote higher levels of voluntary cooperation, discipline, and commitment among soldiers, ultimately strengthening overall organizational effectiveness.

### **The Influence of OCB on Sustainable Performance**

The findings of this study demonstrate that Organizational Citizenship Behaviour (OCB) has a significant positive influence on the sustainable performance of soldiers in the 509th Infantry Battalion. This result indicates that voluntary behaviors carried out by soldiers—such as helping peers, maintaining discipline without supervision, demonstrating loyalty to the unit, and actively participating in organizational activities—play a crucial role in supporting their ability to maintain long-term performance consistency. In a Raider-qualified combat unit like Yonif 509, where operational readiness, discipline, and teamwork directly affect mission success, OCB becomes a strategic behavioral asset that strengthens soldiers' resilience and overall performance sustainability.

The findings align with Organ's OCB Theory (Organ, 1988), which asserts that extra-role behaviors enhance organizational effectiveness by improving coordination, reducing friction, and increasing morale. Soldiers who exhibit OCB are more willing to assist their teammates during challenging training and operations, maintain professionalism in high-pressure situations, and uphold the battalion's reputation. These behaviors reduce internal conflicts, create a cooperative work atmosphere, and increase the collective capacity of the unit. As a result, soldiers are better able to maintain stable, high-quality performance across different operational demands.

This result also supports the Sustainable Performance Theory (Gandung, 2021; Warella et al., 2021), which states that long-term performance requires psychological stability, positive interpersonal relationships, and a supportive work environment. OCB directly contributes to these conditions. When soldiers consistently engage in altruism,

courtesy, sportsmanship, and civic virtue, the unit experiences higher cohesion, mutual trust, and emotional support. Such an environment reduces stress, increases job satisfaction, and enhances soldiers' resilience—factors that are essential for maintaining sustainable performance in military settings.

In the operational context of Yonif 509, OCB manifests in behaviors such as willingly helping others during field exercises, maintaining equipment without being ordered, proactively preparing for missions, and showing adherence to military values. These behaviors help reduce operational errors, improve coordination, and sustain the physical and mental readiness of soldiers, all of which contribute to long-term performance continuity.

Overall, the study confirms that OCB is a critical behavioral factor that strengthens sustainable performance in military units. Soldiers who consistently demonstrate voluntary, positive behaviors not only enhance their own performance stability but also collectively improve the operational capability of the battalion. Therefore, fostering OCB within Yonif 509 is essential for ensuring readiness, discipline, and long-term performance sustainability.

### **The Influence of Transformational Leadership on Sustainable Performance through OCB**

The results of this study show that transformational leadership significantly influences sustainable performance through the mediating role of Organizational Citizenship Behaviour (OCB) among soldiers of the 509th Infantry Battalion. This finding indicates that transformational leaders—who inspire, motivate, stimulate intellectual development, and provide individualized consideration—are successful not only in improving soldiers' direct performance but also in fostering voluntary, positive behaviors that further enhance long-term performance sustainability. In a Raider-qualified combat unit such as Yonif 509, where discipline, teamwork, and readiness are essential, transformational leadership becomes a critical foundation for building a high-performance culture that can be sustained over time.

This result aligns with Transformational Leadership Theory by (Bass & Avolio, 1994), which proposes that transformational leaders strengthen followers' commitment, motivation, and morale. Commanders in Yonif 509 who act as role models, communicate an inspiring vision, and show genuine concern tend to increase soldiers' emotional attachment and psychological safety. These leadership behaviors encourage soldiers to voluntarily engage in OCB—such as helping peers during operations, maintaining discipline without supervision, and protecting the reputation of the battalion. These voluntary actions are crucial for sustaining team cohesion and operational effectiveness in a high-risk military context.

The mediating effect of OCB found in this study is consistent with OCB Theory (Organ, 1988), which states that OCB functions as a behavioral mechanism that enhances organizational efficiency and collective performance. When transformational leadership stimulates OCB, soldiers become more cooperative, supportive, and proactive—behaviors that reduce internal friction and improve coordination. In the daily routines and operational duties of Yonif 509, these behaviors translate into improved readiness, smoother mission execution, and stronger unit solidarity.

Moreover, the findings correspond with Sustainable Performance Theory

(Gandung, 2021; Warella et al., 2021), which highlights that long-term performance requires a stable psychological environment, strong interpersonal relationships, and supportive leadership. OCB serves as a bridge that amplifies the positive effects of transformational leadership on sustainable performance. Through enhanced OCB, soldiers maintain higher levels of motivation, resilience, and mental stability, allowing them to consistently perform well across various missions and operational challenges.

In the practical context of Yonif 509, transformational leadership fosters a work climate where soldiers willingly exceed expectations, support each other, and uphold military values—behaviors that collectively strengthen sustainable performance. The mediation results confirm that transformational leadership alone is not sufficient; rather, its impact becomes significantly stronger when accompanied by high levels of OCB.

Overall, this study confirms that OCB acts as a key mechanism through which transformational leadership enhances sustainable performance in military units. By cultivating transformational leadership practices, commanders can effectively promote voluntary behaviors that support long-term performance, operational readiness, and the overall effectiveness of the 509th Infantry Battalion.

#### **The Influence of Compensation on Sustainable Performance through OCB**

The results of this study show that compensation has a significant indirect effect on sustainable performance through Organizational Citizenship Behaviour (OCB) among soldiers of the 509th Infantry Battalion. This finding indicates that adequate and fair compensation not only improves soldiers' direct performance but also encourages voluntary behaviors that further enhance long-term performance sustainability. In the military context—especially in a Raider-qualified battalion such as Yonif 509—compensation plays a strategic role because it reflects the organization's appreciation for the high risks, strict discipline, and heavy operational duties carried out by soldiers.

These findings support Compensation Theory by (Gerhart & Rynes, 2003), which states that compensation influences behavior through motivation, satisfaction, and reinforcement. When soldiers perceive that their salary, allowances, incentives, and welfare benefits are proportional to the intensity of their duties, they feel more valued, respected, and motivated to contribute beyond what is formally required. This psychological response aligns with Equity Theory (Adams, 1965), which explains that perceptions of fairness in compensation lead individuals to reciprocate with stronger effort and positive attitudes. In the case of Yonif 509, soldiers who believe their compensation reflects their sacrifices tend to exhibit higher levels of loyalty, discipline, and voluntary cooperation.

The mediating role of OCB aligns with Organ's OCB Theory (Organ, 1988), which describes OCB as voluntary behaviors that improve organizational effectiveness. Compensation influences OCB by enhancing satisfaction, morale, and organizational commitment. Soldiers who feel adequately compensated are more willing to help their peers (altruism), maintain discipline without constant supervision (conscientiousness), avoid conflict (sportsmanship), respect others (courtesy), and contribute to the battalion's image and readiness (civic virtue). In a military unit like Yonif 509, these behaviors are crucial because teamwork, solidarity, and voluntary cooperation significantly affect operational success.

Furthermore, this study is consistent with the Sustainable Performance Theory

(Gandung, 2021; Warella et al., 2021), which emphasizes that long-term performance requires stable motivation, psychological well-being, and a supportive work environment. OCB acts as a behavioral pathway through which compensation enhances sustainable performance. When soldiers feel fairly compensated, they develop higher morale and emotional stability, which—combined with their voluntary behaviors—strengthens consistent performance across various missions, trainings, and operational challenges.

In the real operational environment of Yonif 509, adequate compensation contributes to reducing stress, increasing mental resilience, and enhancing soldiers' readiness. When these positive effects are channeled through OCB, soldiers become more willing to take initiative, support their teammates, and uphold military values—ultimately producing sustained, long-term performance.

Overall, the study confirms that OCB serves as a crucial mediating mechanism between compensation and sustainable performance. This means that compensation policies in military units should not only focus on financial adequacy but also on creating fairness perceptions that stimulate voluntary behaviors, which in turn significantly enhance the long-term performance and operational capacity of the 509th Infantry Battalion.

## CONCLUSION

This study concludes that transformational leadership and compensation each have a significant direct effect on the sustainable performance of soldiers in the 509th Infantry Battalion. Transformational leadership enhances soldiers' long-term performance by inspiring, motivating, and strengthening psychological readiness in high-risk operational environments. Compensation also significantly improves sustainable performance by fostering perceptions of fairness, increasing motivation, and reinforcing soldiers' loyalty to the unit. Furthermore, both transformational leadership and compensation significantly influence Organizational Citizenship Behaviour (OCB), and OCB itself positively affects sustainable performance. The mediation analysis confirms that OCB strengthens the indirect effects of transformational leadership and compensation on sustainable performance, indicating that voluntary behaviors—such as helping colleagues, maintaining discipline without supervision, and supporting unit cohesion—serve as an important behavioral mechanism that enhances long-term performance stability among military personnel.

Theoretically, this study reinforces Transformational Leadership Theory (Bass & Avolio, 1994), Compensation Theory (Gerhart & Rynes, 2003), Equity Theory (Adams, 1965), OCB Theory (Organ, 1988), and Sustainable Performance Theory (Gandung, 2021; Warella et al., 2021). The findings provide empirical confirmation that leadership and compensation influence performance not only directly but also through OCB, especially in hierarchical, high-discipline military environments. This expands the theoretical relevance of OCB as a mediating variable in organizational settings characterized by command structures and operational risks.

Practically, the results offer strategic recommendations for military organizations. First, commanders must strengthen transformational leadership practices—clarifying mission vision, providing moral guidance, and offering personalized support—to boost soldiers' voluntary behaviors and operational reliability. Second, compensation systems

should be continuously improved to ensure fairness, transparency, and alignment with the risks and workload faced by soldiers. Third, the military should institutionalize programs that encourage OCB, such as teamwork initiatives, peer-support systems, and recognition for voluntary contributions. These practical steps can enhance discipline, operational readiness, and long-term performance sustainability within the 509th Infantry Battalion.

This study has several limitations. First, the research uses a cross-sectional design, which limits the ability to observe changes in leadership, compensation perceptions, OCB, and performance over time. Future research may employ longitudinal designs to capture dynamic performance patterns. Second, the study focuses on a single military unit (the 509th Infantry Battalion), so the findings may not fully represent other battalions or branches of the Indonesian Armed Forces. Future studies are encouraged to include multiple units or compare different military environments. Third, this research relies on self-reported data, which may be influenced by social desirability bias; future studies may incorporate performance observations or supervisor assessments for triangulation. Lastly, additional variables such as work stress, military culture, organizational justice, or psychological resilience could be examined as potential moderators or mediators to enrich understanding of sustainable performance in military settings.

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