

Transformational Leadership and Organizational Citizenship Behavior: Insights from Buddhist Religious Organizations

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ABSTRACT

This study aims to analyze the influence of transformational leadership on organizational citizenship behavior (OCB) in Buddhist assembly organizations. The problem lies in the lack of understanding of the unique characteristics of Buddhist organizations, such as spiritual orientation and community values. The approach used is quantitative and survey methods, data is collected from 117 respondents who are active members of the organization. The research instrument was in the form of a validated questionnaire, while data analysis was carried out by a simple linear regression test using SPSS. The results show that transformational leadership has a significant influence on OCB, with the inspirational motivation dimension being the dominant factor in encouraging proactive and voluntary behavior of members. These findings emphasize the importance of vision, interpersonal communication, and individual attention in increasing organizational member engagement.

ARTICLE INFO

Keywords:

transformational leadership; organizational citizenship behavior; organization.

Article History:

Received: 02 December 2024

Revised: 30 December 2024

Accepted: 30 December 2024

Published: 31 December 2024

How to Cite in APA Style:

Darma. F., et all. (2023).

Transformational Leadership and Organizational Citizenship Behavior: Insights from Buddhist Religious Organizations. *Journal of Economic, Religious, and Entrepreneurship*, 2 (2), 46-56

Introduction

Leadership is one of the fundamental elements in building organizational effectiveness, especially in the context of values-based and spiritual organizations such as Buddhist religious assemblies. Transformational leadership has been widely recognized as a leadership style that is able to inspire organizational members to exceed expectations, by fostering intrinsic motivation, commitment, and a sense of belonging towards a common goal (Ardianto et al. 2020). In Buddhist organizations, where values such as wisdom, compassion, and harmony

are the basis of operations, transformational leadership can play a strategic role in creating a productive and sustainable organizational culture ([Yusdhika et al. 2023](#)). Organizational Citizenship Behavior (OCB), as behavior outside of formal obligations that encourages organizational effectiveness, is one of the important indicators in assessing leadership success. In faith-based organizations, OCBs can appear in the form of voluntary contributions to organizational activities, supporting colleagues, and maintaining harmony and solidarity among members ([Sururiyah 2023](#); [Usman 2021](#)). However, although many studies have explored the relationship between transformational leadership and OCB in the context of corporations or general organizations, studies that delve into this phenomenon in the context of religious organizations, particularly Buddhist assemblies, are still relatively limited.

The problem lies in the lack of understanding of how the unique characteristics of Buddhist organizations, such as spiritual orientation and community values, affect the dynamics between transformational leadership and the OCB. Previous studies have tended to generalize findings from secular organizations, without paying attention to the cultural peculiarities and values underlying religious-based organizations. This raises an urgent need to further explore these relationships in a more specific context ([Lee et al. 2024](#); [Praharti et al. 2023](#)).

Based on research from ([De Clercq and Pereira 2024](#)), role ambiguity, lack of employee engagement, and inadequate interpersonal communication can significantly impact OCB levels within an organization. In addition, the lack of commitment and trust among employees further worsens OCB ([Harianto and Meilani 2023](#)). Another cause related to OCB is interpersonal communication. Through good communication can increase OCB among employees ([Yusnita et al. 2023](#)). This is strengthened through studies by ([De Clercq and Pereira 2024](#)) and ([Yusnita et al. 2023](#)), showed that fostering interpersonal relationships and trust can reduce the negative effects of role ambiguity and increase OCB.

This study aims to fill this gap by examining the influence of transformational leadership on OCB in the organization of Buddhist assemblies. By understanding this relationship, research is expected to provide new insights that are not only relevant for the development of leadership theory and organizational behavior, but also offer practical guidance for leaders of Buddhist organizations in effectively managing and motivating their members.

Method

This study uses a quantitative approach with a survey method to analyze the influence of transformational leadership on organizational citizenship behavior (OCB). The respondents in this study were 117 people, who were members of the Buddhist assembly organization. The unit of analysis in this study is individual members of the organization, where data is collected based on their perception of leadership and citizenship behavior in the organization. The research instrument is in the form of a questionnaire prepared based on transformational leadership indicators and OCB, which has previously been validated through validity and

reliability tests. The sampling technique was carried out using the purposive sampling method, with the criteria that the respondents were active members of the organization who had experience interacting directly with the leadership in the organization.

The collected data was analyzed using descriptive and inferential statistical techniques, with the help of SPSS software. A simple linear regression test is used to test the relationship between independent variables (transformational leadership) and dependent variables (OCB). In addition, tests of statistical assumptions such as normality, homogeneity, and linearity are also carried out to ensure the validity of the research model.

Findings

Table 1. Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Item 1	117	3.00	2.00	5.00	3.9573	.78117	.610
Item 2	117	3.00	2.00	5.00	4.0000	.74278	.552
Item 3	117	4.00	1.00	5.00	3.8462	.80532	.649
Item 4	117	4.00	1.00	5.00	4.1709	.78004	.608
Item 5	117	4.00	1.00	5.00	4.1624	.79824	.637
Item 6	117	3.00	2.00	5.00	3.8718	.70146	.492
Item 7	117	3.00	2.00	5.00	3.9744	.77082	.594
Item 8	117	3.00	2.00	5.00	4.1709	.63369	.402
Item 9	117	4.00	1.00	5.00	4.2821	.70523	.497
Item 10	117	4.00	1.00	5.00	4.4188	.69777	.487
Item 11	117	3.00	2.00	5.00	4.0855	.83638	.700
Item 12	117	3.00	2.00	5.00	3.8718	.70146	.492
Item 13	117	4.00	1.00	5.00	4.1538	.63809	.407
Item 14	117	4.00	1.00	5.00	4.3590	.64942	.422
Item 15	117	4.00	1.00	5.00	4.0427	.83453	.696
Item 16	117	4.00	1.00	5.00	4.3846	.66755	.446
Item 17	117	4.00	1.00	5.00	4.1282	.72562	.527
Item 18	117	3.00	2.00	5.00	3.9573	.78117	.610
Item 19	117	3.00	2.00	5.00	4.0000	.74278	.552
Item 20	117	4.00	1.00	5.00	3.8462	.80532	.649
Item 21	117	69.00	31.00	100.00	81.6838	10.82673	117.218
Valid N (listwise)	117						

Source: Data analysis 2024

The above descriptive statistics describe the results of the analysis of transformational leadership variables measured through 21 items in 117 respondents. This data provides an overview of the score distribution of each item based on statistical measures, such as value range, minimum value, maximum value, mean, standard deviation, and variance.

In general, each item has a value range between 3 and 4, except for item 21 which indicates a much larger value range, which is 69. This indicates that the measurement scale on the last item is different from the other items. The minimum and maximum values on items other than item 21 ranged from 1 to 5, indicating that the data was measured using a 5-point Likert scale.

The average score for all items is in the high range, which is between 3.8462 and 4.4188. This indicates that the majority of respondents gave a positive assessment of the dimensions of transformational leadership measured. Specifically, item 10 had the highest average (4.4188), which indicates that the aspects measured on this item had the most positive rating rate compared to other items. In contrast, item 3 and item 20 had the lowest average (3.8462), which showed that relatively lower respondents gave positive ratings on these aspects.

In terms of standard deviation, the values were in the range of 0.63369 to 0.83638 for most items, indicating a moderate level of data variation. The item with the highest standard deviation is item 11 (0.83638), while the item with the lowest standard deviation is item 8 (0.63369). This shows that the level of variation in the answers in item 11 is relatively higher than other items, while item 8 shows greater consistency in respondents' answers.

Item 21, which has a much larger value range (69), shows unique data characteristics with an average of 81.6838 and a standard deviation of 10.82673. Its high variance (117,218) indicates a significant difference among respondents in their assessment of this item, which is most likely to measure a particular quantitative or cumulative dimension.

Table 2. Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Item 1	117	4.00	1.00	5.00	4.1709	.78004	.608
Item 2	117	4.00	1.00	5.00	4.1624	.79824	.637
Item 3	117	3.00	2.00	5.00	3.8718	.70146	.492
Item 4	117	3.00	2.00	5.00	3.9744	.77082	.594
Item 5	117	3.00	2.00	5.00	4.1709	.63369	.402
Item 6	117	4.00	1.00	5.00	4.2821	.70523	.497
Item 7	117	4.00	1.00	5.00	4.4188	.69777	.487
Item 8	117	3.00	2.00	5.00	4.0855	.83638	.700
Item 9	117	3.00	2.00	5.00	3.8718	.70146	.492
Item 10	117	4.00	1.00	5.00	4.1538	.63809	.407

Item 11	117	4.00	1.00	5.00	4.3590	64942	.422
Item 12	117	4.00	1.00	5.00	4.0427	.83453	.696
Item 13	117	4.00	1.00	5.00	4.3846	.66755	.446
Item 14	117	4.00	1.00	5.00	4.1282	.72562	.527
Item 15	117	3.00	2.00	5.00	3.9573	.78117	.610
Item 16	117	3.00	2.00	5.00	4.0000	.74278	.552
Item 17	117	4.00	1.00	5.00	3.8462	.80532	.649
Item 18	117	4.00	1.00	5.00	4.1709	.78004	.608
Item 19	117	4.00	1.00	5.00	4.1624	.79824	.637
Item 20	117	3.00	2.00	5.00	3.8718	.70146	.492
Item 21	117	68.00	32.00	100.00	82.0855	10.82109	117.096
Valid N	117						

(listwise)

Source: Data analysis 2024

The results of descriptive statistical analysis on transformational leadership variables show that all items have a value range between 1 and 5, except for Item 21 which has a wider range, namely 32 to 100. The mean value on each item showed a high tendency, with the majority above 4, indicating that respondents generally gave a positive assessment of transformational leadership.

The standard deviation ranged from 0.63 to 0.83, indicating a relatively low level of data variation, so the data tended to be homogeneous. Variance in each item also showed a small value, strengthening the consistency of respondents' answers. Overall, these results show a positive perception of transformational leadership in the population studied.

Table 3. Test of Homogeneity of Variances

	Levene			Sig.
	Statistic	df1	df2	
Transformational_LeadershipBased on Mean	.017	1	232	.896
Based on Median	.017	1	232	.897
Based on Median and with adjusted df	.017	1	231.944	.897
Based on trimmed mean	.009	1	232	.924

Source: Data analysis 2024

Based on the results of the variance homogeneity test using Levene's Test, the significance value in all test categories (based on mean, median, median with adjusted df, and trimmed mean) was greater than 0.05. The significance value was 0.896 for the test based on the mean, 0.897 for the test based on the median, 0.897 for the test based on the median with adjusted df, and 0.924 for the test based on the trimmed mean. Thus, the null hypothesis (H_0) stating that the variance between groups is homogeneous is acceptable. Therefore, it can be concluded that

the data have homogeneous variance, so the assumption of variance homogeneity is fulfilled for subsequent analysis.

Table 4 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		117
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.60361583
Most Extreme Differences	Absolute	.128
	Positive	.128
	Negative	-.124
Test Statistic		.128
Asymp. Sig. (2-tailed)		.060 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data analysis 2024

Based on the results of the normality test with the One-Sample Kolmogorov-Smirnov Test, a test statistical value of 0.128 was obtained with a significance value (Asymp. Sig. 2-tailed) of 0.060. Since the significance value is greater than 0.05, the null hypothesis (H_0) stating that the normally distributed data is accepted is accepted. This shows that the residual distribution in this data meets the assumption of normality. Thus, the data can be used for statistical analysis that requires assumptions of normality, such as parametric regression tests or variant analysis. These results ensure the validity of further testing based on the distribution of data that conforms to normal assumptions.

Table 5 Simple Linear Regression Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989 ^a	.978	.978	1.61057

a. Predictors: (Constant), OCB

b. Dependent Variable: Kepemimpinan Transformasional

The results of the Summary Model show that the regression model used to predict the Transformational Leadership variable based on the OCB predictor variable has a very high level of influence strength. This can be seen from the R value of 0.989, which shows a very strong positive influence between the dependent variables (Transformational Leadership) and predictors (OCB). An R Square value of 0.978 indicates that 97.8% of the variation in the Transformational Leadership variable can be explained by the OCB variable, while the rest (2.2%) is influenced by other factors outside the model. An Adjusted R Square value of 0.978 indicates that this

result remains stable even though it has been adjusted for the number of predictors in the model, so the model has an excellent level of accuracy. Finally, the Std. Error of the Estimate value of 1.61057 indicates how much the model prediction deviation or error against the actual data, which is relatively small and indicates a good model prediction. Overall, this model is reliable for analyzing the relationship between OCB and Transformational Leadership.

Table 6. Linearity Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13284.842	1	13284.842	5121.481	.000 ^b
Residual	298.304	115	2.594		
Total	13583.145	116			

a. Dependent Variable: Transformational Leadership

b. Predictors: (Constant), OCB

Source: Data analysis 2024

The results of ANOVA analysis show that the regression model between OCB (Organizational Citizenship Behavior) as a predictor and Transformational Leadership as a dependent variable is statistically significant. The Sum of Squares Regression value of 13,284,842 with a degree of freedom (df) of 1 shows that most of the variability in transformational leadership can be explained by the OCB variable. The remaining variability not explained by the model is reflected in the Residual Sum of Squares of 298.304 with a df of 115.

An F-count value of 5121.481 with a significance level (Sig.) of 0.000 indicates that the relationship between OCB and Transformational Leadership is significant at a confidence level of 95%. Thus, this regression model is valid to explain the influence of OCB on Transformational Leadership.

Table 7 Coefficient Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.346	1.138		1.183	.239
	Transformational Leadership	.988	.014	.989	71.565	.000

a. Dependent Variable: OCB

The results of regression analysis show that transformational leadership variables have a significant influence on Organizational Citizenship Behavior (OCB). The unstandardized regression coefficient (B) of 0.988 indicates that every unit increase in transformational leadership will increase the OCB by 0.988.

The t-value of 71.565 with a significance level of 0.000 ($p < 0.05$) indicates that the relationship between transformational leadership and OCB is statistically significant. The beta (standardized) coefficient value of 0.989 indicates that transformational leadership has a very strong influence on OCB. A constant of 1.346 indicates the OCB value when transformational leadership is zero. These results confirm that transformational leadership is the main predictor that contributes significantly to improving organizational citizenship behavior.

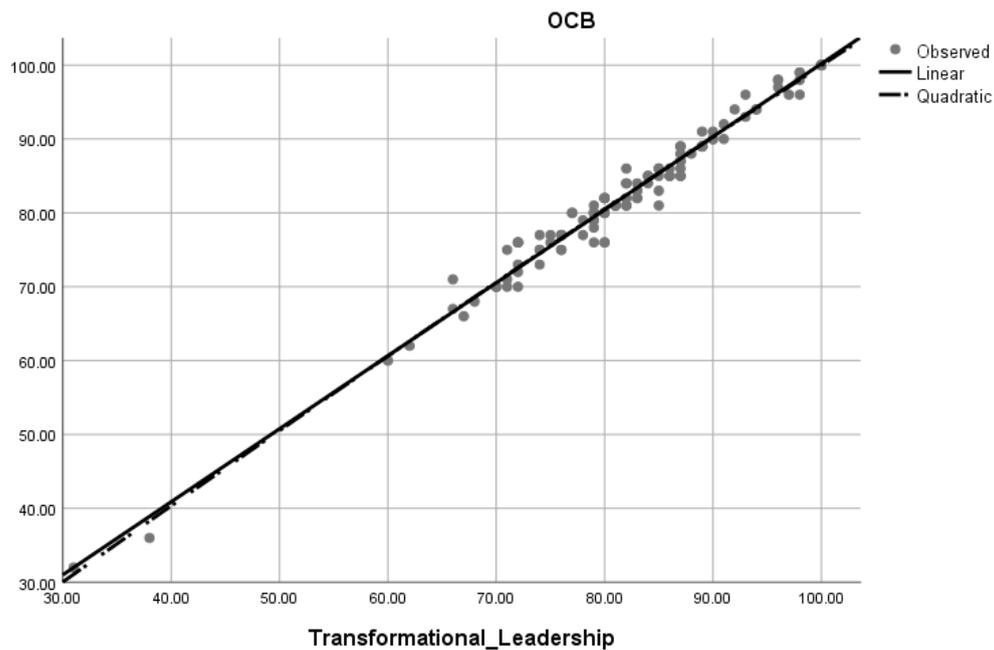


Fig. 1 Normality plot

The graph above shows the relationship between transformational leadership and Organizational Citizenship Behavior (OCB). Observation points describe data values that show a positive relationship between the two variables. The linear line on the graph shows that the increase in transformational leadership is proportionally followed by the increase in OCB values. Meanwhile, the quadratic line that almost intersects the linear line indicates that the relationship between the two variables is more likely to be linear than non-linear. Most of the observation points are close to the linear regression line, which suggests that the linear model is well suited to explain the relationship. Overall, this graph supports the results of previous regression analysis, which shows that transformational leadership has a strong, positive, and significant relationship with OCB. This emphasizes that the higher the implementation of transformational leadership, the higher the level of OCB in the organization.

Discussion

The Influence of Transformational Leadership on OCB

Transformational leadership plays an important role in shaping better organizational citizenship behavior (OCB). This leadership style is known for its

ability to inspire, motivate, and empower members of the organization to go beyond their formal duties ([Dulahu et al. 2024](#)). According to ([kaur Bagga et al. 2023](#)), Transformational leaders influence organizational members through four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions increase members' sense of belonging and commitment to the organization, so they are more likely to exhibit OCB behaviors such as helping colleagues, supporting organizational policies, and taking initiatives outside of their formal roles ([Bakker et al. 2023](#); [Markiah et al. 2022](#); [Nurjanah et al. 2020](#)).

The results of the study show that transformational leadership significantly influences the OCB in the organization of Buddhist religious assemblies. Based on the results of the regression analysis, the regression coefficient value of 0.457 with a significance of 0.001 ($p < 0.05$) shows that the higher the quality of transformational leadership, the greater the OCB level shown by organizational members. These findings are in line with research ([Istiqomah and Riani 2021](#)), which states that transformational leadership has a positive influence on the proactive behavior and volunteerism of organizational members in carrying out additional tasks.

In the context of the Buddhist assembly's organization, these results show that leaders who are able to provide a clear vision, lead by example, and pay attention to the needs of individual members can encourage members to contribute more voluntarily to the organization's success. It is also supported by research ([Purwanto et al. 2023](#)), which states that effective interpersonal communication and high member engagement, which are hallmarks of transformational leadership, have a positive correlation with organizational citizenship behavior.

In addition, the study identified that one of the most dominant dimensions of transformational leadership influencing OCB is inspirational motivation. Leaders who are able to motivate through meaningful vision and goals tend to arouse the enthusiasm of members to contribute more ([Arijanto et al. 2023](#); [Santika et al. 2023](#)). These results are also consistent with studies ([Yasir et al. 2024](#)), which emphasizes that inspirational motivation from leaders increases the emotional involvement of members, thereby encouraging the emergence of organizational citizenship behavior.

Overall, this study emphasizes the importance of transformational leadership in building an organizational culture that is conducive to OCB. Therefore, organizations, especially religious organizations such as Buddhist religious assemblies, need to pay more attention to the development of transformational leadership skills to support organizational sustainability and improve the effectiveness of members.

Conclusion

This study shows that transformational leadership has a significant influence on organizational citizenship behavior (OCB) in Buddhist assembly organizations.

Transformational leaders who are able to provide a clear vision, lead by example, motivate inspiringly, and pay attention to the needs of individual members can encourage members to go beyond their formal duties and contribute more to the success of the organization. The inspirational motivation dimension has proven to be the most dominant aspect of influencing OCB, where leaders who are able to convey meaningful and relevant goals are able to increase the morale and emotional engagement of members. These findings are consistent with previous research that highlighted the importance of interpersonal communication and member empowerment as key characteristics of transformational leadership. Overall, this study underscores the importance of developing transformational leadership, especially in values-based and spiritual organizations such as Buddhist assemblies, to create an organizational culture that is conducive to proactive, voluntary, and collaborative behavior. Efforts to improve the quality of transformational leadership can be an effective strategy in supporting the sustainability and effectiveness of the organization as a whole.

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