

The Impact of Transformational Leadership, Organizational Climate, and Work Engagement on Employee Organizational Citizenship Behavior at PT Kofuku Plastic Indonesia

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Abstract

This study aims to determine the effect of transformational leadership, organizational climate, and work engagement on organizational citizenship behavior. The sampling technique used was saturated sampling. The sample size was 50 employees. This study is quantitative and utilizes primary data. The data analysis method used was multiple linear regression analysis using SPSS version 23. The data analysis techniques used to answer the above hypothesis were multiple regression analysis, t-test, f-test, and coefficient of determination.

The results of this study indicate that transformational leadership has a significant effect on organizational citizenship behavior with a value of $0.000 < 0.010$, organizational climate has a significant effect on organizational citizenship with a significant value of $0.005 < 0.010$, and work engagement has a significant effect on organizational citizenship with a significant value of $0.004 < 0.010$.

Keywords: *Transformational Leadership; Organizational Climate; Work Engagement; Organizational Citizenship Behavior.*

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INTRODUCTION

In today's era of globalization, human resources are crucial, with high quality and performance, particularly in terms of knowledge, skills, and expertise. Human resources are the most valuable and potent resource in a company or organization, as they are the primary actors in its management. Companies are also required to be responsive to change due to increasingly fierce competition. Therefore, companies must improve their management strategies and policies, particularly those related to human resources.

Human resources are crucial in helping an organization achieve its goals. Proper human resource management is crucial for companies to maintain productivity (Disfantor et al., 2022) .

Organizational Citizenship Behavior (OCB) is crucial . OCB itself has been extensively researched and has a significant positive impact on a company. Although OCB isn't part of formal employment, it significantly benefits a company by encouraging employees to take on extra work. This is particularly valuable in an era where startups are rapidly growing and developing (Karisma Hadi, 2021) .

In improving individual performance within an organization, employees face many obstacles. A mismatch between employee expectations and the workload can impact employee performance. According to Titisari (2014) in Layyinatul Ilhamiyah (2022), improving organizational citizenship behavior is influenced by several factors, including job satisfaction, fairness, intrinsic motivation, leadership style, organizational culture and climate, gender, length of service, and work motivation (Muhammad Arif Susilo, Jufrizen, 2023).

One of the factors influencing *Organizational Citizenship Behavior* is the leadership model. Therefore, leadership is a tool for managing organizational change. Transformational leadership has the traits and behaviors needed to initiate change. Leadership style has a strong influence on employee willingness to engage in OCB. Transformational leadership is believed to be able to balance the mindset and reflection of new paradigms in the current of globalization. Transformational leadership is described as leadership that can inspire or motivate employees, so that employees can develop and achieve high levels of performance, beyond what they previously calculated (Hendrawan, 2020) .

Another factor that influences *Organizational Citizenship Behavior* is organizational climate. According to Surachim and Firdaus (2018), organizational climate is something that cannot be seen or touched but directly or indirectly influences and forms a state or condition that is accepted by all aspects within the organization (Hindristina et al., 2021) .

Asari stated that companies must prioritize a conducive organizational climate. If the organizational climate in the company is good, it can foster employee work enthusiasm and will have an impact on increasing employee OCB (Agung et al., 2021) .

Besides transformational leadership and organizational climate, another factor that can potentially influence *Organizational Citizenship Behavior* is work engagement. Employee engagement can be said to be engaged in their work if they are able to identify themselves psychologically and perceive their work as important to them. Work engagement is when employees are mentally and emotionally involved in a group situation that encourages them to participate in the work, contribute to group goals, and share responsibilities to achieve those goals (Sri Meike Jusup, 2021) .

On this occasion, the researcher is interested in conducting research on transformational leadership, organizational climate and work engagement towards *organizational citizenship behavior* at PT Kofuku Plastic Indonesia, one of the companies engaged in the styrofoam manufacturing sector. This company plays an active role in the styrofoam industry and provides raw materials to be processed into packaging pads for every household appliance, fish storage insulation boxes, and others. This company is located in Kp. Buni RT.001/RW.004 Buni Bhakti Village, Babelan, North Bekasi.

METHODOLOGY

This quantitative study aims to examine the influence of transformational leadership, organizational climate, and work engagement on *organizational citizenship behavior* (OCB) among employees of PT. Kofuku Plastic Indonesia. A quantitative

approach is used to systematically measure the relationship between variables using numerical data analyzed statistically.

In this study, the population used was all 50 employees of PT. Kofuku Plastic Indonesia who worked in various divisions during the research period. This population selection was based on the consideration that all employees are directly involved in the company's operational and administrative activities, so they are expected to have relevant knowledge and experience related to the variables studied, namely transformational leadership, organizational climate, work engagement, and *organizational citizenship behavior* (OCB). This population reflects the overall work environment within the organization that is the focus of the study.

In this study, the sampling technique used was saturated sampling. According to Sugiyono (2019), saturated sampling is a sampling technique where all members of the population are sampled, where all of the population in this study were sampled. The number of samples used was 50 employees, consisting of various positions and work units within the organization.

The sampling technique used in this study was total sampling. Total sampling is a sampling technique in which all members of a population are used as respondents or research samples. This technique is typically used when the population is relatively small and still allows for comprehensive research.

The data analysis technique used in this study is the multiple linear regression analysis technique with partial and simultaneous hypothesis testing techniques.

RESULTS AND DISCUSSION

Validity Test Results

This test uses *product moment correlation* and the instrument test in this study was aimed at 50 respondents with a significance level of 5% with $n = 50$, $df = 50 - 2 = 48$, so the r table value is known to be 0.2732.

Table 1
Validity Test Results

Variables	R Count	R Table	Information
Transformational Leadership (X1)			
X1P1	0.983	0.381	Valid
X1P2	0.945	0.381	Valid
X1P3	0.855	0.381	Valid
X1P4	0.982	0.381	Valid
X1P5	0.849	0.381	Valid

X1P6	0.897	0.381	Valid
X1P7	0.872	0.381	Valid
X1P8	0.755	0.381	Valid
X1P9	0.520	0.381	Valid
X1P10	0.947	0.381	Valid
Organizational Climate (X2)			
X2P1	0.954	0.381	Valid
X2P2	0.959	0.381	Valid
X2P3	0.860	0.381	Valid
X2P4	0.980	0.381	Valid
X2P5	0.760	0.381	Valid
X2P6	0.724	0.381	Valid
X2P7	0.720	0.381	Valid
X2P8	0.813	0.381	Valid
X2P9	0.846	0.381	Valid
X2P10	0.968	0.381	Valid
Job Engagement (X3)			
X3P1	0.717	0.381	Valid
X3P2	0.635	0.381	Valid
X3P3	0.673	0.381	Valid
X3P4	0.702	0.381	Valid
X3P5	0.918	0.381	Valid
X3P6	0.899	0.381	Valid
X3P7	0.889	0.381	Valid
X3P8	0.828	0.381	Valid
X3P9	0.812	0.381	Valid
X3P10	0.692	0.381	Valid
Organizational Citizenship Behavior (Y)			
YP1	0.985	0.381	Valid
YP2	0.959	0.381	Valid

YP3	0.897	0.381	Valid
YP4	0.983	0.381	Valid
YP5	0.858	0.381	Valid
YP6	0.892	0.381	Valid
YP7	0.733	0.381	Valid
YP8	0.827	0.381	Valid
YP9	0.739	0.381	Valid
Y10	0.995	0.381	Valid

Source: Primary Data Processed by SPSS 25.0

Based on the results of the validity test of the statement items, it can be concluded that the statements in the questionnaire as a research instrument are declared valid and can be used for the continuation of the research process.

Reliability Test

A questionnaire is considered reliable if a person's answers to the questions are consistent or stable over time. In reliability decision-making, an instrument is considered reliable if its *Cronbach's Alpha value* is greater than 0.6. The following are the results of the reliability test:

Table 2
Reliability Test Results

Variables	<i>Cronbach's Alpha</i>	N	Information
Transformational Leadership (X1)	0.815 > 0.600	30	Reliable
Organizational Climate (X2)	0.780 > 0.600	30	Reliable
Job Engagement (X3)	0.792 > 0.600	30	Reliable
Job Engagement (X3)	0.603 > 0.600	30	

Source: Primary Data Processing Results (2025)

Based on the data in Table 4.3, it can be seen that the Cronbach Alpha value for each variable shows a value greater than (\geq) 0.6 with a sample size of 30 respondents, so it can be concluded that the four variables meet the reliability criteria.

Classical Assumption Test

Normality Test

To test the normality of residuals, it can be done in several ways, one of which is through the *Kolmogorov-Smirnov test*. Data is said to be normally distributed if it has a significance (2-tailed) > 0.05, conversely, if the data has a significance (2-tailed) < 0.05,

it can be said that the data is not normally distributed. The results of the *Kolmogorov-Smirnov normality test* are presented as follows:

Table 3
Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			50
Normal Parameters ^{a,b}		Mean	.0000000
		Standard Deviation	2.48258056
Most Differences	Extreme	Absolute	.072
		Positive	.072
		Negative	-.037
Test Statistics			.072
Asymp. Sig. (2-tailed)			200 ^c
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			

Source: *Primary Data Processing Results (2025)*

the *Kolmogorov-Smirnov normality test* in Table 4.4 show that the *Asymp Sig . (2-tailed)* value of 0.200 is greater than 0.05, so it can be concluded that the data is normally distributed and further testing can be carried out.

Multicollinearity Test

To determine the possibility of multicollinearity, a test can be used using *the Tolerance Value or Variance Inflation Factor (VIF) method*. The results of the multicollinearity test are presented below:

Table 4
Multicollinearity Test Results

Coefficients ^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Transformational Leadership (X1)	.873	1,662

Organizational Climate (X2)	.854	1,944
Job Engagement (X3)	.853	1,172

a. Dependent Variable: Organizational Citizenship Behavior (Y)

Source: Primary Data Processing Results (2025)

The results of the multicollinearity test in Table 4 show that the tolerance value is > 0.1 and the VIF is < 10.0 . Based on these test results, it can be said that there is no multicollinearity problem in this study.

Heteroscedasticity Test

The heteroscedasticity test is performed using the *Glejser method*, or by observing the pattern in a graph plotting the residuals and predictions. Data are considered free of heteroscedasticity if there is no clear pattern in the graph or if the significance value is greater than 0.05.

Table 5
Heteroscedasticity Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	.013	1,550		.008	.994
Transformational Leadership (X1)	.127	.126	.259	1,003	.321
Organizational Climate (X2)	-.262	.106	-.572	-2,476	.017
Organizational Citizenship Behavior (Y)	.326	.090	.653	3,627	.057

a. Dependent Variable: ABS_RES

Source: Primary Data Processing Results (2025)

Based on table 5 above in the sig column, the significance value obtained is > 0.05 for all variables so it can be concluded that based on the results of the glacier test there is no indication of heteroscedasticity.

Multiple Regression Analysis

This analysis aims to determine the influence of Transformational Leadership, Organizational Climate, and Work Engagement on *Organizational Citizenship Behavior* at PT. Kofuku Plastic Indonesia, whether each independent variable has a positive or

negative relationship. Furthermore, this analysis is used to predict the value of the dependent variable if the value of the independent variable increases or decreases. The results of the multiple linear regression analysis are presented in the following table:

Table 6
Multiple Linear Regression Test Results

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,974	7,097		8.123	.267
	Transformational Leadership (X1)	0.643	.186	.656	3,466	.001
	Organizational Climate (X2)	0.379	.180	.086	4,438	.000
	Job Engagement (X3)	0.466	.188	.038	5,353	.000

a. Dependent Variable: Organizational Citizenship Behavior (Y)

Source: Primary Data Processing Results (2025)

Based on table 6, the Multiple Linear Regression equation can be formulated as follows:

$$Y = 7.974 + (X_1) + 0.643 (X_2) + 0.466 (X_3)$$

The interpretation of the multiple linear regression equation above is as follows :

1. The constant value of 7.974 shows a positive sign, meaning that if the variables of Transformational Leadership Influence, Organizational Climate, and Work Involvement are considered zero, then *Organizational Citizenship Behavior* is 7.974.
2. The regression coefficient value for the Transformational Leadership variable shows a positive value of 0.643 , which means that if the Transformational Leadership variable increases by one unit, then *Organizational Citizenship Behavior* will increase by 0.643 with other variables considered constant.
3. The regression coefficient value for the Organizational Climate variable shows a positive value of 0.379 , which means that if the Organizational Climate variable increases by one unit, then *Organizational Citizenship Behavior* will increase by 0.379 with other variables considered constant.
4. The regression coefficient value for the Job Involvement variable shows a negative value of 0.466 , which means that if the Job Involvement variable increases by one unit, then *Organizational Citizenship Behavior* will decrease by 0.466 with other variables considered constant.

Hypothesis Test Results

Partial Test

Partial testing was conducted to determine the partial influence of Transformational Leadership, Organizational Climate, and Work Involvement. towards *Organizational Citizenship Behavior* seen from the results of the t-test. The testing criteria if the sig. value > 0.05 can be concluded that the dependent variable is related to the independent variable.

Table 7
Test Results (T)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,974	7,097		8.123	.267
Transformational Leadership (X1)	3,643	.186	.656	3,466	.001
Organizational Climate (X2)	3,079	.180	.086	4,438	.000
Job Engagement (X3)	5,066	.188	.038	5,353	.000

a. Dependent Variable: Organizational Citizenship Behavior (Y)

Source: Primary Data Processing Results (2025)

Based on the results of the hypothesis test analysis (T-Test) in table 7, the following is obtained:

1. The calculated T value (3.466) > T table (2.012) and Sig. (0.001) < 0.05, thus it can be concluded that Transformational Leadership has a positive and significant influence on *Organizational Citizenship Behavior*.
2. The calculated T value (4.438) > T table (2.012) and Sig. (0.000) < 0.05, it is concluded that Organizational Climate has a positive and significant effect on *Organizational Citizenship Behavior*.
3. The calculated T value (5.353) > T table (2.012) and Sig. (0.000) < 0.05, it is concluded that Work Involvement has a positive and significant effect on *Organizational Citizenship Behavior*.

Simultaneous Test

Simultaneous testing is carried out to determine the joint influence between the influencing variables. *Transformational Leadership* , *Organizational Climate*, and *Work Engagement* towards *Organizational Citizenship Behavior* can be seen from the results of the f test. The testing criteria if the sig. value > 0.05 can be concluded that all dependent variables are related to the independent variables.

Table 8
Test Results (F)
ANOVA ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2503,719	3	834,573	18,779	.000 ^b
	Residual	2044.301	46	44,441		
	Total	4548.020	49			

a. Dependent Variable: Organizational Citizenship Behavior (X4)

b. Predictors: (Constant), Work Involvement (X3), Transformational Leadership (X1), Organizational Climate (X2)

Source: *Primary Data Processing Results (2025)*

Based on the results of the hypothesis test analysis (F Test) in table 4.9, the calculated F value (**18.779**) > F table (**2.30**) and Sig. (0.000) < 0.05 were obtained. Therefore, it is concluded that **Transformational Leadership** , **Organizational Climate**, and **Work Engagement** have an influence to *Organizational Citizenship Behavior* .

Coefficient of Determination Test

The coefficient of determination is a tool used to measure the percentage of the influence of independent variables on the dependent variable. The coefficient of determination ranges from 0 to 1. The closer to 0 the coefficient of determination of a regression is, the smaller the influence of all independent variables on the dependent variable. Conversely, the greater the coefficient of determination approaching 1, the greater the influence of all independent variables on the dependent variable. The following are the results of the coefficient of determination test.

Table 9: Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted Square	Standard Error of the Estimate
1	.742 ^a	.551	.521	6.66643

a. Predictors: (Constant), Work Involvement (X3), Transformational Leadership (X1), Organizational Climate (X2)

Source:
Data Processed by SPSS 25.0

Primary

The R Square value is 0.551 or 55.1 % , according to the calculation shown in *the model summary* . This shows that **Transformational Leadership** , **Organizational Climate**, and

Work Involvement have an effect on together have an influence 55.1 % against *Organizational Citizenship Behavior* , and 49% is influenced by other factors not examined in this study .

The Influence of Transformational Leadership on *Organizational Citizenship Behavior* at PT. Kofuku Plastic Indonesia

Based on the results of the hypothesis testing, transformational leadership has a regression coefficient value of 3,466 with a significance value of $0.001 < 0.05$. This means that H_a is accepted, so it can be concluded that the transformational leadership variable has a positive and significant effect on *organizational citizenship behavior* at PT. Kofuku Plastic Indonesia.

Transformational leadership has a significant influence on Organizational Citizenship Behavior (OCB) at PT. Kofuku Plastic Indonesia. *Individualized influence* , or idealized influence, from leaders provides a positive role model for employees, encouraging them to demonstrate work behaviors that go beyond their primary duties. When leaders demonstrate integrity, confidence, and consistency in their actions, employees tend to emulate these values and demonstrate loyalty and concern for the organization. Furthermore, *inspirational motivation* plays a crucial role by igniting enthusiasm and commitment through a clear and challenging vision, enabling employees to feel their work is meaningful and contributes to the company's overall goals.

Intellectual stimulation encourages employees to think creatively and boldly express innovative ideas without fear of judgment. An environment open to new ideas strengthens employees' sense of ownership and initiative in the company's progress. Meanwhile, *individualized consideration* makes employees feel personally valued through attention and support for their individual needs and development. This approach forms a strong emotional bond between leaders and subordinates, encouraging OCB behaviors such as helping coworkers, being loyal to the organization, and being willing to volunteer for additional work. Thus, transformational leadership has been shown to be a key factor in increasing positive behaviors outside of formal duties in the PT. Kofuku Plastic Indonesia workplace. This is supported by research results from Mega Wandani & Sinto Sunaryo, 2022, which found that transformational leadership has a significant influence on employee OCB.

The Influence of Organizational Climate on *Organizational Citizenship Behavior* at PT. Kofuku Plastic Indonesia

Based on the results of the hypothesis testing, it shows that organizational climate has a regression coefficient value of 4.438 with a significance value of $0.000 < 0.05$. This means that H_a is accepted, so it can be concluded that the organizational climate variable has a positive and significant effect on *organizational citizenship behavior* at PT. Kofuku Plastic Indonesia.

A conducive organizational climate significantly influences the emergence of *Organizational Citizenship Behavior* (OCB) at PT. Kofuku Plastic Indonesia. A clear organizational structure facilitates employee understanding of roles, tasks, and workflows, creating order and certainty in carrying out their work. When responsibilities are assigned appropriately and proportionally, employees feel trusted

and motivated to demonstrate extra commitment, including helping coworkers and maintaining a positive work environment. This creates a work culture that supports the growth of OCB as part of employees' daily lives.

Furthermore, recognition for contributions, both large and small, is a key driver of a growing sense of ownership and loyalty to the company. Fair and transparent recognition can encourage employees to go the extra mile, such as maintaining the company's reputation and volunteering to complete additional work. Furthermore, support from superiors and coworkers creates a sense of security and comfort at work, strengthening the interpersonal relationships that underlie OCB behavior. Finally, a shared commitment between individuals and the organization creates alignment of goals, encouraging employees to make maximum contributions even beyond their formal responsibilities. A healthy and positive organizational climate is a crucial foundation for fostering a collaborative and proactive work culture at PT. Kofuku Plastic Indonesia. This is supported by research by Hindristina et al., 2021, which found that organizational climate significantly influences organizational citizenship behavior (OCB).

The Influence of Work Involvement on *Organizational Citizenship Behavior* at PT. Kofuku Plastic Indonesia

Based on the results of the hypothesis testing, it shows that work involvement has a regression coefficient value of 5.353. with a significant value of $0.000 < 0.05$. This means that H_a is accepted, so it can be concluded that the work engagement variable has a negative and significant effect on *organizational citizenship behavior* at PT. Kofuku Plastic Indonesia.

Job engagement is closely related to increased *Organizational Citizenship Behavior* (OCB) at PT. Kofuku Plastic Indonesia. Employees who are actively engaged in their work demonstrate greater enthusiasm and attention to their assigned tasks. This positive response encourages them to go beyond formal obligations, such as helping coworkers or maintaining a conducive work environment. *Expressions of being job engaged* reflect the extent to which employees devote time, energy, and attention to their work. When employees perceive their work as an important part of their identity, they are encouraged to behave proactively and contribute to the organization's progress.

Furthermore, a strong sense of responsibility encourages employees to complete tasks well, even outside of work hours or without being asked. This sense of responsibility fosters a willingness to help, maintains work ethics, and is loyal to the company. *Feelings about unfinished work and absenteeism* are other important indicators. Employees with high work engagement typically feel uncomfortable leaving work unfinished or are frequently absent, reflecting a strong commitment to their responsibilities. The combination of these four indicators demonstrates that work engagement can be a powerful driver of OCB behavior, creating a productive, collaborative work environment, and supporting the long-term success of PT. Kofuku Plastic Indonesia.

This is supported by the results of research by (Layyinatul Ilhamiyah, 2022) Individuals with high work involvement will do work voluntarily without expecting rewards, because individuals with high work involvement will view work as something very important.

The Influence of Transformational Leadership, Organizational Climate, and Work Engagement on *Organizational Citizenship Behavior* at PT. Kofuku Plastic Indonesia

Based on the results of the hypothesis testing, transformational leadership, organizational climate, and work engagement have a significant value of $0.000 < 0.05$. This means that H_a is accepted, so it can be concluded that the variables of transformational leadership, organizational climate, and work engagement have a positive and significant effect on *organizational citizenship behavior*.

The simultaneous influence of transformational leadership, organizational climate, and work engagement significantly impacts *Organizational Citizenship Behavior* (OCB) at PT. Kofuku Plastic Indonesia. These three complement each other in creating a work environment that encourages voluntary, collaborative, and organizationally driven behavior. Transformational leadership provides direction, inspiration, and individual attention to employees, while a supportive organizational climate creates a sense of security, appreciation, and well-structured work. At the same time, work engagement fosters employee commitment and personal responsibility for organizational tasks and achievements.

When these three factors work together, employees are not only motivated to complete their core tasks but also encouraged to take extra steps such as helping coworkers, maintaining a strong work ethic, and voluntarily contributing to a positive work environment. Motivating leadership, coupled with a healthy work atmosphere and a strong sense of commitment to work, create a strong synergy in shaping a culture of OCB. Thus, the combination of the three becomes an important foundation in building productive, loyal, and highly competitive human resources at PT. Kofuku Plastic Indonesia.

CONCLUSION

Based on the results of data analysis and discussion that have been carried out in this research, the following conclusions can be drawn:

Transformational leadership has a significant influence on Organizational Citizenship Behavior (OCB) at PT. Kofuku Plastic Indonesia. Transformational leadership has been proven to be a key factor in increasing positive behavior outside of formal duties in the work environment. This is evidenced by a significance value of $0.001 < 0.005$, so it can be concluded that the transformational leadership variable has a positive and significant influence on *organizational citizenship behavior* at PT. Kofuku Plastic Indonesia.

Organizational climate has a significant influence on Organizational Citizenship Behavior (OCB) at PT. Kofuku Plastic Indonesia. A conducive organizational climate has a significant influence on the emergence of *Organizational Citizenship Behavior* (OCB) at PT. Kofuku Plastic Indonesia. This is evidenced by a significance value of $0.000 < 0.005$, so it can be concluded that the organizational climate variable has a positive and significant influence on *organizational citizenship behavior* at PT. Kofuku Plastic Indonesia.

Job involvement has a significant influence on Organizational Citizenship Behavior (OCB) at PT. Kofuku Plastic Indonesia. Job involvement has a close

relationship with the increase in *Organizational Citizenship Behavior* (OCB) at PT. Kofuku Plastic Indonesia. This is evidenced by a significance value of $0.00 < 0.05$, so it can be concluded that the job involvement variable has a negative and significant effect on *organizational citizenship behavior* at PT. Kofuku Plastic Indonesia.

Simultaneously, it shows that transformational leadership, organizational climate, and work engagement have a significant value of $0.000 < 0.05$. This means that H_a is accepted, so it can be concluded that the variables of transformational leadership, organizational climate, and work engagement have a positive and significant effect on *organizational citizenship behavior*.

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