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The Effect of a Transformational Leadership Style, Organizational Commitment and Working Environment on Organizational Citizenship Behavior (OCB) with Work Satisfaction as an Intervening Variable

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Abstract:

This study aims to analyze the effect of Transformational Leadership Style, Organizational Commitment and Work Environment on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable (Case Study Employees of PT. Tubagus Wira Manunggal. The population in this study were employees of PT. Tubagus Wira Manunggal as many as 110 employees. The sample used in this study is a total sample or saturated sampling. The method of analysis used in this study is the Partial analysis method. Least Square (PLS). The results showed that (1) Transformational Leadership Style has a positive and significant effect on Job Satisfaction, (2) Organizational Commitment has a positive and significant effect on Job Satisfaction, (3) Work Environment has a positive and significant effect on Job Satisfaction. r Job Satisfaction, (4) Transformational Leadership Style has a significant effect on Organizational Citizenship Behavior with Job Satisfaction as an intervening variable, (5) Organizational Commitment has a significant effect on Organizational Citizenship Behavior with Job Satisfaction as an intervening variable, (6) Work Environment has a significant effect on Organizational Citizenship Behavior with Job Satisfaction as an intervening variable, and (7) Job Satisfaction has a significant effect on Organizational Citizenship Behavior.

Keywords: Transformational leadership style, organizational commitment, work environment, job satisfaction

1. Introduction

In developing human resources in a company, employees who are able to work optimally are needed to achieve company goals. From several HR development efforts, the company really expects the employees' desire to work beyond expectations or commonly known as Organizational Citizenship Behavior (OCB). OCB behavior in employees can be indicated from a willingness to work beyond expectations, being happy to help colleagues to doing work that is not part of the job description they have.

PT. Tubagus Wira Manunggal with its various activities requires qualified human resources who have OCB behavior. It is intended to achieve customer satisfaction and help the company achieve its goals. To maintain the quality of services provided, the company periodically conducts performance assessments.

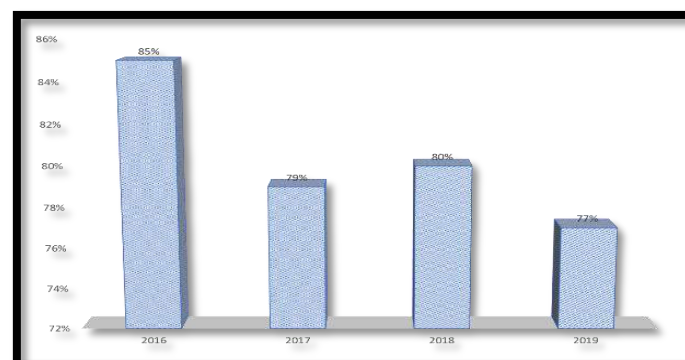


Figure 1: Employee Performance of PT. Tubagus Wira Manunggal

The decline in employee performance in 2019 is the cause of fluctuations in the company's overall performance. Robbins & Judge (2015) argues that employees who have OCB behavior will give all their efforts to help the company. Titisari (2014) explains that one indication of OCB behavior can be analyzed through the employee absentee level

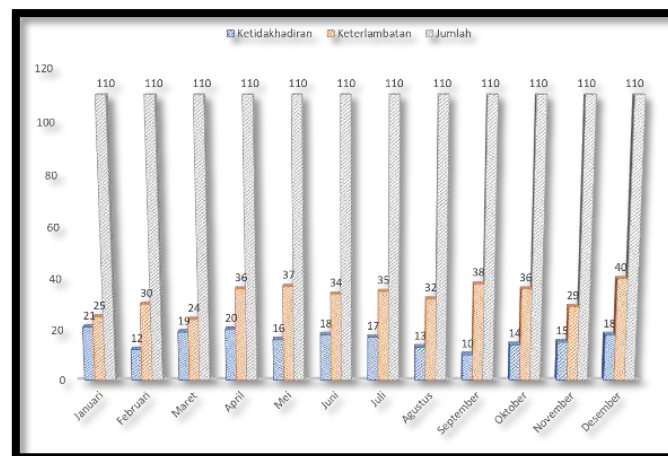


Figure 2: Attendance of PT. Tubagus Wira Manunggal

During 2019, the number of employees who were late attending increased. This indicates a very low OCB behavior at PT. Tubagus Wira Manunggal. OCB behavior analysis is of concern to management due to decreased performance and poor employee absences. To get an initial picture, a pre-survey was conducted on 30 respondents of PT. Tubagus Wira Manunggal. As a result, respondents stated that job satisfaction and transformational leadership were 83%, organizational commitment was 70% and work environment was 63% influencing employee OCB behavior.

This study aims to find empirical evidence of Transformational Leadership Style, Organizational Commitment and Work Environment to Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable.

2. Literature Review

2.1. Organizational Behavior

Organizational behavior is concerned with how people act and react in all types of organizations. In organizational life, people are employed, educated and trained, informed, protected and developed. In other words, organizational behavior is how people behave in an organization (Wijaya, 2017). Organizations are social units that are mutually consciously coordinated, consisting of 2 (two) or more people who function relatively sustainably to achieve goals (Robbins and Judge, 2015). Organization according to the view of Ivancevich et al., (2014) is as an entity that allows society to pursue solutions that cannot be achieved by individuals acting alone. As with organizations, the views among experts on organizational behavior vary widely. Organizational behavior is a field of study that investigates the behavioral impact of individuals, groups and structures in organizations, with the intention of applying knowledge to improve organizational effectiveness (Robbins and Judge, 2015). Furthermore, according to Wibowo (2016) Organizational behavior is the study of what people think, feel and do in and around the organization. Organizational behavior is a study of human behavior in settings organization, the relationship between the individual and the organization, and the organization itself. Behavior is a function of individual variables (Individual), organizational variables (Organizational) and psychological variables (Psychological) (Winardi, 2014).

Studying organizational behavior is somewhat abstract. Studying organizational behavior often results in or encounters complex principles whose explanation or analysis is situational. Rivai & Mulyadi (2012) formally a study of organizational behavior starting around 1948 - 1952. Organizational behavior as a science that continues to develop to help an organization increase its productivity.

2.2. Organizational Citizenship Behavior

Wibowo (2017) says that OCB, or what he calls extra-role behavior (ERB), is behavior that benefits the organization and / or is directed to benefit the organization, is carried out voluntarily, and exceeds the expectations of existing roles. That is, OCB can simply be said to be an individual behavior rooted in his willingness to contribute beyond his core role or duties to his company.

2.3. Work Satisfaction

Dessler (2015) defines job satisfaction in the form of a person's general attitude towards their job, the difference between the amount of income an employee receives and the amount they receive, which is what they should receive. In principle, every company always expects its employees to work optimally in order to increase profits and help accelerate the achievement of other organizational goals.

2.4. Transformational Leadership Style

Transformational leadership is a leader who devotes his attention to the problems faced by his followers and the development needs of each of his followers by providing enthusiasm and encouragement to achieve his goals. Transformational leadership is a leadership process in which leaders develop commitment to followers with various values and various organizational visions. Transformational leadership refers to leaders who have succeeded in moving employees beyond self-interest directly through idealized influence (charisma), inspiration, intellectual stimulation, or individual consideration (Made & Puspita, 2015).

2.5. Organizational Commitment

Kaswan (2015) defines organizational commitment as the psychological condition of an employee that characterizes his relationship with his organization and influences his decision to continue or not to become a member of the organization. According to Mathis & Jackson (2015) organizational commitment is an important dimension of behavior that can be used to assess employee tendencies. Organizational commitment is the identification and involvement of a person who is relatively strong in the organization. Organizational commitment is the desire of members of the organization to maintain its membership in the organization and are willing to strive for the achievement of organizational goals

2.6. Working Environment

The work environment creates high comfort for employees. The comfort created from this work environment affects the seriousness of employees at work so that it encourages employees to be able to work better because of environmental support (Sedarmayanti, 2015). With an adequate work environment, it will certainly make employees feel at home working, so that employee morale and enthusiasm will arise in carrying out their work.

2.7. Research Hypothesis

Robbins and Judge (2015) state OCB as extraordinary behavior outside the formal responsibilities of employees with the aim of helping the company achieve its goals. Employees with good job satisfaction are willing to give the maximum effort they have (Dessler, 2015).

OCB is an impetus that arises from within the employee so that the size of the behavior is strongly influenced by factors from outside the employee or how he feels about the company. Rivai & Mulyadi (2012) emphasized the need for a transformational leadership style because it applies a leadership style that is close to employees and is able to provide motivation for employees to work better.

Maduningtias (2017) states that organizational commitment shows a condition or attitude of respect that exists in employees for company rules and regulations. Meanwhile, Robbins and Judge (2015) argue that organizational commitment is the level when an employee sides with his organization and its goals and has the desire to maintain its membership in the organization. Commitment in a company is crucial for the progress of the company as a whole. Commitment is related to the desire of employees to spend the rest of their career in a company because they believe in its vision and mission. Luthans (2014) emphasizes the need for commitment in employees so that employees can exert all their abilities and are able to exceed the expectations given by management.

OCB behavior is largely determined by the company's ability to provide a conducive work environment for employees to work (Sedarmayanti, 2015). In addition to creating employee satisfaction, employees do not only work in accordance with the job description but also carry out activities outside the job description (extra-role). A working environment condition is said to be good if it can carry out activities optimally, healthy, comfortable and safe, furthermore a poor work environment can cause inefficient work system design, this is because the work environment pattern is a pattern of actions of organizational members that affect effectiveness. organization directly or indirectly, which includes performance and productivity, absenteeism and turnover, and organizational membership.

Job satisfaction can mediate the influence of transformational leadership style, organizational commitment and work environment on OCB (Winarto & Purba, (2018); Endang Sugiarti, (2014); Syahriani, Nurwati, (2017)).

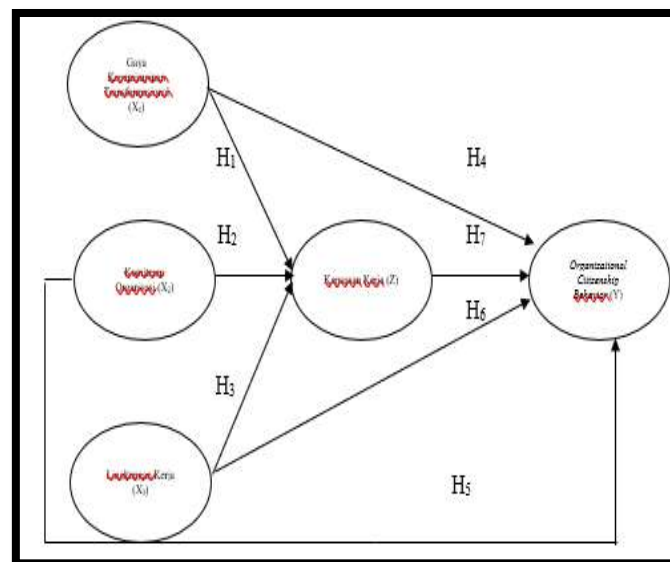


Figure 3: Conceptual Framework

3. Methodology

The quantitative method is used because it uses the converted numbers of respondents' answers as a source of research data. PT. Tubagus Wira Manunggal is the object of research so that 110 company employees become the population. With a limited population, saturated sampling techniques are used so that the entire population can be sampled. To get answers to the proposed hypothesis, SEM analysis with the PLS 3.0 program was used because of the intervening variables. PLS allows for a powerful analysis because many assumptions are not required, the data is not required to be normally distributed and the sample size does not have to be large.

4. Result and Discussion

4.1. Result

Descriptive statistics on the research variables are presented in Table-1

Indikator	1	2	3	4	5	Mean
OCB1	0	2	36	45	27	3,88
OCB2	2	5	7	49	47	4,21
OCB3	2	5	37	44	22	3,71
OCB4	0	3	15	46	46	4,22
OCB5	0	3	17	45	45	4,20
OCB6	1	2	13	48	46	4,23
OCB7	1	3	10	53	43	4,21
OCB8	0	3	24	41	42	4,10
OCB9	0	4	19	46	41	4,12
OCB10	2	1	15	46	46	4,20
Indikator	1	2	3	4	5	Mean
KP1	1	3	14	49	43	4,18
KP2	1	2	14	49	44	4,20
KP3	0	4	16	43	47	4,20
KP4	0	5	16	43	46	4,18
KP5	1	5	15	39	50	4,20
KP6	0	3	24	43	40	4,09
Indikator	1	2	3	4	5	Mean
GK1	1	3	15	45	46	4,20
GK2	0	4	12	54	40	4,18
GK3	1	3	25	41	40	4,05
GK4	1	2	12	51	44	4,22
GK5	2	1	15	52	40	4,15
GK6	2	0	16	46	46	4,21
GK7	1	2	20	38	49	4,20
GK8	0	2	12	45	51	4,31

Indikator	1	2	3	4	5	Mean
KO1	1	2	14	47	46	4,22
KO2	0	4	15	45	46	4,20
KO3	1	2	15	49	43	4,19
KO4	0	4	14	43	49	4,24
KO5	0	2	11	53	44	4,26
KO6	1	1	14	44	50	4,28
Indikator	1	2	3	4	5	Mean
LK1	0	3	8	49	50	4,32
LK2	0	4	15	44	47	4,21
LK3	1	2	11	49	47	4,26
LK4	1	1	13	41	54	4,32
LK5	0	4	9	42	55	4,34
LK6	1	2	8	46	53	4,34

Table 1: Respondent Description

The OCB statement with the lowest score is found in OCB3 that employees do not have the willingness to prepare early so that they are better prepared to start work. The statement regarding KP with the lowest score is found in KP6 that employees do not have colleagues who support each other. The statement regarding GK with the lowest score is found in GK3 that employees still have not got a leader who is able to motivate employees to work further. The statement regarding the KO with the lowest score is found in KO3 that employees have not had a good commitment to the company. The statement regarding LK with the lowest score is found in LK2 that the company must pay attention to the availability of CCTV for employee security.

Data analysis on PLS is used to determine the effect between variables.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
Transformational Leadership Style → Job satisfaction	0.222	0.107	0.104	2.223	0.022
Organizational Commitment → Job satisfaction	0.382	0.380	0.102	3.761	0.000
Work environment → Job satisfaction	0.599	0.595	0.086	6.944	0.000
Job satisfaction → Organizational Citizenship Behavior	0.293	0.189	0.069	2.354	0.001
Transformational Leadership Style → Job satisfaction → Organizational Citizenship Behavior	0.200	0.198	0.012	2.021	0.006
Organizational Commitment → Job satisfaction → Organizational Citizenship Behavior	0.235	0.134	0.030	2.112	0.003
Work environment → Job satisfaction → Organizational Citizenship Behavior	0.256	0.153	0.042	2.159	0.001

Table 2: Hypothesis Testing Results Influence between Variables

The test results between the two variables (transformational leadership style and job satisfaction) indicate that the original sample value is 0.222 which is close to the +1 value and has a T-Statistic value of 2.223 (> 1.96).

The test results between the two variables (organizational commitment and job satisfaction) showed that the original sample value was 0.382 which was close to the +1 value and had a T-Statistic value of 3,761 (> 1.96).

The test results between the two variables (Work Environment and job satisfaction) indicate the original sample value of 0.599 which is close to the +1 value and has a T-Statistic value of 6,944 (> 1.96).

The test results between the two variables (Job Satisfaction and Organizational Citizenship Behavior) indicate that the original sample value is 0.293 which is close to the +1 value and has a T-Statistic value of 2.354 (> 1.96).

This is indicated by the test results between the three variables (Job Satisfaction, Transformational Leadership Style, and Organizational Citizenship Behavior) which indicate the original sample value of 0.200 which is close to the +1 value and has a T-Statistic value of 2.021 (> 1.96).

This is indicated by the test results between the three variables (Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior) which indicate the original sample value of 0.235 which is close to the +1 value and has a T-Statistic value of 2.112 (> 1.96).

This is indicated by the test results between the three variables (Job Satisfaction, Work Environment, Organizational Citizenship Behavior) which indicate the original sample value of 0.256 which is close to the +1 value and has a T-Statistic value of 2.159 (> 1.96).

According to Cepeda et al. (2018), to analyze the effect of mediation, it is necessary to see the change in the effect of a direct relationship (direct effects) to an indirect relationship (indirect path). There are three categories for analyzing the effects of mediation according to Cepeda et al. (2018) namely no mediation effects, full mediation effects and partial mediation effects.

So, it is concluded that Consumer Satisfaction is able to mediate the effect of Price Perception, Brand Image, and Personal Selling on Repurchase Intention with the Partial Mediation category.

4.2. Discussion

Based on the research results, it is known that the improvement of transformational leadership style can increase the job satisfaction of employees of PT. Tubagus Wira Manunggal. The application of a Transformational Leadership Style will ultimately be able to increase employee acceptance of their current jobs so that employee satisfaction will increase significantly. The results of this study are in line with previous studies (Saputra et al., (2013); Suryani, 2018)).

Increased organizational commitment can increase employee job satisfaction at PT. Tubagus Wira Manunggal. Employees with high organizational commitment can cause their job satisfaction to increase, job satisfaction will be better when in an organization the workers have high organizational commitment in the organization, so that they can work together well and comfortably. The results of this study are in line with previous studies (Setiawan (2013); Mus, et al (2017)).

Work Environment Improvement is able to increase the job satisfaction of employees of PT. Tubagus Wira Manunggal. The formation of a work environment that supports work performance will lead to satisfaction for employees in an organization, so that employees will stay in the company and become an important asset for the company. The results of this study are in line with previous studies (Aruan & Fakhri, (2015); Aoliso and Hans (2018)).

Increasing Job Satisfaction of PT. Tubagus Wira Manunggal is able to support the influence of Transformational Leadership Style on Organizational Citizenship Behavior. The leader's ability to demonstrate a transformational style in carrying out organizational functions has a significant impact on job satisfaction so that it has an impact on increasing the Organizational Citizenship Behavior (OCB) of PT. Tubagus Wira Manunggal. The results of this study are in line with previous studies (Yohannes & Supit, (2016); Winarto & Purba, (2018)).

Increasing Job Satisfaction of PT. Tubagus Wira Manunggal is able to support the influence of Organizational Commitment on Organizational Citizenship Behavior. Organizational commitment plays a big role in one's success at work, an employee who gets satisfaction at work will feel happy and will do better. Thus, it can be concluded that Organizational Commitment has a significant effect on OCB through Job Satisfaction. The results of this study are in line with previous studies (Ningsih, et al (2019); Sugiarti and Umi (2014)).

Increasing Job Satisfaction of PT. Tubagus Wira Manunggal is able to support the influence of the Work Environment on Organizational Citizenship Behavior. A conducive work environment and high job satisfaction to be provided to employees, so that employees do not only work in accordance with the job description but also carry out activities outside the job description (extra-role) of employees called Organizational Citizenship Behavior (OCB). The results of this study are in line with previous studies (Syahriani, et al (2017); Alif (2015)).

Increasing Job Satisfaction of PT. Tubagus Wira Manunggal is able to support the improvement of Organizational Citizenship Behavior. When individuals feel satisfied with their work, the resulting OCB behavior is a form of individual appreciation for the organization where the individual works and has provided a sense of satisfaction to the individual. The results of this study are in line with previous studies (Pradhiptya (2013); Triwibowo and Tutuk (2016)).

5. Conclusion, Limitation and Implication

5.1. Conclusion

The results showed that Leadership Style, Organizational Commitment and Work Environment had a positive and significant impact on Organizational Citizenship Behavior with Job Satisfaction as an intervening.

5.2. Limitation

- It is suggested that further research can analyze OCB behavior among employees in companies with similar industries. This can be a more comprehensive comparison to analyze the factors that influence OCB.
- It is suggested that further research can use other mediating variables such as work motivation, career development and others. This is because the indirect effect between variables has a lower value than the direct effect between variables.

- It is suggested that further research can use other variables to be tested on Organizational Citizenship Behavior (OCB) such as self-efficacy, quality of work life and others.

5.3. Implication

The study of this research has generated several theoretical and practical implications such as:

- It is recommended that PT. Tubagus Wira Manunggal gives employees the freedom to create / innovate. This can be done by placing employees in accordance with the results of previous psychological tests. With this, employees will be placed in a position that is able to accommodate all of their abilities and give maximum appreciation.
- It is recommended that PT. Tubagus Wira Manunggal is able to increase trust in the company. This can be done by presenting the company's vision and mission to all employees at all levels so that employees can feel that they are an important part of the company. Furthermore, to increase trust in the leadership, a more familiar approach to employees needs to be taken. Leaders must be able to make friends with all employees so that they respect and are close to the leadership. This will increase the trust in employees.
- It is recommended that PT. Tubagus Wira Manunggal is able to increase company security through CCTV installations and access doors in some work spaces so that not everyone can enter the workspace without an access card
- It is recommended that PT. Tubagus Wira Manunggal is able to increase cooperation between employees so that colleagues can become parties who support employee performance. This can be done by involving employees in outbound programs so that cooperation and communication patterns between employees can be improved
- It is recommended that PT. Tubagus Wira Manunggal provides additional compensation for employees who are willing to replace co-workers who do not enter. This will encourage employees to improve their OCB behavior
- It is recommended that PT. Tubagus Wira Manunggal is able to improve the quality of the work environment by equipping the office with recreational items, such as television, games, or table tennis. This will create comfort at work and encourage employees to improve their OCB behavior
- It is recommended that PT. Tubagus Wira Manunggal creates group chat between teams in the office to improve communication between employees. This can make it easier to share important announcements, as well as have discussions. It should be understood that in this chat room good communication can occur between subordinates and superiors or vice versa.

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