ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh Kepemimpinan Transformasional dan *Organizational Justice* terhadap *Work Satisfaction* karyawan PT Bio Farma (Persero), baik secara langsung maupun melalui peran mediasi *Organizational Citizenship Behavior* (OCB). Dalam konteks transformasi Holding BUMN Farmasi yang dimulai pada 2020, perusahaan menghadapi tantangan dalam menjaga kepuasan kerja di tengah perubahan struktur dan kebijakan. Penelitian ini menggunakan pendekatan kuantitatif dengan survei yang melibatkan 300 karyawan tetap PT Bio Farma (Persero). Hasil penelitian menunjukkan bahwa Kepemimpinan Transformasional berpengaruh negatif terhadap *Work Satisfaction* secara langsung, namun memiliki pengaruh positif melalui mediasi OCB. *Organizational Justice* berpengaruh positif langsung terhadap *Work Satisfaction* dan juga berkontribusi terhadap peningkatan kepuasan kerja melalui OCB. Temuan ini menunjukkan bahwa meskipun Kepemimpinan Transformasional tidak meningkatkan *Work Satisfaction* secara langsung, peran mediasi OCB memberikan kontribusi signifikan dalam membentuk lingkungan kerja yang mendukung kepuasan karyawan. Diperlukan penguatan Kepemimpinan Transformasional dan penerapan prinsip keadilan organisasi yang lebih jelas agar dapat menciptakan lingkungan kerja yang harmonis dan produktif, sehingga dapat meningkatkan kepuasan kerja karyawan. Temuan ini diharapkan dapat memberi kontribusi bagi pengembangan teori manajemen sumber daya manusia dan memberikan rekomendasi praktis untuk perusahaan dalam meningkatkan efektivitas organisasi melalui peningkatan kepuasan kerja karyawan.

Kata Kunci: Kepemimpinan Transformasional, *Organizational Justice, Work Satisfaction, Organizational Citizenship Behavior* (OCB).

ABSTRACT

This study aims to analyze the effect of Transformational Leadership and Organizational Justice on Work Satisfaction (Y) of employees at PT Bio Farma (Persero), both directly and through the mediation of Organizational Citizenship Behavior (OCB). In the context of the transformation of the State-Owned Enterprises (BUMN) Pharmaceutical Holding initiated in 2020, the company faces challenges in maintaining employee satisfaction amid structural and policy changes. This research uses a quantitative approach with a survey involving 300 permanent employees of PT Bio Farma (Persero). The results of the study indicate that Transformational Leadership has a negative direct effect on Work Satisfaction, but it has a positive effect through the mediation of OCB. Organizational Justice has a positive direct effect on Work Satisfaction and also contributes to increased job satisfaction through OCB. These findings suggest that although Transformational Leadership does not directly enhance Work Satisfaction, the mediating role of OCB significantly contributes to creating a work environment that supports employee satisfaction. It is recommended to strengthen Transformational Leadership and implement clearer Organizational Justice principles to create a harmonious and productive work environment, ultimately increasing employee satisfaction. These findings are expected to contribute to the development of human resource management theory and provide practical recommendations for the company to improve organizational effectiveness by enhancing employee job satisfaction.

Keywords: *Transformational Leadership, Organizational Justice, Work Satisfaction, Organizational Citizenship Behavior (OCB).*