

Transformational Leadership as a Determinant of Organizational Citizenship Behaviour (OCB) Through Work Motivation and Organizational Culture

Linda Royani¹, Sugeng Mulyono², M. Jamal Abdul Nasir³

¹Master of Management, Postgraduate, Universitas Gajayana Malang

^{2,3}Lecturer Faculty of Economics and Business, Universitas Gajayana Malang

*Corresponding Author: Linda Royani

ABSTRACT: *The quality of public services, among others, is determined by how optimal employee organizational citizenship behaviour (OCB) is in the agency. There are several factors that can affect employee OCB, including transformational leadership, work motivation and organisational culture. The purpose of this study is: to examine the influence of transformational leadership, work motivation and organizational culture on OCB; examine the influence of transformational leadership on work motivation; examine the influence of transformational leadership on organisational culture; examine the influence of transformational leadership on OCB through work motivation; and examine the influence of transformational leadership on OCB through organisational culture. The study population was employees of the Mojokerto District Education Office, East Java, Indonesia, who have the status of state civil apparatus. Determination of the number of samples using the saturated sampling method, so that all members of the population totalling 104 ASNs were determined to be the sample. Data collection using a questionnaire distributed directly to respondents. The data analysis technique uses SEM PLS. The results concluded that as independent variables it was proven that transformational leadership, work motivation and organizational culture had a positive and significant effect on employee OCB. When transformational leadership is implemented optimally, work motivation strengthens and organisational culture is also strong, employee OCB also increases. Furthermore, work motivation and organizational culture as mediating variables of influence on employee OCB can play an optimal role.*

KEYWORDS - *Transformational leadership, Work motivation, organizational culture; Organizational Citizenship Behaviour.*

I. INTRODUCTION

As the dynamics of the organisational environment continue to evolve, the role of leadership in organisations is increasingly important to ensure optimal performance and productivity. One form of leadership that is currently considered effective in inspiring and motivating employees is transformational leadership (Yulk, 2013; Northouse, 2018). Transformational leaders are leaders who are able to motivate their subordinates to go beyond personal interests to achieve common goals, and encourage them to develop their full potential (Bass et al., 2006). This leadership not only focuses on task achievement, but also creates a shared vision, provides inspiration, and encourages individual development within the organisation.

In organisations, especially in the government sector, employee behaviour that goes beyond formal responsibilities is essential to improve service quality and work effectiveness. This behaviour is known as Organizational Citizenship Behaviour (OCB). OCB includes actions such as helping colleagues, providing innovative ideas, actively participating in organisational activities and showing commitment to the success of the organisation (Organ et al., 2006; LePine, 2002). State civil apparatus (ASN) who demonstrate OCB not only fulfil their basic duties, but also proactively support and contribute to achieving organisational goals.

Transformational leadership plays a significant role in influencing OCB (Podsakoff et al., 1990). Through the inspiration, motivation, and support provided by transformational leaders, employees feel more valued, motivated, and will contribute more than just fulfilling formal tasks. Leaders who provide visionary direction and show empathy and concern for subordinates tend to be able to generate high commitment in employees. This contributes to the formation of a work climate that supports extra-role behaviour or OCB.

In the context of a government bureaucracy tasked with serving the community, the state civil apparatus is required not only to work according to procedures, but also to demonstrate extra-role behaviour known as organizational citizenship behaviour. OCB includes various proactive actions that support organisational effectiveness and efficiency, such as helping colleagues, taking initiative in improving

procedures, and providing better services to the community. These behaviours are critical in improving the quality of public services and strengthening public trust in government institutions.

Transformational leadership has its own urgency in encouraging the formation of OCB in government employees. There are several reasons why the influence of transformational leadership on OCB in government employees is considered important, namely: (1) transformational leadership that is able to inspire and motivate government employees will create a positive work climate, where government employees are encouraged to go beyond their formal duties. With high OCB, the quality of public services can improve because government employees are more concerned about the needs of the community and are willing to provide responsive and effective services; (2) Supporting bureaucratic reform. In the era of bureaucratic reform, change and adaptation are very important. Transformational leadership, with its ability to instill a clear vision and mission of the organisation, encourages government employees to be more ready to adapt to change. Thus, OCB increases as government employees feel motivated to actively participate in achieving reform goals; and (3) Positive organisational culture formation. Transformational leadership that emphasises empowerment, recognition and moral support will create a positive organisational culture. Government employees who experience leadership that cares about their well being and personal development tend to have higher job satisfaction, so they voluntarily demonstrate OCBs, such as helping colleagues or maintaining work ethics.

By supporting the development of OCB through transformational leadership, government employees become more motivated and committed to providing the best service to the community. This urgency is heightened in the face of complex modern bureaucratic challenges, where effectiveness and public trust are important indicators of the success of government organisations.

This study aims to examine the effect of transformational leadership on organizational citizenship behaviour (OCB); To examine the effect of transformational leadership on work motivation; To examine the effect of transformational leadership on organizational culture; To examine the effect of motivation on organizational citizenship behaviour; To examine the effect of organisational culture on organizational citizenship behaviour; To examine the effect of transformational leadership on organizational citizenship behaviour through work motivation; and To examine the effect of transformational leadership on organizational citizenship behaviour (OCB) through organizational culture.

II. LITERATURE REVIEW AND HYPOTHESIS

Organizational citizenship behaviour (OCB) is good behaviour that employees have voluntarily and spontaneously. This behaviour arises outside the duties, roles, and job descriptions they have in an organisation. Individuals who have OCB behaviour tend not to expect a reward from what they do outside the work given to them by the organisation (Organ, 2006).

Based on research by Podskaoff et al. (2000), organizational citizenship behaviour is associated with low absenteeism and turnover, but at the organizational level, OCB is able to optimise customer satisfaction, productivity, efficiency, and reduce costs to the organization.

Employees who perform OCB behaviour are essentially beneficial to the organisation because their activities can be an additional resource for the organization (Bolino et al., 2002; LePine et.al., 2002). Organizational Citizenship Behaviour (OCB) is generally considered as behaviour beyond formal obligations (extra roles), namely working overtime without a bonus from the organisation. This additional behaviour is very useful in supporting organizational goals effectively and efficiently (Organ, 2006; Bolino et al., 2002; LePine et.al., 2002).

Various factors that can influence OCB both from employees and the work environment must be well identified so that organisations can improve the quality of their resources. Increased OCB is influenced by two factors, namely internal 5 factors such as job satisfaction, organizational commitment, personality, employee morale, and motivation, and external factors including leadership style, trust in employees, leadership, and organisational culture (LePine et al., 2002; Ertürk, 2007).

According to Zhu (2010) and Walumba (2010) that high work motivation will affect the emergence of OCB behaviour and it can be said that high work motivation can increase organizational citizenship behaviour (OCB). Work motivation plays an important role in encouraging OCB. Intrinsic motivation, such as personal satisfaction or pride in work, is often more effective in encouraging OCB behaviour than extrinsic motivation such as financial rewards. Intrinsic motivation increases employees' desire to engage in additional tasks and altruistic behaviours. On the other hand, extrinsic motivation, if applied wisely, can provide incentives that encourage OCB.

Furthermore, OCB can also be caused by the leadership style applied in the organisation. Several studies have shown that transformational leadership has a significant effect on Organizational Citizenship Behaviour (Chiaburu & Harrison, 2008; Walumbwa et al., 2008). This means that when transformational leadership is optimised, employee OCB will also increase. Transformational leaders make their followers more aware of the importance and value of work and persuade their followers not to put their own interests first for

the benefit of the organisation. To be able to solve problems in the organisation, a leader who is good at managing his employees is needed so that work in the organisation can run smoothly.

According to Paine and Organ (2000), OCB is also influenced by organisational culture. A strong and positive organisational culture can be the foundation for the creation of OCB (Muhdar, 2015; Saraswati, 2017). A culture that encourages collaboration, openness, and mutual support will make employees feel more attached and motivated to give their best to the organisation. When positive cultural values are disseminated in the organisation, employees tend to internalise these values and feel encouraged to contribute more, even beyond their responsibilities (Schein, 2010; Podsakoff et al., 2000).

Thus, overall, transformational leadership, positive organisational culture, and appropriate motivation are interrelated and have a significant influence on OCB. Transformational leaders can create a conducive organisational culture and increase motivation, thereby strengthening employees' tendency to exhibit OCB behaviour. Based on the literature review, the research hypothesis is formulated as follows:

H1: Transformational leadership, work motivation and organizational culture affect organizational citizenship behaviour (OCB).

H2: Transformational leadership affects work motivation.

H3: Transformational leadership affects organizational culture.

H4: Transformational leadership affects organizational citizenship behaviour through work motivation.

H5: Transformational leadership affects organizational citizenship behaviour through organizational culture.

III. METHODS

The population of this study was 104 state civil servants at the Mojokerto District Education Office, East Java, Indonesia. While determining the number of samples using saturated sampling techniques, namely all populations taken as samples. The basis for determining the saturated sampling technique is the opinion of Arikunto (2014) that if the number of subjects (population) is less than 100 it is better to take all as samples so that the research includes population research.

To obtain relevant and valid data, the data collection method uses a research instrument in the form of a questionnaire distributed to respondents. Measurement of research instruments uses a Likert scale, which is a psychometric scale commonly used in survey research. Variations of answers for 4 research variables, namely: transformational leadership, work motivation, organisational culture and organizational citizenship behaviour include: strongly agree, agree, disagree, disagree, and strongly disagree.

Furthermore, data analysis was carried out using Structural Equation Modelling (SEM) - PLS. The decision to use SEM PLS data analysis techniques is based on the consideration that it does not require normally distributed data, can use small sample sizes (recommended minimum of 30), does not require randomisation of samples, can use measurement scales other than intervals, can use formative indicators to measure latent variables, is suitable for use as a procedure for developing theory at an early stage, and allows for very complex models with many latent variables and indicators (Ghozali and Latan, 2020).

IV. RESULTS AND DISCUSSION

Evaluation of the Measurement Model (Outer Model)

The measurement of the PLS SEM model in the outer model is in the form of reflective measurement, because changes in constructs cause changes in their indicators. Measurement model testing is carried out to show the results of validity and reliability tests. The validity test is carried out to determine whether the construct has met the requirements to continue in research or not. In this validity test, there are two types of evaluations that will be carried out, namely convergent validity which is measured by looking at the standardised loading factor. The construct value is said to be high if the outer loading value is > 0.7 , while according to Chin et.al. (1998), the outer loading value between 0.5 - 0.6 is considered sufficient. Second, using discriminant Validity is a measurement model with indicator reflection by comparing the root of the average variance extracted (AVE) value; If the root of the AVE value is more than 0.5 then the model fits or all items of the variable are valid. The results of the Convergent validity test can be seen in the following table.

Table 1 Convergent Validity Test Results

No	Variabel	Indicators	Outer Loading	p-value
1	Transformational Leadership (X)	x.1	0.832	0.000
		x.2	0.888	0.000
		x.3	0.901	0.000
		x.4	0.182	0.034
		x.5	0.240	0.025
		x.6	0.372	0.000
		x.7	0.888	0.000
		x.8	0.916	0.000
		x.9	0.771	0.000
		x.10	0.915	0.000
		x.11	0.879	0.000
		x.12	0.863	0.000
2	OCB(Y)	y.1	0.857	0.000
		y.2	0.799	0.000
		y.3	0.319	0.002
		y.4	0.686	0.000
		y.5	0.768	0.000
		y.6	0.349	0.001
		y.7	0.468	0.000
		y.8	0.893	0.000
		y.9	0.868	0.000
		y.10	0.889	0.000
		y.11	0.420	0.000
		y.12	0.896	0.000
		y.13	0.908	0.000
		y.14	0.300	0.005
		y.15	0.163	0.023
3	Work Motivation (Z1)	z1.1	0.891	0.000
		z1.2	0.304	0.025
		z1.3	0.420	0.001
		z1.4	0.403	0.001
		z1.5	0.890	0.000
		z1.6	0.899	0.000
		z1.7	0.110	0.035
		z1.8	0.832	0.000
		z1.9	0.294	0.039
		z1.10	0.383	0.003
		z1.11	0.274	0.063
		z1.12	0.920	0.000
4	Organizational Culture (Z2)	Z2.1	0.362	0.000
		Z2.2	0.298	0.005
		Z2.3	0.865	0.000
		Z2.4	0.908	0.000
		Z2.5	0.912	0.000
		Z2.6	0.926	0.000
		Z2.7	0.885	0.000
		Z2.8	0.338	0.000
		Z2.9	0.918	0.000
		Z2.10	0.157	0.039

	Z2.11	0.875	0.000
	Z2.12	0.899	0.000
	Z2.13	0.879	0.000
	Z2.14	0.110	0.029
	Z2.15	0.889	0.000
	Z2.16	0.892	0.000

Based on table 1, it is known that all outer loading values on each item are stated to be more than 0.5 so that they are considered quite valid. Thus, the indicators of each latent variable have a good level of validity and significance because they have a loading value of more than 0.5. In addition, it is necessary to see discriminant validity in terms of Fornell-Larcker calculations. The results of the Fornell-Larcker calculation are presented in the following table:

Table 2. Fornell-Larcker Criterion Test Results

Variables	Organizational Culture	Transformational Leadership	Work Motivation	OCB
Organizational Culture	0.809			
Transformational Leadership	0.921	0.801		
Work Motivation	0.948	0.850	0.677	
OCB	0.964	0.900	0.945	0.713

Based on table 2, it is known that the Fornell-Larcker Criterion value for each variable is close to 0.70. So it is concluded that the model has a good discriminant validity value so that it can be stated that the discriminant validity test on each indicator is able to measure the latent variable corresponding to the indicator.

Reliability Test

To measure the reliability of a construct in SEM-PLS two ways are used, namely with Cronbach's Alpha and Composite reliability. However, the assessment using Cronbach's Alpha provides a lower value so it is recommended to use composite reliability and the value must be > 0.6.

Table 3 Reliability Test Results

Latent Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0.951	0.960	0.654
OCB	0.935	0.948	0.642
Work Motivation	0.865	0.875	0.458
Organizational Culture	0.913	0.927	0.508

In table 3, it is known that the composite reliability and Cronbach's alpha values of all variables are > 0.6 so that reliability is met. If using the AVE value, all variables that have the root of the AVE value are greater than or close to 0.5, so the model fits or all items of the variable are valid.

Inner Model Evaluation

Evaluation of the structural model or inner model is a stage in evaluating the coefficient of determination, predictive relevance and hypothesis testing.

Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) is used to determine the predictive power of the structural model and also to determine the ability of observational variables to explain the diversity of latent variables. The results of R^2 can be seen in the following.

Table 4 Results of the Coefficient of Determination (R^2)

Variables	R Square	R Square Adjusted
Work motivation	0.723	0.721
Organizational culture	0.848	0.847
OCB	0.942	0.940

Table 4 shows that the diversity of work motivation variables can be explained by transformational leadership variables as a whole by 72.3% while the remaining 27.7% is the contribution of other variables not discussed in this study. The diversity of organisational culture variables can be explained by transformational leadership variables as a whole by 84.8% while the remaining 15.2% is the contribution of other variables not discussed in this study. While the diversity of OCB variables can be explained by transformational leadership variables, work motivation and organisational culture as a whole by 94.0% while the remaining 6.0% is the contribution of other variables not discussed in this study.

Predictive Relevance

The predictive relevance value (Q^2) can be used to measure how good the observation value produced by the model and also the parameter estimate. If the value of $Q^2 > 0$ indicates that the model has a good predictive (Ghozali and Latan, 2020). The results of Predictive Relevance (Q^2) can be seen in the following table.

Table 5. Testing Results Predictive Relevance (Q^2)

Variables	SSO	SSE	Q^2
Transformational leadership	1144.000	1144.000	
Work motivation	1040.000	717.705	0.310
Organizational culture	1456.000	659.207	0.547
OCB	1456.000	784.267	0.461

Table 5 shows that the model of work motivation, organisational culture and OCB produces a Predictive Relevance value ($Q^2 > 0$) which indicates that the model is said to be good enough So the model is relevant if applied to different settings or areas.

Hypothesis Test

Hypothesis testing is used to determine direct effects and indirect effects. The results of the SEM PLS analysis parameter significance test on direct effects are used to test hypotheses 1 to 5. While indirect effects are used to test hypotheses 6 and 7. The SEM PLS test results for direct effects are as follows.

Table 6. Direct Effect Estimation Results

Relationship	Coefficient	Statistics-t	p-value
Transformational leadership → OCB	0.737	26.237	0.003
Transformational leadership → Work motivation	0.850	27.318	0.000
Transformational leadership → Organizational culture	0.921	50.430	0.000
Work Motivation → OCB	0.332	2.793	0.005
Organizational culture → OCB	0.530	3.129	0.002

Discussion

Table 6 shows that transformational leadership has a positive and significant effect on OCB of Mojokerto District Education Office employees. The effect of the transformational leadership variable on the OCB variable is positive, namely 0.737. This means that if transformational leadership is stronger, employee OCB will also increase, and vice versa. Transformational leadership tends to inspire and motivate employees to be more involved in their work. Transformational leaders provide a clear vision and inspire employees to commit to the long-term goals of the organisation. Employees who feel connected to the vision and values of the organisation tend to exhibit more positive behaviours beyond their duties, such as helping colleagues or participating in the organisation's social activities. Thus, these results reinforce the research of Chiaburu & Harrison, (2008) and Walumbwa et al. (2008). that transformational leadership has a positive and significant effect on employee OCB.

Table 6 also shows that transformational leadership has a positive and significant effect on the work motivation of Mojokerto District Education Office employees. The effect of transformational leadership variables on work motivation variables is positive, namely 0.850. This means that if transformational leadership is stronger, employee work motivation will also increase, and vice versa. Transformational leaders often provide emotional support to employees. Leaders care about the welfare of employees and try to build mutually supportive relationships, which creates a strong emotional bond between leaders and employees. These leaders don't just give job briefings, but also care about employees' personal needs and emotional development. When employees feel valued and emotionally supported, they feel more attached to the organisation and are more motivated to give their best in their work. Thus, this result strengthens the research of Zhu (2010) and Walumbwa (2010) that transformational leadership has a positive and significant effect on employee work motivation.

Furthermore, table 6 also shows that transformational leadership has a positive and significant effect on organisational culture at the Mojokerto District Education Office. The effect of the transformational leadership variable on the organisational culture variable is positive at 0.921. This means that if transformational leadership is stronger, organisational culture will also increase, and vice versa. Transformational leadership has a great influence on organisational culture because this leadership style directly shapes the values, norms, and patterns of behaviour adopted by employees in the organisation. Transformational leaders tend to create a climate that encourages innovation, collaboration and continuous individual development, all of which contribute to the formation of a more positive and adaptive organisational culture. Transformational leadership reinforces positive values such as honesty, commitment, co-operation and integrity. Transformational leaders demonstrate these values through actions and examples, so they become role models for employees. By modelling good values, these leaders encourage employees to apply the same values in their daily work. These results reinforce the opinion of Northouse (2018) as well as Yukl (2013) and Birasnav's (2014) research results that transformational leadership has a positive and significant effect on organisational culture.

Furthermore, the results of hypothesis testing in table 6 also show that work motivation has a positive and significant effect on OCB at the Mojokerto Regency Education Office. The effect of work motivation variables on OCB variables is positive, namely 0.332. This means that if work motivation is getting stronger, OCB will also increase, and vice versa. When employees have high work motivation, they tend to feel more satisfied and committed to work and the organisation. This increases the likelihood of employees taking actions beyond their formal job description, such as helping colleagues, taking initiative, or supporting organisational goals on a voluntary basis. This commitment is the main foundation of OCB, as motivated employees tend to care more about the success of the organisation. The results of this study reinforce the opinions of Robbins & Judge (2018) and Podsakoff et al. (2000).

Table 6 also shows that organisational culture has a positive and significant effect on OCB at the Mojokerto District Education Office. The effect of organisational culture variables on OCB variables is positive, namely 0.332. This means that if the organisational culture is stronger, OCB will also increase, and vice versa. A strong organisational culture communicates values and norms to employees, shaping their perceptions of what is considered good behaviour in the work context. When these values align with employees' perceptions of positive behaviour, they are more encouraged to participate in proactive actions such as helping colleagues or contributing voluntarily to projects, without being directly asked. When employees feel that the organisation has values that align with their personal values, they are more likely to feel pride and have a deep commitment to the organisation. This strong identity encourages OCB because employees see themselves as an integral part of the organisation and want to contribute to its mutual success. The results of this study reinforce the opinion of Robbins & Judge (2018) as well as the results of Muhdar (2015) and Saraswati (2017) research that a strong and positive organisational culture can be a foundation for the creation of OCB.

Furthermore, the effect of transformational leadership on OCB through work motivation and organisational culture can be seen in the following table.

Table 6 Indirect Effect Estimation Results

Relationship	Coefficient	Statistics-t	p-value
Transformational leadership → Work motivation → OCB	0.283	2.730	0.007
Transformational leadership → Organizational culture → OCB	0.488	3.115	0.002

Based on table 7, it is known that transformational leadership has a significant effect on OCB through work motivation in Mojokerto District Education Office employees. This means that work motivation as a mediating variable plays an optimal role. The effect of transformational leadership variables on OCB variables through work discipline is positive at 0.283. This means that if transformational leadership is more optimal, work motivation will increase and lead to an increase in OCB. Transformational leadership involves the way leaders inspire, motivate, and encourage employees to go beyond their personal interests and work towards a greater goal, namely organisational goals. Transformational leaders tend to use an approach that provides individualised attention, provides inspiration, and reinforces a shared vision, thereby increasing employee motivation. When employees feel motivated by transformational leadership, they tend to have a greater drive to make extra contributions. High motivation often results in behaviour beyond their formal duties, known as OCB. The results of this study are in accordance with the opinion of Northouse (2018) as well as the results of Judge and Piccolo's (2004) research.

Furthermore, table 7 also shows that transformational leadership has a significant effect on OCB through organisational culture in Mojokerto District Education Office employees. This means that organisational culture as a mediating variable plays an optimal role. The effect of transformational leadership variables on OCB variables through organisational culture is positive at 0.488. This means that if

transformational leadership is more optimal, the organisational culture will be stronger and lead to an increase in OCB. Transformational leaders usually have a strong vision for the future of the organisation, which they communicate effectively to employees. Transformational leaders direct employees towards a common goal that contributes to a clear and unified organizational culture. This shared vision helps build an organizational culture that promotes certain values such as collaboration, innovation, and integrity, which indirectly inspires employees to exhibit OCB behaviours. When employees feel that they work in a culture that has a clear purpose and values they believe in, they are more likely to take extra actions, such as helping colleagues or supporting team goals. The results of this study are in accordance with the opinion of Northouse (2018) and the results of Judge and Piccolo's (2004) research.

V. CONCLUSION

Organizational citizenship behaviour OCB of employees is an important factor for improving the quality of public services. Increased employee OCB can be caused by various variables including transformational leadership, organisational culture and work motivation. In the position as an independent variable, it is proven that transformational leadership, organisational culture and work motivation have a positive and significant effect on employee OCB. When transformational leadership is optimal, organisational culture is conducive and work motivation is strong, employee OCB also increases.

The existence of work motivation and organisational culture as mediating variables of the influence of transformational leadership on employee OCB is proven to be positive and significant. Therefore, if management at the Mojokerto District Education Office, East Java seeks to increase employee OCB, it can be done by increasing the optimisation of transformational leadership accompanied by strengthening organizational culture and employee work motivation.

REFERENCES

- [1]. Yukl, G. (2013). *Leadership in organizations* (8th ed.). Upper Saddle River, NJ: Pearson.
- [2]. Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). Sage Publications.
- [3]. Bass, M. Bernard and Riggio, E. Ronald. (2006). *Transformational leadership second edition*. New jersey: lawrence erlbaum associates inc.
- [4]. Organ, D. W., Podsakoff, P. M., & MacKenzie S. P. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. London: Sage Publications.
- [5]. LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52–65. <https://doi.org/10.1037/0021-9010.87.1.52>
- [6]. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1(2), 107-142. [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)
- [7]. Organ, D.W., Philip M, P. (2006). *Organizational citizenship behavior: itsnature, antecedent, and consequence*. California:Sage Publications, Inc.
- [8]. Podsakoff, PM., MacKenzie. (2000). Organizational citizenship behaviors: acritical review of the theoretical andempirical literature and suggestions forfuture research. *Journal of Management*, 26 (3), 513–563. <https://doi.org/10.1177/014920630002600307>
- [9]. Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. *The Academy of Management Review*, 27(4), 505–522. <https://doi.org/10.2307/4134400>
- [10]. Ertürk, A. (2007). Increasing organizational citizenship behaviors of Turkish academicians: Mediating role of trust in supervisor on the relationship between organizational justice and citizenship behaviors. *Journal of Managerial Psychology*, 22(3), 257–270. <https://doi.org/10.1108/02683940710733089>
- [11]. Zhu, W., Avolio, B. J., & Walumbwa, F. O. (2009). Moderating role of follower characteristics with transformational leadership and follower work engagement. *Group & Organization Management*, 34(5), 590-619. <https://doi.org/10.1177/1059601108331242>
- [12]. Walumbwa, F. O., Wang, P., Wang, H., Schaubroeck, J., & Avolio, B. J. (2010). Psychological processes linking authentic leadership to follower behaviors. *The Leadership Quarterly*, 21(5), 901-914. <https://doi.org/10.1016/j.leaqua.2010.07.015>
- [13]. Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCB, and performance, *Journal of Applied Psychology*. 93(5), 1082–1103. <https://doi.org/10.1037/0021-9010.93.5.1082>
- [14]. Muhdar, A. (2015). Organizational culture as a determinant of organizational citizenship behavior. *International Journal of Business and Management*, 10(4), 82-98.

- [15]. Saraswati, P. (2017). The influence of organizational culture on organizational citizenship behavior: A study of PT Telekomunikasi Indonesia, Padang. *Jurnal Manajemen dan Kewirausahaan*, 6(3), 49-64.
- [16]. Schein, E. H. (2010). *Organizational Culture and Leadership*. Jossey-Bass.
- [17]. Arikunto. (2012). *Prosedur penelitian: suatu pendekatan praktik*, Jakarta: Rineka Cipta.
- [18]. Ghozali, Iman, dan Hengky Latan. (2020). *Partial Least Square Konsep, Teknik Dan Aplikasi Menggunakan Program SmartPLS 3.0. Edisi 2*. Semarang: Badan penerbit- Undip.
- [19]. Chin, W. W. (1998). *The Partial Least Squares Approach to Structural Equation Modeling*. *Modern Methods for Business Research*, 295, 336
- [20]. Birasnav, M. (2014). Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership. *Journal of Business Research*, 67(8), 1622-1629. <https://doi.org/10.1016/j.jbusres.2013.09.006>
- [21]. Robbins, S. P., & Judge, T. A. (2018). *Organizational Behavior* (18th ed.). Pearson.
- [22]. Judge, T. A., & Piccolo, R. F. (2004). Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity. *Journal of Applied Psychology*, 89(5), 755–768. <https://doi.org/10.1037/0021-9010.89.5.755>

****Corresponding Author: Linda Royani***

¹Master of Management, Postgraduate, Universitas Gajayana Malang