The Effect of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior Mediated by Work Motivation

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Abstract

The purpose of this study was to analyze the influence of transformational leadership, organizational culture, and work motivation on organizational citizenship behavior (OCB). Analyze the influence of transformational leadership and organizational culture on work motivation. Analyze the mediating role of work motivation on the influence of transformational leadership and organizational culture on organizational citizenship behavior (OCB). This type of research is associative causal, using a quantitative approach. The place of research was carried out at the AgencyNational Unity and Politics of West Nusa Tenggara Province. This study began in September until the study was completed. Respondents were. Data collection tools with questionnaires were distributed to 58 employees. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software version 3. The results showed that Transformational Leadership had a positive and significant effect on OCB. Organizational Culture had a positive and significant effect on OCB. Work Motivation had a positive and significant effect on OCB. The effect of Transformational Leadership on Work Motivation showed a positive relationship but was not significant. Organizational culture on work motivation showed a positive and significant effect. Work motivation was unable to mediate the effect of transformational leadership on Organizational Citizenship Behavior (OCB). Work motivation was unable to mediate the effect of organizational culture on Organizational Citizenship Behavior (OCB).

Keywords: *Transformational Leadership; Organizational Culture; Work Motivation; Organizational Citizenship Behavior*

Introduction

Human resources (HR) are the main and most important foundation in a company. Organizational Citizenship Behavior (OCB) is a term used to identify HR behavior. OCB according toCampbellAppelbaum, Shapir & Elbaz(2004) is defined as employee behavior that is carried out freely and is not included in the employee's job requirements, even though this behavior increases the effectiveness of organizational functions.

OCB owned by an employee can be seen from several factors. Sloat (1999), revealed several factors that influence OCB, namely organizational culture and climate, personality and mood, perception

of organizational support, perception of the quality of superior-subordinate relationships/interactions, length of service, and gender..According to Wirawan (2014), factors that influence OCB include personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational leadership & servant leadership, employee social responsibility, employee age, work involvement, collectivism, and organizational justice. In addition, Ali, Sastodiharjo, and Saputra (2022) showed that OCB can be influenced by workload, work culture, and motivation. From the factors mentioned above, the researcher wants to re-examine the factors of transformational leadership, organizational culture, and work motivation.

Transformational leadership influences Organizational Citizenship Behavior (OCB) because these leaders inspire employees to go beyond personal interests for the sake of the organization (Hendrawan et al., 2020). By providing individual attention and emphasizing the importance of contributions beyond formal duties, transformational leaders increase employee engagement and commitment, encouraging them to demonstrate extra-role behaviors such as helping coworkers and volunteering for additional tasks (Anggaristi & Sahrah, 2024). Then, organizational culture can influence Organizational Citizenship Behavior (OCB) because when organizational values and norms encourage cooperation, mutual trust, and commitment to common goals, employees feel more motivated to contribute more than expected (Saputra et al., 2023).

Bass & Avolio, (1994) explains that transformational leadership is much more effective than other forms of leadership. Research conducted by Anggaristi & Sahrah (2024), Nugroho et al. (2023), and Ramadhana & Rino (2023) shows that transformational leadership has a positive and significant effect on OCB, while Qadr (2022) shows that transformational leadership has a negative and significant impact on OCB. Naufal et al. (2024) show that transformational leadership does not have a significant effect on OCB. The difference in results shows that there is still a research gap in the relationship between these variables.

Previous studies have shown that organizational culture has a significant positive effect on OCB by Abdurrahman & Manggiasih (2024), Nuryani & Djamil (2024), and Gafriyani et al. (2024). However, Hartono et al. (2023), Tamara et al. (2024) and Naufal et al. (2024) showed that organizational culture does not have a significant effect on OCB. The difference in results shows that there is still a research gap in the relationship between these variables.

The results of research conducted by Della et al. (2023), Syawallina, Febriantina, & Wolor (2024), and Oberlin, Apriyeni, & Dewi (2023) showed that work motivation has a positive and significant effect on OCB. However, Mubarokah, & Nuvriasari (2024) showed that work motivation had no significant effect on OCB, and Lathifah et al. (2020) showed that work motivation has a negative and insignificant effect on OCB.

Purba and Ngatno (2016) The motivation variable has succeeded in becoming a mediating variable between endogenous and exogenous variables in line with research conducted by Gunawan (2015) and Widyawati (2014) that motivation has succeeded in becoming a mediating variable. From the explanation above, this shows that in addition to being an influencing variable, work motivation can also be a mediating variable or a dependent variable. However, because there has been no previous research that shows that work motivation is a mediating variable in the influence of transformational leadership and organizational culture on organizational citizenship behavior, it is new in research.

Theoretical Basis and Hypothesis Development

Organizational Citizenship Behavior (OCB)

OCB is defined as a behavior or action that supports the social and psychological environment in which task performance unfolds (Bolino and Grant, 2016). Lee and Allen (2002), said this behavior represents voluntary employee actions such as helping coworkers and attending non-mandatory events that facilitate the flow of the company even though the employee is not an essential component of the task at hand. In any company, employee OCB such as helping coworkers who have more workloads, training new employees in the company, or providing teaching is very important, because this behavior can have a positive effect on the company, namely getting additional resources.

Organizational citizenship behavior(OCB) is an individual's behavior that is discretionary or free to make their own decisions. This behavior is not directly recognized by the reward system but in aggregate promotes the function of the organization (Organ, 1998). This extra behavior involves proactive and deliberate behavior in taking action outside the job description, work contract, or main task Banahene (2017).

According to Podsakoff, Ahearne, and MacKenzie, (1997), four factors influence the emergence of OCB in an employee, namely:

1. Individual Characteristics

These individual characteristic factors include positive employee attitudes toward the organization, perceptions of fairness, job satisfaction, organizational commitment, and perceptions of leadership support.

2. Task Characteristics

Task characteristics include clarity or ambiguity. Employees have great responsibility because they receive direct supervision from their leaders so they are often faced with uncertainty related to their job responsibilities.

3. Organizational Characteristics

Characteristics of an organization include goals, groups of people, structures, systems, and procedures. Groups of people with various interaction patterns are applied so that they can achieve the goals of the company. The structure and system of the company are formed so that employees understand their duties and can be fully responsible.

4. Leader Behavior

Leader behavior can improve employee performance in an organization and can reduce division in the organization. Leader behavior factors have a strong relationship to OCB compared to other factors.

Muchinsky (2003) suggested that OCB factors are dispositional factors (personality and organizational commitment). These dispositional factors include self-esteem, organizational-based self-esteem (OBSE), work ethic, and need for achievement.

OCB behavior has five dimensions as put forward by Organ (2000), that is:

1. Altruism Is a behavior that prioritizes the interests of others. This behavior occurs when an employee assists outside of his responsibilities to other employees.

2. Conscientiousness is the behavior of employees who carry out a job carefully and exceed the established requirements.
3. Sportsmanship is the behavior of employees who have a high sense of tolerance towards problems and disturbances that occur in the company.
4. Kindness or Courtesy is polite behavior and respect between employees to avoid problems occurring within the company.
5. Civic Virtue is a behavior that participates in supporting the company's administrative functions. For example, attending meetings, participating in activities organized by the company, and always following the latest issues that are happening.

Transformational Leadership

Transformational Leadership according to McShane and Von Glinow (2015) is a leadership perspective that explains how leaders transform teams or organizations by creating, communicating, and modeling a vision for the organization or work unit and inspiring employees to strive for that vision. According to Kinicki and Kreitner (2008), Transformational leadership is the transformation of employees to pursue organizational goals above organizational leadership above personal interests.

According to Robbins and Judge (2008), Transformational leaders are leaders who inspire their followers to put their interests first for the good of the organization. Meanwhile, according to Danim (2004), Transformational leadership is the ability of a leader to work with or through others to optimally transform organizational resources to achieve meaningful goals following established targets.

According to Yukl (2010) states that transformational leadership has four dimensions or characteristics, namely as follows:

1. Idealized influence (Charismatic) is a leader who has charisma power and great influence to motivate subordinates to carry out work. Subordinates trust the leader because the leader can show impressive behavior that makes the leader respected and can be an example for his followers.
2. Inspirational motivation leader behavior that inspires and stimulates subordinate enthusiasm for achievement, demonstrates a commitment to company goals, and increases subordinate optimism and enthusiasm in achieving company goals.
3. Intellectual simulation is the behavior of leaders in creating new ideas to create progress in an organization and becoming a leader who is able to influence subordinates to find new perspectives which are expected to be able to solve problems that are being or will be faced by an organization.
4. Individualized Consideration is the willingness of leaders to listen to suggestions from subordinates and the leaders' attention to the career development of employees and paying attention to the facilities received by their employees so that a good relationship is established between superiors and subordinates.

Organizational Culture

Culture has been an important concept in understanding human societies and groups for a long time. Culture in the anthropological and historical sense is the essence of different groups and societies regarding how their members interact with each other and how they get things done (Rivai, 2003).

Organizational culture is a system of shared beliefs and values that develops within an organization and directs the behavior of its members. Robbins (2002) defines organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations.

According to Robbins (2006), seven main characteristics are the core of organizational culture. These characteristics include:

1. Innovation and risk-taking. It relates to the extent to which employees are motivated to innovate and dare to take risks.
2. Attention to detail. It relates to the extent to which employees are motivated to demonstrate thoroughness, attention to detail, and analysis.
3. Results orientation. Results orientation describes the extent to which management focuses on results rather than on the techniques and processes used to obtain those results.
4. Human orientation. Human orientation describes the extent to which management decisions take into account the impact of outcomes on members of the organization.
5. Team orientation. Team orientation is related to the extent to which organizational work activities are carried out in work teams, not on individuals.
6. Aggressiveness. This describes the extent to which people are aggressive and competitive, rather than relaxed.
7. Stability. It describes the extent to which organizational activities emphasize maintaining the status quo as opposed to growth or innovation.

Work Motivation

Work motivation is a collection of energetic forces that coordinate within and outside an employee that drives work effort in determining direction, intensity, and persistence (Colquitt et al., 2015). Motivation includes biological and emotional needs factors that can only be predicted from observing human behavior. According to Hasibuan (2008). Motivation is a desire within an individual that stimulates him to take action. According to Anoraga (2006), motivation acts as a driver of a person's will and desire. This is the basic motivation that they try to combine themselves and the organization to play a good role. The importance of motivation because motivation is what causes, channels, and supports human behavior so that they want to work hard and enthusiastically to achieve optimal results.

According to Robbins (2015), the indicators used to measure a person's work motivation are:

1. Physiological Needs
2. Safety Needs
3. Social Needs
4. Need for Appreciation (Esteem Needs)
5. Self-Actualization Needs

The Influence of Transformational Leadership on OCB

Sarwadhamana et al., (2021) explain that leadership is very important in an organization for the survival of the organization. Bass & Avolio, (1994) explain related to leadership that transformational leadership is much more effective than other forms of leadership. The thinking of Podsakoff et al., (2000) leads to the conclusion that transformational leadership behavior is significantly related to the behavior of followers and produces Organizational Citizenship Behavior. Transformational leaders can motivate their subordinates to work harder and are willing to work outside their job descriptions.

H1: Transformational leadership has a positive and significant effect on OCB.

The Influence of Organizational Culture on OCB

Organizational culture influences Organizational Citizenship Behavior (OCB) because a strong and positive culture creates a work environment that supports proactive behavior and collaboration (Fiorention et al., 2024). When organizational culture encourages values such as trust, solidarity, and

commitment to common goals, employees feel more valued and engaged in their work. A culture that emphasizes the importance of collaboration and individual contributions beyond formal tasks also motivates employees to engage in extra-role behaviors, such as helping coworkers, taking initiative in additional tasks, and supporting the success of the organization.

H2: Organizational culture has a positive and significant effect on OCB.

The Influence of Work Motivation on OCB

Dewi & Riana, (2019) stated that motivation is an important factor that management must consider if a company wants its employees to contribute to their great work. If employees have high motivation in working, then the employees will also be enthusiastic about their work. In addition, according to Damayanti et al., (2020), Employees with high work motivation and civil behavior standards always volunteer to help their colleagues, sincerely doing their work without any formal requirements they receive from the company.

H3: Work motivation has a positive and significant effect on OCB.

The Influence of Transformational Leadership on Work Motivation

By providing individual attention, transformational leaders strengthen employees' self-confidence and personal satisfaction, making them feel more valued and motivated to work harder (Hossam et al., 2024). In addition, transformational leaders often communicate the organization's values and goals in an inspiring way, making employees feel like they are part of something bigger than themselves (Supriady et al., 2024). This triggers a stronger intrinsic drive to contribute to their full potential, thereby increasing overall work motivation.

H4: Transformational leadership has a positive and significant effect on work motivation.

The Influence of Organizational Culture on Work Motivation

Most employees consider that organizational culture is a part that plays a big role in employee work life so that employees can be motivated to do their jobs. This statement is supported by the findings of Sutoro (2020), Krisnaldy et al (2019), and findings of Pranitasari & Saputri (2020) which say that organizational culture is an important aspect of a company so that the existence of organizational culture can create a dynamic atmosphere for the company and employees become motivated in completing tasks and work responsibilities. some employees in working comply with the organizational culture that is created, so that they have high work motivation which is a clear basis in carrying out their work.

H5: Organizational culture has a positive and significant effect on work motivation.

The Mediating Role of Work Motivation on the Influence of Transformational Leadership and Organizational Culture on OCB

Work motivation can mediate the influence of transformational leadership and organizational culture on Organizational Citizenship Behavior (OCB) because transformational leadership and strong culture increase employee intrinsic motivation, which in turn encourages OCB behavior. Research by Bass & Avolio (1994), and Podsakoff et al. (2000) showed that transformational leaders, by inspiring and providing individual attention, can motivate employees to work harder and go beyond their formal job descriptions. In addition, an organizational culture that supports values such as trust and solidarity also motivates employees to contribute more to their work (Fiorention et al., 2024).

H6: Work motivation can mediate the influence of transformational leadership on OCB.
H7: Work motivation can mediate the influence of organizational culture on OCB.

Methods

This type of research is associative causal, using a quantitative approach. The research location was conducted at the Agency National Unity and Politics of West Nusa Tenggara Province on Pendidikan Street Number 2, Dasan Agung Baru, Selaparang District, Mataram City, West Nusa Tenggara. This research began in September until the research was completed. The reason for the research was that there were empirical events following the formulation of the problem that the researcher listed. The method used in drawing samples was saturated sampling or a census of 58 employees. The data collection tool used was a questionnaire.

Instrument Test Results

This convergence measurement shows whether each question item measures the similarity of the dimensions of the variable. According to Chin (1998), the rule of thumb is that a loading factor value above 0.7 is said to be ideal, which means that the indicator is valid, however, values above 0.5 are acceptable so values below 0.5 must be removed from the model. In addition, valid indicators can be seen from validation through the comparison of t statistics with t table values where the t statistic value must be ≥ t table. To see the t table, a significance level of 5% is used and df is the number of respondents minus the number of variables (independent and dependent).

1. 12 items reflecting transformational leadership variables have an outer loading value greater than 0.500 and a p-value of 0.000. This shows that each item has a significant role in measuring transformational leadership variables. Thus, the measurement model of transformational leadership variables has been valid.
2. 21 items reflecting organizational culture variables have an outer loading value greater than 0.500 and a p-value of 0.000. This indicates that each item has a significant role in measuring organizational culture variables. Thus, the measurement model of organizational culture variables has been valid.
3. 24 items reflecting OCB variables have an outer loading value greater than 0.500 and a p-value of 0.000. This shows that each item has a significant role in measuring the OCB variable. Thus, the measurement model of the OCB variable is valid.
4. 18 items reflecting work motivation variables have an outer loading value greater than 0.500 and a p-value of 0.000. This shows that each item has a significant role in measuring work motivation variables. Thus, the measurement model of work motivation variables has been valid.

Composite Reliability and Average Variance Extract

Composite Reliability (CR) is used to check and assess how well the indicators are against the variables. Composite Reliability is needed because Cronbach alpha tends to interpret lower construct validity than composite reliability in other words, composite reliability is better at measuring internal consistency than Cronbach alpha. The composite reliability value is the same as Cronbach's alpha, which is > 0.7, which means the variable is acceptable.

Average Variance Extracted (AVE) is used to describe the magnitude of the variance or diversity of manifests that can be contained in a latent construct. Fornell and Larcker in Yamin & Kurniawan (2011) recommend the use of AVE as a criterion in assessing convergent validity. The minimum value of Average Variance Extracted (AVE) is 0.5 indicating a good measure of convergent validity. This means that the latent variable can explain an average of more than half of the variance of its indicators. The CR and AVE values can be seen in the following Table.

Table 1. Composite Reliability Value and Average Variance Extracted

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.968	0.971	0.612
Transformational Leadership	0.936	0.942	0.581
Work motivation	0.963	0.966	0.614
OCB	0.977	0.979	0.660

Table 1 shows that the Composite Reliability (CR) value of each research variable is greater than 0.7. Thus, it can be concluded that each variable in the model has met the expected reliability criteria. Based on Table 4.13, it can be seen that the Average Variant Extracted (AVE) value of each variable has an AVE value greater than 0.5. Thus, it can be concluded that the convergent validity measure in the simulation model can be met or the latent variables can explain an average of more than half (50%) of the variance of its indicators.

Results

Respondent Description

Civil servants at the National Unity and Politics Agency of West Nusa Tenggara Province have a strategic role in supporting the duties and functions of the institution. Their main focus is to manage various administrative and operational aspects related to strengthening national and political life in West Nusa Tenggara Province. The characteristics of the respondents can be seen in the following table:

Table 2. Respondent Characteristics Based on Gender

No	Gender	Frequency (people)	Percentage (%)
1	Man	40	68.97
2	Woman	18	31.03
	Age (Years)		
1	<25	5	8.62
2	26-35	25	43.10
3	36-45	15	25.85
4	>45	13	22.41
	Education		
1	Senior High School	10	17.24
2	Diploma	12	20.69
	Education	Frequency (people)	Percentage (%)
3	Bachelor	30	51.72
4	Postgraduate	6	10.34
	Length of Service (Years)		
1	<5	10	17.24
2	6-10	20	34.48
3	11-15	15	25.86
4	>15	13	22.41

Hypothesis Test Results

Data analysis was conducted using the Partial Least Square (PLS) method using SmartPLS software version 3. The selection of the Partial Least Square (PLS) method was based on the consideration that in this study there were 4 latent variables formed with reflective indicators and variables measured using the second-order factor reflexive approach. The reflexive model assumes that the construct or latent variable affects the indicator, where the direction of the causal relationship from the construct to the indicator manifests so that confirmation of the relationship between latent variables is needed (Ghozali, 2012).

The structural model explains the relationship between research variables according to the research model and hypothesis that has been designed. In this section, the results of the research hypothesis test will be presented, including direct and indirect influences. In each research hypothesis, the path coefficient and p-value values are obtained. The results of the research hypothesis test are presented in the following figure:
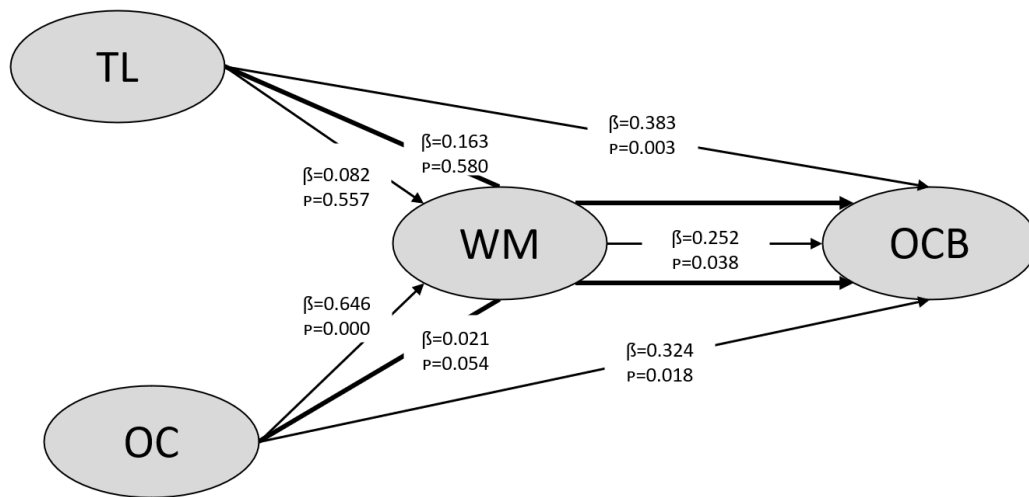

Figure 1. Relationship Between Research Variables

1. The influence of Transformational Leadership on OCB is positive with a coefficient value of 0.383. A significant relationship is indicated by a t-value of 2.951, which is greater than the t-critical of 1.96, and a p-value of 0.003, which is less than 0.050 (0.003 < 0.050). Thus, the first hypothesis (H1) is accepted.
2. The influence of Organizational Culture on OCB is positive with a coefficient value of 0.324. A significant relationship is indicated by a t-value of 2.378, which is greater than the t-critical of 1.96, and a p-value of 0.018, which is less than 0.050 (0.018 < 0.050). Thus, the second hypothesis (H2) is accepted.
3. The influence of Work Motivation on OCB is positive with a coefficient value of 0.252. A significant relationship is indicated by a t-value of 2.084, which is greater than the t-critical of 1.96, and a p-value of 0.038, which is less than 0.050 (0.038 < 0.050). Thus, the third hypothesis (H3) is accepted.
4. The influence of Transformational Leadership on Work Motivation is positive with a coefficient value of 0.082. The insignificant relationship is indicated by the t-value of 0.587, which is smaller than the t-critical of 1.96, and the p-value of 0.557, which is greater than 0.050 (0.557 > 0.050). Thus, the fourth hypothesis (H4) is rejected.
5. The influence of Organizational Culture on Work Motivation is positive with a coefficient value of 0.646. A significant relationship is indicated by a t-value of 5.653, which is greater than the t-

critical of 1.96, and a p-value of 0.000, which is less than 0.050 (0.000 < 0.050). Thus, the fifth hypothesis (H5) is accepted.

6. The influence of Transformational Leadership on OCB through Work Motivation is positive with a coefficient value of 0.163. The insignificant relationship is indicated by the t-value of 0.554, which is smaller than the t-critical of 1.96, and the p-value of 0.580, which is greater than 0.050 (0.580 > 0.050). Thus, the sixth hypothesis (H6) is rejected.

7. The influence of Organizational Culture on OCB through Work Motivation is positive with a coefficient value of 0.021. The insignificant relationship is indicated by the t-value of 1.928, which is smaller than the t-critical of 1.96, and the p-value of 0.054, which is greater than 0.050 (0.054 > 0.050). Thus, the seventh hypothesis (H7) is rejected.

Model Quality and Suitability Evaluation

The R square value describes the overall influence of exogenous/endogenous variables on other endogenous variables in the model. The following is a table of R square values in this study:

Table 3. R-Square Value

	R Square	R Square Adjusted
Work motivation	0.493	0.475
OCB	0.687	0.670

Table 3 above shows that the influence of transformational leadership is great, organizational culture, and motivation work towards OCB amounting to 49.30 percent that fall into the high category, and the rest are influenced by variables outside the model. Furthermore, the influence of transformational leadership and organizational culture on work motivation of 68.70 percent which is in the high category, and the rest is influenced by variables outside the model.

Q-Square

Based on the R square value above, the Q-square value (Q²) can be calculated. Q-Square predictive relevance for structural models, measures how well the observation value is generated by the model and also its parameter estimates. A Q-square value > 0 indicates that the model has predictive relevance, conversely, a Q-square value < 0 indicates that the model has less predictive relevance (Hair et al., 2013). The Q-square calculation is 0.600. In this case, Q2 is the same as the interpretation of the determinant coefficient (Q2) in the regression analysis. Based on the total determination coefficient of 0.600, it means that the diversity of data can be explained by the models. Transformational leadership and organizational culture towards OCB through work motivation mediation in this study is 60.00 percent. The rest is explained by other variables from outside the model that are not included in this research model.

Discussion

The Influence of Transformational Leadership on Organizational Citizenship Behavior

Transformational leadership has a significant and positive influence on OCB, this can be explained that a transformational leader, who inspires, attention to individual needs, and encourages employees to go beyond their formal duties, will motivate employees to behave more proactively and participate in activities that benefit the organization. Employees who are led in this way feel more appreciated, inspired, and motivated to support the organization better, which ultimately increases their level of OCB.

The results of this study are in line with previous findings conducted by Anggaristi & Sahrah (2024), Nugroho et al. (2023), and Ramadhana & Rino (2023), which stated that transformational leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB). This study strengthens the argument that transformational leadership, which includes inspirational motivation, individual attention, and intellectual stimulation, can create a supportive work environment and motivate employees to behave more proactively and responsibly outside of their formal duties. Findings from Anggaristi & Sahrah (2024), Nugroho et al. (2023), and Ramadhana & Rino (2023) show that leaders who apply a transformational leadership style are successful in encouraging employees to demonstrate positive behaviors such as altruism, courtesy, and conscientiousness. The logic behind this lies in the ability of transformational leaders to inspire and set a good example so that employees feel more motivated to contribute more to the organization. With individual attention and encouragement to think creatively, employees feel valued and encouraged to take the initiative in improving relationships between coworkers and completing tasks optimally, which ultimately supports the achievement of organizational goals. This is reinforced by the theory ofNorthhouse (2013) which states that transformational leadership is a behavior in which a person relates to others and creates the relationship to add motivation and good morale to the leader and his followers. The existence of transformational leadership makes members feel trust, admiration, loyalty, and respect for the leader, and they are eager to do better than expected.

The Influence of Organizational Culture on Organizational Citizenship Behavior

Organizational Culture on OCB shows that the influence is positive and significant.   Employees who feel valued in a stable environment that supports innovation and encourages teamwork are more likely to demonstrate excellent OCB behaviors. Overall, a strong organizational culture that encourages innovation, stability, collaboration, and achievement of results has been shown to have a positive effect on OCB. Employees who work in such a culture feel more motivated and engaged and contribute more to the organization's goals, creating a harmonious and productive work environment. Thus, a solid organizational culture does play a significant role in increasing OCB among employees.

The results of this study are in line with previous findings conducted by Abdurrahman & Manggiasih (2024); Nuryani & Djamil (2024); Gafriyani et al. (2024), which stated that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB). Findings from Abdurrahman & Manggiasih (2024); Nuryani & Djamil (2024); and Gafriyani et al. (2024) show that a strong organizational culture, with a focus on attention to results, teamwork, and courage in taking risks, successfully encourages employees to demonstrate positive behaviors such as altruism, courtesy, and conscientiousness.

The Influence of Work Motivation on Organizational Citizenship Behavior

Work motivation has a significant and positive influence on OCB. The results of this study are in line with previous findings conducted by Della et al. (2023); Syawallina, Febriantina, & Wolor (2024); Oberlin, Apriyeni, & Dewi (2023), which stated that work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB). This study strengthens the argument that high work motivation, which includes development opportunities, fair compensation, and recognition of rewards, can create a supportive environment for employees to behave more proactively and responsibly outside of their formal duties. These findings also show that when employees feel appreciated and have the opportunity to develop, they are more likely to exhibit positive behaviors such as altruism, courtesy, and conscientiousness.

The logic behind this lies in the ability of work motivation to increase employee engagement in the organization. When employees feel appreciated through recognition given by the organization, they become more motivated to make greater contributions, which in turn strengthens the OCB culture and creates a more harmonious and productive work environment. Thus, high work motivation contributes significantly to increased OCB and overall organizational performance.

The Influence of Transformational Leadership on Work Motivation

The effect of Transformational Leadership on Work Motivation shows a positive relationship but is not significant. Although a transformational leadership style that involves inspiration, attention to individual needs, and encouragement to innovate should be able to increase work motivation, in reality, other factors may be more dominant in influencing employee motivation.

Research conducted by Nurhuda, Sardjono, & Purnamasari (2019) showed results consistent with the findings in this study, which stated that transformational leadership did not have a significant effect on work motivation. Although the transformational leadership style, which includes inspirational motivation, individual attention, and intellectual stimulation, is well implemented, other factors such as work discipline and work environment have a greater influence on employee work motivation. This shows that although transformational leaders can inspire and pay attention to employees, work environment and discipline factors are more decisive in increasing work motivation. This study confirms that transformational leadership does not have a significant impact on employee work motivation if work environment and discipline factors are not properly considered.

The Influence of Organizational Culture on Work Motivation

Organizational culture has a positive and significant influence on employee work motivation. The findings of this study are in line with previous studies which state that organizational culture has a positive and significant influence on employee work motivation. Most employees consider organizational culture as an important element in their work life, which can increase motivation in completing tasks. This is supported by Sutoro (2020), Krisnaldy et al. (2019), and Pranitasari & Saputri (2020), which explains that organizational culture plays a big role in creating a dynamic atmosphere in the company, which in turn encourages employees to be more motivated in carrying out their duties and responsibilities. Research by Sukiyanto & Maulidah (2020), Rivai et al. (2019), and Daud (2020) also strengthens this finding, stating that employees who follow and comply with the organizational culture where they work tend to have high work motivation, which is the main basis for carrying out work optimally. Thus, a strong organizational culture not only creates a conducive work environment but also increases employee motivation to give their best in their work.

The Influence of Transformational Leadership on Organizational Citizenship Behavior is Mediated by Work Motivation

Work motivation was unable to mediate the effect of transformational leadership on OCB. One reason underlying this finding is that although transformational leadership, which includes inspirational motivation, individual attention, and intellectual stimulation, has the potential to increase work motivation, other factors that are more directly related to OCB, such as organizational culture and social support at work, may play a greater role.

This suggests that although transformational leadership can influence work motivation, other factors, such as organizational culture, team involvement, and support among coworkers, may play a more dominant role in shaping OCB behavior. Employees at Bakesbangpol may have the motivation to do their jobs but do not feel sufficiently encouraged to behave more proactively or make extra contributions beyond their assigned tasks. This suggests that increasing work motivation alone is not enough to mediate the effect of transformational leadership on OCB, and work environment factors and organizational culture may need to be strengthened to achieve a more significant increase in OCB.

The Influence of Organizational Culture on Organizational Citizenship Behavior is Mediated by Work Motivation

Work motivation cannot mediate the influence of organizational culture on OCB. The logic underlying this finding is that although organizational culture tends to encourage employees to work by existing norms and procedures, other factors outside of work motivation have a greater influence on increasing OCB. The imperfections in these aspects indicate that although work motivation can affect employee performance, the work motivation factor is not strong enough to mediate the influence of organizational culture on OCB.

The logical thinking behind this finding is that although a strong organizational culture can encourage employees to engage in OCB behavior, work motivation factors that focus more on individual needs and a supportive work environment play a greater role in increasing OCB behavior. Therefore, the influence of organizational culture on OCB is more influenced by other elements such as interpersonal relationships and the quality of the work environment that more directly affect employee proactive behavior. This follows the theory put forward by Schein (1985), which defines organizational culture as a pattern of basic assumptions discovered or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the internal environment.

Conclusion

Transformational Leadership has a positive and significant effect on OCB. Organizational Culture has a positive and significant impact on OCB. Work Motivation has a positive and significant effect on OCB. The influence of Transformational Leadership on Work Motivation shows a positive relationship but is not significant. Organizational culture on work motivation shows a positive and significant influence. Work motivation can not mediate the influence of transformational leadership on Organizational Citizenship Behavior (OCB). Work motivation can not mediate the influence of organizational culture on Organizational Citizenship Behavior (OCB).

Implications

Efforts need to be made to strengthen the existing organizational culture by focusing more on aspects that can improve employee motivation and performance. One way to achieve this is by implementing policies that better support innovation, measure risk-taking, and ensure a stable and structured work environment. This is important to create a productive and dynamic work atmosphere that will ultimately drive better organizational performance.

Research Limitations and Directions for Further Research

Unaccounted External Variables and Limitations of Model Complexity: This study shows that there are external variables that contribute 31.3% to work motivation and 50.7% to OCB, namely job satisfaction, organizational discipline and commitment, work-life balance, workload, or perceived organizational support. In addition, although organizational culture and work motivation have a significant influence on OCB, the F-square value shows a relatively small contribution. This indicates limitations in the complexity of the model used so that it is unable to fully explain the relationship between the variables studied.

Future research is expected to expand the model by adding other relevant variables, such as organizational discipline and commitment, work-life balance, workload, or perceived organizational support. In addition, exploring the role of additional moderating or mediating variables, such as job satisfaction, can provide a more comprehensive understanding of the relationships between variables in this study.

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