

The Role of Organizational Culture and Transformational Leadership in Improving Citizenship Behavior through Self-Efficacy and Trust

Afiatin Nisa¹, Sri Setyaningsih², Suhendra³

^{1,2,3,*} Postgraduate Programme, Pakuan University, City Bogor, Indonesia.

Corresponding Author: srirohayati428@gmail.com

Abstract

This study aims to find strategies and ways to improve Organizational Citizenship Behavior. This research method uses quantitative methods with path analysis techniques and SITOREM (Scientific Identification Theory to Conduct Operation Research in Education Management) analysis. The population in this study was 531 teachers and the sample was 266 permanent teachers of Private High Schools in Depok City. Based on the results of the SITOREM analysis, the optimization results in efforts to improve OCB are as follows: Priority Order for Handling Indicators: 1st Altruism, 2nd Civic Virtue, 3rd Providing motivating inspiration, 4th Psychological Condition, 5th Prestige for Success, 6th Readiness to accept risks, 7th Confidence in ability and strength then Indicators Maintained or Developed: 1st Conscientiousness, 2nd Sportsmanship, 3rd Courtesy, 4th Boosterism, 5th Artifacts, 6th Shared Values, 7th Agreed upon norms, 8th Basic Assumptions, 9th As a role model, 10th Stimulating subordinates to be creative and innovative, 11th Providing instructional support, 12th Providing individual attention, 13th Task Frequency, 14th Task Complexity, 15th Task Completion Time, 16th Previous Experience, 17th Social Persuasion, 18th Model of Successful Behavior, 19th Optimism, 20th Honesty and Responsibility, 21st Good working relationships, 22nd Being cooperative and working with a team

Keywords: *Organizational Citizenship Behavior, Organizational Culture, Transformational Leadership, Self-Efficacy, Trust*

INTRODUCTION

Organizational Citizenship Behavior (OCB) is a concept that describes the positive attitudes of individuals who contribute more than what is expected by the organization, such as

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helping coworkers, actively participating in organizational activities, and demonstrating commitment to company values. Enhancing OCB is particularly important in educational settings, as it can influence the quality of teaching and school management (Podsakoff et al., 2000). In the last decade, Organizational Citizenship Behavior (OCB) has evolved from merely voluntary behavior to a critical element of organizational resilience, especially in the education sector facing post-pandemic disruption (Chiaburu et al., 2022). The phenomenon of hybrid learning, teachers' psychosocial pressures, and demands for technological adaptation require extra-role contributions that are no longer optional but strategic necessities (Koopman et al., 2021). However, OCB does not emerge instantly; it requires a supportive system that involves organizational culture, transformational leadership, self-efficacy, and trust, as identified in recent empirical studies (Lee et al., 2023).

One way to enhance OCB is by strengthening organizational culture, which encompasses the values and norms embraced by the organization. A strong organizational culture can create an environment that fosters positive behavior (Schein, 2010). Additionally, transformational leadership, which inspires and motivates followers to achieve common goals, also plays a significant role in enhancing OCB. Effective leadership can influence teachers' work ethic in contributing more to the organization (Bass & Avolio, 1994). Cameron & Quinn (2020) assert that schools with adaptive cultures that combine flexibility and prosocial values tend to have teachers who actively participate in OCB, such as initiatives to develop collective learning materials or mentoring fellow teachers. Fletcher & Griffiths (2020) add that digitization also strengthens the role of organizational culture in shaping these behavioral norms, for example through digital collaboration platforms that facilitate resource sharing.

Equally important, self-efficacy, which refers to an individual's belief in their ability to achieve goals, and trust among organizational members, also influence high OCB in the workplace (Bandura, 1997; Mayer et al., 1995). Teachers who are confident in their abilities and feel trusted by their peers and leaders are more likely to exhibit positive behaviors that support organizational goals. A study by Garten et al. (2023) on high school teachers in Asia shows that leaders who practice idealized influence (setting an example of values) and intellectual stimulation (stimulating innovation) successfully increased teacher participation in voluntary school projects by up to 40%. These findings are in line with Khan et al. (2022), who found that a combination of transformational leadership and non-material rewards (such as public recognition) is more effective in triggering OCB than financial incentives.

Schunk & DiBenedetto (2021) demonstrated that teachers with high self-efficacy are 2.3 times more likely to engage in helping behaviors, such as mentoring new teachers or conducting



remedial classes without instructions from superiors. This is reinforced by Tschannen-Moran & Hoy (2022), who state that self-efficacy mediates the relationship between professional training and OCB, particularly in the application of learning technology. Schoorman et al. (2023) revealed that teachers who trust school policies tend to exhibit voice behavior (voicing improvement ideas) and civic virtue (involvement in school activities). Meanwhile, Dirks & Ferrin (2021) caution that low trust correlates with teacher burnout, which hinders the emergence of prosocial behavior.

This study aims to examine strategies for enhancing OCB through strengthening organizational culture, transformational leadership, self-efficacy, and trust among private high school teachers in Depok City. In this study, path analysis and SITOREM analysis techniques will be used to identify the relationships among variables influencing OCB. It is hoped that this research will provide practical contributions to the development of managerial strategies in private schools in efforts to improve educational quality through enhancing teachers' OCB.

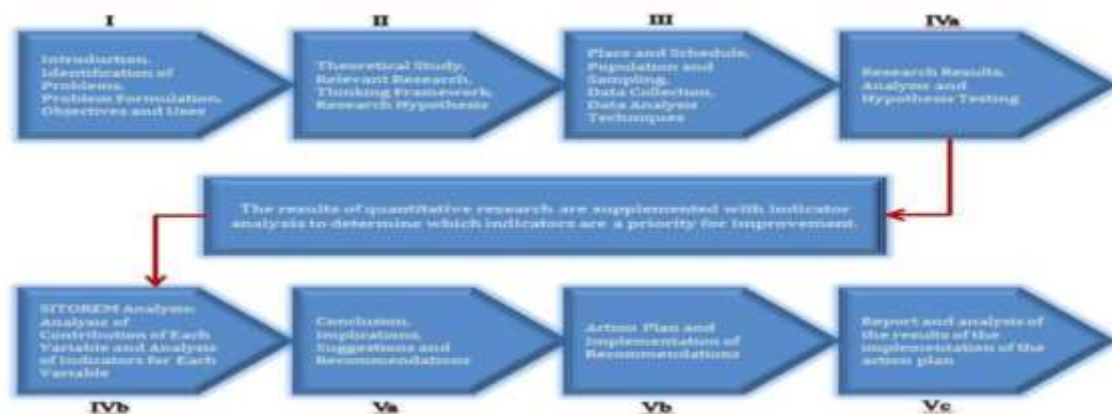
METHOD

This research design is divided into two categories, namely:

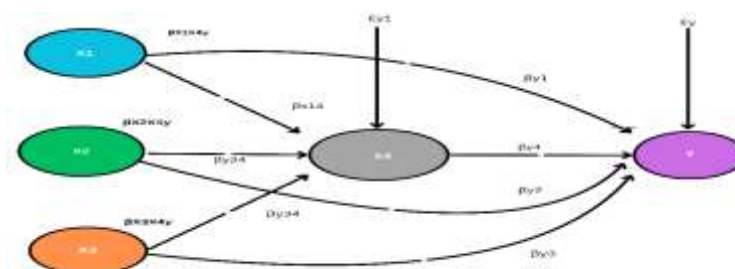
1. Quantitative research in the form of a survey to prove the research hypothesis.
2. Verification of quantitative research results using SITOREM analysis.

These steps can be seen in the chart below, Path Analysis research design and analysis SITOREM These steps can be seen in the chart below. The research design is a comprehensive plan for the research, starting with a preliminary study to identify problems, formulate hypotheses and their operational implications, followed by a theoretical review to strengthen the variables to be studied so that their depth can be measured, then the definitive determination of the location and population to obtain the research sample, followed by the formulation of problems answered by the research results, then the use of SITOREM analysis to measure indicators that can be maintained or improved for recommendations based on the discussion, followed by conclusions and implications of the research results presented, as well as recommendations that can be provided based on the research results, then the Action Plan is implemented based on the recommendations from the SITOREM results, and finally a report is prepared after implementation.





source: Widodo Sunaryo dan Sri Setyaningsih (2018)

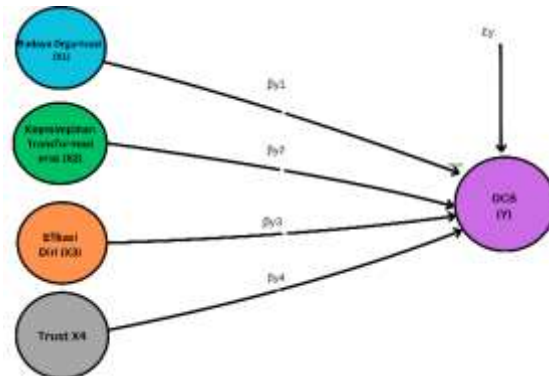


The research conducted is an investigation of causality through observation of the effects that occur. The aim is to separate the direct and indirect effects of a cause variable (exogenous variable) on an effect variable (endogenous variable). The endogenous variable in this study is Organizational Citizenship Behavior (OCB) (Y). The exogenous variables consist of three variables: organizational culture (X1), transformational leadership (X2), and self-efficacy (X3), while the intervening variable is trust (X4).

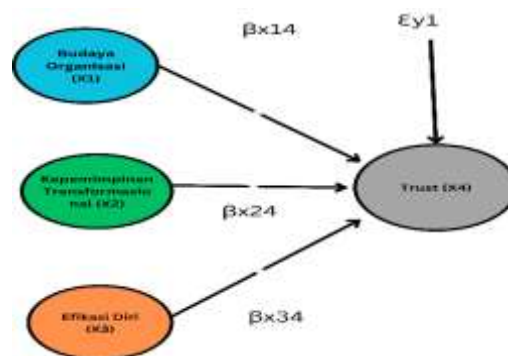
The steps involved in conducting path analysis are to first analyze the relationship and linear regression aspects for each pair of variables. Then, to calculate the path coefficient, the beta coefficient (β) is used for each pair of research variables. Meanwhile, the requirement that must be met to test the causal influence is the existence of a linear relationship between the two variables. The correlation between each pair of variables is tested for linearity and the significance of the regression coefficient.

independent and dependent variables, making the relationship indirect, unobservable, and unmeasurable.

1) Inter-variable Path Relationship Model in Substructure-1



2) Inter-variable Path Relationship Model in Substructure-2



RESULTS AND DISCUSSION

Based on the results of the research indicator analysis for the indicator scores on the OCB (Y) variable in the altruism indicator with an average of 3.41; conscientiousness with an average of 4.2; civic virtue with an average of 3.75; sportsmanship with an average of 4.11; courtesy with an average of 4.23; and boosterism with an average of 4.16. The indicator scores for the Organizational Culture (X1) variable on the artifact indicator averaged 4.27; shared values averaged 4.33; agreed norms averaged 4.27; and basic assumptions averaged 4.07. The indicator scores for the Transformational Leadership (X2) variable on the role model/mentor indicator averaged 4.14; providing motivational inspiration averaged 3.88; stimulating subordinates to be creative and innovative averaged 4.18; providing instructional support averaged 4.08; and providing individual attention averaged 4.1. 1. The indicator scores for the Self-Efficacy variable (X3) on the indicators of Task Frequency with an average of 4.15; Task Complexity with an average of 4.26; Task Completion Time with an average of 4.06; Previous Experience with an average of 4.29; Social Persuasion with an average of 4.14; Psychological Condition with an average of 3.96; Successful Behavior Model with an average of 4.32; Prestige for Success with

an average of 3.82; and Optimism with an average of 4.16. The indicator scores for the Trust variable (X4) were as follows: Honesty and Responsibility with an average of 4.07; Good working relationships within the group with an average of 4.15; Readiness to accept risks with an average of 3.95; Cooperative attitude and teamwork with an average of 4.09; and Belief in one's abilities and strengths with an average of 3.96.

a) Normality Test

No	Galat Baku Taksiran	Sig.	Syarat	Kesimpulan
1	Y atas X1	0,377	0,05	Berdistribusi Normal
2	Y atas X2	0,967	0,05	Berdistribusi Normal
3	Y atas X3	0,868	0,05	Berdistribusi Normal
4	Y atas X4	0,954	0,05	Berdistribusi Normal
5	X4 atas X1	0,055	0,05	Berdistribusi Normal
6	X4 atas X2	0,551	0,05	Berdistribusi Normal
7	X4 atas X3	0,064	0,05	Berdistribusi Normal
Syarat Distribusi Normal adalah sig. > 0,05				

c) Homogeneity Test

No	Kelompok	Sig. (Uji Bartlett)	Syarat	Kesimpulan
1	X1 atas Y	0,766	0,05	Homogen
2	X2 atas Y	0,284	0,05	Homogen
3	X3 atas Y	0,526	0,05	Homogen
4	X4 atas Y	0,071	0,05	Homogen
5	X1 atas X4	0,781	0,05	Homogen
6	X2 atas X4	0,914	0,05	Homogen
7	X3 atas X4	0,602	0,05	Homogen
Syarat Populasi Homogen adalah sig. > 0,05				

d) Test the linearity of the regression model.

Hubunganvariable	Uji Linieritas		Kesimpulan
	Sig	Syarat	
$\hat{Y}$ atas X1	0,644	0,05	Linier.
$\hat{Y}$ atas X2	0,063		Linier.

$\hat{Y}$ atas X3	0,648		Linier.
$\hat{Y}$ atas X4	0,541		Linier.
X4 atas X1	0,260		Linier.
X4 atas X2	0,120		Linier.
X4 atas X3	0,259		Linier.
Syarat Signifikansi: Nilai sig > α = 0,05			
Maka kesimpulan persamaan adalah Linier			

Measurement accuracy rate

Based on the theoretically constructed causal model, a path analysis diagram and the calculated values of each path coefficient will be obtained. The model testing is as follows:

1) Path Influence Model Between Variables in Substructure-1

The model of the influence between variables in substructure-1 consists of one variable, namely Organizational Citizenship Behavior (Y), and four variables, namely Organizational Culture (X1), Transformational Leadership (X2), Self-Efficacy (X3), and Trust (X4), as well as one residual variable, namely ϵy_1 . Based on this influence, the path model in Substructure-1 is as follows: $\hat{y} = \beta y_1 x_1 + \beta y_2 x_2 + \beta y_3 x_3 + \beta y_4 x_4 + \epsilon y$. The results of the test yielded the following path coefficients for Substructure-1:

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1991.797	1	1991.797	8.235	.004 ^b
	Residual	52000.166	147	241.861		
	Total	53991.963	148			

It can be shown that the path coefficients in substructure-1 obtained are the path coefficient of X1 to Y is $\beta y_1 = 0.405$, X2 to Y is $\beta y_2 = 0.246$, X3 to Y is $\beta y_3 = 0.355$, and X4 to Y is $\beta y_4 = 0.298$. Each sig value is < 0.05, so H0 is rejected, meaning it is significant. The probability value (sig.) is $0.004 < 0.05$, thus the regression equation is $\hat{y} = 0.405 x_1 + 0.246 + 0.355 + 0.298 + \epsilon y$. The results of this test confirm that the equation can be used to predict Organizational Citizenship Behavior (Y) based on Organizational Culture (X1), Transformational Leadership (X2), Self-Efficacy (X3), and Trust (X4) scores.

2) Model of the Influence of Paths Between Variables in Substructure-2

The model of the influence between variables in substructure-2 consists of one variable, namely the path coefficient of X1 to X4 is $\beta y_1 = 0.386$, X2 to X4 is $\beta y_2 = 0.767$, X3 to X4 is $\beta y_3 = 0.348$, X4. Based on these effects, the path model for substructure-2 is as follows: $\hat{y} = \beta x_1 y_1 + \beta x_2 y_1 + \beta x_3 y_1 + \epsilon y_1$. The results of the test yielded the following path coefficients for substructure-2:

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14454.579	3	4818.193	43.160	.000 ^b
	Residual	23778.434	156	111.636		
	Total	38233.014	157			
a. Dependent Variable: Trust						
b. Predictors: (Constant), Budaya Organisasi, Kepemimpinan transformasioal, Efikasi Diri.						

The probability value (sig.) is $0.000 < 0.05$, thus the regression equation $\hat{y} = 0.386 + 0.376 x_2 + 0.348 x_3 + \epsilon y_2$ is significant. The results of this test confirm that the equation can be used to predict Trust (X4) based on Organizational Culture (X1), Transformational Leadership (X2), and Self-Efficacy (X3) scores, as well as one residual variable, namely ϵy .

3) Contribution Analysis (Contribution Coefficient)

The indirect effect test in this study used the Preacher and Hayes test. The test results are as follows:

No	Interdependence of Variables	Path Coefficient	Coefficient of Determination	Contribution (%)
1	Direct effect of Servant Leadership (X1) on the Innovation of Teachers Based on Local Wisdom (Y)	0,335	0,308	30,8%
2	The indirect effect of Employee Engagement (X2) on the Innovation of Teachers Based on Local Wisdom (Y)	0,379	0.312	31,2%

No	Interdependence of Variables	Path Coefficient	Coefficient of Determination	Contribution (%)
3	The indirect effect of Organizational Climate (X3) on the Innovation of Teachers Based on Local Wisdom (Y)	0,323	0.221	22,1%
4	The indirect effect of Learning Organization (X4) on the Innovation of Teachers Based on Local Wisdom (Y)	0,534	0.211	21,1%

CONCLUSION

Based on the results in the table, it can be seen that the t-statistic value generated from the influence of Organizational Citizenship Behavior (X1) on Organizational Culture (Y) through Trust (X4) is 4.189 with a significance value of 0.0000. This significance value is smaller than the significant alpha of 5% or 0.05. This means that there is a significant influence of Organizational Culture (X1) on Organizational Citizenship Behavior (Y) through Trust (X4). Therefore, the hypothesis stating that “there is an indirect influence of Organizational Culture (X1) on Organizational Citizenship Behavior (Y) through Trust (X4)” is accepted. The coefficient value resulting from the indirect influence is 0.115. This value is smaller than the direct influence of 0.405, so it can be concluded that the mediating role of trust (X4) is ineffective as a mediator.

Based on the results in the table, it can be seen that the t-statistic value generated from the influence of Organizational Culture (X2) on Organizational Citizenship Behavior (Y) through Trust (X4) is 4.196 with a significance value of 0.0000. This significance value is smaller than the significant alpha of 5% or 0.05. This means that there is a significant influence of Organizational Culture (X2) on Organizational Citizenship Behavior (Y) through Trust (X4). Therefore, the hypothesis stating that “there is an indirect influence of Organizational Culture (X2) on Organizational Citizenship Behavior (Y) through Trust (X4)” is accepted. The coefficient value resulting from the indirect influence is 0.229. This value is smaller than the direct influence of 0.246, so it can be concluded that the mediating role of Trust (X4) is ineffective as a mediator.

Based on the results in the table, it can be seen that the t-statistic value generated from the effect of Self-Efficacy (X3) on Organizational Citizenship Behavior (Y) through Trust (X4) is 4.187 with a significance value of 0.0000. This significance value is smaller than the significant alpha of 5% or 0.05. This means that there is a significant influence of Self-Efficacy (X3) on Organizational Citizenship Behavior (Y) through Trust (X4). Therefore, the hypothesis stating that “there is an indirect effect of Self-Efficacy (X3) on Organizational Citizenship Behavior (Y) through

Trust (X4)" is accepted. The coefficient value resulting from the indirect effect is 0.104. This value is smaller than the direct effect of 0.355, so it can be concluded that the mediating role of Trust (X4) is ineffective as a mediator.

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