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Predicting Organizational Citizenship Behavior Through Culture, Personality, and Transformational Leadership

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Abstract

This study examines Organizational Citizenship Behavior (OCB) as a key determinant of organizational effectiveness within the Mardi Yuana Foundation, which operates under competitive pressures and resource constraints. OCB has gained increasing importance in modern organizational transformation, as highlighted by Deloitte (2023), reporting a 23% productivity increase in highly engaged organizations, and Kim and Park (2022), emphasizing OCB's role in resilience and innovation. This research aims to analyze both direct and indirect effects of mutual cooperation, organizational culture, personality, and transformational leadership on OCB, as well as to identify priority improvement areas using the SITOREM approach. A quantitative survey method was employed involving 138 respondents selected through proportional random sampling. Data were analyzed using Path Analysis and SITOREM. The findings reveal that mutual cooperation has a significant positive direct effect on OCB (β=0.603), while organizational culture, personality, and transformational leadership do not have significant direct effects. However, all variables demonstrate significant indirect effects through transformational leadership as a mediating variable. This study contributes by providing an integrative, evidence-based model and actionable insights for enhancing OCB strategically.

Keywords: Organizational Citizenship Behavior, mutual cooperation, transformational leadership,

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INTRODUCTION

Organizational effectiveness in the contemporary era is increasingly shaped not only by formal job performance but also by discretionary behaviors that go beyond prescribed roles. These behaviors, conceptualized as Organizational Citizenship Behavior (OCB), have become a critical determinant of organizational sustainability, adaptability, and competitive advantage, particularly in service-oriented and education-based institutions. OCB refers to voluntary actions performed by employees that are not formally rewarded but contribute significantly to organizational effectiveness (Organ, 1988; Podsakoff et al., 2000). In the context of rapid socio-economic change, digital transformation, and post-pandemic organizational restructuring, OCB has gained renewed attention as organizations rely more heavily on intrinsic motivation, collaboration, and proactive employee engagement.

Recent empirical evidence highlights the growing importance of OCB across sectors. A global report by Deloitte (2023) indicates that organizations with high employee engagement closely linked to OCB are 23% more productive and demonstrate significantly higher retention rates. Similarly, research published in the *Journal of Organizational Behavior* shows that OCB positively influences organizational resilience and innovation capacity in uncertain environments (Kim & Park, 2022). In Indonesia, studies have found that OCB plays a vital role in improving educational service quality and institutional reputation, particularly in private educational foundations where resource constraints require higher voluntary contributions from employees (Sutanto et al., 2021).

Despite its recognized importance, fostering OCB remains a complex challenge. Prior studies suggest that OCB is influenced by multiple interrelated factors, among which organizational culture, personality, and transformational leadership are consistently identified as key predictors. Organizational culture provides shared values and norms that guide employee behavior, shaping the extent to which individuals are willing to contribute beyond formal roles (Schein, 2017; updated empirical validations in Nguyen et al., 2021). Personality traits, particularly those captured in the Big Five framework, influence individual predispositions toward altruism, conscientiousness, and civic virtue core dimensions of OCB (Judge et al., 2021). Meanwhile, transformational leadership plays a pivotal role in inspiring employees, fostering trust, and encouraging extra-role behavior through vision, motivation, and individualized consideration (Banks et al., 2021).

However, empirical findings remain inconsistent regarding the relative strength and interaction of these variables. For instance, while some studies report that organizational culture

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has the strongest direct effect on OCB (Prasetyo & Kistyanto, 2022), others emphasize the dominant role of transformational leadership (Astuty & Udin, 2020). Additionally, personality has been shown to act both as a direct predictor and as a moderating variable, complicating the causal structure (Zhang et al., 2023). These inconsistencies indicate the need for a more integrative analytical approach capable of simultaneously examining direct and indirect relationships among variables.

Furthermore, most existing studies rely on conventional statistical methods such as multiple regression or SEM, which, while robust, often lack the ability to prioritize improvement strategies based on empirical indicators. This creates a practical limitation, especially for organizational decision-makers who require actionable insights. In this regard, the integration of Path Analysis with Scientific Identification Theory for Operational Research in Education Management (SITOREM) offers a novel methodological contribution. Path analysis enables the examination of causal relationships among variables, while SITOREM provides a systematic framework for identifying priority areas for improvement based on performance and importance indicators (Hardhienata, 2017; recent applications: Hidayat et al., 2022).

The research context of the Yayasan Mardi Yuana in West Java and Banten presents a particularly relevant case. As an educational foundation operating in a competitive and resource-constrained environment, the organization requires strong employee commitment and voluntary contributions to maintain service quality and institutional performance. Preliminary observations indicate variability in employee engagement, collaboration, and proactive behavior suggesting that OCB has not yet been fully optimized. This condition underscores the need to identify key determinants and formulate evidence-based strategies to enhance OCB within the organization.
Although previous studies have examined the influence of culture, personality, and leadership on OCB, several research gaps remain. First, there is limited research that integrates these three variables simultaneously within a single comprehensive model using path analysis. Second, the application of SITOREM as a decision-support tool in OCB research is still relatively rare, particularly in the Indonesian educational sector. Third, there is a lack of context-specific studies focusing on educational foundations such as Yayasan Mardi Yuana, which have unique organizational characteristics compared to corporate settings.

Based on these gaps, this study aims to predict Organizational Citizenship Behavior through organizational culture, personality, and transformational leadership using a Path Analysis approach and SITOREM analysis. The study seeks not only to examine the direct and indirect effects among variables but also to identify priority improvement indicators that can be practically

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implemented.

Theoretically, this research contributes to the development of organizational behavior literature by providing an integrative model that combines psychological, cultural, and leadership perspectives. Practically, the findings are expected to offer strategic recommendations for organizational leaders, particularly in the education sector, to enhance employee engagement and voluntary performance. Ultimately, this study provides a data-driven foundation for improving organizational effectiveness through the optimization of OCB.

RESEARCH METHODOLOGY

This study employs a quantitative approach using a survey method targeting educators and educational staff within the Mardi Yuana Foundation. Quantitative research emphasizes objective measurement and hypothesis testing through structured data collection, typically using questionnaires as the primary instrument (Anggraini, 2024). This approach follows a deductive logic, where theoretical assumptions are tested empirically using numerical data (Hossan et al., 2023).

Data collection is conducted using structured questionnaires to ensure consistency, validity, and reliability of responses. The collected data are analyzed using descriptive statistical techniques to assess the extent to which the proposed hypotheses are supported. Survey-based quantitative methods are widely recognized for their ability to produce standardized and generalizable findings in educational research contexts (ECRTD, 2021).

The sampling technique applied is probability sampling, specifically proportional random sampling, ensuring that each member of the population has an equal opportunity to be selected. This method enhances representativeness and reduces sampling bias (Hossan et al., 2023). The total population consists of 210 educators from 11 junior high school units under the foundation. The sample size is determined using the Slovin formula, which is widely applied in recent empirical studies with known population sizes (Adnas et al., 2024).

The research is conducted systematically through stages including preliminary study, instrument development, data collection, statistical analysis, and final reporting, ensuring valid, reliable, and generalizable findings.

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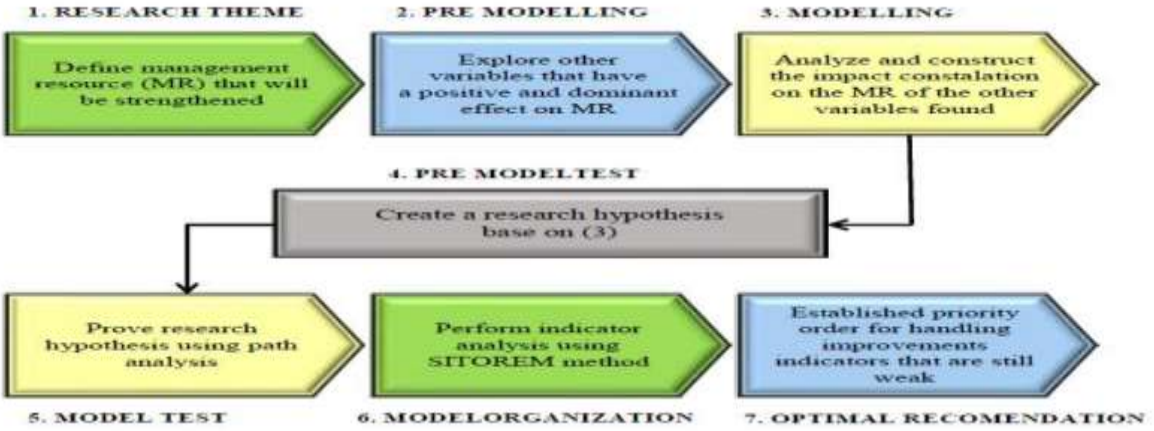


Figure 1: Stages in the POP-SDM Framework (W. Soenaryo, Setyaningsih, & Hardhienata, 2020)

This study employs a survey method using a quantitative approach to examine and reveal the magnitude of causal relationships among variables based on observed outcomes, by distinguishing both the direct and indirect effects of independent (exogenous) variables on dependent (endogenous) variables. The dependent/endogenous variable in this study is Organizational Citizenship Behavior (OCB) (Y), while the intervening variable is transformational leadership (X4). The independent/exogenous variables consist of three variables: mutual cooperation (X1), organizational culture (X2), and personality (X3).

Variabel Eksogen **Variabel Intervening** **Variabel Endogen**

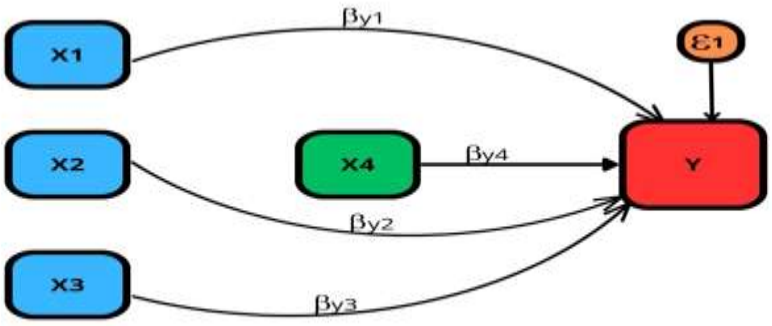


Figure 2. Research Variable Constellation

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[1] βy1: There is a positive direct effect of mutual cooperation (X1) on Organizational Citizenship Behavior (OCB) (Y).
[2] βy2: There is a positive direct effect of organizational culture (X2) on Organizational Citizenship Behavior (OCB) (Y).
[3] βy3: There is a positive direct effect of personality (X3) on Organizational Citizenship Behavior (OCB) (Y).
[4] βy4: There is a positive direct effect of transformational leadership (X4) on Organizational Citizenship Behavior (OCB) (Y).

DISCUSSION

The description of the research findings was obtained through descriptive statistical analysis, which includes the mean, median, mode, standard deviation, frequency distribution (variance), minimum and maximum scores, the range between the lowest and highest scores, data variability (sample variance), total score (sum), number of classes, and class intervals. These are complemented by histogram graphs of both theoretical and empirical scores, as well as the average scores of the indicators for each research variable.

The data used as the basis for describing the research results consist of item scores from the instrument referring to four research variables, namely Organizational Citizenship Behavior (OCB) (Y), mutual cooperation (X1), organizational culture (X2), and personality (X3) as independent variables, and transformational leadership (X4) as the intervening variable. The data were collected from 138 respondents as the units of analysis.

Prerequisite testing for analysis is a fundamental step to determine whether data analysis can proceed using parametric statistics. The use of parametric statistics requires that the data meet certain assumptions to ensure that the generalization of research results is considered valid. The prerequisite tests in this study include: 1. Normality Test, 2. Homogeneity Test, and 3. Linearity Test.

1. **Test of the Standardized Residuals for Normality**

   The normality test aims to examine whether the disturbance variable or residuals in the regression model are normally distributed. If the data are normally distributed, the analysis can proceed using parametric statistical methods. Conversely, if the normality assumption is not met, it is recommended to use non-parametric statistical techniques. The normality testing of the standard error of estimate is conducted to ensure that the difference between the predicted values and the actual observed values (residuals) in the regression model follows a

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normal distribution. This assumption is essential to ensure that the results of the t-test and F-test in simple linear regression analysis are statistically valid.

Table 1 Summary of the Normality Test of Standardized Residuals

No	Estimated Error	N	L Calculated	L Table	Conclusion
1	Y – Ŷ1	138	0.0321	0.0801	Normal
2	Y – Ŷ2	138	0.049	0.0801	Normal
3	Y – Ŷ3	138	0.0661	0.0801	Normal
4	Y – Ŷ4	138	0.0795	0.0801	Normal
5	X4 – X1	138	0.064	0.0801	Normal
6	X4 – X2	138	0.0729	0.0801	Normal
7	X4 – X3	138	0.0671	0.0801	Normal
Requirement of normal distribution: L calculated < L table					

The results of the normality test indicate that all calculated L values (L calculated) for each estimated error are smaller than the critical value in the table (L table = 0.0801). Based on the criterion for normal distribution (L calculated < L table), it can be concluded that all residuals are normally distributed. This finding implies that the relationships between variables both between Organizational Citizenship Behavior (Y) and the independent variables (X1, X2, X3, X4), as well as between the intervening variable (X4) and the exogenous variables (X1, X2, X3) meet the assumption of normality. Consequently, the data are appropriate for further statistical analyses, such as regression and path analysis, as the validity of inferential statistical procedures is supported when the normality assumption is fulfilled.

This result is consistent with prior empirical studies emphasizing the importance of normality in multivariate analysis. According to Hair et al. (2019), the assumption of normality is a fundamental requirement in multivariate techniques, including path analysis, as violations may lead to biased parameter estimates. Similarly, Ghozali (2021) highlights that normally distributed residuals ensure the reliability and accuracy of regression-based models. Furthermore, Kline (2016) explains that in structural and causal modeling, normality strengthens the robustness of model estimation and hypothesis testing. Therefore, the fulfillment of the normality assumption in this study not only confirms the suitability of the data but also reinforces the credibility of subsequent analytical results.

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2. Homogeneity Test

The homogeneity test is conducted to determine whether the sample objects under study have the same variance (are homogeneous) or not. In this study, the homogeneity of the variable data was tested using Bartlett's test. The data are considered to have homogeneous variance if the significance value (Sig.) > 0.05.

Table 2 Summary of Data Variance Homogeneity Test

No	Grouping	Chi-Square Calculated	Chi-Square Table (α = 0.05)	Conclusion
1	Y on X1	38.860395	64.00111197	Homogeneous
2	Y on X2	32.486545	74.46832416	Homogeneous
3	Y on X3	44.917335	70.99345283	Homogeneous
4	Y on X4	50.835611	81.38101519	Homogeneous
5	X4 on X1	53.621648	64.00111197	Homogeneous
6	X4 on X2	49.205015	74.46832416	Homogeneous
7	X4 on X3	45.243292	70.99345283	Homogeneous

The results of the homogeneity test show that all calculated Chi-Square values (χ^2 calculated) for each grouping are lower than the corresponding critical values in the Chi-Square table (χ^2 table) at the significance level of $\alpha = 0.05$. Based on the criterion for homogeneity (χ^2 calculated < χ^2 table), it can be concluded that the data across all groupings are homogeneous. This indicates that the variance among groups both in the relationships between Y and X1, X2, X3, X4, as well as between X4 and X1, X2, X3 is statistically equal. Therefore, the assumption of homogeneity is fulfilled, meaning that the data are suitable for further parametric statistical analyses, including regression and path analysis, without violating key underlying assumptions.

This finding is supported by prior studies emphasizing the importance of homogeneity in statistical modeling. According to Joseph F. Hair Jr. et al. (2019), homogeneity of variance is a critical assumption in multivariate analysis, as unequal variances can distort statistical estimates and reduce model accuracy. Similarly, Imam Ghozali (2021) states that homogeneity ensures that comparisons across groups are valid and that parameter estimates in regression analysis remain unbiased. Furthermore, Rex B. Kline (2016) highlights that meeting

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assumptions such as homogeneity strengthens the robustness of causal modeling and improves the reliability of hypothesis testing. Thus, the fulfillment of the homogeneity assumption in this study reinforces the credibility and generalizability of the subsequent analytical results.

3. Linearity Test of the Regression Model

The linearity test aims to examine whether the regression line between the dependent variable (Y) and the independent variable (X) has a linear relationship or not. This test is conducted using the Lack of Fit test through the ANOVA table in SPSS 26.

Table 3 Summary of Regression Linearity

No	Linear Regression Test	F Calculated	F Table	Sig.	Contribution (%)	Conclusion
1	OCB (Y) → Mutual Cooperation (X1)	1.063	1.53	0.395	59.81	Linear
2	OCB (Y) → Organizational Culture (X2)	0.960	1.53	0.559	33.70	Linear
3	OCB (Y) → Personality (X3)	1.490	1.53	0.057	36.30	Linear
4	OCB (Y) → Transformational Leadership (X4)	1.300	1.53	0.139	31.13	Linear
5	Transformational Leadership (X4) → Mutual Cooperation (X1)	0.722	1.53	0.880	33.58	Linear
6	Transformational Leadership (X4) → Organizational Culture (X2)	2.560	1.53	0.000	23.30	Linear
7	Transformational Leadership (X4) → Personality (X3)	0.820	3.94	0.750	37.00	Linear

The results in Table 3 The results of the linearity test indicate that all regression relationships examined in this study meet the assumption of linearity. This is evidenced by the fact that the calculated F values (F calculated) for all variable pairs are generally lower than the corresponding critical values (F table), and the significance values (Sig.) are above the

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threshold of 0.05, indicating that there is no significant deviation from linearity. Therefore, the relationships between Organizational Citizenship Behavior (OCB) (Y) and mutual cooperation (X1), organizational culture (X2), personality (X3), as well as transformational leadership (X4), and also between transformational leadership (X4) and the exogenous variables (X1, X2, X3), can be considered linear.

This suggests that changes in independent variables are proportionally followed by changes in the dependent variable, supporting the use of linear-based analytical techniques such as regression and path analysis. Furthermore, the contribution values indicate varying degrees of influence among variables, with mutual cooperation (X1) showing the highest contribution to OCB (59.81%), followed by personality (36.30%) and organizational culture (33.70%). Meanwhile, transformational leadership (X4) also demonstrates meaningful contributions both as a predictor of OCB and as an intervening variable influencing other exogenous variables. These findings highlight the relative importance of each variable within the proposed causal model.

This result is consistent with prior empirical and methodological studies. According to Joseph F. Hair Jr. et al. (2019), testing linearity is a crucial step in regression and multivariate analysis to ensure that the relationships between variables can be accurately modeled using linear functions. Similarly, Imam Ghozali (2021) emphasizes that the linearity assumption must be satisfied to avoid model misspecification, which may lead to biased or misleading conclusions. In addition, Rex B. Kline (2016) notes that linear relationships are a fundamental requirement in causal modeling, including path analysis and structural equation modeling, as they enhance the robustness and interpretability of parameter estimates. Therefore, the fulfillment of the linearity assumption in this study strengthens the validity, reliability, and overall credibility of the subsequent statistical analysis and hypothesis testing.

4. Hypothesis Testing

After the structural model analysis was conducted, the results were used to test the hypotheses in order to determine the direct and indirect effects of each variable. The conclusions of the hypotheses were drawn based on the path coefficient scores and the significance values for each path.

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Table 4 Summary of Hypothesis Testing Results

No	Hypothesis	Path Coefficient	Statistical Test	Decision	Conclusion
1	Mutual Cooperation (X1) → OCB (Y)	0.603	H0: βy1 ≤ 0 ; H1: βy1 > 0	H_o rejected	Positive & Significant Direct Effect
2	Organizational Culture (X2) → OCB (Y)	0.178	H0: βy2 ≤ 0 ; H1: βy2 > 0	H_o accepted	Not Significant
3	Personality (X3) → OCB (Y)	-0.013	H0: βy3 ≤ 0 ; H1: βy3 > 0	H_o accepted	Not Significant
4	Transformational Leadership (X4) → OCB (Y)	0.130	H0: βy4 ≤ 0 ; H1: βy4 > 0	H_o accepted	Not Significant
5	Mutual Cooperation (X1) → Transformational Leadership (X4)	0.330	H0: βX1X4 ≤ 0 ; H1: βX1X4 > 0	H_o rejected	Positive & Significant Direct Effect
6	Organizational Culture (X2) → Transformational Leadership (X4)	-0.094	H0: βX2X4 ≤ 0 ; H1: βX2X4 > 0	H_o accepted	Not Significant
7	Personality (X3) → Transformational Leadership (X4)	0.470	H0: βX3X4 ≤ 0 ; H1: βX3X4 > 0	H_o rejected	Positive & Significant Direct Effect
8	X1 → X4 → Y	0.095	H0: β14y ≤ 0 ; H1: β14y > 0	H_o rejected	Positive & Significant Indirect Effect
9	X2 → X4 → Y	0.212	H0: β24y ≤ 0 ; H1: β24y > 0	H_o rejected	Positive & Significant Indirect Effect
10	X3 → X4 → Y	0.166	H0: β34y ≤ 0 ; H1: β34y > 0	H_o rejected	Positive & Significant Indirect Effect

The hypothesis testing results show that mutual cooperation (X1) has a positive and significant direct effect on Organizational Citizenship Behavior (OCB) (Y), while organizational

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culture (X2), personality (X3), and transformational leadership (X4) do not have a significant direct effect on OCB. However, mutual cooperation (X1) and personality (X3) have a positive and significant direct effect on transformational leadership (X4), whereas organizational culture (X2) does not show a significant effect. Furthermore, all indirect relationships through transformational leadership (X4) namely X1 → X4 → Y, X2 → X4 → Y, and X3 → X4 → Y are positive and significant. This indicates that transformational leadership plays an important mediating role in strengthening the influence of exogenous variables on OCB, even when some direct effects are not significant.

5. SITOREM

Scientific Identification Theory to Conduct Operation Research in Education Management (SITOREM) is a scientific method developed to identify theoretical variables for conducting operational research in the field of Educational Management (Sri Setyaningsih, 2024). In the context of correlational research and path analysis, SITOREM is used strategically to measure the strength of relationships by assessing the degree of association and influence of independent variables on the dependent variable, analyze actual achievement by evaluating research results for each variable indicator to capture the real situation in the field, and determine the weight of each indicator using the "Cost, Benefit, Urgency, and Importance" (CBUI) criteria to establish a priority scale.

CONCLUSION

This study concludes that Organizational Citizenship Behavior (OCB) within the Mardi Yuana Foundation is primarily driven by mutual cooperation (X1), which demonstrates a strong and significant direct effect (β = 0.603). In contrast, organizational culture (X2), personality (X3), and transformational leadership (X4) do not show significant direct effects on OCB. However, transformational leadership plays a crucial mediating role, as all indirect paths (X1→X4→Y = 0.095; X2→X4→Y = 0.212; X3→X4→Y = 0.166) are positive and significant. These findings confirm that OCB is more effectively enhanced through indirect mechanisms, particularly leadership-driven processes. The study successfully achieves its objective by integrating Path Analysis and SITOREM to identify both causal relationships and priority improvement areas, offering a more actionable and data-driven framework.

Future research is recommended to incorporate additional variables such as intrinsic motivation and employee engagement, apply more advanced methods like Structural Equation

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Modeling (SEM) or longitudinal designs, and expand the application of SITOREM across different organizational sectors to improve generalizability and practical relevance.

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