



The Effect of Transformational Leadership and Organizational Culture on Civil Servants' Performance: The Mediating Role of Organizational Citizenship Behavior

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Abstract

The performance of Civil Servants (Aparatur Sipil Negara/ASN) is a crucial determinant of effective public administration, particularly in regional institutions that function as policy coordination centers. However, fluctuations in organizational performance indicated that formal performance management systems alone were insufficient to ensure consistent outcomes. This study aimed to analyze the effects of transformational leadership and organizational culture on ASN performance, with Organizational Citizenship Behavior (OCB) as a mediating variable. The research employed a quantitative explanatory approach involving 103 civil servants at the Regional Secretariat of Padang Pariaman Regency, selected through proportional stratified random sampling. Data were collected using a structured questionnaire measured on a Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The results showed that transformational leadership and organizational culture had positive and significant effects on OCB and ASN performance. Furthermore, OCB had the strongest and most significant influence on ASN performance and effectively mediates the relationship between transformational leadership, organizational culture, and performance. These findings indicated that improving ASN performance required not only structural and formal mechanisms, but also the strengthening of voluntary work behavior fostered by effective leadership and a supportive organizational culture.

Keywords: Transformational Leadership; Organizational Culture; Organizational Citizenship Behavior; Civil Servants' Performance.

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Introduction

Civil servants (Aparatur Sipil Negara/ASN) play a strategic role in the administration of government and national development in Indonesia. According to Law of the Republic of Indonesia Number 5 of 2014 on the Civil Service, ASN are defined as a professional workforce consisting of Civil Servants (Pegawai Negeri Sipil/PNS) and Government Employees with Work Agreements (Pegawai Pemerintah dengan Perjanjian Kerja/PPPK) who serve in government institutions. Data from the National Civil Service Agency indicate that in the second semester of 2024, the number of ASN in Indonesia exceeded 4.7 million individuals, distributed across ministries, agencies, and local governments. This large workforce positions ASN as the core component of the bureaucracy, playing a central role in supporting bureaucratic reform and achieving national development goals, including the Indonesia Emas 2045 vision.

Public organizations are currently facing increasing demands for transparency, accountability, and service quality in response to public expectations. Increasing public demand for transparency, accountability, and service quality has intensified pressure on public

organizations to improve civil servants' performance (Pakudu & Sos, 2024). In this context, ASN performance can no longer be understood narrowly as the achievement of administrative targets alone; rather, it must reflect the ability of civil servants to work effectively, collaboratively, and adaptively. This perspective aligns with contemporary performance models that conceptualize performance as a multidimensional construct encompassing task performance, contextual contribution, adaptive capability, and the avoidance of counterproductive work behaviors.

This phenomenon is reflected in the SAKIP performance scores of the Regional Secretariat of Padang Pariaman Regency from 2021 to 2025. The evaluation results during this period indicate fluctuations in organizational performance. In 2021 and 2022, the Regional Secretariat achieved an "A" rating; however, from 2023 to 2025, the SAKIP score declined to a "BB" rating. These fluctuations suggest that despite the implementation of managerial systems and regulatory frameworks, consistent organizational performance has not been fully realized. This condition underscores that improving ASN performance cannot rely solely on formal instruments, but also requires attention to behavioral factors and organizational dynamics.

Table 1. Performance Accountability (SAKIP) Scores of the Regional Secretariat of Padang Pariaman Regency (2021–2025)

No	Component	Weight	2021	2022	Weight	2023	2024	2025
1.	Performance Planning	30	30	26,80	30	24,90	25,50	23,70
2.	Performance Measurement	25	20,94	22,19	30	22,20	22,50	22,20
3.	Performance Reporting	15	10,61	12,12	15	13,50	11,10	11,10
4.	Internal Performance Evaluation	10	7,56	7,56	25	14,50	16,75	13,75
5.	Performance Achievement	20	17,19	19,03				
Jumlah		100			100			
Performance Accountability Score		86,29	87,7		75,10	75,85	70,75	
Performance Rating		A	A		BB	BB	BB	

Source: Prepared by the author in 2025

Performance management in public organizations involves not only measurement systems, but also continuous alignment between individual goals and organizational objectives through managerial and behavioral mechanisms (Armstrong & Baron, 2005). The performance of the State Civil Apparatus (ASN) plays a strategic role in ensuring the effectiveness of local government administration, particularly in regional institutions that function as policy coordination centers, such as the Regional Secretariat of Padang Pariaman Regency. Although formal performance management systems and regulatory frameworks have been implemented, organizational performance has not shown consistent improvement. This condition indicates that performance outcomes are not solely determined by structural and administrative mechanisms but are also influenced by behavioral and organizational factors.

This phenomenon is reflected in the SAKIP evaluation results of the Regional Secretariat of Padang Pariaman Regency during the 2021–2025 period. The institution achieved an "A" rating in 2021 and 2022; however, from 2023 to 2025, the performance rating declined to "BB." These fluctuations suggest that despite the implementation of accountability systems, consistency in

organizational performance has not been fully achieved, highlighting the need to examine non-formal determinants of ASN performance.

ASN performance is influenced by various factors, among which leadership and organizational culture are considered critical in the public sector context. Leadership plays an essential role in directing, motivating, and inspiring employees, while organizational culture shapes shared values, norms, and work behaviors. In this regard, transformational leadership is particularly relevant to modern public organizations, as it encourages change, strengthens commitment, and motivates employees to perform beyond formal job requirements.

Preliminary observations at the Regional Secretariat of Padang Pariaman Regency indicate that transformational leadership practices have not been fully effective. Leadership is still perceived as predominantly instructive, with limited encouragement for innovation and individual initiative. Moreover, the prevailing organizational culture remains hierarchical and procedural, constraining cross-unit collaboration and creativity. These conditions are associated with low levels of Organizational Citizenship Behavior (OCB), as reflected in limited voluntary assistance among employees, low participation in organizational activities, and persistent disciplinary issues.

Organizational Citizenship Behavior represents discretionary behaviors that exceed formal job duties and are not explicitly rewarded, yet significantly contribute to organizational effectiveness. In public sector organizations, OCB is crucial because ASN performance depends not only on rule compliance but also on cooperation, initiative, and collective commitment. Previous studies have demonstrated that transformational leadership and organizational culture influence employee performance through OCB, positioning OCB as an important mediating mechanism.

Based on these empirical conditions and theoretical considerations, this study examines the influence of transformational leadership and organizational culture on ASN performance, with Organizational Citizenship Behavior as an intervening variable at the Regional Secretariat of Padang Pariaman Regency. This research is expected to contribute to the literature on public sector performance and provide practical insights for local governments in developing sustainable strategies to enhance ASN performance.

Literature Review and Hypothesis

State Civil Apparatus (ASN) Performance

The performance of the State Civil Apparatus (Aparatur Sipil Negara/ASN) represents a fundamental dimension of public sector effectiveness, as it reflects the capacity of civil servants to deliver public services, implement policies, and achieve organizational goals. Robbins and Judge (2019) conceptualize performance as the result of individual behavior that contributes to organizational objectives. However, in public sector organizations, performance cannot be interpreted solely as task completion, but must also encompass behavioral and contextual dimensions. Performance Theory proposed by Campbell et al. (1993) explains that individual performance is shaped by three core elements: ability, motivation, and opportunity. This framework emphasizes that performance outcomes are not merely the result of individual competence, but also depend on organizational conditions that enable or constrain behavior. Employee performance refers to the level of achievement of tasks and responsibilities assigned to employees within an organization. Employee performance can also be understood as a multidimensional construct encompassing quality, quantity, timeliness, and behavioral aspects of work outcomes (Bernardin & Russell, 1992).

In line with this perspective, Abbasi et al. (2022) proposed a multidimensional individual performance model consisting of task performance, contextual performance, adaptive performance, and counterproductive work behavior. This approach reflects the view that employee performance encompasses not only task completion but also behavioral and contextual aspects (Bernardin & Russell, 1992). The model is particularly relevant to public sector organizations, where employees are required to adapt to policy changes, collaborate across units, and maintain public trust. In the Indonesian public bureaucracy, ASN performance is closely associated with accountability systems such as the Government Performance Accountability

System (SAKIP). However, fluctuations in performance ratings suggest that formal performance management mechanisms alone are insufficient, as performance outcomes are also shaped by leadership quality, organizational culture, and employee behavior (Armstrong & Baron, 2005; Dwiyanto, 2021). Therefore, analyzing ASN performance requires integrating behavioral perspectives that explain how organizational and leadership factors influence work behavior beyond formal job descriptions.

Transformational Leadership

Transformational leadership is a leadership approach that emphasizes the ability of leaders to inspire, motivate, and transform followers' values and behaviors to achieve higher levels of performance and organizational commitment. Burns (1978) introduced transformational leadership as a process in which leaders and followers elevate one another to higher levels of motivation and morality. This concept was further developed by Bass (1990), who argued that transformational leaders motivate followers to transcend personal interests for the sake of organizational goals.

Bass (1994) operationalized transformational leadership through the Full Range Leadership Model, which identifies four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). Transformational leadership encourages employees to go beyond formal job requirements and contribute voluntarily to organizational goals. Transformational leadership has been found to positively affect Organizational Citizenship Behavior in public sector institutions, reinforcing voluntary work behavior among employees (Pradipta & Wajdi, 2024). These dimensions reflect leaders who act as role models, articulate a compelling vision, encourage creativity, and provide individualized support. In public sector organizations, transformational leadership is particularly relevant because bureaucratic structures often limit flexibility and innovation. Transformational leaders can counterbalance these constraints by fostering intrinsic motivation, trust, and psychological empowerment among civil servants.

From a theoretical perspective, transformational leadership influences performance not only directly, but also indirectly through behavioral mechanisms. By stimulating higher levels of commitment and identification with organizational goals, transformational leaders encourage employees to engage in discretionary behaviors that exceed formal job requirements. Such behaviors are closely associated with Organizational Citizenship Behavior (OCB). Therefore, transformational leadership can be theoretically positioned as an antecedent of OCB, which subsequently enhances ASN performance by improving cooperation, initiative, and adaptability within public organizations.

Organizational Culture

Organizational culture refers to a system of shared values, norms, beliefs, and assumptions that guide members' behavior within an organization (Robbins & Judge, 2019). (Schein, 2010) defines organizational culture as a pattern of basic assumptions learned by a group as it solves problems of external adaptation and internal integration, which are then taught to new members as the correct way to perceive and act. This definition highlights the role of culture as an implicit control mechanism that shapes employee behavior without formal enforcement. (Hofstede, 2011) conceptualizes organizational culture as the collective programming of the mind that distinguishes one organization from another. Organizational culture represents shared values and norms that guide employee behavior within organizations (Hofstede, 1980). Organizational culture shapes employees' attitudes and work behavior by influencing how individuals perceive organizational expectations and respond to managerial practices (Ivancevich et al., 2011). In organizational behavior studies, Robbins and Judge (2019) identify several cultural dimensions, including innovation, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. These dimensions influence how employees interpret organizational expectations and respond to work demands.

In public sector organizations, organizational culture plays a strategic role in shaping ASN behavior, particularly in relation to professionalism, accountability, integrity, and service orientation. A strong and supportive organizational culture can create a work environment that

encourages collaboration, responsibility, and proactive behavior. Conversely, a rigid and hierarchical culture may inhibit initiative and voluntary contribution. Therefore, organizational culture is theoretically expected to influence ASN performance both directly, by shaping work discipline and responsibility, and indirectly, by fostering Organizational Citizenship Behavior as a form of voluntary compliance with organizational values.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) refers to discretionary individual behavior that is not formally rewarded but contributes to organizational effectiveness (Organ, 1988). OCB represents employees' willingness to go beyond formal job requirements, such as helping colleagues, maintaining organizational harmony, and actively participating in organizational activities. Podsakoff et al. (2000) classify OCB into several dimensions, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. From a theoretical standpoint, OCB plays a critical role in public sector organizations, where performance outcomes depend heavily on coordination, cooperation, and service quality. ASN performance is not solely determined by compliance with rules and procedures, but also by voluntary behaviors that support smooth administrative processes and effective policy implementation. OCB reduces coordination costs, enhances teamwork, and strengthens organizational resilience in facing complex bureaucratic challenges.

Moreover, OCB functions as a behavioral mechanism that links leadership and organizational culture to performance outcomes. Transformational leadership encourages employees to internalize organizational goals, while a strong organizational culture reinforces shared values that support voluntary behavior. Through OCB, these organizational factors are translated into tangible performance improvements. Therefore, OCB is theoretically positioned as a mediating variable that explains how transformational leadership and organizational culture influence ASN performance in a sustainable manner. Studies on Indonesian civil servants indicate that organizational culture significantly influences Organizational Citizenship Behavior, which in turn supports performance improvement (Aditya & Suharto, 2025).

Based on the theoretical review, ASN performance is influenced not only by formal management systems but also by leadership style, organizational culture, and voluntary work behavior. Transformational leadership and organizational culture are expected to directly enhance ASN performance by shaping motivation, commitment, and work discipline. In addition, both variables are theoretically assumed to foster Organizational Citizenship Behavior, which serves as a behavioral pathway through which leadership and culture exert their influence on performance. In addition, leadership practices play a significant role in shaping employees' motivation and commitment. Transformational leadership in public sector organizations contributes to improved employee attitudes and performance by fostering motivation and commitment (Alifia et al., 2025).

Organizational Citizenship Behavior is positioned as a mediating variable because it represents the internalization of organizational values and leadership influence into discretionary behavior that supports organizational effectiveness. Empirical evidence in the Indonesian public sector confirms that a supportive organizational culture strengthens Organizational Citizenship Behavior among civil servants (Daliaputri et al., 2022). Therefore, examining the mediating role of OCB provides a deeper understanding of the mechanism through which transformational leadership and organizational culture contribute to ASN performance in public sector organizations. In this study, OCB is positioned as a mediating variable that explains the mechanism through which transformational leadership and organizational culture influence ASN performance at the Regional Secretariat of Padang Pariaman Regency. Based on the theoretical review and conceptual framework, the following hypotheses are proposed:

H1: Transformational leadership has a significant positive effect on ASN performance at the Regional Secretariat of Padang Pariaman Regency.

H2: Organizational culture has a significant positive effect on ASN performance at the Regional Secretariat of Padang Pariaman Regency.

H3: Transformational leadership has a significant positive effect on Organizational Citizenship Behavior (OCB) at the Regional Secretariat of Padang Pariaman Regency.

H4: Organizational culture has a significant positive effect on Organizational Citizenship Behavior (OCB) at the Regional Secretariat of Padang Pariaman Regency.

H5: Organizational Citizenship Behavior (OCB) has a significant positive effect on ASN performance at the Regional Secretariat of Padang Pariaman Regency.

H6: Transformational leadership has a significant indirect effect on ASN performance through Organizational Citizenship Behavior (OCB) at the Regional Secretariat of Padang Pariaman Regency.

H7: Organizational culture has a significant indirect effect on ASN performance through Organizational Citizenship Behavior (OCB) at the Regional Secretariat of Padang Pariaman Regency.

Method

This study employs a quantitative approach with an explanatory research design, aiming to explain the causal relationships among independent variables, a mediating variable, and a dependent variable. The research is designed to analyze the effects of transformational leadership and organizational culture on the performance of civil servants (ASN), with Organizational Citizenship Behavior (OCB) serving as an intervening variable at the Regional Secretariat of Padang Pariaman Regency.

The population of this study consists of all ASN working at the Regional Secretariat of Padang Pariaman Regency, totaling 136 employees. Based on the sampling technique applied, a sample of 103 respondents was obtained. The sampling was conducted using proportional stratified random sampling to ensure that each unit within the Regional Secretariat was represented proportionally according to the number of ASN in each section. Data were collected using a structured questionnaire developed based on the indicators of each research variable and measured using a five-point Likert scale ranging from strongly disagree to strongly agree. The research instruments were constructed with reference to established theories and previous empirical studies related to transformational leadership, organizational culture, Organizational Citizenship Behavior, and ASN performance.

Data analysis was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS version 4.0. SEM-PLS was selected because it allows simultaneous analysis of relationships among variables, including the examination of both direct and indirect (mediating) effects, and is appropriate for studies with a relatively moderate sample size. The data analysis procedures included the evaluation of the outer model to assess construct validity and reliability using factor loadings, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. Subsequently, the inner model was evaluated to examine the structural relationships among variables through R-square values, path coefficients, and significance testing using the bootstrapping procedure. The mediating effect of Organizational Citizenship Behavior was assessed by examining the significance of indirect effects within the structural model.

Results and Discussion

Characteristic of Respondents

Based on the respondents' characteristics data as shown at Tabel 2, the gender composition shows that female respondents slightly outnumber male respondents. Female respondents totaled 55 individuals (46.7 percent), while male respondents accounted for 48 individuals (53.3 percent). This composition indicates that the structure of the civil servants (ASN) at the Regional Secretariat of Padang Pariaman Regency is relatively balanced in terms of gender, suggesting that there is no significant dominance of either male or female ASN in the execution of governmental duties.

Table 2. Characteristics of Respondents based on Gender, Age, Work Period, Rank/Class, and Education Level

No	Characteristics of respondents	Frequency	(%)
Gender			
	Man	48	53.3
	Women	55	46.7
Age (Years)			
	21 – 30	31	30.1
	31 – 40	33	32.0
	41 – 50	25	24.3
	>50	14	13.6
Years of service			
	< 5	33	32.0
	6 – 10	18	17.5
	11 – 20	19	18.4
	21 – 30	19	18.4
	>30	14	13.6
Rank/Class			
	II	17	16.5
	III	69	67.0
	IV	17	16.5
Education Level			
	Senior High School	8	7.8
	Diploma I/II/III	5	4.9
	Bachelor	72	69.9
	Master	18	17.5

Source: Prepared by the author in 2025

From the age perspective, the majority of respondents fall within the productive age range. Respondents aged 31–40 years constitute the largest group, with 33 individuals (32.0 percent), followed by those aged 21–30 years, totaling 31 individuals (30.1 percent). Furthermore, respondents aged 41–50 years amount to 25 individuals (24.3 percent), while those above 50 years represent the smallest group, with 14 individuals (13.6 percent). This age distribution indicates that most ASN are in their productive working years, which potentially reflects adequate energy, motivation, and adaptability to the dynamic demands of bureaucratic work. Nevertheless, the presence of ASN approaching retirement age remains an important consideration for ensuring performance sustainability and knowledge transfer within the organization.

In terms of years of service, the data reveal that most respondents possess relatively adequate work experience. Respondents with less than five years of service number 33 individuals (32.0 percent), indicating ongoing regeneration of ASN within the Regional Secretariat of Padang Pariaman Regency. Meanwhile, respondents with 6–10 years of service total 18 individuals (17.5 percent), those with 11–20 years and 21–30 years of service each account for 19 individuals (18.4 percent), and respondents with more than 30 years of service total 14 individuals (13.6 percent). This variation in tenure illustrates a combination of long-serving and relatively new ASN, which potentially creates a balance between experience, organizational stability, and renewal.

The characteristics of respondents based on rank or grade indicate that the majority of ASN are classified in Grade III, totaling 69 individuals (67.0 percent). Meanwhile, ASN in Grades II and IV each number 17 individuals (16.5 percent). The dominance of Grade III suggests that most ASN are positioned at a middle career level, generally possessing sufficient work experience, administrative competence, and significant structural or functional responsibilities in supporting organizational performance.

Regarding educational level, the majority of respondents hold a Bachelor's degree (S1), totaling 72 individuals (69.9 percent). Respondents with a Master's degree (S2) account for 18 individuals (17.5 percent), while those with a senior high school education number 8 individuals (7.8 percent), and Diploma I/II/III graduates total 5 individuals (4.9 percent). This educational

composition indicates that, in general, ASN at the Regional Secretariat of Padang Pariaman Regency possess a relatively strong educational background, which theoretically supports analytical thinking, decision-making capabilities, and the professional execution of governmental tasks. A relatively high level of education also serves as an important asset in enhancing ASN performance, particularly in responding to the increasingly complex demands of bureaucratic reform and public service delivery.

Validity and reliability tests

Validity and reliability tests were conducted to ensure that the research instruments were able to measure the constructs accurately and consistently. The evaluation of the measurement model (outer model) in this study was carried out using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach with the assistance of SmartPLS version 4 software. The outer model assessment included tests of convergent validity, discriminant validity, and construct reliability, which were evaluated using Composite Reliability and Cronbach's Alpha values.

Convergent validity was assessed based on the outer loading values of each indicator on its respective construct. An indicator is considered valid if it has an outer loading value greater than 0.70. The results of the data analysis indicate that all indicators measuring Organizational Culture, Transformational Leadership, Organizational Citizenship Behavior (OCB), and ASN Performance have outer loading values exceeding the recommended threshold. Therefore, all indicators are deemed valid and suitable for further analysis.

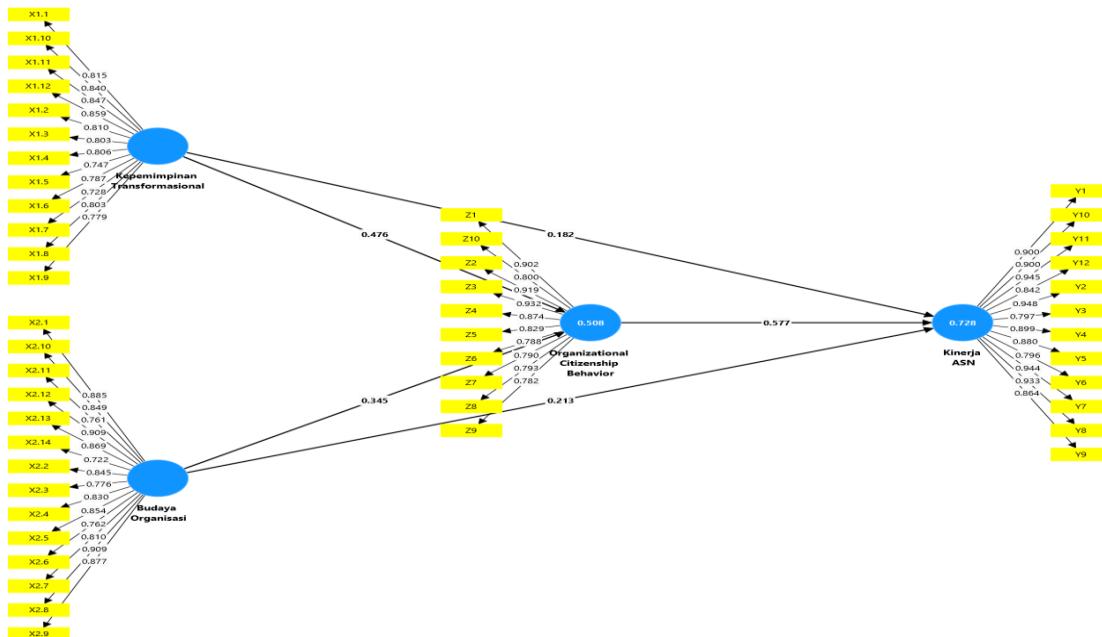


Figure 1. Results of the Validity and Reliability of Research Instruments

In addition, convergent validity was further supported by the Average Variance Extracted (AVE) values. The results indicate that all constructs have AVE values greater than 0.50, suggesting that each construct explains more than half of the variance of its indicators.

Construct reliability was assessed using Composite Reliability and Cronbach's Alpha, with the recommended minimum threshold of 0.70. The analysis results show that all research variables have Composite Reliability and Cronbach's Alpha values exceeding 0.70. This indicates that the research instruments demonstrate good internal consistency and are reliable for further analysis.

Table 3. Results of AVE Test, Composite Reliability dan Cronbach's Alpha

Variable	Average variance extracted (AVE)	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Organizational Culture	0,697	0,966	0,968	0,970
Transformational Leadership	0,644	0,950	0,952	0,956
ASN Performance	0,790	0,975	0,978	0,978
Organizational Citizenship Behavior	0,710	0,954	0,963	0,961

Source: Prepared by the author in 2025

Furthermore, discriminant validity was assessed using the Heterotrait–Monotrait Ratio (HTMT) criterion. The results indicate that all HTMT values between constructs are below the recommended threshold of 0.90. Therefore, it can be concluded that each construct in this study demonstrates adequate discriminant validity, and no measurement overlap occurs among the variables.

Table 4. Results of HTMT test

Variable	Heterotrait-monotrait ratio (HTMT)
Transformational Leadership ↔ Organizational Culture	0,511
ASN Performance ↔ Organizational Culture	0,654
ASN Performance ↔ Transformational Leadership	0,681
Organizational Citizenship Behavior ↔ Organizational Culture	0,596
Organizational Citizenship Behavior ↔ Transformational Leadership	0,667
Organizational Citizenship Behavior ↔ ASN Performance	0,825

Source: Prepared by the author in 2025

Based on the results of the validity and reliability tests, it can be concluded that all constructs and indicators in this study meet the required validity and reliability criteria. Accordingly, the measurement model is considered appropriate and suitable for further analysis in the structural model (inner model) evaluation.

Inner Model (Structural Model)

The inner model evaluation was conducted to assess the strength of the causal relationships among latent variables and the model's ability to explain endogenous variables. In this study, the inner model assessment includes the coefficient of determination (R-square), hypothesis testing through path coefficients, and the examination of indirect effects (mediation effects) through the Organizational Citizenship Behavior (OCB) variable. The coefficient of determination (R-square) is used to measure the extent to which independent variables are able to explain the variance of dependent variables. A higher R-square value indicates a greater explanatory power of the research model.

Table 5. Hasil Uji Nilai R-Square (R2)

Variable	R-square	R-square adjusted
ASN Performance	0,728	0,720
Organizational Citizenship Behavior	0,508	0,498

Source: Prepared by the author in 2025

(The Effect of Transformational Leadership and Organizational Culture on ...)

1. The R-square value for the ASN Performance variable is 0.728. This result indicates that 72.8% of the variance in ASN Performance can be explained by Organizational Culture, Transformational Leadership, and Organizational Citizenship Behavior (OCB), while the remaining 27.2% is explained by other variables not included in this research model. An R-square value of 0.728 indicates that the structural model for ASN Performance falls into the substantial category, meaning that the independent variables have a strong predictive power on ASN performance.
2. The R-square value for the Organizational Citizenship Behavior (OCB) variable is 0.508. This finding suggests that 50.8% of the variance in OCB can be explained by Organizational Culture and Transformational Leadership, while the remaining 49.2% is influenced by other factors outside the scope of this study. This R-square value indicates that the model explaining OCB is in the moderate category, implying that the independent variables adequately explain the formation of OCB among employees.

Hypothesis Testing Test Results

Hypothesis testing was conducted by examining the path coefficients, t-statistics, and p-values obtained through the bootstrapping procedure in SmartPLS. A relationship between variables is considered significant if the t-statistic value exceeds 1.96 and the p-value is less than 0.05.

Table 6. Hypothesis Testing Test Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/ST DEV)	P values
Organizational Culture → ASN Performance	0,213	0,208	0,084	2,538	0,011
Organizational Culture → Organizational Citizenship Behavior	0,345	0,343	0,091	3,797	0,000
Transformational Leadership → ASN Performance	0,182	0,178	0,083	2,191	0,029
Transformational Leadership → Organizational Citizenship Behavior	0,476	0,484	0,096	4,957	0,000
Organizational Citizenship Behavior → ASN Performance	0,577	0,582	0,110	5,246	0,000

Source: Prepared by the author in 2025

The results of hypothesis testing for the structural model are presented as follows:

1. The test of the effect of Organizational Culture on ASN Performance shows a significant result. Based on the data analysis, the path coefficient (original sample) is 0.213, with a t-statistic value of 2.538 and a p-value of 0.011. Since the t-statistic value (2.538) is greater than 1.96 and the p-value (0.011) is less than 0.05, the hypothesis is accepted. This finding indicates that Organizational Culture has a positive and significant effect on ASN Performance, meaning that a stronger organizational culture leads to improved ASN performance.
2. The test of the effect of Organizational Culture on Organizational Citizenship Behavior (OCB) also yields a significant result. The analysis shows a path coefficient of 0.345, with a t-statistic value of 3.797 and a p-value of 0.000. As the t-statistic value exceeds 1.96 and the p-value is below 0.05, it can be concluded that Organizational Culture has a positive and significant influence on OCB. This result implies that a supportive organizational culture contributes to the enhancement of employees' OCB.
3. The test of the effect of Transformational Leadership on ASN Performance indicates a significant influence. The results reveal a path coefficient of 0.182, with a t-statistic value of 2.191 and a p-value of 0.029. Given that the t-statistic value is higher than 1.96 and the p-

value is lower than 0.05, this hypothesis is supported. This finding demonstrates that Transformational Leadership has a positive and significant contribution to improving ASN performance.

4. The test of the effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) shows a highly significant result. The data indicate a path coefficient of 0.476, with a t-statistic value of 4.957 and a p-value of 0.000. Since the t-statistic value far exceeds 1.96 and the p-value meets the significance criterion (< 0.05), the hypothesis is accepted. This result confirms that effective Transformational Leadership significantly enhances OCB among employees.
5. The test of the effect of Organizational Citizenship Behavior (OCB) on ASN Performance demonstrates the strongest and most significant relationship among all tested paths. The estimation results show a path coefficient of 0.577, with the highest t-statistic value of 5.246 and a p-value of 0.000. As the t-statistic value is greater than 1.96 and the p-value is below 0.05, the hypothesis is accepted. This finding indicates that OCB has a strong, positive, and significant impact on ASN Performance, suggesting that higher levels of extra-role behavior substantially contribute to improved employee performance.

The following are the results of testing the indirect (mediating) effects of variable X on variable Y through variable Z :

Table 7. The Indirect (Mediating) Effects Test Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture → Organizational Citizenship Behavior → ASN Performance	0,199	0,202	0,072	2,748	0,006
Transformational Leadership → Organizational Citizenship Behavior → ASN Performance	0,275	0,281	0,077	3,568	0,000

Source: Prepared by the author in 2025

1. The indirect effect of Organizational Culture on ASN Performance through Organizational Citizenship Behavior (OCB) was found to be significant. Based on the analysis results, the indirect path coefficient was 0.199, with a T-statistic of 2.748 and a p-value of 0.006. Since the T-statistic exceeds the critical value of 1.96 and the p-value is less than 0.05, the hypothesis is accepted. This finding indicates that Organizational Citizenship Behavior (OCB) positively and significantly mediates the relationship between Organizational Culture and ASN Performance. In other words, a strong organizational culture enhances OCB, which in turn leads to improved ASN performance.
2. The indirect effect of Transformational Leadership on ASN Performance through Organizational Citizenship Behavior (OCB) also demonstrated a significant result. The analysis showed an indirect path coefficient of 0.275, with a T-statistic of 3.568 and a p-value of 0.000. As the T-statistic is greater than 1.96 and the p-value is below 0.05, the mediating effect is statistically significant. This result suggests that Organizational Citizenship Behavior (OCB) functions as an effective intervening variable, whereby transformational leadership enhances employees' OCB, which subsequently contributes significantly to improved ASN performance.

Discussion

1. The Effect of Organizational Culture on Civil Servants' Performance

The results of this study indicate that organizational culture has a positive and significant effect on the performance of civil servants at the Regional Secretariat of Padang Pariaman Regency. This finding suggests that a strong and supportive organizational culture contributes directly to improving ASN performance. From a theoretical perspective, this result aligns with Robbins and

Judge (2019), who argue that organizational culture functions as a shared value system that shapes employee behavior and work orientation. Previous empirical studies have shown that a strong organizational culture significantly contributes to improved employee performance by fostering shared values and work discipline (Akpa et al., 2021).

In public sector organizations, organizational culture serves as an implicit control mechanism that guides employees' attitudes and behaviors without relying solely on formal rules and supervision. In public sector organizations, organizational culture plays a critical role in shaping work behavior and service performance, particularly in bureaucratic environments (Amirulkamar et al., 2023). When values such as discipline, accountability, cooperation, and service orientation are internalized, civil servants tend to perform their duties more effectively and responsibly. This explains why ASN working in a positive cultural environment demonstrate higher performance levels, even within bureaucratic structures that are often rigid and hierarchical. Furthermore, this finding supports Schein's (2010) view that organizational culture influences how employees perceive their roles and responsibilities. In the context of the Regional Secretariat, a culture that emphasizes teamwork and responsibility encourages ASN to align their individual performance with organizational goals, thereby enhancing overall performance outcomes.

2. The Effect of Organizational Culture on Organizational Citizenship Behavior (OCB)

The results also reveal that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB). This finding indicates that organizational culture plays an important role in fostering voluntary and extra-role behavior among civil servants. Theoretically, this result supports the argument that shared values and norms embedded in organizational culture shape employees' willingness to engage in discretionary behavior. A supportive organizational culture creates a work environment that encourages mutual assistance, initiative, and loyalty. In public organizations, where task interdependence is high, such cultural values strengthen cooperation and collective responsibility. According to organizational behavior theory, when employees perceive organizational culture as fair, supportive, and meaningful, they are more likely to exhibit OCB as a form of reciprocal behavior toward the organization.

In the context of the Regional Secretariat of Padang Pariaman Regency, this finding suggests that strengthening organizational culture can be an effective strategy for increasing OCB among ASN. A culture that promotes teamwork and shared responsibility encourages civil servants to help colleagues, participate in organizational activities, and contribute beyond formal job requirements.

3. The Effect of Transformational Leadership on Civil Servants' Performance

The findings of this study indicate that transformational leadership has a positive and significant effect on civil servants' performance. This result confirms the theoretical assumption proposed by Bass (1994) that transformational leaders are capable of enhancing employee performance by inspiring and motivating subordinates. Although the magnitude of the direct effect is smaller compared to other variables, the significance of this relationship highlights the strategic role of leadership in public sector organizations. Transformational leadership contributes to performance improvement by fostering intrinsic motivation, trust, and commitment among civil servants. Through inspirational motivation and idealized influence, leaders communicate a clear vision and act as role models, encouraging ASN to perform their duties with greater responsibility and dedication. In bureaucratic environments, where formal rules may limit flexibility, transformational leadership provides psychological empowerment that enhances individual performance.

This finding indicates that leadership effectiveness in public organizations is not merely reflected in directive authority, but also in the leader's ability to influence attitudes and values. Therefore, transformational leadership remains an important determinant of ASN performance, particularly when combined with supportive organizational culture and voluntary work behavior.

4. The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB)

The results demonstrate that transformational leadership has a strong and significant effect on Organizational Citizenship Behavior (OCB). This finding supports the theoretical view that transformational leadership encourages employees to go beyond formal job requirements by strengthening emotional attachment and identification with organizational goals. According to Bass and Riggio (2006), transformational leaders stimulate followers through intellectual stimulation and individualized consideration, which foster a sense of ownership and personal growth. These leadership behaviors encourage civil servants to voluntarily assist colleagues, take initiative, and maintain a positive work environment. In public sector organizations, such voluntary behavior is essential for ensuring effective coordination and service delivery.

In the context of the Regional Secretariat of Padang Pariaman Regency, this result suggests that transformational leadership serves as a key driver of OCB. Leaders who demonstrate inspirational and supportive behavior are more likely to cultivate a work atmosphere where civil servants willingly contribute beyond formal duties, thereby strengthening organizational effectiveness..

5. The Effect of Organizational Citizenship Behavior (OCB) on Civil Servants' Performance

The analysis reveals that Organizational Citizenship Behavior (OCB) has the strongest and most significant effect on civil servants' performance among all variables examined. This finding confirms the theoretical argument proposed by Organ (1988) and Podsakoff et al. (2000) that OCB enhances organizational effectiveness by improving cooperation, reducing coordination costs, and strengthening teamwork. In public sector organizations, ASN performance depends not only on the achievement of formal targets, but also on the willingness of employees to engage in voluntary behaviors that support organizational processes. Civil servants who demonstrate high levels of OCB tend to collaborate more effectively, adapt to changing demands, and contribute to a positive organizational climate. These behaviors directly enhance individual and organizational performance.

This finding explains why OCB exerts a stronger influence on performance than leadership and organizational culture directly. OCB represents the behavioral manifestation of leadership influence and cultural values, translating abstract organizational factors into concrete performance outcomes..

6. The Mediating Role of Organizational Citizenship Behavior (OCB)

The results of the mediation analysis indicate that Organizational Citizenship Behavior (OCB) significantly mediates the relationship between organizational culture and civil servants' performance, as well as between transformational leadership and civil servants' performance. This finding provides empirical support for the theoretical assumption that OCB functions as a behavioral mechanism linking organizational factors to performance outcomes. Organizational culture and transformational leadership shape employees' attitudes, values, and motivation. However, their influence on performance becomes more substantial when these factors are translated into voluntary work behavior. Through OCB, civil servants internalize organizational values and leadership influence, resulting in improved cooperation, initiative, and commitment, which ultimately enhance performance.

This result highlights that efforts to improve ASN performance should not focus solely on structural reforms and formal performance management systems. Instead, public organizations need to strengthen leadership practices and organizational culture that encourage Organizational Citizenship Behavior as a sustainable pathway to performance improvement.

Conclusion

Based on the results of the research and the discussion conducted, it can be concluded that the performance of Civil Servants (ASN) at the Regional Secretariat of Padang Pariaman Regency is influenced by transformational leadership, organizational culture, and Organizational Citizenship Behavior (OCB). The analysis results indicate that organizational culture and

transformational leadership have a positive and significant effect on ASN performance, although the direct effect is relatively smaller compared to the indirect effect through OCB.

This study also demonstrates that organizational culture and transformational leadership positively and significantly affect Organizational Citizenship Behavior (OCB). These findings indicate that strong organizational values, coupled with leadership capable of providing inspiration, motivation, and role modeling, can encourage civil servants to exhibit voluntary work behavior that goes beyond formal job requirements. Furthermore, Organizational Citizenship Behavior (OCB) is proven to have the strongest and most significant effect on ASN performance. This confirms that extra-role behaviors, such as willingness to help colleagues, taking initiative, and maintaining a harmonious work environment, are key factors in enhancing the performance of personnel in the public bureaucracy. In addition, the results of indirect effect testing indicate that Organizational Citizenship Behavior (OCB) serves as an effective mediating variable in the relationship between organizational culture and transformational leadership on ASN performance. Therefore, improving ASN performance can be achieved not only through structural and formal organizational improvements but also by strengthening voluntary work behavior that emerges from a conducive organizational culture and effective transformational leadership.

Overall, this study emphasizes that the success of improving ASN performance at the Regional Secretariat of Padang Pariaman Regency highly depends on the organization's ability to build a strong work culture, consistently apply transformational leadership, and foster Organizational Citizenship Behavior as a key behavior supporting the effectiveness of public organizations.

Based on the research conclusions outlined above, the following recommendations are proposed:

1. For the Leadership of the Regional Secretariat of Padang Pariaman Regency, Leaders are advised to continuously strengthen the consistent application of transformational leadership, particularly in providing motivation, role modeling, and attention to ASN development. Involving ASN in decision-making processes, reinforcing the organization's vision and mission, and providing performance-based rewards should be enhanced to foster commitment and voluntary work behavior. Moreover, providing adequate work facilities, a comfortable work environment, and optimal information technology support are important factors in improving ASN performance and the quality of public services.
2. For the Organization, the Regional Secretariat of Padang Pariaman Regency needs to strengthen an organizational culture that supports cooperation, responsibility, integrity, and public service orientation. Organizational values should not only be formally communicated but also internalized through daily work practices. Strengthening Organizational Citizenship Behavior (OCB) can be achieved through soft skills training, continuous development programs, and collaborative management practices that encourage initiative, social care, and collective responsibility among ASN. These efforts are crucial for creating a professional, responsive, and citizen-oriented bureaucracy.
3. For Civil Servants (ASN), civil servants at the Regional Secretariat of Padang Pariaman Regency are expected to increase awareness of the importance of voluntary work behavior as part of professional conduct. Willingness to assist colleagues, take initiative in completing tasks, and actively participate in organizational activities will positively contribute to improving both individual and overall organizational performance.

For Future Research, this study is limited by the population and sample size, which only include ASN within the Regional Secretariat of Padang Pariaman Regency. Future research is expected to use a broader population and sample, such as all ASN at the local government level. In addition, future studies are recommended to include other variables that may affect ASN performance, such as work motivation, job satisfaction, organizational commitment, or work environment, and to use longer or shorter research periods or a mixed-methods approach to obtain a more comprehensive understanding.

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