

The Influence of Transformational Leadership Style and Work Culture on Organizational Citizenship Behavior through Employee Work Motivation (A Study at the Secretariat of the Ministry / Main Secretariat of the Ministry of Population and Family Development / BKKBN)

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Abstract

This study aims to examine the influence of transformational leadership style and work culture on organizational citizenship behavior (OCB) through the mediating role of work motivation among employees at the Secretariat of the Ministry/Main Secretariat of the Ministry of Population and Family Development/BKKBN following the 2024 institutional reform. Using a quantitative causal design with an explanatory survey approach, data were collected from 150 employees through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The results show that transformational leadership style and work culture have significant positive direct effects on both work motivation and OCB. Work motivation exerts the strongest direct influence on OCB ($\beta = 0.442$) and significantly mediates the relationships between transformational leadership and OCB ($\beta = 0.172$) as well as between work culture and OCB ($\beta = 0.112$). All seven hypotheses were supported. The structural model demonstrated strong explanatory power (R^2 OCB = 0.571) and predictive relevance ($Q^2 = 0.680$). These findings confirm that work motivation serves as a critical psychological mechanism linking leadership and cultural factors to extra-role behaviors. Theoretically, this study enriches public management literature by validating an integrated model in a post-restructuring government context. Practically, the results provide actionable recommendations for BKKBN leadership to strengthen transformational leadership practices, foster a more innovative work culture, and enhance employee motivation to support successful bureaucratic reform in Indonesia.

Keywords: Transformational Leadership; Work Culture; Work Motivation; Organizational Citizenship Behavior; Bureaucratic Reform.

INTRODUCTION

Indonesia's bureaucratic reform has entered a new phase with the enactment of Presidential Regulation No. 180 of 2024 concerning the Ministry of Population and Family Development and Presidential Regulation No. 181 of 2024 concerning the National Population and Family Planning Board (BKKBN). These institutional reforms involve significant organizational streamlining, simplification of structures, and a shift toward functional positions based on cross-unit teams. Such transformations demand elevated levels of extra-role behaviors, commonly referred to as Organizational Citizenship Behavior (OCB), among employees to ensure the effective implementation of public service missions.

Despite relatively high employee attendance rates at the Secretariat of the Ministry/Main Secretariat of BKKBN (averaging 91-96% between July and December 2025), voluntary extra-role behaviors remain low. Indicators include limited spontaneous initiatives, weak cross-bureau collaboration, and minimal contributions beyond formal job requirements. This discrepancy is critical because the success of bureaucratic reform in the public sector relies not only on structural and regulatory adjustments but also on fundamental changes in employee behavior and mindset.

As Frederickson (2018) emphasized in his foundational work on public administration, the effectiveness of public organizations is profoundly influenced by the ethical

commitment and proactive behaviors of civil servants, who act as moral agents serving the public interest. In the Indonesian context, where bureaucratic reform emphasizes agility, collaboration, and innovation, fostering OCB has become a strategic necessity.

Transformational leadership and organizational work culture are recognized as pivotal antecedents that shape OCB, primarily through their influence on employee work motivation. Transformational leaders inspire subordinates to exceed self-interest by articulating a compelling vision, providing intellectual stimulation, individualized consideration, and idealized influence (Bass & Riggio, 2006). A strong work culture, conceptualized through frameworks such as the Competing Values Framework, fosters shared norms and values that encourage discretionary behaviors (Cameron & Quinn, 2011). Work motivation encompassing intrinsic factors (e.g., achievement and recognition) and extrinsic factors (e.g., rewards and working conditions) functions as a key psychological mechanism linking these antecedents to citizenship behaviors (Herzberg, 1966; Organ, 1988).

Empirical studies consistently support these relationships. Internationally, research demonstrates that transformational leadership positively influences OCB, with motivation and related factors often serving as mediators. For instance, Lee et al. (2024) highlighted the mediating roles of trustworthiness and trust, while studies in public organizations confirm that transformational leadership enhances public service motivation and citizenship behaviors.

In the Indonesian public sector, several national studies reinforce these findings. Hapsari and Riyanto (2021) examined the role of transformational leadership in building OCB among Indonesian civil servants, while recent works by Royani et al. (2024) and Arijanto (2023) confirmed the mediating strength of work motivation in the relationship between transformational leadership, work culture, and OCB. Additional evidence from ministries and public agencies shows that post-restructuring contexts amplify the importance of these variables.

Nevertheless, integrated empirical models examining transformational leadership, work culture, work motivation, and OCB in newly restructured central government institutions, particularly following the 2024

institutional reforms, remain scarce. Most prior studies were conducted in pre-reform settings or local government contexts, leaving a notable gap in understanding these dynamics within the post-2024 BKKBN/Ministry of Population and Family Development environment.

This study addresses the identified gap by empirically investigating the influence of transformational leadership style and work culture on OCB through the mediating role of work motivation among employees at the Secretariat of the Ministry of Population and Family Development/BKKBN. It aims to provide both theoretical contributions to public human resource management and practical insights for supporting bureaucratic reform in Indonesia.

RESEARCH METHOD

Research Design

This study employed a quantitative causal research design with an explanatory survey approach. The design was chosen to explain the causal relationships among transformational leadership style, work culture, work motivation, and organizational citizenship behavior (OCB), as well as to examine the mediating role of work motivation. A cross-sectional survey method was used to collect data at a single point in time, which is appropriate for testing theoretical models in organizational behavior research (Creswell & Creswell, 2023; Hair et al., 2022).

Operational Definition of Variables

Independent Variables

Transformational Leadership Style (X_1) is defined as the ability of leaders to inspire and motivate subordinates to achieve organizational goals beyond their personal self-interest. It was measured using four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006).

Work Culture (X_2) refers to the shared values, norms, and basic assumptions that shape the way work is conducted within the organization. This variable was operationalized using the Competing Values Framework, consisting of four types: clan (collaborative), adhocracy (dynamic), market (competitive), and hierarchy (bureaucratic) (Cameron & Quinn, 2011).

Mediating Variable

Work Motivation (Z) is the internal and external forces that drive employees to exert effort and perform optimally. It consists of two main dimensions: intrinsic motivation (achievement, recognition, responsibility) and extrinsic motivation (salary, working conditions, policies) (Herzberg, 1966).

Dependent Variable

Organizational Citizenship Behavior (Y) is defined as voluntary, discretionary behaviors performed by employees that are not explicitly required by formal job descriptions but contribute to the effective functioning of the organization. It was measured through five dimensions: altruism (helping others), conscientiousness, sportsmanship, civic virtue (participation in organizational activities), and courtesy (Organ, 1988).

Population and Sample

The unit of analysis in this study was the individual employee. The population consisted of all 285 employees at the Secretariat of the Ministry/Main Secretariat of the Ministry of Population and Family Development/BKKBN, spread across five bureaus. A sample of 150 respondents was selected using proportional stratified random sampling. This technique ensured proportional representation from each bureau based on its actual population size. The sample size was determined according to the recommendation for PLS-SEM analysis, which suggests a minimum of ten times the number of indicators in the most complex construct (Hair et al., 2022).

Types and Sources of Data

This study utilized primary data only. The data were collected directly from respondents through structured questionnaires. No secondary data were used in the analysis.

Data Collection Technique

Data were collected using a closed-ended questionnaire consisting of statements adapted from established instruments. All items were measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire was distributed both online (via Google Forms) and in printed form to increase accessibility and response rate. Before the main survey, a pilot test was conducted to assess the validity and reliability of the instrument. Respondent anonymity and confidentiality were

strictly maintained throughout the data collection process.

Data Analysis

Data were analyzed using Structural Equation Modeling with Partial Least Squares (PLS-SEM) approach via SmartPLS 4 software. PLS-SEM was selected because of its suitability for complex models with mediation, its predictive orientation, and its robustness with moderate sample sizes (Hair et al., 2022; Henseler et al., 2016).

RESULTS and DISCUSSION

Results

This study collected primary data through structured questionnaires distributed among employees at the Secretariat of the Ministry/Main Secretariat of the Ministry of Population and Family Development/BKKBN. A total of 150 complete and valid responses were obtained and analyzed. The demographic characteristics of the respondents showed that the majority were female (57.3%), aged between 30 and 49 years (60%), held at least a bachelor's degree (88%), and occupied functional positions (74.7%). The largest group came from the Bureau of General Affairs and State Property Management (41.3%). This profile reflects a representative sample of professional civil servants in a central government institution undergoing institutional restructuring.

Descriptive statistics revealed generally high perceptions across all variables, measured on a 5-point Likert scale. The Transformational Leadership Style obtained a grand mean of 4.12 (categorized as "Agree"). Respondents gave the highest rating to their superiors' commitment to organizational values ($M = 4.42$), while intellectual stimulation items, particularly appreciation for new ideas, scored relatively lower ($M = 3.64\text{--}3.69$). Work Culture recorded a grand mean of 4.07 ("Agree"), with performance-based recognition as the strongest aspect ($M = 4.17$) and appreciation for innovation as the weakest ($M = 3.93$). Work Motivation achieved the highest grand mean of 4.43 (strongly "Agree"), indicating very high intrinsic and extrinsic motivation among employees. Finally, Organizational Citizenship Behavior had a grand mean of 4.33 ("Agree"), with altruism and prioritizing team interests emerging as the most prominent dimensions ($M = 4.37$).

The measurement model (outer model) was evaluated using PLS-SEM with SmartPLS 4. After deleting 13 indicators with low outer loadings in the first stage, all retained indicators in the second stage demonstrated strong loadings ranging from 0.709 to 0.934. Convergent validity was satisfactory, as all Average Variance Extracted (AVE) values exceeded 0.50. Discriminant validity was confirmed through cross-loadings and the Fornell-Larcker criterion. Reliability was excellent, with Composite Reliability values between 0.918 and 0.959 and Cronbach's Alpha ranging from 0.889 to 0.951, all well above the recommended threshold of 0.70 (Hair et al., 2022).

The structural model (inner model) showed good explanatory power. The R^2 value for work motivation was 0.271 (adjusted R^2 = 0.261), while for organizational citizenship behavior it reached 0.571 (adjusted R^2 = 0.563), indicating substantial explanatory strength,

particularly for the dependent variable. The overall predictive relevance (Q^2) was 0.680, confirming the model's strong predictive capability. Effect size analysis (f^2) further revealed that work motivation had a large effect on OCB (f^2 = 0.332), while the independent variables exerted medium effects.

Hypothesis testing was conducted using bootstrapping with 5,000 resamples. All direct paths were statistically significant. Transformational leadership style had a positive and significant effect on organizational citizenship behavior (β = 0.288, T = 3.792, p < 0.001) and on work motivation (β = 0.389, T = 4.540, p < 0.001). Work culture also positively and significantly influenced both organizational citizenship behavior (β = 0.242, T = 3.750, p < 0.001) and work motivation (β = 0.253, T = 2.783, p = 0.006). Work motivation showed the strongest direct effect on organizational citizenship behavior (β = 0.442, T = 5.894, p < 0.001).

Table 1. Direct Path Coefficients

Hypothesis	Path	β	T-Statistics	p-Value	Result
H1	TL → OCB	0.288	3.792	0.000	Supported
H2	Work Culture → OCB	0.242	3.750	0.000	Supported
H3	TL → Work Motivation	0.389	4.540	0.000	Supported
H4	Work Culture → Work Motivation	0.253	2.783	0.006	Supported
H5	Work Motivation → OCB	0.442	5.894	0.000	Supported

Table 2. Indirect (Mediation) Effects

Hypothesis	Path	β	T-Statistics	p-Value	Result
H6	TL → Motivation → OCB	0.172	3.563	0.000	Supported
H7	Work Culture → Motivation → OCB	0.112	2.543	0.011	Supported

Regarding mediation, work motivation significantly mediated the relationship between transformational leadership style and organizational citizenship behavior (β = 0.172, T = 3.563, p < 0.001) as well as between work culture and organizational citizenship behavior (β = 0.112, T = 2.543, p = 0.011). Thus, all seven hypotheses proposed in this study were empirically supported.

Discussion

This study provides robust empirical evidence that transformational leadership style and work culture significantly influence organizational citizenship behavior (OCB) among employees at the Secretariat of the Ministry/Main Secretariat of the Ministry of Population and Family Development/BKKBN, both directly and indirectly through work

motivation. All seven hypotheses were supported, confirming the proposed integrated model in the context of post-2024 bureaucratic reform.

The findings reveal that work motivation exerts the strongest direct effect on OCB (β = 0.442), underscoring its critical role as a psychological mechanism. This result aligns with Social Exchange Theory (Blau, 1964) and Organ's (1988) conceptualization of OCB, whereby employees who feel motivated are more likely to reciprocate through voluntary behaviors that benefit the organization. Transformational leadership emerged as the strongest predictor of work motivation (β = 0.389), consistent with Bass and Riggio (2006), who argued that idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration

elevate employees' intrinsic drive and commitment beyond formal expectations.

The significant mediation effects (H6 and H7) indicate that work motivation fully channels the influence of both transformational leadership and work culture on OCB. These results extend the findings of previous studies. Internationally, Lee et al. (2024) and Almaqableh and Omar (2024) reported similar mediating roles of motivation in public and private sector contexts. In the Indonesian public sector, Royani et al. (2024) and Hapsari and Riyanto (2021) also found that transformational leadership enhances OCB through motivational pathways, although most prior research was conducted in pre-reform or local government settings. This study fills a notable gap by examining these dynamics within a central government institution immediately following major institutional restructuring under Presidential Regulations No. 180 and 181 of 2024.

From a cultural perspective, the positive influence of work culture on both motivation and OCB ($\beta = 0.253$ and 0.242 , respectively) supports Cameron and Quinn's (2011) Competing Values Framework. The relatively lower scores on innovation-related items suggest that while the current culture is supportive and performance-oriented, it still leans toward hierarchical elements typical of bureaucratic organizations. Enhancing adhocracy (dynamic/innovative) values could further strengthen OCB in the long term.

CONCLUSION

This study successfully demonstrates that transformational leadership style and work culture are significant predictors of organizational citizenship behavior (OCB) among employees at the BKKBN Secretariat, with work motivation playing a substantial mediating role. All proposed hypotheses were empirically supported, highlighting the central importance of employee motivation in translating leadership and cultural influences into voluntary extra-role behaviors.

The findings underscore that in the context of Indonesia's ongoing bureaucratic reform following Presidential Regulations No. 180 and 181 of 2024, structural changes alone are insufficient. High levels of OCB characterized by altruism, civic virtue, and proactive collaboration are essential for the success of institutional transformation.

Transformational leadership and a supportive yet innovative work culture serve as powerful levers to elevate employee motivation and, consequently, citizenship behaviors.

Theoretically, this research contributes to the body of knowledge in public human resource management by validating and extending Western leadership and organizational behavior theories in an Indonesian public sector setting during a period of major institutional change. Practically, the study offers valuable insights for organizational leaders to prioritize leadership development programs, strengthen performance-based recognition, encourage innovation, and design motivation-enhancing policies.

Future research is recommended to employ longitudinal designs, expand the sample across multiple ministries, and incorporate multi-source data to further validate the model. Ultimately, fostering transformational leadership and a dynamic work culture will be key to building a more agile, collaborative, and high-performing bureaucracy in Indonesia.

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