

The impact of transformational

by Wanda Gema

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The impact of transformational leadership on employee performance and organizational citizenship behavior

Wanda Gema Prasadio Akbar Hidayat

Universitas Multimedia Nusantara, Banten, Indonesia

wanda.hidayat@umn.ac.id



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Abstract

Purpose: This study investigates the influence of transformational leadership, organizational culture, and the implementation of paperless services on Organizational Citizenship Behavior (OCB) and employee performance within the Regional Financial and Asset Management Agency of East Java Province.

Methodology: A quantitative approach was employed, involving 122 employees surveyed through a census sampling technique. Data were collected using Likert-scale questionnaires and validated with Pearson's product-moment correlation, while reliability was tested with Cronbach's Alpha. Structural Equation Modelling (SEM) using AMOS and SPSS 20.0 was applied to examine the relationships among variables.

Results: The Findings indicate that transformational leadership, organizational culture, and paperless service implementation significantly and directly enhance OCB and employee performance. However, OCB does not act as a mediator between these factors and performance. The study confirms that strong leadership, a supportive culture, and digital transformation initiatives are critical to improving employee outcomes.

Conclusions: The research highlights that employee performance can be optimized through leadership that inspires, organizational values that reinforce cooperation, and technology that streamlines services. OCB plays a direct role in strengthening performance but does not moderate the effects of the other variables.

Limitations: This study was conducted within a single government agency, which may limit the generalizability of the findings. The exclusive focus on internal organizational variables may also overlook other external factors affecting employee performance.

Contribution: This study contributes to developing human resource management literature in the public sector by examining how leadership style, organizational culture, and digital transformation initiatives such as paperless services impact employee performance and OCB.

Keywords: Employee Performance, Organizational Citizenship Behavior (OCB), Organizational Culture, Paperless Service, Transformational Leadership

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1. Introduction

Government organizations can learn a lot about adapting to new challenges and taking advantage of new possibilities from the dynamics of globalization and the Fourth Industrial Revolution. One option for establishing organizations focused on public service is to reshape existing government agencies, even

though their mandates are distinct. Government organizational transformation needs to be directed towards change from the old, bureaucratic design to a new, more dynamic design by continuously developing innovations, human resource management, risk management, and organizational integration in building collaboration and synergy, supported by information technology-based applications (S. S. Sharma, Albishri, Zafar, Singhal, & Singh, 2025). Using a single database as an organizational innovation is expected to foster growth and the development of creativity, unbound by strict hierarchies, which will eventually change organizational structures, communication processes, and coordination, thereby eliminating structural barriers. This will enable the good governance that has been achieved by various government agencies to transform into better dynamic governance, characterized by the free flow of information, low formalization, cross-functional teams, and supported by the use of information technology, to address uncertainties and simultaneously improve the speed and quality of services in increasingly complex situations (Pham, Nguyen, Nguyen, & Ahmed, 2024).

It is the government's responsibility to enhance the standard of its services by making the most of the advancements brought about by the Fourth Industrial Revolution. In its early stages, technology utilization in Indonesia shifted from manual to paperless services, known as digitalization. This was followed by the integration of data into a single, extensive database (big data) that would eventually be shared and used collectively. Technologically, the digitalization process is feasible. However, changing working methods is not easy with regard to human resources. Various forms of resistance or anti-change behavior have occurred, hindering the digitalization process in public services (Long & Xia, 2025). In practice, employing IT to boost service quality is not easy because doing so calls for human resources that are mentally and technically equipped to adopt the new system. Manual services have been carried out for decades; therefore, when transitioning to paperless services, the change cannot be drastic but must be gradual. In some initial interviews, several employees stated that their jobs had become more difficult because they no longer interacted directly with customers.

Meanwhile, others mentioned that their workloads had increased because they had to perform their tasks both manually and via the application. Older workers often gripe about the transition since it forces them to learn everything repeatedly (Khattak, Ali, Khan, & Kakar, 2025). Every change is tricky at the beginning. If the East Java Province Regional Financial and Asset Management Agency wants to solve this problem, it needs a strong leader who can inspire subordinates to overcome challenges and become steadfast members. This will allow the digitalization of public services to be successfully implemented (Bayraktar & Jiménez, 2025). The East Java Province Regional Financial and Asset Management Agency's digitalization efforts depend on strong leadership. The leadership values of supervisory officials directly involved in the field during paperless implementation were 82.50 in 2019, 83.60 in 2020, 84.76 in 2021, and 84.80 in 2021. These values were assessed using leadership indicators such as decisiveness, impartiality, the ability to motivate teams, inspiring subordinates, driving subordinates, and making decisions through Performance Appraisal (Sriharan et al., 2024).

In addition, fulfilling the mandate of the regulations requires leadership to convince and guide employees to a new situation, namely, the digital office. Having a leader who can transfer energy, perspectives, or capabilities to subordinates will make employees optimistic, confident, and enthusiastic about change in line with the times while meeting the increasingly high demands of society. This contrasts with an autocratic leader who imposes their will or a leader who allows subordinates to do as they please. The research gap is derived from previous studies conducted by Sharma et al. (2025), who examined how leadership impacts corporate citizenship actions.

According to their findings, transformational leadership partially and substantially impacts corporate citizenship. When examining the correlation between transformational leadership and organizational citizenship behavior, Krutova (2025) and Lathabhavan and Mehendale (2025) found that work satisfaction mediated this association. Similarly, Mahroof, Rafi, and Ahmad (2025) found that transformational leadership did not have an immediate impact on organizational citizenship behavior. Instead, affective and normative commitment variables mediated the relationship between the two. This study aims to address these knowledge gaps by shedding light on how transformational leadership and organizational commitment affect organizational citizenship behavior.

2. Literature review

2.1. Transformational Leadership

In the last 20 years, there has been much discussion about new leadership styles, the most current being transformational leadership. According to Marlow (1996), leaders and their subordinates should strive for a higher moral and motivational level through transformational leadership. This idea is considered to belong to contemporary leadership theories. Ridic et al. (2026) state that Bass's theory of transformational leadership is one paradigm for leadership that incorporates behavior patterns from other theories and better describes the real leadership behavior patterns of superiors. The notion of transformational and transactional leadership is an all-encompassing framework for analyzing the agents of change. According to James MacGregor Burns, who initially presented the idea of transformational leadership in Waseem, Mirza, Memon, and Naseem (2025) the fundamental objective of a transformational leader is to motivate their people to exceed expectations in their jobs. Everyone in the organization, not just the leader, needs to be clear and dedicated to the big picture if a transformative leader is going to be effective.

By outlining responsibilities and expectations, transformational leaders inspire their followers to work towards predetermined objectives (Klein, 2023). Such leaders are charismatic, give their followers individualized attention, and challenge their minds (S. Sharma et al., 2025). As stated by Liu, Lin, Ng, Hsieh, and Lin (2024), transformative leaders focus on their followers' needs and issues, inspire them to think creatively, and challenge them to exceed expectations to achieve their objectives. Priatna et al. (2025) demonstrated a robust relationship between transformational leadership and workplace performance. When superiors utilize a transformational leadership style, employees naturally perform well because it improves their love and loyalty towards the leader and their work.

2.2. Organizational Culture

Organizational culture is significant for an organization's development. It encompasses broader and more profound aspects and is the foundation for creating an ideal organizational climate. Recently, the issue of organizational culture has become a fascinating topic, especially under uncertain work conditions. Culture is the totality of human thoughts, works, and creations, which do not stem from instinct and can only be initiated by humans after learning. The most important aspect of a company is its culture. It encompasses the issuing of commands and prohibitions, as well as the reflection of actions and inactions that regulate the conduct of its members. According to Zumitzavan, Prachumrasee, and Pathak (2025), an organization's culture is a set of rules that employees must follow. This is how organizational culture is defined, laying out the corporate culture hierarchy: 1. First, there are the most fundamental subconscious-level assumptions. 2. The tier of consideration for what an organization should be is its values. 3. Norms: Norms tell members what to do and what to avoid doing in specific situations. 4. Artifacts are the tangible manifestations of the organization, including its systems, procedures, rules, buildings, and physical features (Priatna et al., 2025).

2.3. Performance

Job performance of human resources influences an organization's success. Consequently, every business boosts staff performance to accomplish objectives (Nguyen, Hang, Hiep, & Flynn, 2023). According to Munandar, an organization's progress can be accelerated by a healthy and expanding culture. However, a leader's capacity to inspire and enable their team members affects output (Baig & Yadegaridehkordi, 2023). Employee and organizational performance are closely related to the achievement of organizational goals (Guo et al., 2023). Employee performance cannot be separated from the organization's resources, as resources are driven or operated by employees who actively contribute to achieving the organization's goals. An organization requires an objective evaluation system to inform how a business measures performance.

Moreover, by utilizing performance evaluations, upper-level management can obtain an impartial foundation for compensating employees based on the overall contribution of each responsibility area to the organization. This is meant to inspire and motivate each department to work better and more efficiently. According to Wamba (2022), the physical and non-physical aspects of an employee's work are reflected in their performance. Armstrong and Baron state that performance is how one achieves

results by carrying out particular tasks. Muslu (2025) characterized individual performance as the level to which an individual accomplishes or generates the intended results concerning established goals or time restrictions. According to the opinions and beliefs outlined earlier, performance is the outcome that an individual achieves in accordance with the standards relevant to the work at hand. When an employee completes a task according to the established criteria, it is known as performance. In contrast, organizational performance is the sum of individual and collective efforts.

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2.4. Organizational Citizenship Behavior

"Organizational citizenship behavior" (OCB) describes actions that boost productivity in the workplace without mandating them or associating them with monetary pay. Organizational citizenship behavior (OCB) also extends beyond the bare minimum of what a company's official job description requires in terms of performance metrics (Liu et al., 2024). According to Hermanto, Srimulyani, and Pitoyo (2024), corporate citizenship behavior occurs when employees go beyond their work tasks and strive to positively impact their colleagues, teams, and the company. Organizational citizenship behavior (OCB) refers to an individual's positive organizational activities, especially those that help others succeed (Ma et al., 2025). The contributions of employees include work beyond the tasks they are required to perform. These employees display helping behaviors towards others in the company, thus improving the organization's or company's performance (Peng, Peng, Lei, & Xie, 2024).

Based on these definitions, it is clear that OCB is not something that employees are forced to do but rather something they choose to do to show their appreciation for the company's efforts and personal growth due to their performance reviews. When workers go above and beyond what is required of them in their jobs and what is outlined in company policy, this is known as organizational citizenship behavior (OCB). According to Peng et al. (2024), the formal incentive system recognizes this behavior as advantageous to the organization; however, there is no punishment for not displaying it.

3. Methodology

The population of this study included 122 people working for the East Java Province Regional Financial and Asset Management Agency. The sample was determined using the census method, where the entire population was treated as the sample because the number was still manageable for a complete analysis. Data were collected through interviews, questionnaires, and literature reviews. Questionnaires using a 7-point Likert scale served as the principal means of data collection, with interviews to elicit more detailed information regarding the topics of interest. A literature review was conducted to bolster the theoretical basis by collecting secondary data from pertinent sources, such as journals, books, and articles.

Table 1. Respondents

Demographic Variable	Details
Total Respondents	122 employees
Gender	- 67 Males (55%) - 55 Females (45%)
Age Range	25 to 54 years
Role Levels	- 70 Operational Staff - 35 Supervisors - 17 Managerial Positions

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This study relied on both primary and secondary sources. Questionnaires were used to collect primary data, which were subsequently supplemented with secondary data from external sources such as academic journals, publications, and the East Java Province Regional Financial and Asset Management Agency's records. We checked the instruments' validity using SPSS software and Pearson's product-moment correlation at a 5% significance level. The instrument was considered valid if the computed t-value was greater than the tabulated t-value. Reliability was measured by examining the consistency of the respondents' answers using a reliability coefficient criterion of ≥ 0.7 to ensure that the instrument was reliable (Hair et al., 2021).

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The data were analyzed using structural equation Modelling (SEM), aided by AMOS and SPSS version 20. The capacity to assess concurrent causal relationships between latent variables and SEM's appropriateness of SEM for evaluating complicated, non-measurable variables led to its selection. The initial step in SEM is to construct a path diagram representing the relationships between variables, which is then translated into structural equations for further analysis. The use of SEM enables the simultaneous execution of factor analysis, regression, and path analysis within a single estimation procedure (Basco, Hair Jr, Ringle, & Sarstedt, 2022). The model of this study underwent two primary phases of testing: the measurement and structural phases. The measurement model was used to check whether the indicators adequately reflected the latent variables using confirmatory factor analysis. The values of the loading factor squared multiple correlations and critical ratios (c.r.) were compared to twice the standard error to test for convergent validity (Shmueli et al., 2019). Next, we used R-squared values and significant probability tests to assess the structural model and determine how exogenous variables affected endogenous variables. Based on the strength of the correlations between the variables in the model, this evaluation provided an overview of whether the proposed hypotheses might be accepted or rejected.

4. Results and discussions

The p-value from the SEM test must fall within the specified range for any of the study's hypotheses to be upheld. One may observe The outcomes of the initial hypothesis examined in this study are presented in Table 2.

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Table 2. Results of Hypothesis 1 Test

Hypothesis	Path			Estimate	S.E.	C.R.	P	Conclusion
H1	OCB	<---	GKT	0,233	0,108	2,163	0.031**	Accepted
H1	OCB	<---	PPTK	0,390	0,120	3,249	0.001**	Accepted
H1	OCB	<---	BOr	0,277	0,120	2,303	0.021**	Accepted

**Significant at p-value < 0.05

Source: Structural Test Results with IBM SPSS AMOS 23

The β values and p-values for each regression route were derived from the results of testing Hypothesis 1, which are displayed in Table 2. A β value of 0.233 and a p-value of 0.031 were achieved for the regression path from transformational leadership to enhancing organizational citizenship behavior (OCB), which is considered significant at the 0.05 significance level. A significant result (at the 0.05 significance level) was achieved for the regression route from paperless service implementation to OCB strengthening, with a β -value of 0.390 and a p-value of 0.001. With a β value of 0.120 and a p-value of 0.021, the regression route from organizational culture to strengthening OCB was demonstrated at the 0.05 significance level. After careful consideration, we have decided to accept the first hypothesis of our study: that transformational leadership, organizational culture, and the implementation of paperless services substantially improve OCB (Liu et al., 2024).

The efficacy of transformational leadership may vary depending on the context. Transformational leadership influences smaller follower groups more than larger and more complex organizations. It is more effective when the leader can interact directly with employees and make decisions immediately rather than when the leader has to report first to the board of directors or deal with complex bureaucratic structures (Peng et al., 2024). Most Indonesian government organizations have complicated bureaucratic structures. This could contribute to the study's findings, where transformational leadership, organizational culture, and implementation of paperless services directly influence OCB. Consequently, employees' perceptions of transformational leadership were categorized as Very Good. OCB behaviors continue to be demonstrated by employees who strongly feel that transformational leadership is required (Ma et al., 2025).

Table 3. Results of Hypothesis 2 Test

Hypothesis	Path			Estimate	S.E.	C.R.	P	Conclusion
H2	OCB	<---	BOr	0,241	0,125	1,930	0.054*	Accepted

*Significant at p-value < 0.1

Source: Structural Test Results with IBM SPSS AMOS 23

8 The results of testing Hypothesis 2 indicate a substantial relationship between organizational culture strengthening and OCB, as indicated by the regression line with a β -value of 0.241 and a p-value of 0.000, which is significant at the 0.05 significance level. The results suggest that the second hypothesis of the study, which argues that improving organizational culture considerably improves OCB, is correct. The findings of this study corroborate those of Liu et al. (2024) and Hermanto et al. (2024), who found that organizational culture is an influential determinant of organizational citizenship behavior (OCB). The results of this study align with those of earlier studies that have examined the connection between OCB and cultural orientation. Organizational citizenship behavior (OCB) is positively correlated with ideocentrism and employee involvement (Peng et al., 2024).

Members of the East Java Province Regional Financial and Asset Management Agency's staff have fulfilled all OCB requirements, which include altruism (the initiative to help or assist coworkers voluntarily), courtesy (maintaining good relationships with coworkers to avoid conflicts), sportsmanship (willingness to accept what the institution sets even in unfavorable conditions), conscientiousness (dedication to work that exceeds the achievement standards in every aspect), and civic virtue (showing responsibility to engage, participate, and care about the activities organized by the institution). Based on the results, it can be observed that both organizational culture and employees' OCB behavior were classified as high. This means that employees sufficiently meet both organizational culture and OCB aspects (R. K. Sharma & Kaur, 2024).

Employees understand the goals of their institution, so they are willing to accept whatever is set by the institution, even under unfavorable conditions. They take the initiative to help or assist coworkers voluntarily. The findings of the tests, the theories that explain them, and the results of similar studies all point to the same conclusion: organizational culture, in all its facets, contributes to OCB in the workplace. Having OCB is more about personal awareness or willingness to behave socially and work beyond what is expected of other employees and the company. Therefore, this reflects that having a high organizational culture is one of the factors that can foster OCB behavior (Ma et al., 2025).

Table 4. Results of Hypothesis 3 Test

Hypothesis	Path			Estimate	S.E.	C.R.	P	Conclusion
H3	KP	<---	GKT	0,289	0,101	2,848	0.004**	Accepted
H3	OCB	<---	PPTK	0,261	0,120	2,169	0.03**	Accepted
H3	KP	<---	BOr	0,344	0,113	3,051	0.002**	Accepted

**Significant at p-value < 0.05

Source: Structural Test Results with IBM SPSS AMOS 23

The β and p-values for each regression path were derived from the outcomes of the hypothesis 3 testing. A β value of 0.289 and a p-value of 0.004 (significant at the 0.05 significance level) were found for the regression route connecting paperless services to OCB implementation. The regression path between organizational culture and employee performance produced a significant result (at the 0.05 significance level) with a β -value of 0.261 and a p-value of 0.03. A regression line connecting the improvement in the deployment of paperless services to OCB had a β value of 0.261 and a p-value of 0.03*, which is significant at the 0.05 significance level. The final hypothesis of this study, that becoming paperless has a substantial effect on OCB, is supported by these findings. This study found a positive correlation between OCB and IT usage. However, other studies have shown different results. For example, research has indicated that adopting artificial intelligence weakens the psychological contract's effect on OCB. The implementation of technology influences the adaptability of OCB.

Table 5. Results of Hypothesis 4 Test

Hypothesis	Path			Estimate	S.E.	C.R.	P	Conclusion
H4	KP	<---	GKT	0,289	0,101	2,848	0.004**	Accepted

**Significant at p-value < 0.05

Source: Structural Test Results with IBM SPSS AMOS 23

The β and p-values for each regression path were derived from the outcomes of the hypothesis 4 testing. The p-value for the correlation between a leader's transformative style and staff output was 0.004. The study's fourth hypothesis, that a transformational leadership style impacts employee performance, is supported by these principles. According to the hypothesis test, a robust positive association exists between performance and transformational leadership. According to Hermanto et al. (2024), followers feel at ease and supported when their leader adopts a transformational leadership style. Leaders' charm and ability to instill confidence in their employees directly affect an organization's output and productivity. According to Randy et al. (2019), transformational leadership significantly impacts how well employees perform their jobs.

Table 6. Results of Hypothesis 5 Test

Hypothesis	Path			Estimate	S.E.	C.R.	P	Conclusion
H5	KP	<---	BOr	0,241	0,125	1,930	0.000*	Accepted

*Significant at p-value < 0.1

Source: Structural Test Results with IBM SPSS AMOS 23

For the regression line from enhancing organizational culture to performance, the results of Hypothesis 5 testing indicated a β value of 0.241 and a p-value of 0.000, which is significant at the 0.05 significance level. Based on these numbers, the fifth hypothesis of this study is correct; it states that improving company culture significantly affects productivity. Corporate culture accounts for 55.03% of the total and has a strong and favorable effect on employee performance, according to Alamsjah and Yunus (2022), which is consistent with their findings. This suggests a greater degree of influence than that observed in this study. Motivation, work satisfaction, and corporate culture are examples of independent variables that differ. Additionally, this study deviates from earlier studies that used different variables for corporate culture and employee performance. Meanwhile, seven previous studies found that organizational culture and employee performance impact other variables, such as the work environment, motivation, and job satisfaction.

Table 7. Results of Hypothesis 6 Test

Hypothesis	Path			Estimate	S.E.	C.R.	P	Conclusion
H6	KP	<---	OCB	0,233	0,108	2,163	0.000**	Accepted
H6	OCB	<---	PPTK	0,390	0,120	3,249	0.001**	Accepted
H6	OCB	<---	BOr	0,277	0,120	2,303	0.021**	Accepted

**Significant at p-value < 0.05

Source: Structural Test Results with IBM SPSS AMOS 23

For every regression path, β values and p-values were derived from the outcomes of the hypothesis 6 testing. For the regression path that connected OCB behavior to performance strengthening, a β value of 0.233 and a p-value of 0.000 were determined (at the 0.05 significance level). The two most important factors determining an industry's success are efficiently carrying out one's duties (in-role conduct) and going the extra mile (extra-role behavior). Overall, OCB promotes organizational effectiveness and is defined as voluntary behavior that receives benefits from a structured reward system (Moreno-Domínguez, Escobar-Rodríguez, Pelayo-Díaz, & Tovar-García, 2024). Companies that reward workers for going above and beyond the call of duty have an edge in the market, according to research by (Srivastava, Pathak, Soni, & Dixit, 2024). As a result, OCB is something that many employers emphasize. The primary benefit of OCB, as stated by Dyck, Walker, and Caza (2019), is its ability to enhance efficiency in the workplace. Alamsjah and Yunus (2022) established that OCB can influence organizational performance, supporting this assertion. Research by Batool, Ibrahim, and Adeel (2024)

(Yesilirmak, Tayfur Ekmekci, & Bayhan Karapinar, 2023) points to a beneficial relationship between OCB and productivity in the workplace. However, Dyck et al. (2019) demonstrated an insignificant influence.

Table 8. Results of Hypothesis 7 Test

Hypothesis	Path			Estimate	S.E.	C.R.	P	Conclusion
H7	KP	<---	PPTK	0,241	0,125	1,930	0.000*	Accepted

*Significant at p-value < 0.1

Source: Structural Test Results with IBM SPSS AMOS 23

Hypothesis 7 testing revealed that the relationship between paperless services and employee performance was statistically significant at the 0.05 significance level, with a β -value of 0.241 and a p-value of 0.000. Given these results, accepting hypothesis 7 in this study is prudent. The results of the hypothesis testing also revealed that paperless services, corporate culture, and transformational leadership styles had significant effects on OCB. The results of this study also show that OCB enhancement significantly boosts workplace productivity. According to the data, employee performance is greatly affected by organizational culture, the adoption of paperless services, and a transformative leadership style. Finally, the deployment of paperless services, corporate culture, transformational leadership style, and employee performance are all directly and indirectly impacted by the strength of OCB. Previous research has shown similar results, which is not surprising. According to Zheng, Gao, and Thomas (2025) organizational culture substantially affects employee performance. According to Alakaş (2024), a leader's approach to management has a substantial and favorable effect on workers' output.

The efficacy of transformational leadership varies according to context. Transformational leadership is more effective when leading smaller groups of followers than when leading large and complicated organizations. To be more effective, executives should avoid dealing with complicated bureaucratic organizations or reporting to a board of directors and instead make decisions directly with the personnel. Most government organizations in Indonesia have complex and bureaucratic structures. This factor may explain the similar findings in this study, where transformational leadership, organizational culture, and implementation of paperless services directly influenced OCB. Consequently, employees' perceptions of transformational leadership were categorized as very good. Employees still demonstrate that they strongly feel OCB and transformational leadership behaviors. This study confirms that transformational leadership style, organizational culture, and the implementation of paperless services significantly influence the strengthening of OCB (Ali et al., 2024).

The effect sizes (standardized coefficients β) and significance levels (p-values) for the hypothesized relationships are presented in Tables 1–7. For example, transformational leadership showed a moderate positive effect on OCB ($\beta = 0.233$, $p = 0.031$), whereas paperless services had a stronger effect ($\beta = 0.390$, $p = 0.001$). All relevant hypotheses were accepted based on p-values less than 0.05 or marginally at 0.10, where applicable (Hoang & Le, 2025). The mediating role of Organizational Citizenship Behavior (OCB) was assessed using bootstrapping confidence intervals in AMOS. The analysis showed that OCB did not significantly mediate the effects of transformational leadership, organizational culture, or paperless services on employee performance, as indicated by non-significant indirect effect confidence intervals and Sobel tests. This suggests that while OCB directly improves performance ($\beta = 0.233$, $p < 0.01$), it does not function as a mediator in this context (Hoang & Le, 2025).

Srivastava et al. (2024) and Zheng et al. (2025) found that organizational culture influences organizational citizenship behavior (OCB). This study adds to the body of knowledge by providing empirical evidence for this variable. The results of this study align with those of Alamsjah and Yunus (2022), who examined the relationship between OCB and cultural orientation. According to their research, OCB positively correlates with ideocentrism and employee involvement at the workplace. Workers at East Java Province's Financial and Asset Management Agency have fulfilled all OCB requirements, which include: altruism, which refers to taking the initiative to help or assist coworkers voluntarily; courtesy, which refers to maintaining good relationships with coworkers to avoid conflicts;

sportsmanship, which refers to being willing to accept whatever is set by the organization, even in unusual circumstances; conscientiousness, which refers to having a high dedication to work and exceeding performance standards in every aspect; and civic virtue, which refers to behavior showing that employees have a responsibility to engage, participate, contribute, and care about various activities organized by the institution (Batool et al., 2024).

According to the data shown above, corporate culture and employees' OCB behaviors are rated highly, indicating that both components have been satisfactorily met. Every employee at the East Java Province Financial and Asset Management Agency is well-informed about the agency's objectives; therefore, they are willing to follow the rules even when things get weird, and they are always willing to help their colleagues when asked (Yesilirmak et al., 2023). Based on the explanation of the test results, supporting theories, and previous studies with similar findings, it is safe to say that all aspects of corporate culture help foster OCB in the workplace. Having OCB is more related to personal awareness or willingness to behave socially and work beyond expectations towards fellow employees and the organization. Consequently, a strong company culture can encourage OCB actions. Based on these findings, it is clear that OCB benefits greatly from efforts to fortify the organizational culture (Hermanto et al., 2024).

In addition, there was a positive correlation between OCB and IT applications. Some studies, however, have shown various things; for example, one found that OCB is less affected by the psychological contract after adopting AI. The degree to which OCB can adapt is affected by how technology is used. Given these considerations, it is reasonable to infer that this study provides credible evidence that becoming paperless significantly affects OCB. Similarly, there is a strong positive correlation between transformative leadership and performance. According to Franco and Landini (2022), when leaders use transformational leadership styles, their staff feel supported and at ease, and a leader's charisma significantly impacts an organization's productivity and morale because it inspires trust among workers. Guo et al. (2023) found that when leaders use transformational strategies, it substantially impacts how well their employee performance. The findings suggest that transformative leadership affects the productivity of workers.

13 The findings of this study support the idea that a strong corporate culture significantly boosts employees performance. Yesilirmak et al. (2023) found that organizational culture positively and significantly affects employee performance by 55.03%. Our findings are consistent with theirs. This points to a more substantial impact than that found in this study. In addition, the independent variables utilized vary; for example, motivation and job satisfaction were added to the list alongside organizational culture. The dimensions of organizational culture and employee performance used in their study also differed from those in the present study. Meanwhile, seven other studies found that organizational culture and employee performance influence variables such as work environment, motivation, and job satisfaction. Both in-role (doing what one's work description says) and extra-role (doing things one's job description says) employee behavior determine an industry's success or failure.

Organizational citizenship behavior (OCB), described as an uncompensated, voluntary human action, is a common factor in the success of many business operations. Businesses that recognize and reward employees when they go above and beyond typically get better results, according to Liu et al. (2024). Consequently, many employers place a premium on candidates who demonstrate OCB. The primary benefit of OCB, as stated by Srivastava et al. (2024), is its ability to increase workplace productivity. Podsakoff et al. (2000) established that OCB can influence organizational performance, supporting this assertion. Several studies have demonstrated a favorable relationship between organizational citizenship behavior (OCB) and employee performance (Dyck et al., 2019; Zheng et al., 2025). However, Hoang and Le (2025) reached a different conclusion.

42 Accordingly, these values allow us to conclude that they are acceptable in this study. In addition, the findings of the hypothesis test indicate that OCB is significantly improved by adopting a paperless service model, having a transformational leader, and fostering an organizational culture. Furthermore, this study shows that OCB enhancement significantly boosts employee performance. Additionally, this study demonstrates that transformational leadership, organizational culture, and paperless services

substantially increase employee performance. In conclusion, OCB does not moderate the relationship between paperless service deployment, organizational culture, transformational leadership, and employee performance. Consistent with other studies, Alakaş (2024) found that company culture positively and substantially affects workers' productivity. Ali et al. (2024) found that a leader's style positively and substantially affects staff output.

5. Conclusions

5.1. Conclusion

Organizational citizenship behavior (OCB) is greatly improved by transformational leadership, organizational culture, and the introduction of paperless services, as shown in this study. Transformational leadership flourishes when leaders are free to make judgments on the fly, unencumbered by bureaucratic red tapes. The East Java Province Regional Finance and Asset Management Agency has a strong corporate culture that promotes OCB. This culture includes characteristics such as kindness, respect, sportsmanship, diligence, and civic virtue. Similarly, implementing paperless services or digitalization has significantly promoted the adaptation and strengthening of OCB.

This study shows that organizational culture and transformative leadership have substantial impacts on worker productivity. Charismatic and supportive leaders have been proven to enhance employees' self-confidence, positively impacting the quality and quantity of their work. A healthy and conducive organizational culture also significantly contributes to performance, as previous studies have shown that organizational culture contributes more than 50 percent to performance. Therefore, a well-managed work environment driven by organizational culture and appropriate leadership can foster optimal employee performance.

Finally, the results show that OCB strengthening affects employee performance independently of transformational leadership, organizational culture, and paperless services, but it does not moderate this effect. Thus, the OCB variable is not a potent mediator in this causal link but has a direct influence. Nevertheless, the presence of OCB remains important, as it supports overall organizational productivity and effectiveness. Therefore, strengthening OCB, implementing transformational leadership, and establishing a good organizational culture are crucial strategies for improving employee performance in the public sector.

5.2. Limitations

The findings of this study are limited by its focus on a single government agency, which may affect generalizability. Future research should consider cross-agency comparisons and include external factors, such as government policy changes or citizen feedback, to gain a broader perspective. Additionally, as data were collected via self-reported Likert-scale surveys, common method bias may be present. Future studies can reduce this by using multiple data sources or by applying statistical controls for bias.

5.3. Suggestions

This study makes a unique contribution by examining how transformational leadership, organizational culture, and the implementation of paperless services influence Organizational Citizenship Behavior (OCB) and employee performance in a government setting. Unlike prior studies that typically focus on OCB or digitalization separately or in the private sector, this study highlights the interplay of these factors within the public sector, particularly in the context of digital transformation. These findings underscore the importance of developing leaders who practice two-way communication, inspire creativity, and value employee input to enhance motivation and performance. Furthermore, successful change management strategies supporting paperless service adoption enhance operational efficiency and foster positive employee behavior. These insights collectively offer practical guidance for government agencies aiming to improve employee performance and organizational outcomes through leadership development, cultural reinforcement and technological innovation.

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