

**STRATEGY FOR ENHANCING ORGANIZATIONAL CITIZENSHIP
BEHAVIOR (OCB) THROUGH STRENGTHENING ORGANIZATIONAL
CULTURE, TRANSFORMATIONAL LEADERSHIP, AND WORK
MOTIVATION AT THE SOEKARNO-HATTA TYPE C MAIN CUSTOMS
AND EXCISE SERVICE OFFICE HATTA**



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Abstract

This study aims to analyze strategies for improving Organizational Citizenship Behavior (OCB) through the strengthening of organizational culture, transformational leadership, and work motivation at the Soekarno-Hatta Type C Main Customs and Excise Service Office. The research method used is a quantitative approach using a survey method. The analysis technique used is Structural Equation Modeling (SEM). The population in this study consists of operational inspection employees, including functional Customs and Excise inspectors who are civil servants (ASN) within the Soekarno-Hatta Type C Main Customs and Excise Office, with a sample size of 138 respondents using the Probability Sampling technique. The results of the study show that organizational culture has a direct, positive, and significant effect on work motivation but does not have a significant effect on OCB. Transformational leadership has a direct, positive, and significant effect on both work motivation and OCB. Work motivation has a direct, positive, and significant effect on OCB. In addition, it was found that work motivation significantly mediates the relationship between organizational culture and OCB as well as between transformational leadership and OCB, although its effectiveness is lower compared to the direct effect of transformational leadership on OCB. These findings affirm that strengthening organizational culture and transformational leadership can enhance work motivation, which ultimately has a positive impact on improving employees' OCB. The implications of this research are expected to serve as a foundation for designing organizational policies to promote proactive and collaborative work behavior within the Customs and Excise environment.

Keywords: Increasing Organizational Citizenship Behavior (OCB), Strengthening Organizational Culture, Transformational Leadership and Work Motivation.

INTRODUCTION

In this era of globalization and trade liberalization in the modern age, international trade activities are conducted rapidly and regardless of time. This situation requires government institutions, especially the Directorate General of Customs and Excise (DJBC), which is responsible for supervision and services in the context of international trade, to adapt and actively participate in facilitating global industry and trade. The business world, which never stops, especially related to international trade that operates every day without recognizing holidays, demands DJBC through the Main Customs Office (KPU) Type C Soekarno Hatta to provide services and supervision 24 hours a day and 7 days a week at Indonesia's busiest airport, Soekarno Hatta International Airport. To keep up with this business process, it requires human resources who are loyal and willing to deliver their best performance to meet these globalization demands (Zahroh et al, 2025).

Soekarno Hatta International Airport, as the busiest airport in Southeast Asia according to data released by OAG Aviation Worldwide Limited in April 2024, has a very high volume of goods and passenger flows. Based on data from the Central Statistics Agency (BPS), the unloading/loading of international air freight at Soekarno Hatta Airport for the category of unloaded goods during the period of January to November 2024 was recorded at 156,480 tons, while loaded goods amounted to 134,136 tons. The number of international air transport passengers during the period of January to October 2024, according to BPS, recorded 6,754,667 departures and 6,734,710 arrivals. This situation requires the employees at KPU BC Type C Soekarno Hatta to work extra hard in providing customs and excise services and supervision. The movement of export and import goods, which runs 24 hours a day and 7 days a week, demands more involvement from employees, not only to serve during normal working hours from Monday to Friday, 07.30 AM to 05.00 PM (WIB), but also beyond normal working hours. This is reflected in the data on overtime work from January to July 2024, with a total of 11,251 instances of overtime work or outside normal working hours carried out by employees of KPU BC Type C Soekarno Hatta. With such a high workload, several issues arise, namely the unwillingness of employees to give more than what is formally assigned. Some employees only want to work properly during normal hours but refuse when required to work beyond working hours or on holidays.

OCB (Organizational Citizenship Behavior) has the following indicators: Interpersonal citizenship behavior (behavior that benefits coworkers and colleagues, consisting of involvement in helping, supporting, and developing other members of the organization), for example:

- a. Helping, namely assisting coworkers with heavy workloads and supporting new colleagues.
- b. Courtesy, namely conveying important and up-to-date information to coworkers.
- c. Sportsmanship, namely maintaining harmonious relationships with colleagues.

Organizational citizenship behavior (behavior that benefits the organization, supports, defends, and shows loyalty), for example:

- a. Voice, (providing constructive suggestions, problem-solving).
- b. Civic Virtue (participating in deeper functions and meetings related to company operations).
- c. Boosterism (presenting a positive image of the organization in public).

OCB is a key variable in the organization because members are required to understand their position in the organization and have the awareness to provide value and roles beyond the given tasks voluntarily to improve organizational productivity. OCB is influenced by various variables. By identifying the variables that are suspected to influence OCB, efforts can be made to improve employee OCB.

The role of leadership—in this case, the Head of KPU BC Type C Soekarno Hatta—is an important factor in facing the pressure and demands of customs and excise service users. A leader who can provide inspiration, commitment, and stimulate meaningfulness in work to all members of the organization can ultimately bring out the best potential of its members to achieve organizational goals.

Organizational culture is a supporting factor for organizational success. Organizational culture is a set of value systems (values), norms (beliefs), assumptions, or long-standing norms that are agreed upon and followed by the members of an organization as guidelines for behavior and solving organizational problems. The strength or weakness of the organizational culture used as a behavioral reference by members affects the success of an organization.

LITERATURE REVIEW

The Nature of Organizational Citizenship Behavior (OCB)

According to Colquitt, J.A., Lepine, J.A., & Wesson, J.M. (Colquitt, 2019), Organizational Citizenship Behavior (OCB) refers to voluntary employee behavior that may or may not be formally rewarded, yet still plays a role in positively impacting the organization by enhancing the overall quality of the work environment.

The dimensions or factors of OCB include *interpersonal citizenship behavior*, which consists of actions that benefit coworkers and colleagues, such as helping, supporting, and developing other members of the organization.

The Nature of Organizational Culture

According to Edgar H. Schein and Peter Schein (Schein, 2017), organizational culture is defined as the collective learning of a group developed through adaptation to external problem-solving and internal integration processes that have been effective and tested. This culture is passed on to new members as a way to understand, think, feel, and behave when facing similar problems in the future.

An organizational culture that evolves through shared learning creates mental and behavioral patterns in how members respond to challenges. If the organization's past experiences value initiative, caring for others, and teamwork, then members will naturally engage in OCB

The Nature of Work Motivation

According to Stephen P. Robbins & Timothy A. Judge (2013), work motivation is a process that considers an individual's intensity, direction, and persistence of effort toward achieving a goal. According to Angelo Kinicki and Brian K. Williams (2016), work motivation is a psychological process that emphasizes the direction, intensity, and persistence of an individual's behavior or thought.

Work motivation acts as the driving force behind the emergence of OCB. The greater the direction, intensity, and persistence of an individual's motivation to support organizational goals, the more likely they are to demonstrate voluntary, extra-role behaviors.

Thus, understanding and nurturing strong work motivation is essential for cultivating OCB within the organization

The Nature of Transformational Leadership

According to Robbins & Judge (2013), leadership is the ability of an individual to direct a group toward achieving a vision or specific goals. This source of influence can be either formal or informal and may be determined by managerial rank within an organization.

Leadership is a key driver of Organizational Citizenship Behavior. Leaders influence not only what employees do, but also why and how they choose to go beyond their job descriptions. By setting a vision, modeling prosocial behavior, and fostering a supportive work climate, effective leadership amplifies the likelihood of OCB emerging as a routine part of organizational life.

Direct Influence of Organizational Culture on OCB

Organizational culture refers to the understanding of organizational members regarding their roles within the organization. A strong organizational culture encourages the enhancement of OCB (Organizational Citizenship Behavior) among its members. The willingness of members to give their best potential without expecting rewards or returns contributes to the organization's success in achieving its vision and mission.

Based on the conceptual framework above, it is assumed that there is a direct positive impact of organizational culture on OCB. Thus, strengthening organizational culture can contribute to the improvement of OCB.

Direct Influence of Transformational Leadership on OCB

Leadership that sets an example, serves as inspiration, and provides motivation will lead organizational members to exert their best efforts for the sustainability of the organization. A leader who acts as an intellectual stimulus and constantly encourages subordinates to grow will foster loyalty among them. This loyalty will result in behaviors that go beyond formal job responsibilities, enabling tasks to be completed more effectively.

Based on the conceptual framework above, it is assumed that transformational leadership has a direct positive effect on OCB. Therefore, strengthening transformational leadership can contribute to the enhancement of OCB.

Direct Influence of Work Motivation on OCB

Work motivation, which essentially originates from within the employees themselves, leads to greater seriousness and a sense of responsibility in completing tasks. Employees with strong motivation will be responsible for their work and will voluntarily help other team members in completing theirs.

Based on the conceptual framework above, it is assumed that there is a direct positive influence of work motivation on OCB. Thus, enhancing work motivation can increase OCB.

Direct Influence of Organizational Culture on Work Motivation

Organizational culture refers to the understanding of members about their responsibilities and roles. A strong culture enhances work motivation, persistence, and resilience among employees, which are developed through daily work habits. This ultimately leads to more effective and efficient task completion.

Based on the conceptual framework above, it is assumed that organizational culture has a direct positive impact on work motivation. Hence, strengthening organizational culture can contribute to increased work motivation.

Direct Influence of Transformational Leadership on Work Motivation

A leader who consistently inspires and influences subordinates as an ideal figure will trigger intrinsic motivation among employees to meet the leader's expectations. This results in increased perseverance and productivity in solving problems.

Based on the conceptual framework above, it can be assumed that transformational leadership has a direct positive effect on work motivation. This indicates that strengthening transformational leadership can contribute to improving work motivation.

Indirect Influence of Organizational Culture on OCB through Work Motivation

Organizational culture plays a vital role in guiding member behavior in the workplace. It instills understanding of each member's position, which influences their willingness to go beyond their basic duties. This willingness manifests as helpfulness and selflessness, core dimensions of OCB. Motivation serves as a driving factor in task completion.

Based on the conceptual framework above, it is assumed that organizational culture indirectly affects OCB through work motivation. Therefore, strengthening organizational culture can enhance OCB by increasing work motivation.

Indirect Influence of Transformational Leadership on OCB through Work Motivation

Leadership that serves as a role model, inspiration, and motivator leads employees to exert their best efforts without being instructed and without expecting anything in return. This ultimately strengthens OCB within the organization.

Based on the conceptual framework above, it is assumed that transformational leadership has an indirect influence on OCB, mediated by work motivation. Thus, strengthening transformational leadership can enhance OCB through increased work motivation.

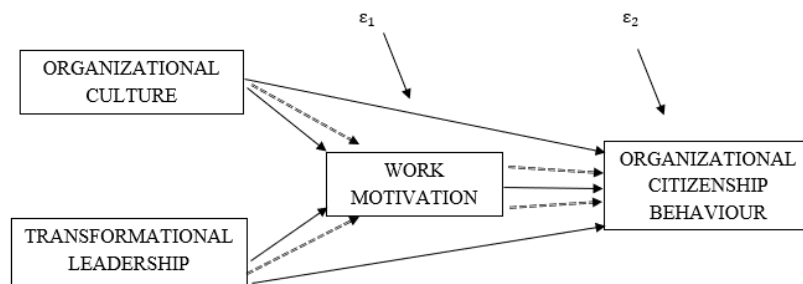


Figure 1.
The Research Model

RESEARCH METHOD

The study was conducted at the Soekarno-Hatta Type C Main Customs and Excise Service Office (KPU BC Tipe C Soekarno Hatta), located in the Cargo area of Soekarno-Hatta Airport. The research period lasted for 9 months, starting from the approval of the title seminar, which was in February 2024.

This study adopted a quantitative approach using the survey method. Survey data were obtained from respondents through the use of questionnaires covering all variables: Organizational Citizenship Behaviour (OCB) (Z), work motivation (Y), organizational culture (X₁), transformational leadership (X₂). The influence of the dependent variable with

the independent variables is illustrated by the problem structure as shown in the following figure.

Population is the generalization area consisting of objects or subjects that have certain qualities and characteristics, which are used by researchers to be analyzed and concluded (Sugiyono, 2019). The population in this study consisted of 210 ASN Customs and Excise functional examiner employees at KPU BC Tipe C Soekarno Hatta.

Sample is part of the number and characteristics possessed by the population (Sugiyono, 2019). The sampling technique used was Probability Sampling, which is a sampling technique that gives equal opportunities for every element (member) of the population to be selected as a sample member (Sugiyono, 2019). By using Cluster Sampling, which is used to determine the sample when the object to be studied or the data source is very broad (Sugiyono, 2019). The formula used to determine the sample is the Slovin formula with a margin of error of 5% as follows:

The Slovin formula is as follows: Where:

$$n = \frac{N}{1 + Ne^2}$$

Information :

n: Sample size

N: Population

e²: Margin of sampling error desired, which is 5%.

The population of ASN-status Examiner Employees at KPU BC Tipe C Soekarno Hatta is 210 employees, therefore the sample taken in this study using the Slovin formula with an error level of 5% is:

N = 210 people (total population/employees)

e² = (5%)/100 = 0.05

e² = 0.05 squared (0.05 x 0.05 = 0.0025)

$$n = \frac{210}{1+(210 \times 0.05^2)}$$

= 137.704 rounded to **138** people/respondents

RESULTS AND DISCUSSION

Hypothesis Testing

Hypothesis testing in this study was carried out using path coefficient values, t-statistics (t-count), and p-values. To assess significance and prediction in hypothesis testing, this can be seen from the path coefficient and t-count values (Abdillah & Hartono, 2015). In hypothesis testing, significance and prediction assessment can be conducted based on the t-count and p-value. The t-table value can be found in Table 1.

Table 1.

T-table Values

	<i>One tailed</i>	<i>Two tailed</i>
t-tabel	1,64	1,96

Source: (Abdillah & Hartono, 2015)

Testing Criteria:

1. If the t-count > t-table, then H₀ is rejected and H₁ is accepted.

2. If the t-count < t-table, then H_0 is accepted and H_1 is rejected.

Based on the calculation results conducted using SmartPLS 4.0, the significance values of t-counts are obtained as shown in the figure below. This figure illustrates the level of significance between the tested variables, presented in the form of arrows. The t-count values in the figure represent the level of significance between the variables.

The significance level between the tested variables is displayed in the form of values shown on the arrows connecting one variable to another.

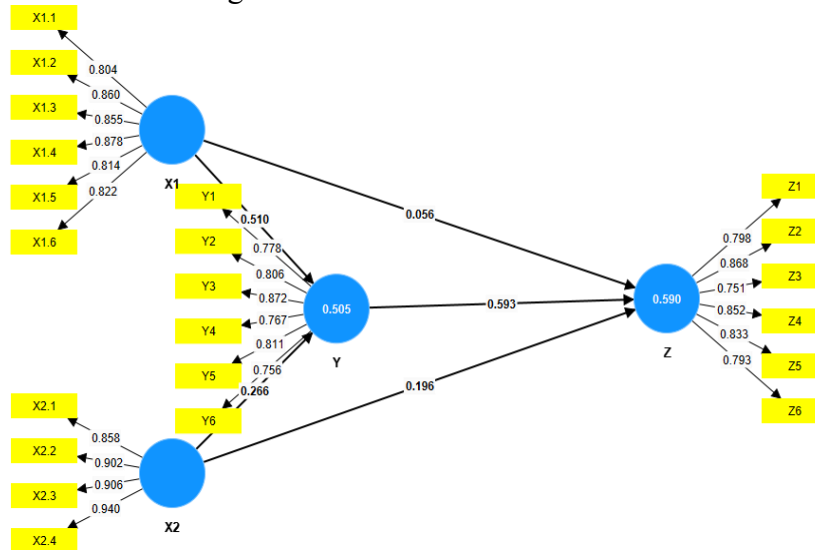


Figure 2.
 Structural Model (path coefficients, beta)

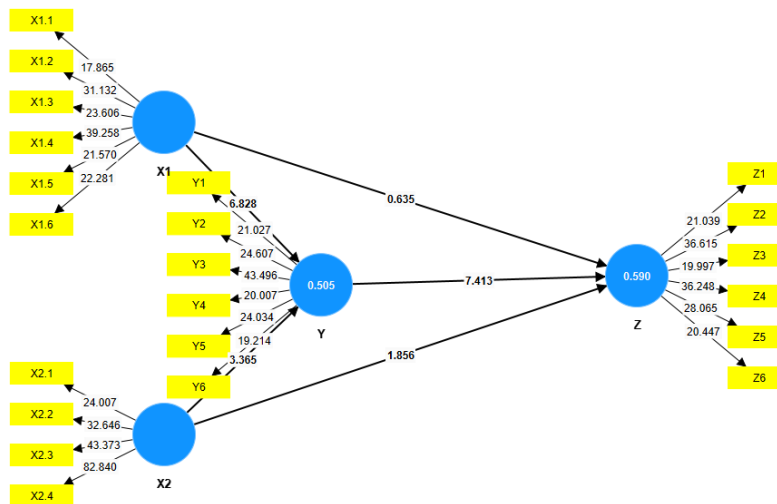


Figure 3.
 Significance Value (t-count)

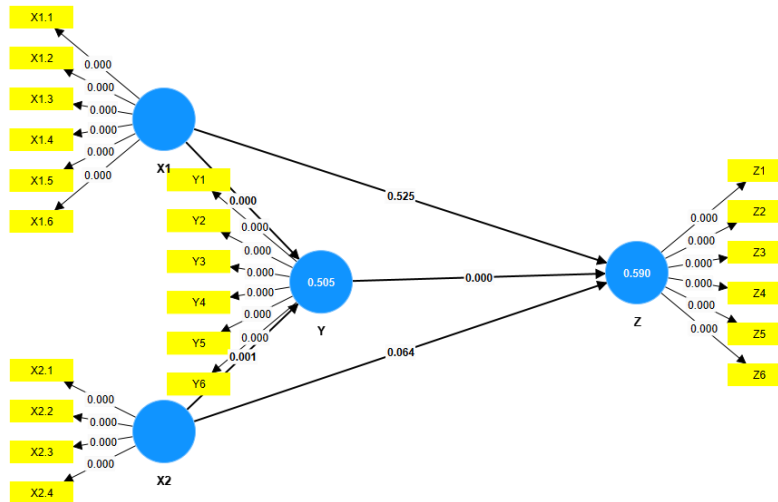


Figure 4.
Significance Value (P value)
 Source: SmartPLS Data Processing (2024)

The calculation results shown in the images above, if summarized in the form of a table, can be presented as follows:

Table 2.
Path Coefficient Values, T count, and P value

Effects Observed	Path Coefficient	T-Statistic	P-Values
Organizational Culture (X ₁) -> Work Motivation (Y)	0,510	6,828	0,000
Transformational Leadership (X ₂) -> Work Motivation (Y)	0,266	3,365	0,001
Organizational Culture (X ₁) -> OCB (Z)	0,056	0,635	0,525
Transformational Leadership (X ₂) -> OCB (Z)	0,196	1,856	0,064
Work Motivation (Y) -> OCB (Z)	0,593	7,413	0,000
Organizational Culture (X ₁) -> Work Motivation (Y) -> OCB (Z)	0,302	4,924	0,000
Transformational Leadership (X ₂) -> Work Motivation (Y) -> OCB (Z)	0,158	3,130	0,002

Source: SmartPLS Data Processing (2024)

1. The Effect of Organizational Culture (X₁) on OCB (Z)

Statistical Hypothesis:

H₀: Organizational Culture (X₁) has no positive and significant effect on OCB (Z)

H₁: Organizational Culture (X₁) has a positive and significant effect on OCB (Z)

Based on this hypothesis, the hypothesis test was conducted using the bootstrapping method through SmartPLS 4.0, and the following values were obtained:

Table 3.
Path Coefficient, T value, and P value of Organizational Culture (X₁) -> OCB (Z)

Effect	Path Coefficient (beta)	t-statistic	P value	Conclusion
Organizational Culture (X ₁) -> OCB (Z)	0.056	0.635	0.525	Accept H ₁

Source: SmartPLS Data Processing (2024)

Based on the results in Table 3, the path coefficient from the original sample estimate (beta) is 0.056, indicating a positive or direct relationship between Organizational Culture (X₁) and OCB (Z). This means if Organizational Culture (X₁) increases, OCB (Z) will also increase, and vice versa. The effect of Organizational Culture (X₁) on OCB (Z) is not significant in the one-tailed test (t-table = 1.64) with a T-statistic value of 0.635, which is smaller than the t-table, and a p-value greater than the 5% alpha (0.525 > 0.05). Therefore, H₀ is rejected, meaning Organizational Culture (X₁) has a positive but not significant effect on OCB (Z).

2. The Effect of Transformational Leadership (X₂) on OCB (Z)

Statistical Hypothesis:

H₀: Transformational Leadership (X₂) has no positive and significant effect on OCB (Z)

H₂: Transformational Leadership (X₂) has a positive and significant effect on OCB (Z)

Next, according to the proposed hypothesis, hypothesis testing was conducted using the bootstrapping method via SmartPLS 4.0, and the results obtained are as follows:

Table 4.
Path Coefficient, T value, and P value of Transformational Leadership (X₂) -> OCB (Z)

Effect	Path Coefficient (beta)	t-statistic	P value	Conclusion
Transformational Leadership (X ₂)-> Organizational Citizenship Behavior (OCB) (Z)	0,196	1,856	0,064	Accept H ₂

Source: SmartPLS Data Processing (2024)

Based on the results in Table 4, the path coefficient from the original sample estimate (beta) is 0.196, indicating a positive or direct relationship between Transformational Leadership (X₂) and OCB (Z). This means if Transformational Leadership (X₂) increases, OCB (Z) will also increase, and vice versa. The effect of Transformational Leadership (X₂) on OCB (Z) is significant in the one-tailed test (t-table = 1.64), with a T-statistic value of 1.856, which is greater than the t-table, and a p-value smaller than the 5% alpha (0.064 > 0.05). Therefore, H₂ is accepted, meaning Transformational Leadership (X₂) has a positive but not significant effect on OCB (Z).

3. The Effect of Work Motivation (Y) on Organizational Citizenship Behavior (OCB) (Z)

Statistical Hypothesis:

H₀: Work Motivation (Y) has no positive and significant effect on Organizational Citizenship Behavior (OCB) (Z)

H₃: Work Motivation (Y) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Z)

Next, based on the hypothesis test conducted with the bootstrapping method using SmartPLS 4.0, the results obtained are as follows:

Table 5.
Path Coefficient, T value, and P value of Work Motivation (Y) -> Organizational Citizenship Behavior (OCB) (Z)

Effect	Path Coefficient (beta)	t-statistic	P value	Conclusion
Work Motivation (Y) -> Organizational Citizenship Behavior (OCB) (Z)	0,593	7,413	0,000	Accept H ₃

Source: SmartPLS Data Processing (2024)

Based on the results in Table 5, the path coefficient from the original sample estimate (beta) is 0.593, indicating a positive or direct relationship between Work Motivation (Y) and OCB (Z). This means if Work Motivation (Y) increases, OCB (Z) will also increase, and vice versa. The effect of Work Motivation (Y) on OCB (Z) is significant in the one-tailed test (t-table = 1.64), with a T-statistic value of 7.413, which is greater than the t-table, and a p-value smaller than the 5% alpha (0.000 < 0.05). Therefore, H₃ is accepted, meaning Work Motivation (Y) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Z).

4. The Effect of Organizational Culture (X₁) on Work Motivation (Y)

Statistical Hypothesis:

H₀: Organizational Culture (X₁) has no positive and significant effect on Work Motivation (Y)

H₄: Organizational Culture (X₁) has a positive and significant effect on Work Motivation (Y)

Based on this hypothesis, the hypothesis test was conducted using the bootstrapping method via SmartPLS 4.0, and the following values were obtained:

Table 6.
Path Coefficient, T value, and P value of Organizational Culture (X₁) -> Work Motivation (Y)

Effect	Path Coefficient (beta)	t-statistic	P value	Conclusion
Organizational Culture (X ₁) -> Work Motivation (Y)	0,510	6,828	0,000	Accept H ₄

Source: SmartPLS 4.0 Data Processing by Author (2024)

Based on the results in Table 6, the path coefficient from the original sample estimate (beta) is 0.510, indicating a positive or direct relationship between Organizational Culture (X₁) and Work Motivation (Y). This means an increase in Organizational Culture (X₁) will be followed by an increase in Work Motivation (Y), and vice versa. The effect of Organizational Culture (X₁) on Work Motivation (Y) is significant in the one-tailed test (t-table = 1.64), with a T-statistic value of 6.828, which is greater than the t-table, and a

p-value smaller than the 5% alpha ($0.000 < 0.05$). Therefore, H_4 is accepted, meaning Organizational Culture (X_1) has a positive and significant effect on Work Motivation (Y).

5. The Effect of Transformational Leadership (X_2) on Work Motivation (Y)

Statistical Hypothesis:

H_0 : Transformational Leadership (X_2) has no positive and significant effect on Work Motivation (Y)

H_5 : Transformational Leadership (X_2) has a positive and significant effect on Work Motivation (Y)

Based on this hypothesis, hypothesis testing was conducted using the bootstrapping method with the SmartPLS 4.0 application, and the results obtained are as follows:

Table 7.
Path Coefficient, T value, and P value of Transformational Leadership (X_2) -> Work Motivation (Y)

Effect	Path Coefficient (beta)	t-statistic	P value	Conclusion
Transformational Leadership (X_2) -> Work Motivation (Y)	0,266	3,365	0,001	Accept H_5

Source: SmartPLS Data Processing (2024)

Based on the results in Table 7, the path coefficient from the original sample estimate (beta) is 0.266, indicating a positive relationship between Transformational Leadership (X_2) and Work Motivation (Y). This means an increase in Transformational Leadership (X_2) will be followed by an increase in Work Motivation (Y), and vice versa. The effect of Transformational Leadership (X_2) on Work Motivation (Y) is significant in the one-tailed test ($t\text{-table} = 1.64$), with a T-statistic value of 3.365, which is greater than the t-table, and a p-value smaller than the 5% alpha ($0.001 < 0.05$). Therefore, H_5 is accepted, indicating that Transformational Leadership (X_2) has a positive and significant effect on Work Motivation (Y).

6. Effect of Organizational Culture (X_1) on OCB (Z) through Work Motivation (Y)

Statistical Hypotheses:

H_0 : Organizational Culture (X_1) does not have a positive and significant effect on OCB (Z) through Work Motivation (Y)

H_6 : Organizational Culture (X_1) has a positive and significant effect on OCB (Z) through Work Motivation (Y)

Next, referring to the hypotheses proposed, testing was conducted using the bootstrapping method through SmartPLS 4.0, and the resulting values are as follows:

Table 8.
Path Coefficient, T-statistic, and P-value for Organizational Culture (X_1) -> Work Motivation (Y) -> OCB (Z)

Effect	Path Coefficient (beta)	t-statistic	P value	Conclusion
Organizational Culture (X_1) -> Work Motivation (Y) -> OCB (Z)	0,302	4,924	0,000	Accept H_6

Source: Data Processed Using SmartPLS 4.0 by the Author (2024)

Based on the results in Table 8, the path coefficient value from the original sample estimate (beta) is 0.302, indicating that the relationship between Organizational Culture (X_1) and OCB (Z) through Work Motivation (Y) is positive or in the same direction. This means that if Organizational Culture (X_1) increases, then OCB (Z) through Work Motivation (Y) will also increase, and vice versa.

The relationship between Organizational Culture (X_1) and OCB (Z) through Work Motivation (Y) is declared significant in a one-tailed test ($t\text{-table} = 1.64$), with a T-statistic value of 4.924, which is greater than the t-table value, and a p-value less than the 5% alpha level ($0.000 < 0.05$).

Therefore, H_6 is accepted, meaning that Organizational Culture (X_1) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Z) through Work Motivation (Y).

7. The Effect of Transformational Leadership (X_2) on Organizational Citizenship Behavior (OCB) (Z) through Work Motivation (Y)

Statistical Hypothesis:

H_0 : Transformational Leadership (X_2) does not have a positive and significant effect on OCB (Z) through Work Motivation (Y)

H_7 : Transformational Leadership (X_2) has a positive and significant effect on OCB (Z) through Work Motivation (Y).

Referring to the proposed hypothesis, a test was conducted using the bootstrapping method through SmartPLS 4.0, and the results produced the following values:

Table 9.

Path Coefficient, T-Statistic, and P-Value of Transformational Leadership (X_2) → Work Motivation (Y) → Organizational Citizenship Behavior (OCB) (Z)

Effect	Path Coefficient (beta)	t-statistic	P value	Conclusion
Transformational Leadership (X_2) -> Work Motivation (Y) -> OCB (Z)	0,158	3,130	0,002	Terima H_7

Source: SmartPLS Data Processing (2024)

Based on the results in Table 9, the path coefficient value from the original sample estimate (beta) is 0.158, which is positive. This indicates that the relationship between Transformational Leadership (X_2) and OCB (Z) through Work Motivation (Y) is positive or in the same direction. In other words, an increase in Transformational Leadership (X_2) will be followed by an increase in Organizational Citizenship Behavior (OCB) (Z) through Work Motivation (Y), and vice versa. This effect is significant based on a one-tailed test ($t\text{-table} = 1.64$), with a T-statistic value of 3.130, which is greater than the t-table value, and a p-value smaller than the 5% alpha level ($0.002 < 0.05$). Thus, H_7 is accepted, which means that Transformational Leadership (X_2) has a positive and significant effect on OCB (Z) through Work Motivation (Y).

CONCLUSION

Based on the results and discussion of the research on Strategies to Improve Organizational Citizenship Behavior (OCB) through Strengthening Organizational Culture,

Transformational Leadership, and Work Motivation at the Main Customs and Excise Service Office Type C Soekarno-Hatta, the following conclusions can be drawn:

1. There is a direct positive but not significant influence of Organizational Culture on OCB, which means that strengthening Organizational Culture can improve OCB at the Main Customs and Excise Service Office Type C Soekarno-Hatta.
2. There is a direct positive but not significant influence of Transformational Leadership on OCB, which means that strengthening Transformational Leadership can improve OCB at the Main Customs and Excise Service Office Type C Soekarno-Hatta.
3. There is a direct positive and significant influence of Work Motivation on OCB, which means that strengthening Work Motivation can improve OCB at the Main Customs and Excise Service Office Type C Soekarno-Hatta.
4. There is a direct positive and significant influence of Organizational Culture (X_1) on Work Motivation (Y), which means that strengthening Organizational Culture (X_1) can improve Work Motivation at the Main Customs and Excise Service Office Type C Soekarno-Hatta.
5. There is a direct positive and significant influence of Transformational Leadership on Work Motivation, which means that strengthening Transformational Leadership can improve Work Motivation at the Main Customs and Excise Service Office Type C Soekarno-Hatta.
6. There is an indirect positive and significant influence of Organizational Culture on OCB through Work Motivation, which means that Work Motivation successfully mediates the influence of Organizational Culture on OCB.
7. There is also an indirect positive and significant influence of Transformational Leadership on OCB through Work Motivation, which means that Work Motivation successfully mediates the influence of Transformational Leadership on OCB.

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