

**STRATEGY TO IMPROVE ORGANIZATIONAL CITIZENSHIP BEHAVIOR
(OCB) THROUGH STRENGTHENING ORGANIZATIONAL CULTURE,
TRANSFORMATIONAL LEADERSHIP, AND JOB SATISFACTION OF NON-
ASN EMPLOYEES IN STATE JUNIOR HIGH SCHOOLS IN THE BOGOR CITY
EDUCATION OFFICE**



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Abstract

This study found a solution to improve Organizational Citizenship Behavior (OCB) in Non-ASN School Administrative Staff in Public Junior High Schools within the Bogor City Education Office. The results showed that: (a) Organizational culture has a significant positive direct effect on OCB ($\beta = 0.367$, $p < 0.05$), which means strengthening organizational culture can improve OCB. (b) Transformational leadership has a significant positive direct effect on OCB ($\beta = 0.275$, $p < 0.05$), which shows that strengthening transformational leadership can improve OCB. (c) Job satisfaction has a significant positive direct effect on OCB ($\beta = 0.328$, $p < 0.05$), which shows that increasing job satisfaction can improve OCB. (d) Organizational culture has a significant positive direct effect on job satisfaction ($\beta = 0.765$, $p < 0.05$), which shows that strengthening organizational culture can improve job satisfaction. (e) Transformational leadership has a significant positive direct effect on job satisfaction ($\beta = 0.221$, $p < 0.05$), which indicates that strengthening transformational leadership can increase job satisfaction. (f) Organizational culture has a significant positive indirect effect on OCB through job satisfaction ($\beta = 0.250$, $p < 0.05$), although job satisfaction is not effective as an intervening variable. (g) Transformational leadership has a positive indirect effect on OCB through job satisfaction ($\beta = 0.072$, $p < 0.05$), but job satisfaction is also not effective as an intervening variable.

Keywords: Organizational Citizenship Behavior (OCB), Strengthening Organizational Culture, Transformational Leadership and Job Satisfaction in Non-ASN Employees

INTRODUCTION

School Administrative Staff (TAS) play a central role in managing administrative aspects of schools, including student administration, teaching staff activities, curriculum, and school correspondence. As the primary executors of school office work, TAS has crucial technical responsibilities. Therefore, it is crucial to empower the TAS's abilities and competencies so that all their energy and time can be optimally devoted to the school. (Gunawan et al., 2018)

The selection of non-civil servant school administrative staff in this study was based on the fact that they lack stable job security and may therefore face greater career uncertainty. This has the potential to lead to low motivation and Organizational Citizenship Behavior (OCB), as such uncertainty can reduce their sense of attachment and loyalty to the organization.

Organizational Citizenship Behavior (OCB) was chosen as the research topic because it is an important indicator of the involvement and commitment of non-ASN employees in the organization, even though they lack stable job security. The career uncertainty faced by non-ASN employees can reduce their sense of engagement and loyalty, potentially negatively impacting OCB. This decline in OCB can, in turn, impact individual performance and overall organizational effectiveness.

Initial research was conducted through a preliminary survey to determine the condition of Organizational Citizenship Behavior (OCB) in public junior high schools in Bogor City. This survey used OCB dimensions, which are divided into two: interpersonal OCB and organizational OCB. Interpersonal OCB includes altruism, courtesy, and sportsmanship. This dimension emphasizes behaviors that support interpersonal relationships in the workplace. On the other hand, organizational OCB includes conscientiousness, civic virtue, and boosterism. This dimension highlights behaviors that support the overall function and goals of the organization.

The results of this preliminary survey provide an initial overview of the implementation of these behaviors by administrative staff at a public junior high school in Bogor City. This can then be used to identify areas requiring improvement and design strategies to enhance organizational citizenship behavior within the school environment.

As many as 30% of school administrative staff experience problems with altruism, as evidenced by a lack of willingness to mentor and help colleagues without expecting anything in return. Furthermore, 25% experience problems with courtesy, such as an inability to listen to colleagues without interrupting and a lack of consideration for their opinions. 26.6% experience problems with sportsmanship, as evidenced by a lack of openness in conflict and a tendency to talk behind others' backs.

A total of 16.6% faced issues with conscientiousness, evident in the inability to complete tasks properly according to deadlines and quality standards. 26.7% had issues with civic virtue, reflected in a lack of adherence to work values and active participation in the workplace. Finally, 48.3% experienced issues with boosterism, evident in a lack of initiative to promote workplace well-being. These phenomena indicate serious challenges in various aspects of organizational citizenship behavior, which can hinder individual performance and overall organizational effectiveness.

OCB is known to be influenced by several factors, such as research conducted by Siders et.al. (2001) which states that Organizational Citizenship Behavior (OCB) is

influenced by two main factors, namely factors originating from within the employee (internal) and factors originating from outside the employee (external), factors originating from within the employee, for example, morale, satisfaction, positive attitude, and factors originating from outside the employee, for example, management system, leadership system, and organizational culture.

According to Robbins and Judge (2012), job satisfaction is considered very important in determining employee behavior in the workplace, especially in terms of Organizational Citizenship Behavior (OCB). Employees who are satisfied with their jobs tend to speak positively about the organization, help coworkers, and go the extra mile. This may be because they want to reciprocate the positive experiences they have had. There is a fairly strong relationship between job satisfaction and organizational citizenship behavior. Employees who are satisfied with their jobs are more likely to engage in organizational citizenship behavior.

Besides job satisfaction, another factor influencing organizational citizenship behavior is leadership. One interesting leadership style is transformational leadership. According to Organ et al. (2006), transformational leadership involves fundamental changes in employees' values, goals, and aspirations so that they are intrinsically motivated to do their work because it aligns with their values, rather than being externally motivated by the expectation of being rewarded for their efforts. Leaders who provide appropriate models can motivate Organizational Citizenship Behavior (OCB) in various ways. A leader's role model in demonstrating behaviors deemed important can increase role clarity and job satisfaction for employees. If leaders model citizenship behavior, this demonstration can increase employees' ability to demonstrate organizational citizenship behavior effectively (Mulya, 2024).

Based on this description, researchers are interested in examining organizational citizenship behavior and the factors that influence it, such as job satisfaction as an intervening variable, organizational culture and transformational leadership as independent variables because the interaction between job satisfaction, transformational leadership, and organizational culture can create a work environment that facilitates and encourages employees to behave in a citizenship manner towards the organization. This can ultimately improve performance and mutual success.

REVIEW OF LITERATURE

Organizational Citizenship Behavior

According to Organ, Podsakof, and MacKenzie (2006:8), in the book organizational citizenship behavior (OCB) is work behavior that is not formally or explicitly required in a formal reward system, and which in the organizational context provides or maintains positive or optimal psychological conditions for effective work performance.

Job Satisfaction

According to Robbins (2003:103), job satisfaction is a general attitude towards one's work as the difference between the amount of reward a worker receives and the amount of reward he or she believes he or she should receive.

Organizational culture

According to Riggio RE (2018:404), Organizational Culture is a system that develops from various sources so that it can differentiate one company from another company with the

dimension of shared values, namely principles or beliefs that are considered important and held together by members of the organization.

Transformational Leadership

According to Kharis (2015:2-3), transformational leadership style is a type of leadership that inspires his followers to put aside their personal interests and has extraordinary influencing abilities.

RESEARCH METHOD

This research was conducted using a quantitative approach. The statistical analysis technique used was Path Analysis, by David Garson (2003). The population in this study was non-ASN public junior high school administrative staff within the Bogor City Education Office. This study used a probability sampling method with a cluster technique to ensure fair representation of the population. The population in this study was 106 people. Of these, 30 people were used for the preliminary survey, while the remaining 76 people served as the main sample in this study.

RESULTS AND DISCUSSION

Path Analysis

Substructure Analysis 1

In this section, an analysis is carried out on the influence of organizational culture, transformational leadership, and job satisfaction simultaneously on organizational citizenship behavior, the equation for substructure 1 is:

$$Z = \beta_0 \text{OCBBO} + \beta_1 \text{OCBKT} + \beta_2 \text{OCBKK} + \beta_3 \text{OCB}\epsilon_1$$

Table 1.
Sub-Structure Analysis Output 1

		Coefficientsa					
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
		B	Std. Error	Beta			
1	(Constant)	41,388	7,647		5,412	.000	
	Job satisfaction	.433	.205	.328	2.112	.038	
	Organizational culture	.392	.161	.367	2,432	.018	
	Transformational leadership	.337	.122	.275	2,771	.007	

a. Dependent Variable: OCB

Table 2.
Regression Equation Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.952a	.906	.902	8.25994

a. Predictors: (Constant), KT, BO, KK

b. Dependent Variable: OCB

The analysis results show that all path coefficients are significant with a probability value (sig.) of $0.000 < 0.05$, so the influence model of substructure 1 (BO, KT, and KK on OCB) is significant. Thus, the structural equation for substructure 1 is:

$$OCB = 0.367 BO + 0.275 KT + 0.328KK.$$

The results in the table above show that the coefficient value of the organizational culture path on organizational citizenship behavior is $\beta_{OCBBO} = 0.367$, the coefficient value of the transformational leadership path on organizational citizenship behavior is $\beta_{OCBKT} = 0.275$, and the coefficient value of the job satisfaction path on organizational citizenship behavior is $\beta_{OCBKK} = 0.328$. Meanwhile, the coefficients of other factors that influence organizational citizenship behavior besides organizational culture, transformational leadership, and job satisfaction are as follows: $\varepsilon_1 = 1 - 0.367 - 0.257 - 0.328 = 0.048$ so that the equation function of substructure 1 is $OCB = 0.367BO + 0.275KT + 0.328KK + 0.048\varepsilon_1$. The coefficient of determination value of 0.906 means that organizational culture, transformational leadership, and job satisfaction contribute 90.6% to organizational citizenship behavior, while the remaining 9.4% is influenced by other factors not examined in this study.

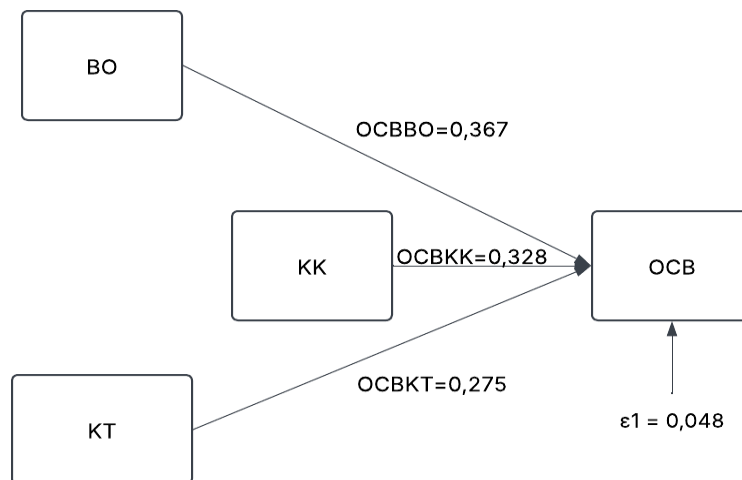


Figure 1.
Sub-Structure Path Diagram 1

Substructure Hypothesis 1

The Direct Influence of Organizational Culture on Organizational Citizenship Behavior

The regression coefficient of organizational culture on organizational citizenship behavior is 0.367. With a calculated t value of 2.432, greater than the t table of 1.993. And the significance value of 0.018 is smaller than 0.05. Therefore, H_0 is rejected and H_a is accepted. Thus, it can be concluded that organizational culture (BO) has a direct positive and significant effect on organizational citizenship behavior (OCB).

The Direct Influence of Transformational Leadership on Organizational Citizenship Behavior

It is known that the regression coefficient of Transformational Leadership on Organizational Citizenship Behavior is 0.275. With a calculated t value of 2.771, greater than the t table of 1.993. And the significance value of 0.007 is smaller than 0.05. So Ho is rejected and Ha is accepted, thus it can be concluded that Transformational Leadership (KT) has a direct positive and significant effect on Organizational Citizenship Behavior (OCB).

The Direct Influence of Job Satisfaction on Organizational Citizenship Behavior

It is known that the regression coefficient of job satisfaction on organizational citizenship behavior is 0.328. With a calculated t value of 2.112, greater than the t table of 1.993. And the significance value of 0.038 is smaller than 0.05. So Ho is rejected and Ha is accepted, thus it can be concluded that job satisfaction (KK) has a direct positive and significant effect on organizational citizenship behavior (OCB).

Substructure Analysis 2

In this section, an analysis is carried out on the influence of organizational culture and transformational leadership on job satisfaction, the equation for substructure 2 is:

$$Y = \beta_{KKBO} + \beta_{KKKT} + \beta_{KK\epsilon 2}$$

Table 3.
Substructure Analysis Output 2

Model	Coefficients ^a			T	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error	Beta		
1 (Constant)	20,942	3,615		5,793	.000
BO	.619	.057	.765	10,903	.000
KT	.205	.065	.221	3,147	.002

a. Dependent Variable: KK

Table 4.
Regression Equation Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.972a	.946	.944	4.71782

a. Predictors: (Constant), Transformational Leadership, Organizational Culture

b. Dependent Variable: Job Satisfaction

The results of the analysis show that all path coefficients are significant with a probability value (sig.) of $0.000 < 0.05$, thus the influence model of sub-structural 2 (BO and KT on KK), the structural equation for sub-structure 2: $KK = 0.765 BO + 0.221 KT$.

The results in the table above show that the path coefficient value of organizational culture on job satisfaction is $\beta_{KKBO} = 0.765$, and the path coefficient value of transformational leadership on job satisfaction is $\beta_{KKKT} = 0.221$. Meanwhile, the

coefficients for other factors that influence job satisfaction besides organizational culture and transformational leadership are as follows. $\epsilon^2 = 1 - 0.765 - 0.221 = 0.014$ so that the equation function of substructure 2 is $Y = 0.457BO + 0.221KT + 0.014\epsilon^2$. The coefficient of determination value of 0.946 means that organizational culture and transformational leadership contribute 94.6% to job satisfaction, while the remaining 5.4% is influenced by other factors not examined in this study.

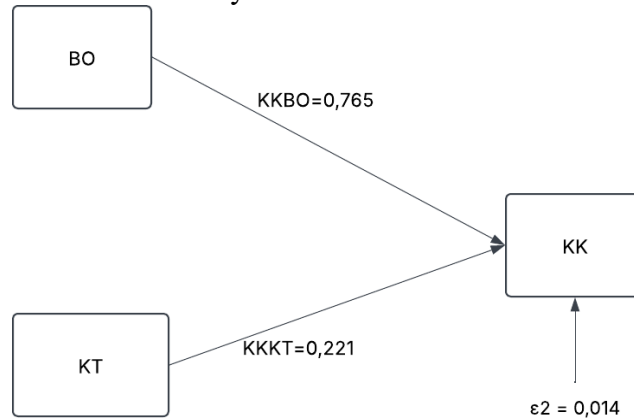


Figure 2.
Sub-Structure Path Diagram 2

Hypothesis Test Sub Structure 2

The Direct Influence of Organizational Culture on Job Satisfaction

It is known that the regression coefficient of organizational culture on job satisfaction is 0.765. With a calculated t value of 10.903, greater than the t table of 1.993. And the significance value of 0.000 is smaller than 0.05. So H_0 is rejected and H_a is accepted, thus it can be concluded that organizational culture (BO) has a direct, positive, and significant effect on job satisfaction (KK).

The Direct Influence of Transformational Leadership on Job Satisfaction

It is known that the regression coefficient of transformational leadership on job satisfaction is 0.221. With a calculated t value of 3.147, greater than the t table of 1.993. And the significance value of 0.002 is smaller than 0.05. So H_0 is rejected and H_1 is accepted; thus, it can be concluded that transformational leadership (KT) has a direct, positive, and significant effect on KK's job satisfaction.

Sobel Test

The Indirect Effect of Organizational Culture on Organizational Citizenship Behavior Through Job Satisfaction

To determine whether Job Satisfaction acts as an intervening variable in the relationship between Organizational Culture and OCB, appropriate statistical testing is required. One method used is the Sobel test, which can measure the significance of the mediation effect in path analysis. This test helps ensure that the indirect effect of Organizational Culture on OCB through Job Satisfaction is truly statistically significant. The criteria for using the Sobel test are to compare the values Z_{count} and Z_{Table} . If $Z_{count} >$ from Z_{Table} then it can be concluded that there is a mediation effect.

The calculation of indirect/mediation effects can be done by using the coefficients from the regression equation contained in the table below:

Table 5.
Output of the Regression Coefficient of Independent Variables (BO) Against the Mediating Variable KK

Coefficientsa						
Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,370	3,524		7,198	.000
	BO	.783	.023	.969	33,545	.000

a. Dependent Variable: KK

Table 6.
Output of Regression Coefficient of Mediating Variable KK Against Dependent Variable OCB

Coefficientsa						
Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	43,685	7,942		5,501	.000
	Job satisfaction	.629	.201	.477	3,131	.003
	Organizational culture	.508	.162	.477	3,129	.003

a. Dependent Variable: Organizational Citizenship Behavior

From the table above, it shows that $a=0.969$ and $b=0.477$, with $SEa=0.023$ and $SEb=0.162$. Figure of the indirect influence of Organizational Culture on Organizational Citizenship Behavior through Job Satisfaction. Presented as follows:

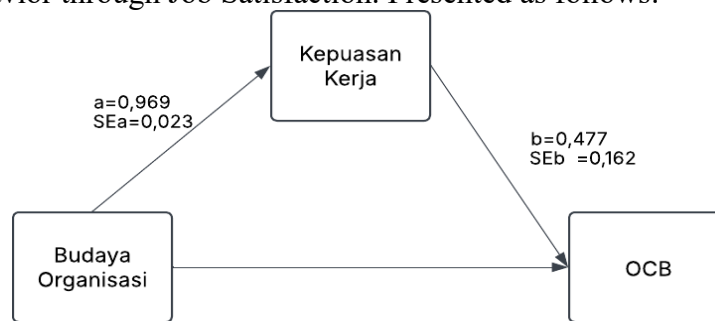


Figure 3.

Diagram of the Indirect Influence of Organizational Culture on Organizational Citizenship Behavior through Job Satisfaction

The mediation effect testing in this study was conducted using the Sobel test using the Sobel Test Calculator for the Significance of Mediation. The Sobel test calculation was performed by entering the regression coefficient values from the paths $X_1 \rightarrow Z$ (a) and $Z \rightarrow Y$ (b), as well as the standard errors of each path (SEa and SEb). Based on the coefficient values from the regression equation, the calculation is as shown in the figure below:

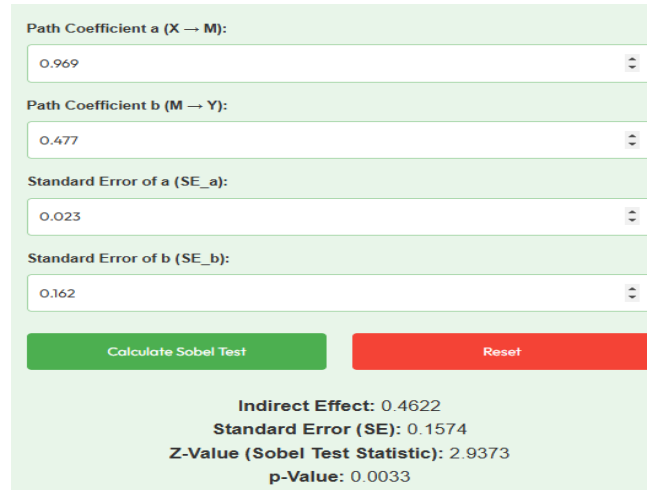


Figure 4.

Diagram of the Indirect Influence of Organizational Culture (X1) on OCB through Job Satisfaction

Obtained value $Z_{count}(2.93) > \text{value } Z_{tabel}(1.96)$ with a significance level of 0.05. The mediation effect of Job Satisfaction on OCB in the relationship between Organizational Culture (BO) → OCB through KK is significant. This means that Job Satisfaction truly mediates the influence of Organizational Culture on OCB.

The Indirect Influence of Transformational Leadership on Organizational Citizenship Behavior Through Job Satisfaction

To determine whether Job Satisfaction acts as an intervening variable in the relationship between Transformational Leadership and OCB, appropriate statistical testing is required. One method used is the Sobel test, which can measure the significance of the mediation effect in path analysis. This test helps ensure that the indirect effect of Transformational Leadership on OCB through Job Satisfaction is truly statistically significant. The criteria for using the Sobel test are to compare the values Z_{count} and Z_{Tabel} . If value $Z_{count} > \text{from } Z_{Tabel}$ so it can be concluded that there is a mediation effect. The calculation of indirect/mediation effects can be done by using the coefficients from the regression equation contained in the table below:

Table 7.

Output of Regression Coefficient of Mediating Variable KK Against Dependent Variable OCB

		Coefficientsa		T	Sig.
Model		Unstandardized Coefficients			
		B	Std. Error	Beta	
1	(Constant)	20,730	5,741	3,561	.001
	KT	.861	.041	21,075	.000

a. Dependent Variable: KK

Table 8.
Output of Regression Coefficient of Mediating Variable KK Against Dependent Variable OCB

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	33,123	7,077		4,681	.000
	Job satisfaction	.745	.131	.626	6,317	.000
	Transformational leadership	.415	.121	.338	3,415	.001

a. Dependent Variable: Organizational Citizenship Behavior

From the table above it shows that $a=0.926$ and $b=0.338$, with $SEa=0.041$ and $SEb=0.121$ Figure of the indirect influence of Transformational Leadership on Organizational Citizenship Behavior through Job Satisfaction. Presented as follows:

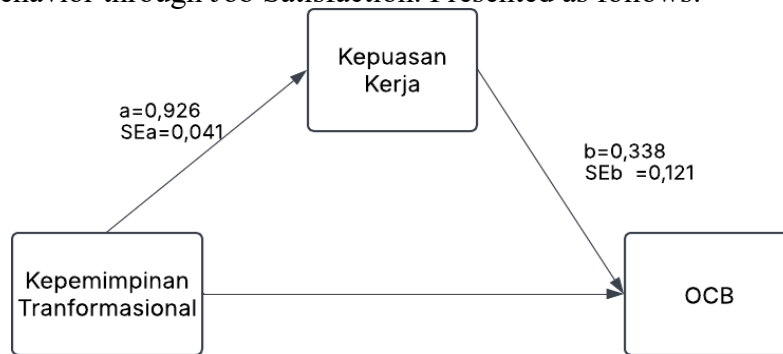


Figure 5.
The indirect influence of Transformational Leadership on Organizational Citizenship Behavior through Job Satisfaction

The mediation effect testing in this study was conducted using the Sobel test using the Sobel Test Calculator for the Significance of Mediation. The Sobel test calculation was performed by entering the regression coefficient values from the $KT \rightarrow OCB$ (a) and $KK \rightarrow OCB$ (b) paths, as well as the standard errors of each path (SEa and SEb). Based on the coefficient values from the regression equation, the calculation is as shown in the figure below:

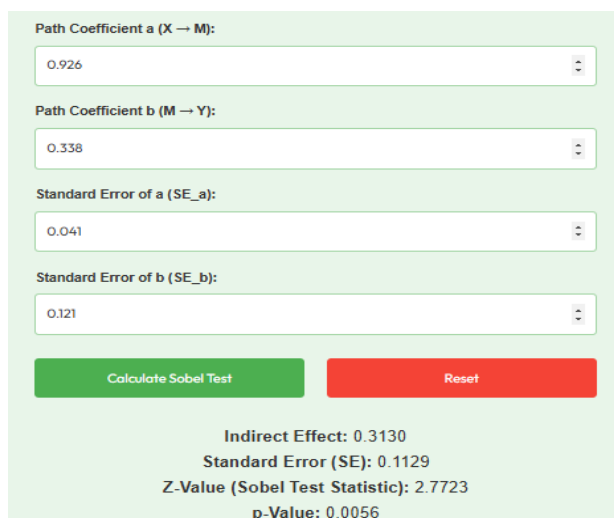


Figure 6.
Diagram of the Indirect Influence of Transformational Leadership (X2) on OCB through Job Satisfaction

Obtained value $Z_{count}(2.77) > value Z_{tabel}(1.96)$ with a significance level of 0.05. The mediating effect of Job Satisfaction on OCB in the relationship between Transformational Leadership (KT) → OCB through KK is significant. This means that Job Satisfaction truly mediates the influence of transformational leadership on OCB.

Table 9.
Calculation of Direct (PL) and Indirect (PTL) Impacts

Path	Beta		PL Value	PTL Calculation	Sig	Conclusion
	$\beta_1 / \beta_2 / \beta_3 / \beta_4 / \beta_5$	B3				
BO → OCB	0.367	-	0.367	-	0.018	Ho is rejected, and H3 is accepted. There is a direct positive influence of organizational culture on organizational citizenship. BehaviorOrganization
KT → OCB	0.275	-	0.275	-	0.007	Ho is rejected, and H4 is accepted. There is a direct positive influence of transformational leadership on organizational Citizenship Behavior
KK → OCB	0.328	-	0.328	-	0.038	Ho is rejected, and H5 is accepted. There is a direct positive influence of job satisfaction on Organizational Citizenship Behavior

BO → KK	0.765	-	0.765	-	0,000	Ho is rejected, and H1 is accepted. There is a direct positive influence of organizational culture on job satisfaction.
KT → KK	0.221	-	0.221	-	0.002	Ho is rejected, and H1 is accepted. There is a direct positive influence of interpersonal communication on job satisfaction.
BO on OCB via KK	(βBOKK)(βKKOCB)= (0.765)(0.328) = 0.250.	-	zhitung > ztabel 2.9 > 1.96			Ho is rejected, and H6 is accepted. There is a positive indirect influence of organizational culture on Organizational Citizenship Behavior through job satisfaction.
KT on OCB via KK	(βKTKK)(βKKOCB)= (0.221)(0.328) = 0.072.	-	zhitung > ztabel 2.77> 1.96			Ho is rejected, and H6 is accepted. There is a positive indirect influence of transformational leadership on Organizational Citizenship Behavior through job satisfaction

Results of Inter-Indicator Analysis

Dimensional analysis is used to determine the influence of the dimensions of the independent variables, namely organizational culture and transformational leadership, with the intervening variable, namely job satisfaction, and to determine the independent variables, namely organizational culture and transformational leadership, and the intervening variable, job satisfaction, on the dependent variable, namely organizational citizenship behavior. The dimensional analysis is presented in the following table:

Table 10.

Inter-dimensional analysis matrix of BO, KT, and KK variables with OCB variables

Variables		OCB					
		OCB1	OCB 2	OCB 3	OCB 4	OCB 5	OCB6
BO	BO.1	.760**	.639**	.726**	.699**	.714**	.543**
	BO.2	.747**	.701**	.801**	.820**	.780**	.655**
	BO.3	.718**	.659**	.726**	.795**	.716**	.568**
	BO.4	.728**	.712**	.804**	.762**	.756**	.568**
	BO.5	.764**	.793**	.843**	.801**	.793**	.594**
	BO.6	.729**	.735**	.780**	.685**	.732**	.659**
	BO.7	.588**	.580**	.617**	.629**	.574**	.553**
	BO.8	.588**	.580**	.617**	.629**	.574**	.553**
	BO.9	.735**	.708**	.764**	.771**	.764**	.615**
	X.1.10	.599**	.587**	.617**	.631**	.590**	.557**
	BO.11	.588**	.580**	.617**	.629**	.574**	.553**

	BO.12	.595**	.586**	.618**	.632**	.584**	.557**
KT	KT.1	.666**	.672**	.718**	.763**	.731**	.621**
	CT.2	.822**	.791**	.814**	.804**	.783**	.630**
	CT.3	.782**	.726**	.740**	.780**	.736**	.666**
	KT.4	.766**	.759**	.739**	.716**	.734**	.590**
	KT.5	.595**	.586**	.618**	.632**	.584**	.557**
	KT.6	.726**	.637**	.755**	.625**	.706**	.625**
	KT.7	.672**	.637**	.688**	.752**	.673**	.658**
	KT.8	.731**	.696**	.780**	.690**	.760**	.611**
Y	Y1	.755**	.742**	.753**	.754**	.774**	.536**
	Y2	.738**	.720**	.844**	.749**	.796**	.575**
	Y3	.665**	.662**	.674**	.642**	.741**	.497**
	Y4	.820**	.844**	.843**	.767**	.797**	.649**
	Y5	.690**	.730**	.795**	.774**	.793**	.661**
	Y6	.724**	.766**	.779**	.750**	.698**	.646**

Table 11.
Inter-Dimensional Analysis Matrix of BO and KT Variables with the Y Variable

Variables		KK					
		KK1	KK2	KK3	KK4	KK5	KK6
BO	BO.1	.639**	.547**	.503**	.516**	.652**	.622**
	BO.2	.639**	.547**	.503**	.516**	.652**	.622**
	BO.3	.675**	.714**	.705**	.727**	.731**	.680**
	BO.4	.642**	.545**	.514**	.524**	.648**	.611**
	BO.5	.639**	.547**	.503**	.516**	.652**	.622**
	BO.6	.642**	.547**	.510**	.522**	.651**	.616**
	BO.7	.577**	.761**	.665**	.785**	.754**	.666**
	BO.8	.808**	.788**	.791**	.803**	.875**	.835**
	BO.9	.768**	.753**	.719**	.757**	.827**	.807**
Variables		KK					
		KK1	KK2	KK3	KK4	KK5	KK6
KT	BO.10	.751**	.654**	.644**	.722**	.817**	.806**
	BO.11	.642**	.547**	.510**	.522**	.651**	.616**
	BO.12	.723**	.663**	.619**	.638**	.747**	.709**
	KT.1	.694**	.745**	.735**	.767**	.720**	.686**
	CT.2	.730**	.731**	.729**	.750**	.764**	.785**
	CT.3	.730**	.723**	.667**	.738**	.794**	.646**
	KT.4	.645**	.861**	.731**	.784**	.816**	.654**
	KT.5	.529**	.762**	.618**	.655**	.709**	.518**
KT.6	.717**	.748**	.727**	.735**	.829**	.776**	
KT.7	.666**	.752**	.617**	.685**	.782**	.714**	
KT.8	.685**	.789**	.655**	.656**	.747**	.598**	

Table 12.
Correlation Coefficient and Strength of Relationship

Correlation Coefficient	Relationship Level
0.00 – 0.199	Very Low
0.20 – 0.399	Low

0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1,000	Very strong

Source: Sugiyono (2017;235)

Organizational Culture (BO) Variables with Organizational Citizenship Behavior (OCB)

Based on the results of the Spearman Rank correlation analysis, it appears that most of the relationships between variables have moderate to very strong correlations, with correlation coefficients ranging from 0.543 to 0.843. The majority of relationships are also significant at the $p < 0.05$ level, indicating a meaningful relationship between the variables. The highest correlation occurs between BO_5 Mission with OCB_3 Sportsmanship is (0.843), which reflects a very strong relationship. Meanwhile, the lowest correlation is seen between BO_1 organizational structure with OCB_6 The bias was 0.543, but this relationship remained significant at $p < 0.05$. Overall, these results indicate a consistent relationship between the variables in the analysis.

Transformational Leadership (KT) Variables with Organizational Citizenship Behavior (OCB)

Based on the results of the Spearman Rank correlation analysis, it appears that most of the relationships between variables have moderate to very strong correlations, with correlation coefficients ranging from 0.557 to 0.822. The majority of relationships are also significant at the $p < 0.05$ level, indicating a meaningful relationship between the variables. The highest correlation occurs between KT_2 role model with OCB_1 Altruism is (0.822), which reflects a very strong relationship. Meanwhile, the lowest correlation is seen between KT_5 physical articulation and OCB_6 Boosterism was 0.557, but this relationship remained significant at $p < 0.05$. Overall, these results indicate a consistent relationship between the variables in the analysis.

Job Satisfaction (KK) Variable with Organizational Citizenship Behavior (OCB)

Based on the results of the Spearman Rank correlation analysis, it appears that most of the relationships between variables have moderate to very strong correlations, with correlation coefficients ranging from 0.497 to 0.844. The majority of relationships are also significant at the $p < 0.05$ level, indicating a meaningful relationship between the variables. The highest correlation occurs between KK_4 working group with OCB_2 Courtesy of (0.843), which reflects a very strong relationship. Meanwhile, the lowest correlation was seen between KK_4 working groups and OCB_2 Courtesy was 0.497, but this relationship remained significant at $p < 0.05$. Overall, these results indicate a consistent relationship between the variables in the analysis.

Organizational Culture (BO) Variables with Job Satisfaction (KK)

Based on the results of the Spearman Rank correlation analysis, it appears that most of the relationships between variables have moderate to very strong correlations, with correlation coefficients ranging from 0.503 to 0.875. The majority of relationships are also significant at the $p < 0.05$ level, indicating a meaningful relationship between the variables. The highest correlation occurs between BO_8 commitment with KK_5 supervision of (0.875), which reflects a very strong relationship. Meanwhile, the lowest correlation was seen between BO_1 organizational structure and KK_3 promotion, then BO_2 rituals

and KK_3 promotion, BO_5 Mission and KK_3 promotion of 0.503, and yet this relationship remains significant at the $p < 0.05$ level. Overall, these results indicate a consistent relationship between the variables in the analysis.

Transformational Leadership (KT) Variables with Job Satisfaction (KK)

Based on the results of the Spearman Rank correlation analysis, it appears that most of the relationships between variables have moderate to very strong correlations, with correlation coefficients ranging from 0.518 to 0.861. The majority of relationships are also significant at the $p < 0.05$ level, indicating a meaningful relationship between the variables. The highest correlation occurs between KT_4 encourage personal growth by KK_2 the job itself is (0.861), which reflects a very strong relationship. Meanwhile, the lowest correlation is seen between KT_5 physical articulation and KK_6 sense of fairness was 0.518, but this relationship remained significant at $p < 0.05$. Overall, these results indicate a consistent relationship between the variables in the analysis.

CONCLUSION

This study identified strategies to improve the Organizational Citizenship Behavior (OCB) of non-civil servant school administrative staff at public junior high schools within the Bogor City Education Office. The main results indicate that:

1. Organizational culture, transformational leadership, and job satisfaction have a direct positive and significant influence on OCB.
2. Organizational culture and transformational leadership also have a positive influence on job satisfaction.
3. Job satisfaction mediates the influence of organizational culture and transformational leadership on OCB, but is not effective as an intervening variable because the direct influence is greater than the indirect influence

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