

**THE EFFECT OF EMPOWERING LEADERSHIP AND CORPORATE CULTURE
ON CHANGE-ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOUR
MODERATED BY SELF-EFFICACY ON LEADERSHIP ELEMENTS AT PT
GARUDA MAINTENANCE FACILITY AEROASIA TBK, LINE MAINTENANCE
DIVISION**



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Abstract

This study aims to analyze the influence of Empowering Leadership and Corporate Culture on Change-Oriented Organizational Citizenship Behavior (CO-OCB), with Self-Efficacy as a moderating variable among leaders at PT Garuda Maintenance Facility (GMF) AeroAsia Tbk, Line Maintenance Division. The phenomenon underlying this research is GMF's need to enhance employees' proactive and innovative behaviors in supporting organizational transformation, particularly in addressing the global challenges of the aviation industry. This research employs a quantitative approach using a survey method, with questionnaires distributed to leaders within the Line Maintenance Division of GMF. Data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4.0 software. The results reveal that Empowering Leadership has a significant positive effect on CO-OCB, and Corporate Culture also has a significant positive effect on CO-OCB. Furthermore, the moderating effect of Self-Efficacy was found to weaken the relationship between Empowering Leadership and CO-OCB, while conversely strengthening the relationship between Corporate Culture and CO-OCB. The findings of this study provide theoretical contributions to the development of human resource management and organizational behavior literature, as well as practical implications for GMF's management in reinforcing leadership styles and work cultures that foster innovation and continuous organizational change in the workplace.

Keywords: Empowering Leadership, Corporate Culture, Self-Efficacy, Change-Oriented Organizational Citizenship Behavior, GMF AeroAsia

INTRODUCTION

Globalization has intensified competition among organizations, compelling companies to ensure that their human resources (HR) can rapidly adapt to dynamic changes in the business environment (Porter, 2008). Employees are increasingly expected to proactively develop themselves, becoming enthusiastic, innovative, and change-oriented learners (Senge, 1990). Continuous self-development is essential for organizational survival and for achieving excellence in a competitive global market (Mintzberg, 1994).

One strategic approach to support organizational competitiveness is fostering Change-Oriented Organizational Citizenship Behavior (CO-OCB) (Choi, 2007). CO-OCB refers to voluntary employee behaviors that promote innovation and facilitate organizational change (Podsakoff et al., 2000). It encompasses proactive engagement in generating creative ideas, challenging the status quo, and supporting process improvements (Matzler et al., 2008). CO-OCB has become critical in navigating constantly evolving business landscapes (Judge & Piccolo, 2004), with key indicators including participation in new idea development, willingness to suggest organizational improvements, and active involvement in implementing innovations that enhance efficiency and effectiveness (Kim & Park, 2011). Organizations with employees exhibiting high CO-OCB tend to be more adaptive and competitive in addressing global challenges (Organ, 1997).

Empowering leadership is a leadership style that emphasizes granting authority to employees, supporting autonomy, and encouraging active participation in decision-making (Arnold et al., 2000). It fosters an open work environment where leaders provide guidance while allowing employees to explore optimal solutions (Spreitzer, 1995). Key indicators include role modeling, involvement in strategic decisions, provision of training, transparent communication, and concern for employee welfare (Seibert et al., 2011). Empowering leadership enhances employees' confidence in handling complex tasks, promoting innovative behaviors that support CO-OCB (Amundsen & Martinsen, 2015). Studies have shown that it positively influences creativity, intrinsic motivation, and proactive participation in organizational innovation (Zhang & Bartol, 2010; Li et al., 2016; Raub & Robert, 2010).

Corporate culture, defined as shared values, norms, and practices within an organization, shapes employee behaviors and mindsets (Schein, 2004). A strong culture can create an environment conducive to CO-OCB, particularly when oriented toward learning and innovation (Cameron & Quinn, 2006). Indicators include organizational focus on innovation, employee development, risk-taking, openness to new ideas, and commitment to continuous improvement (Denison, 1990). Innovation-supportive cultures encourage employees to engage in change-promoting behaviors, enhancing responsiveness to both internal and external challenges (Tushman & O'Reilly, 1996). Research indicates that learning- and innovation-oriented cultures stimulate CO-OCB (Ogbonna & Harris, 2000; Choi, 2007; Martins & Terblanche, 2003), and that flexible, adaptable cultures further enhance change-oriented behaviors and job satisfaction (Hartnell & Kinicki, 2011; Joo & Shim, 2010).

Despite these findings, gaps remain regarding the interaction between empowering leadership, corporate culture, and employee self-efficacy in promoting CO-OCB, particularly in the aviation sector. Self-efficacy, defined as the belief in one's ability to successfully execute tasks (Bandura, 1997), serves as a critical moderating factor. Employees with high self-efficacy are more confident in facing challenges, willing to take risks, and motivated to seek creative solutions, enhancing their engagement in CO-OCB (Chen et al., 2001). Studies

have shown that self-efficacy strengthens the impact of empowering leadership and corporate culture on CO-OCB, while low self-efficacy may limit employees' proactive behaviors even in supportive environments (Zhang & Bartol, 2010; Hartnell et al., 2011; Pratiwi & Nawangsari, 2021).

PT Garuda Maintenance Facility AeroAsia (GMF), Indonesia's largest aircraft Maintenance, Repair, and Overhaul (MRO) company, faces significant pressure to adapt to global aviation changes. Serving customers from over 50 countries, GMF requires employees who are proactive, innovative, and change-oriented. This is particularly critical in light of the 2024 European Union Aviation Safety Agency (EASA) approval process, which necessitated significant operational changes, including housekeeping, tool management, and maintenance procedures (Zhang & Li, 2022). CO-OCB becomes essential for employees to actively support organizational transformation.

Empowering leadership at GMF is operationalized through programs such as Leadership Training and the Leader and Talent Management Program, which aim to enhance leaders' ability to grant authority, build trust, and foster initiative. While these programs provide supportive structures, employees' responses vary depending on individual confidence levels. Likewise, corporate culture, operationalized through the "GMF SPIRIT" program and aligned with the AKHLAK values (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif), fosters collaboration, individual recognition, and empowerment. This cultural implementation reflects Schein's (2010) three levels of organizational culture: artifacts, espoused values, and basic assumptions, and motivates employees to engage in CO-OCB.

Self-efficacy plays a moderating role in determining how effectively empowering leadership and corporate culture promote CO-OCB at GMF. High self-efficacy employees are more likely to take initiative and engage in change behaviors, whereas low self-efficacy employees may remain hesitant despite a supportive environment. Despite prior studies examining these constructs, comprehensive research integrating empowering leadership, corporate culture, self-efficacy, and CO-OCB in the aviation sector remains limited, particularly in Indonesia. This study aims to fill these gaps, providing insights for effective HR strategies to enhance organizational adaptability and competitiveness in dynamic and high-stakes industries.

REVIEW OF LITERATURE

Change-Oriented Organizational Citizenship Behavior (CO-OCB) refers to employees' voluntary and constructive efforts aimed at improving organizational practices, processes, and systems (Bettencourt, 2004). Unlike traditional OCB, which focuses on maintaining stability, CO-OCB emphasizes proactive behaviors that promote innovation and adaptability within organizations (Podsakoff et al., 2000). It encompasses behaviors such as taking charge, voice, personal initiative, and constructive change-oriented communication (Morrison & Phelps, 1999; Van Dyne & LePine, 1998). Employees who exhibit CO-OCB actively seek better ways of doing their work, challenge outdated procedures, and advocate for functional changes. Choi (2007) identifies several indicators of CO-OCB, including problem identification, participation in decision-making, creativity, and performance improvement. These behaviors are essential in highly dynamic environments, where innovation and responsiveness to external challenges determine organizational success. Prior

studies show that CO-OCB is positively influenced by individual characteristics such as self-efficacy and learning orientation, as well as contextual factors like leadership and organizational culture (LePine & Van Dyne, 2001; Morrison & Phelps, 1999).

Empowering Leadership has gained prominence as an effective leadership style in promoting employee autonomy, competence, and proactive behavior. It is defined as a leader's ability to share power, encourage participation in decision-making, provide autonomy, and express confidence in employees' capabilities (Arnold et al., 2000; Zhang & Bartol, 2010). Empowering leaders enhances psychological empowerment by fostering meaning, self-determination, competence, and impact at work (Spreitzer, 1995). According to Amundsen and Martinsen (2014), empowering leadership strengthens employees' internal motivation and their readiness to take initiative in improving organizational processes. Empirical evidence shows that empowering leadership positively affects creativity, job satisfaction, and organizational commitment, primarily through psychological empowerment and self-efficacy (Cheong et al., 2016; Kim & Beehr, 2020). In dynamic and innovation-driven contexts, such as aviation maintenance, empowering leadership becomes crucial in enabling employees to act autonomously, contribute ideas, and demonstrate change-oriented citizenship behaviors that enhance operational excellence.

Corporate Culture represents the collective values, norms, and beliefs that guide behavior within organizations (Schein, 2010). It establishes a shared identity and provides behavioral expectations that influence employees' commitment and performance. A strong corporate culture aligns individual actions with organizational goals, while an adaptive culture promotes innovation and continuous improvement (Cameron & Quinn, 2011). Denison et al. (2018) emphasize that organizations with a clear and consistent culture achieve higher performance through improved engagement, coordination, and adaptability. In the case of Indonesian state-owned enterprises such as PT Garuda Maintenance Facility (GMF) AeroAsia Tbk, the corporate values known as "AKHLAK", Amanah (trustworthy), Kompeten (competent), Harmonis (harmonious), Loyal, Adaptif (adaptive), and Kolaboratif (collaborative), form the foundation of behavioral standards that foster both accountability and adaptability. Through internal programs such as "GMF SPIRIT," these values are operationalized to strengthen collaboration, innovation, and proactive behavior. Hence, a robust and adaptive corporate culture not only sustains organizational identity but also encourages employees to engage in CO-OCB by creating an environment of trust, openness, and shared purpose.

Self-efficacy, introduced by Bandura (1997), refers to an individual's belief in their ability to successfully perform tasks and achieve goals. It functions as a core psychological mechanism influencing motivation, resilience, and behavioral initiative. Individuals with high self-efficacy are more likely to engage in challenging tasks, persist under pressure, and display proactive and change-oriented behavior (Pajares, 2002). Within the framework of the Proactive Motivation Theory (Parker, Bindl, & Strauss, 2010), self-efficacy represents the "can-do" component — a psychological resource that energizes individuals to take initiative

without relying on external pressure or leadership direction. In the organizational context, self-efficacy has been shown to strengthen the effect of empowering leadership and supportive culture on CO-OCB by enhancing confidence and goal-directed persistence (Judge et al., 2017; Morin et al., 2019). Therefore, self-efficacy serves as both a personal resource and a moderating factor that determines how effectively leadership and culture translate into proactive organizational citizenship behavior.

RESEARCH METHOD

This study employed an associative quantitative research design aimed at examining the causal relationships between variables. Associative research seeks to identify and analyze the influence among two or more variables to determine cause-and-effect patterns within a specific context (Sugiyono, 2017). The quantitative approach allows for the collection of numerical data, which is statistically analyzed to test hypotheses and draw conclusions about inter-variable relationships. In this research, the associative quantitative approach was applied to evaluate the influence of empowering leadership and corporate culture on Change-Oriented Organizational Citizenship Behavior (CO-OCB), moderated by self-efficacy among the leadership elements of PT Garuda Maintenance Facility (GMF) AeroAsia Tbk, specifically within the Line Maintenance Division.

The study was conducted at PT GMF AeroAsia Tbk, Line Maintenance Division, whose operational units are distributed across various airports throughout Indonesia. The research was carried out from June to August 2025. This location was selected because Line Maintenance is a critical operational unit directly responsible for aircraft safety and reliability, requiring strong coordination, time precision, and both individual and team performance in a dynamic work environment. The site also presents a diverse organizational culture across different locations, offering valuable contextual variation that enriches data collection and strengthens the generalizability of findings.

The population of this study consisted of all structural employees holding supervisory to senior managerial positions within the Line Maintenance Division of PT GMF AeroAsia Tbk. Based on 2025 employee data, the total population comprised 142 individuals: 8 senior managers, 63 managers, and 71 supervisors distributed across multiple units in Indonesia. Given the relatively small population size, the study adopted a census method, in which all members of the population were included as respondents (Sugiyono, 2018). Using the entire population ensured more accurate and comprehensive data, minimizing sampling bias and providing a true representation of the organization's condition. Thus, all 142 leadership personnel served as research respondents.

Data were collected through three primary techniques: interviews, documentation, and questionnaires. Interviews were conducted to gain contextual insights regarding leadership practices and organizational culture, using smartphone audio recording as a supporting tool. Documentation involved the examination of organizational records, reports, and relevant literature to support empirical findings. The main data collection instrument was a structured questionnaire distributed via Google Forms. Measurement items for each variable were adapted and modified from validated prior studies: empowering leadership from Foster (2019), corporate culture from Rusianto (2023), Change-Oriented OCB from Purwanto (2024), and self-efficacy from Wonge (2022). The use of standardized instruments enhances the validity and reliability of the data collected, enabling robust statistical analysis

to test the proposed hypotheses

Research Hypothesis

Based on the theoretical framework and previous empirical findings, this study proposes a set of hypotheses to examine the direct and moderating effects among the studied variables. Prior research has emphasized that leadership and organizational culture play crucial roles in fostering proactive and change-oriented behaviors among employees (Bettencourt, 2004; Zhang & Bartol, 2010). Empowering leadership enhances employees' autonomy, confidence, and motivation to initiate constructive changes within their work environment, thereby encouraging Change-Oriented Organizational Citizenship Behavior (CO-OCB). Similarly, a strong and adaptive corporate culture creates a supportive climate that aligns individual initiatives with organizational goals, further stimulating proactive behaviors (Cameron & Quinn, 2011).

In addition, self-efficacy—defined as an individual's belief in their ability to perform tasks effectively (Bandura, 1997)—is expected to strengthen these relationships. Employees with high self-efficacy are more likely to respond positively to empowering leadership and supportive cultural environments, exhibiting greater initiative, resilience, and adaptability toward organizational change. Accordingly, this study examines the following hypotheses:

H1: Empowering leadership has a positive and significant effect on Change-Oriented Organizational Citizenship Behavior (CO-OCB).

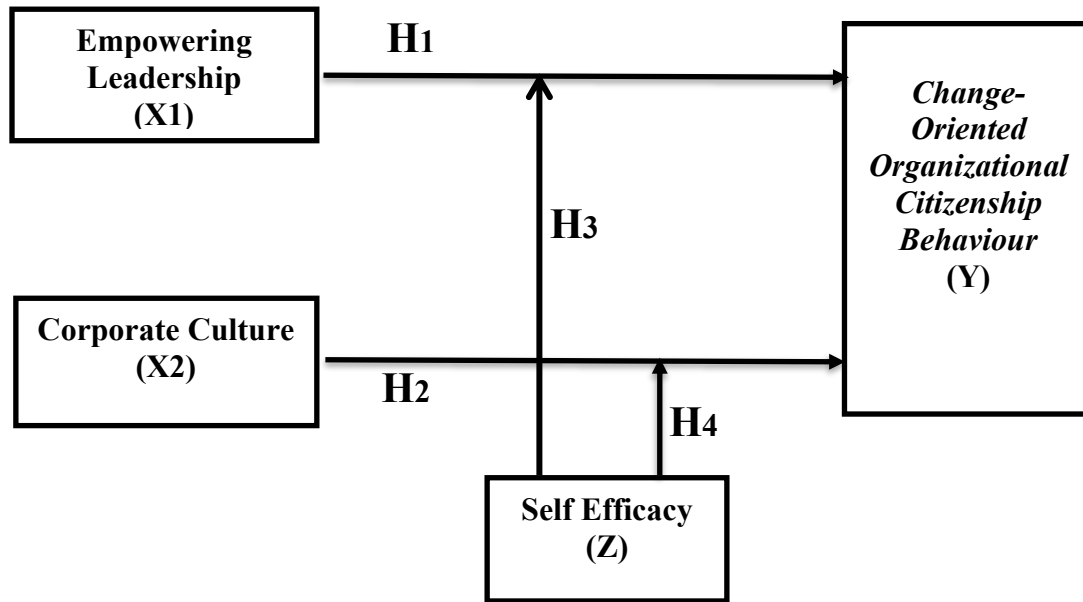
H2: Corporate culture has a positive and significant effect on Change-Oriented Organizational Citizenship Behavior (CO-OCB).

H3: Self-efficacy strengthens the positive effect of empowering leadership on Change-Oriented Organizational Citizenship Behavior (CO-OCB).

H4: Self-efficacy strengthens the positive effect of corporate culture on Change-Oriented Organizational Citizenship Behavior (CO-OCB).

Research Model

This research model illustrates the relationship between independent variables, namely Empowering Leadership and Corporate Culture, and the dependent variable Change-Oriented Organizational Citizenship Behavior (CO-OCB), with Self-Efficacy serving as a moderating variable. The model proposes that empowering leadership and corporate culture directly influence employees' CO-OCB, while self-efficacy strengthens these relationships by enhancing individuals' confidence and proactive motivation to initiate constructive change within the organization.



The image of the research model illustrates the relationship between the independent variables, Empowering Leadership (X1) and Corporate Culture (X2), and the dependent variable, Change-Oriented Organizational Citizenship Behaviour (Y), with Self-Efficacy (Z) serving as the moderating variable. This model proposes that empowering leadership and corporate culture directly and positively influence employees' CO-OCB (H1 and H2). Furthermore, self-efficacy is expected to strengthen these relationships, moderating the effects of empowering leadership and corporate culture on CO-OCB (H3 and H4).

RESULTS AND DISCUSSION

Table 1.
Results of R-Square Calculation

Variable	R-square	R-square adjusted
Change-Oriented OCB	0.537	0.520

Based on Table 1, the R-Square value for the Change-Oriented Organizational Citizenship Behaviour (CO-OCB) variable is 0.537. This indicates that the variables Empowering Leadership and Corporate Culture are able to explain 53.7% of the variance in CO-OCB, while the remaining 46.3% is influenced by other factors outside the scope of this research model.

Thus, the R-Square value of 0.537 falls into the moderate category, suggesting that the research model is fairly good in explaining the influence of the independent variables on the dependent variable. However, there are still 46.3% of unexplained variance, which may stem from other individual or organizational factors. Individual factors such as job satisfaction, intrinsic motivation, and organizational commitment may contribute to employees' change-oriented citizenship behavior. Likewise, organizational aspects such as reward systems, supervisory support, organizational climate, and career development opportunities may also play an important role in shaping CO-OCB.

Therefore, the R-Square value of 0.537 indicates that, although the current model is adequately representative, there remains room for future research to include additional variables to provide a more comprehensive explanation of the determinants of change-oriented organizational citizenship behaviour.

Hypothesis Testing Results

Table 2.
Results of Direct Effect Hypothesis Testing

Hipotesis	Correlation	Original Sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Note
H1	EMPOWERING LEADERSHIP -> CHANGE ORIENTED OCB	0.177	0.188	0.066	2.669	0.008	Positive, Significant
H2	CORPORATE CULTURE -> CHANGE ORIENTED OCB	0.403	0.402	0.072	5.574	0.000	Positive, Significant

Based on the results of the hypothesis testing presented in Table 4.15, it can be explained that for the first hypothesis (H1), the t-statistic value obtained is 2.669, which is greater than the t-table value of 1.96, and the p-value is 0.008, which is less than 0.05. The path coefficient (original sample) value is 0.177, indicating a positive relationship. Therefore, the decision is to accept H1, meaning that Empowering Leadership has a positive and significant effect on Change-Oriented Organizational Citizenship Behaviour (CO-OCB). This finding implies that the more effectively empowering leadership is implemented, the higher the level of change-oriented OCB demonstrated by employees.

Furthermore, for the second hypothesis (H2), the t-statistic value is 5.574, which exceeds the t-table value of 1.96, and the p-value is 0.000, which is below 0.05. The path coefficient (original sample) is 0.403, indicating a positive relationship. Therefore, the decision is to accept H2, meaning that Corporate Culture has a positive and significant effect on Change-Oriented Organizational Citizenship Behaviour. In other words, the stronger the organizational culture implemented within the company, the greater the employees' tendency to exhibit organizational citizenship behaviours that support change.

In summary, the results of this study demonstrate that both Empowering Leadership and Corporate Culture play a crucial role in enhancing Change-Oriented Organizational Citizenship Behaviour among employees of PT Garuda Maintenance Facility AeroAsia Tbk.

Table 3.
Results of Indirect Effect Hypothesis Testing

Hipotesis	Correlation	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Note
H3	SELF-EFFICACY x EMPOWERING LEADERSHIP -> CHANGE ORIENTED OCB	-0.148	-0.147	0.068	2.165	0.030	Negative, Significant

H4	SELF EFFICACY x CORPORATE CULTURE -> CHANGE ORIENTED OCB	0.160	0.163	0.056	2.844	0.004	Positive, Significant
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Based on the results of the moderation analysis of Self-Efficacy on the relationship between Empowering Leadership and Corporate Culture with Change-Oriented Organizational Citizenship Behaviour (CO-OCB), as shown in Table 4.17, the following findings were obtained. For the third hypothesis (H3), the t-statistic value is 2.165, greater than the t-table value of 1.96, with a p-value of 0.030 (less than 0.05) and a path coefficient (original sample) of -0.148 , indicating a negative relationship. Therefore, H3 is rejected, meaning that Self-Efficacy has a significant negative moderating effect, weakening the influence of Empowering Leadership on CO-OCB. This suggests that higher levels of employee Self-Efficacy tend to reduce the impact of empowering leadership on change-oriented organizational citizenship behaviour.

For the fourth hypothesis (H4), the t-statistic value is 2.844, greater than 1.96, with a p-value of 0.004 (less than 0.05), and a path coefficient of 0.160, indicating a positive relationship. Thus, H4 is accepted, meaning that Self-Efficacy significantly strengthens the influence of Corporate Culture on CO-OCB. This implies that employees with higher Self-Efficacy demonstrate stronger alignment between organizational culture and proactive, change-oriented behaviors.

Overall, the findings indicate that Self-Efficacy plays a dual moderating role—weakening the effect of Empowering Leadership but strengthening the effect of Corporate Culture on Change-Oriented Organizational Citizenship Behaviour.

The Influence of Empowering Leadership on Change-Oriented Organizational Citizenship Behavior

The first hypothesis (H1) posits that empowering leadership has a significant positive effect on change-oriented organizational citizenship behavior (CO-OCB). The findings confirm this hypothesis, indicating that the more effectively leaders empower their subordinates, the higher the employees' tendency to exhibit extra-role behaviors that support organizational change. This result underscores the strategic role of empowering leadership in fostering an adaptive and innovative work environment within PT Garuda Maintenance Facility AeroAsia Tbk (GMF), particularly in the Line Maintenance Division.

From a theoretical standpoint, this finding supports Self-Determination Theory (Deci & Ryan, 1985), which asserts that individuals are intrinsically motivated when their psychological needs for autonomy, competence, and relatedness are fulfilled. Empowering leadership facilitates these needs by providing autonomy and trust, thereby encouraging proactive and change-oriented behaviors among employees. Similarly, Social Exchange Theory (Blau, 1964) explains that when leaders grant trust and autonomy, employees reciprocate with greater commitment and discretionary behaviors that benefit the organization.

Empirical studies have also validated these relationships. Zhang and Bartol (2010) found that empowering leadership significantly enhances employees' innovative behavior, while Jiang et al. (2019) and Na-Nan et al. (2020) demonstrated its positive impact on psychological empowerment and proactive engagement. In GMF's context, the survey results indicate that most supervisors perceive their leaders as providing adequate trust and

autonomy, fostering confidence and swift decision-making among technicians in critical operational situations.

Given that many supervisors are from the younger age group (25–35 years) and possess higher education levels, they are more receptive to empowering leadership practices. Meanwhile, employees with longer tenure (11–20 years) exhibit stronger procedural understanding, which reinforces their ability to act proactively under such leadership

The Influence of Corporate Culture on Change-Oriented Organizational Citizenship Behavior

The second hypothesis (H2) posits that corporate culture has a positive and significant effect on change-oriented organizational citizenship behavior (CO-OCB). The analysis confirms this hypothesis, indicating that the stronger the organizational culture internalized by employees of PT Garuda Maintenance Facility AeroAsia Tbk (GMF), particularly within the Line Maintenance Division, the greater their tendency to exhibit proactive, innovative, and change-supportive behaviors.

This finding aligns with the Theory of Planned Behavior (Ajzen, 1991), which explains that behavior is shaped by intention, itself influenced by attitude, subjective norms, and perceived behavioral control. GMF's corporate culture—embodied through the GMF SPIRIT values (You Do Matter, I Empower You, and Together We Achieve More) and the core values of AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif), serves as a behavioral compass that cultivates a collective mindset of accountability, adaptability, and collaboration. When these values align with employees' personal beliefs, they strengthen intrinsic motivation to initiate change and improve organizational performance.

Empirical studies support this relationship. Ogbonna and Harris (2000) found that an inclusive and change-oriented culture fosters employee engagement in transformation-supportive behavior. Similarly, Seppälä et al. (2012) and Grima et al. (2017) demonstrated that open and collaborative cultures promote voluntary behaviors that facilitate innovation. More recently, Setiawan et al. (2022) highlighted that a continuous learning culture enhances CO-OCB by strengthening employees' sense of ownership and shared responsibility. In GMF's context, survey responses reveal that employees perceive the company's culture as strongly supportive of innovation and collaboration. Indicators of employee involvement and organizational value consistency scored particularly high, suggesting that cultural values are not merely understood but deeply internalized in daily practices. Such a strong culture encourages technicians to propose improvements, adapt to digital maintenance systems, and actively engage in change initiatives.

Further analysis by respondent characteristics provides additional insights. Employees with 11–20 years of tenure show a deeper understanding of GMF's cultural norms, translating them effectively into daily behavior. Younger supervisors (ages 25–35) are generally more receptive to innovation and digitalization, while senior managers (ages 35–56) ensure cultural stability in core values such as integrity, safety, and reliability. This generational balance enables GMF to maintain a culture that is both adaptive and consistent. Additionally, most respondents hold a bachelor's degree, suggesting adequate intellectual readiness to comprehend and enact cultural values in professional contexts.

From a managerial perspective, sustaining a strong corporate culture requires both formal mechanisms (e.g., embedding cultural values into performance appraisals, recognition programs, and training) and informal reinforcements (e.g., leadership role modeling and

everyday communication). These approaches ensure that culture is not only cognitively understood but emotionally and behaviorally practiced.

In conclusion, this study provides robust theoretical, empirical, and practical evidence that corporate culture serves as a strategic foundation for fostering change-oriented OCB among GMF employees. A cohesive, collaborative, and adaptive culture enables all employees—regardless of age, tenure, or educational background—to proactively support the company's transformation toward global excellence in the MRO industry.

The Moderating Effect of Self-Efficacy on the Relationship Between Empowering Leadership and Change-Oriented OCB

The third hypothesis (H3) proposed that self-efficacy strengthens the influence of empowering leadership on change-oriented organizational citizenship behavior (CO-OCB). However, the results indicate a significant negative moderating effect, suggesting that higher levels of self-efficacy actually weaken the effect of empowering leadership on CO-OCB. In other words, employees with strong self-efficacy tend to demonstrate proactive and change-oriented behaviors even in the absence of intensive empowering leadership.

This finding can be explained through Social Cognitive Theory (Bandura, 1986), which posits that self-efficacy reflects individuals' beliefs in their capability to organize and execute actions required to achieve desired outcomes. Employees with high self-efficacy are typically more confident, independent, and self-directed in overcoming work challenges, requiring less external leadership support. Within PT GMF AeroAsia Tbk, highly self-efficacious leaders and engineers often rely on technical expertise, regulatory knowledge, and professional accountability under strict aviation safety standards. Their proactive behaviors arise from professional competence and regulatory responsibility rather than leader empowerment.

Additionally, Proactive Motivation Theory (Parker, Bindl, & Strauss, 2010) provides further insight. The theory outlines three motivational mechanisms behind proactive behavior: *can-do*, *reason to*, and *energized to*. When employees possess a strong *can-do* belief (self-efficacy), they no longer require external motivation (*reason to*) from leaders to act proactively. Thus, self-efficacy functions as a substitute mechanism for empowering leadership, thereby reducing its effectiveness in stimulating CO-OCB.

Contrary to previous studies (Chen et al., 2018; Park et al., 2021; Luthans et al., 2020; Susilo et al., 2023), which found self-efficacy to amplify empowering leadership's positive effects on proactive and innovative behavior, this study highlights a context-specific divergence. The Maintenance, Repair, and Overhaul (MRO) industry operates under strict international aviation regulations (FAA, EASA, DGCA), where leaders also serve as licensed certifying staff accountable for aircraft safety. Consequently, self-efficacious employees in this environment rely more on their technical and legal responsibilities than on leader empowerment. Demographic analysis supports these findings: most respondents were senior managers aged 35–56 with 11–20 years of experience and tertiary education, all factors that strengthen self-efficacy and reduce reliance on leadership.

Overall, the results indicate that self-efficacy acts as a negative moderator—a substitutive psychological resource that diminishes the dependency of CO-OCB on empowering leadership. In practical terms, empowering leadership should be strategically targeted: leaders should intensify developmental support for employees with low self-efficacy, while providing autonomy and advanced skill development opportunities for those with high self-efficacy. This study thus expands existing literature by demonstrating that in

high-reliability industries such as aviation maintenance, personal psychological resources may outweigh leadership influence in shaping proactive, change-oriented behaviors.

The Moderating Effect of Self-Efficacy on the Relationship Between Corporate Culture and Change-Oriented Organizational Citizenship Behavior

The fourth hypothesis (H4) proposed that self-efficacy strengthens the relationship between corporate culture and change-oriented organizational citizenship behavior (CO-OCB). The results confirmed this hypothesis, showing a significant positive moderating effect. This indicates that employees with high self-efficacy are more capable of translating organizational culture into proactive, change-oriented behaviors. Conversely, employees with low self-efficacy tend to be less confident in acting beyond formal roles, even within a strong organizational culture.

The findings are consistent with Person–Environment Fit Theory (Kristof-Brown et al., 2005), which asserts that positive behaviors emerge when individual characteristics align with organizational values. In the context of PT GMF AeroAsia Tbk, corporate culture is embodied in the *GMF SPIRIT* values-*You Do Matter, I Empower You, and Together We Achieve More*- and the national core values *AKHLAK* (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative). These principles not only serve as ethical guidelines but also as a collective belief system fostering adaptive and proactive behavior amid the competitive aviation industry.

From the perspective of Interactionist Theory (Chatman, 1991), self-efficacy acts as a personal factor influencing how employees respond to organizational environments. Employees with high self-efficacy internalize organizational culture more effectively, leading to proactive actions such as proposing new ideas, improving processes, maintaining integrity, and supporting innovation. High self-efficacy enhances employees' sense of meaning and ownership, amplifying the impact of corporate culture on CO-OCB. In contrast, low self-efficacy limits employees' willingness to take risks and engage in transformative initiatives.

Empirical evidence aligns with prior studies by Wu et al. (2018), Grima et al. (2019), and Prasetyo et al. (2022), which demonstrated that self-efficacy enhances the impact of corporate culture on innovative and adaptive behaviors. In GMF's context, the integration of *AKHLAK* values with high self-efficacy enables employees to embody professionalism, adaptability, collaboration, and responsibility in their work behavior. Survey data further revealed that GMF employees perceive their corporate culture as strong, particularly in safety discipline, teamwork, and openness to innovation. When combined with high self-efficacy levels, this leads to greater engagement in CO-OCB, especially in proposing changes and supporting continuous improvement initiatives. Senior employees with long tenure act as role models in change-oriented behavior, while younger employees leverage their self-efficacy to drive digital innovation.

Practically, the results highlight that strengthening corporate culture must be accompanied by strategies to enhance employees' self-efficacy. A strong culture alone is insufficient without employees' confidence to enact it. GMF should therefore implement continuous training, cross-functional collaboration, and international certification programs to sustain high self-efficacy and translate cultural values into proactive behaviors. In conclusion, this study confirms that self-efficacy significantly strengthens the influence of corporate culture on CO-OCB. The findings emphasize that corporate culture and self-efficacy are complementary drivers of organizational transformation. Within GMF, self-

efficacy serves as a psychological catalyst that amplifies the effectiveness of culture-driven initiatives. The integration of empowering leadership, strong organizational culture, and high self-efficacy provides GMF with a strategic foundation to sustain global competitiveness, accelerate digital transformation, and uphold its standards as a world-class Maintenance, Repair, and Overhaul (MRO) organization..

CONCLUSION

This study investigated the effects of empowering leadership and corporate culture on change-oriented organizational citizenship behavior (CO-OCB), with self-efficacy as a moderating variable, among employees of PT GMF AeroAsia Tbk, particularly in the Line Maintenance Division. The findings contribute to a deeper understanding of how organizational and psychological factors jointly foster employees' proactive behaviors in the context of a dynamic aviation maintenance environment.

The results confirmed that empowering leadership positively and significantly influences CO-OCB, thereby supporting the first hypothesis (H1). Leaders who delegate authority, build trust, and encourage participation create a sense of ownership and confidence among employees, motivating them to engage in proactive and innovative behaviors. Such leadership enables employees to go beyond formal job expectations, contributing to organizational learning and continuous improvement. Consequently, empowering leadership serves as a strategic enabler for GMF to strengthen its adaptive capacity and resilience amid the rapidly evolving global MRO (Maintenance, Repair, and Overhaul) industry.

The study also verified that corporate culture has a positive and significant impact on CO-OCB, supporting the second hypothesis (H2). A deeply internalized culture—embodied in GMF's *AKHLAK* values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative)—acts as an organizational compass that aligns employees' behaviors with corporate transformation goals. A culture that emphasizes trust, adaptability, and collaboration fosters a shared sense of responsibility and innovation. This confirms that organizational culture is not merely a symbolic framework but a powerful behavioral mechanism that drives employees to act in ways consistent with organizational change and sustainability.

However, the findings revealed an unexpected result regarding the moderating effect of self-efficacy. Specifically, self-efficacy weakens the relationship between empowering leadership and CO-OCB, leading to the rejection of H3. Employees with high self-efficacy tend to rely less on external leadership support, as their intrinsic confidence drives proactive behavior independently. This suggests that while empowering leadership is crucial, its influence diminishes when employees already possess strong self-belief and internal motivation.

Conversely, the fourth hypothesis (H4) was supported, showing that self-efficacy strengthens the relationship between corporate culture and CO-OCB. A strong organizational culture becomes more effective when employees have high self-efficacy, as confident individuals are better able to internalize cultural values and translate them into concrete actions. This synergy enhances employees' readiness to engage in change-oriented and innovative behaviors, ensuring that organizational culture is reflected in daily practices rather than remaining a formal declaration.

Practical and Theoretical Implications

Theoretically, this study expands the literature on organizational behavior by integrating empowering leadership, corporate culture, and self-efficacy into a unified framework explaining CO-OCB. The dual moderating role of self-efficacy—weakening the effect of leadership but strengthening that of culture—offers a novel contribution to understanding how psychological mechanisms interact with organizational contexts.

Practically, the results emphasize that GMF's management must balance leadership and cultural strategies according to employees' self-efficacy levels. Empowering leadership initiatives should be prioritized for employees with lower self-efficacy to build confidence and engagement, while cultural reinforcement should be combined with self-efficacy development programs—such as continuous training, international certifications, and cross-unit collaboration—to sustain high levels of proactive behavior.

Overall, this study concludes that the synergy between leadership, culture, and self-efficacy serves as the foundation of GMF's organizational transformation. A strong culture and confident workforce, supported by empowering leaders, provide a robust pathway for GMF AeroAsia to enhance innovation, uphold global safety and quality standards, and maintain competitiveness in the international MRO industry.

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