

Influence of Organizational Culture, Transformational Leadership, Competence on Performance with Organizational Citizenship Behavior as an Intervening Variable

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ABSTRACT

The performance of health sector officials is a crucial issue as it is directly related to the quality of public services. However, data indicate a gap between the targets and the actual performance of Health Department employees, particularly in terms of responsiveness, speed, and innovation. The theoretical framework employed is the Ability-Motivation-Opportunity (AMO) model, combined with the concept of OCB as a mediating mechanism. The method applied is a Systematic Literature Review (SLR), analyzing 11 scientific publications from the 2024–2025 period. The findings reveal that organizational culture, transformational leadership, and competence are dominant factors influencing performance. Furthermore, OCB plays a significant mediating role by fostering extra-role behaviors that enhance collaboration, innovation, and the effectiveness of public service delivery in the Health Department.

INTRODUCTION

Public officials' performance is one of the crucial issues in modern public administration, as it is directly related to the quality of services delivered to society and the effectiveness of public policy implementation. In the health sector, the performance of Health Department employees has significant implications for the success of both national and regional health programs. Public organizations, particularly those operating in the health sector, face substantial pressure to enhance accountability, efficiency, and responsiveness to increasingly complex societal needs. As public expectations for health services rise, human resource management (HRM) becomes a decisive factor in ensuring the quality of services provided. Therefore, examining the factors that influence the performance of Health Department employees carries both high academic and practical urgency (Rachim, 2025).

Nevertheless, a fundamental challenge that emerges within the context of Health Departments in Indonesia is the performance of public officials in supporting the implementation of health policies (Wanimbo, Aedah, & Sapioper, 2021). Performance survey data reveal a gap between the expected performance targets and the actual results in the field, particularly in terms of service speed, responsiveness, and work innovation. Although the government has undertaken various programs to enhance officials' capacity through training, bureaucratic reform, and the application of a merit system, these efforts have not yet been able to significantly address the challenges of improving performance. This indicates the need for a more comprehensive examination of internal organizational factors that may affect performance, including organizational culture, transformational leadership, and employee competence.

Based on this background, the present study aims to systematically examine the relationship between organizational culture, transformational leadership, and competence on employee performance, with Organizational Citizenship Behavior (OCB) as an intervening variable. By applying a Systematic Literature Review (SLR) approach, this research seeks to synthesize various previous empirical findings at both national and international levels. The novelty of this study lies in its effort to integrate the three main variables into a comprehensive framework by positioning OCB as a mediating mechanism, particularly within the scope of public health sector organizations in Indonesia. The study is delimited to Health Departments as the public organizational units under analysis, with the objective of generating both conceptual and practical contributions for the development of strategies to enhance officials' performance. The findings are expected to provide a scientific foundation for formulating more effective managerial and organizational policies to improve the quality of public health services.

Theoretically, this study is significant because it contributes to the development of public administration scholarship, particularly in the areas of organizational behavior and human resource management in the public sector. The integration of organizational culture, transformational leadership, competence, and OCB in influencing employee performance has rarely been examined comprehensively, especially in the context of Health Departments in Indonesia. By employing an SLR approach, this research provides a more holistic conceptual map and strengthens theoretical understanding regarding the mediating role of OCB in the relationships among these variables.

Practically, this study offers direct contributions to improving the quality of officials' performance in the health sector. The findings may serve as a reference for public managers, particularly Health Department leaders, in designing performance enhancement strategies through strengthening organizational culture, developing transformational leadership, and improving employee competence. Thus, this study not only enriches theory but also provides applicable managerial recommendations to improve the effectiveness of public service delivery.

LITERATURE REVIEW

Grounded in the Ability-Motivation-Opportunity (AMO) framework, employee performance is viewed as a function of ability, motivation, and opportunity to act effectively. Competence represents the ability dimension, encompassing knowledge, skills, and attributes that enable employees to accomplish tasks with high performance. Organizational culture provides the norms, values, and practices that shape both motivation and opportunity to perform, as a climate that supports collaboration, fairness, and learning fosters prosocial engagement beyond formal roles. Transformational leadership, through idealized influence, inspiration, intellectual stimulation, and individualized consideration, enhances work meaningfulness and affective commitment, thereby mobilizing collective energy toward organizational goals (Zain, 2025).

Organizational Citizenship Behavior (OCB) functions as a mediating mechanism that links culture, leadership, and competence to performance. OCB improves coordination, efficiency, and service quality, especially in contexts of high task interdependence such as public health services. Meta-analytic evidence demonstrates that OCB strongly correlates with unit performance and organizational effectiveness. Transformational leadership and supportive organizational culture foster perceptions of fairness and positive social exchange (Podsakoff & MacKenzie, 2014).

The theories of organizational culture, transformational leadership, and competence are highly relevant to this study, as they serve as the foundational elements for enhancing public officials' performance. Organizational culture acts as a set of guiding values and norms shaping work behavior; transformational leadership contributes by motivating and inspiring employees to achieve higher goals; and competence reflects the technical and professional capacity required to carry out tasks effectively. By positioning Organizational Citizenship Behavior (OCB) as an intervening variable, this study seeks to explain the mechanism through which these three factors interact to foster extra-role behaviors. Such interactions not only lead to improved individual performance but also contribute to the sustainable strengthening of organizational performance in the public sector.

METHODOLOGY

This study employs a Systematic Literature Review (SLR) design. This approach was chosen to systematically identify, evaluate, and synthesize empirical evidence (Nabila, 2025) regarding the influence of organizational culture, transformational leadership, and competence on employee performance, with Organizational Citizenship Behavior (OCB) as an intervening variable. The SLR method enables researchers to obtain a comprehensive overview of the patterns of relationships among variables, identify consistencies and contradictions in the findings, and uncover research gaps that may serve as the foundation for theoretical development as well as managerial practice.

The literature search was conducted systematically using two primary databases, Google Scholar and Semantic Scholar, selected for their broad coverage of scholarly publications, including indexed journals, proceedings, and dissertations. To ensure relevance and novelty, the search was limited to studies published between 2024 and 2025. The keywords applied were combinations of: *"budaya organisasi"* OR *"organizational culture"* AND *"kepemimpinan transformasional"* OR *"transformational leadership"* AND *"kompetensi"* OR *"competence"* AND *"kinerja"* OR *"performance"* AND *"organizational citizenship behavior"* OR *"OCB."* Guided by the ADO (Antecedent–Decision–Outcome) framework, the review aimed to address the study's objectives systematically.

From the initial search, 286 relevant articles were identified through Google Scholar and 38 articles from Semantic Scholar, all published within the 2024–2025 period. The article selection process followed established SLR protocols, with inclusion criteria as follows: (1) studies addressing one or more of the research variables, (2) a focus on public organizations, particularly in the health sector or public administration, and (3) publication in reputable journals or scholarly works. Exclusion criteria included duplicate studies, those irrelevant to the research framework, or those failing to meet academic quality standards.

After filtering by title, abstract, and full text, 11 articles were identified that met the inclusion criteria and were suitable for further analysis. Data from these selected articles were extracted to examine in depth how organizational culture, transformational leadership, and competence interact through OCB in influencing performance, particularly within Health Departments in Indonesia. A variety of studies on factors influencing employee performance in Indonesia's health sector have been conducted with diverse variable focuses. In general, these findings demonstrate that organizational culture, transformational leadership, competence, as well as mediating variables such as Organizational Citizenship Behavior (OCB), job satisfaction, and organizational commitment, play significant roles in improving officials' performance.

Sugino (2024) studied employees at Puskesmas Randulawang Blora and found that transformational leadership and organizational culture have a positive and significant effect on performance. This finding was reinforced by a high coefficient of determination, indicating that most of the performance variation could be explained by these two variables. Similarly, Saputri (2024) examined job stress, motivation, and nurse competence at RSUD Bumiayu with work-life balance as a mediator. The results revealed that only competence had a significant effect on job performance, underscoring the importance of competence as a primary determinant of performance.

Rusman (2024), in a study at RSUD Anuntaloko Parigi, focused on transformational leadership, organizational climate, and work motivation. The results showed both direct and indirect effects of leadership on performance through motivation, as well as a positive relationship between organizational climate and performance. This highlighted that transformational leadership and organizational climate can create conditions that foster motivation and improve nurse performance. Indriastuti and Awatara (2024) investigated competence, work engagement, and workload at RSUD Karanganyar, and found that competence and work engagement significantly affected performance through commitment, although commitment did not function effectively as a mediator. This again highlighted competence as the dominant pathway for enhancing employee performance.

Nazara et al. (2025) analyzed the effects of leadership and compensation at RS Esthomih Medan. Their findings revealed that both leadership and compensation significantly influenced performance, directly and indirectly, through job satisfaction. A similar outcome was reported by Fathasena et al. (2024) at RSUD Arosuka Solok, although job satisfaction was not proven significant as a mediator between leadership or work environment and performance.

Dewi (2024) examined workload, work engagement, and job satisfaction at RS Muslimat Ponorogo, finding that workload directly influenced performance, but mediating variables did not strengthen this relationship. Another study by Ismi (2024) at RSUD Anuntaloko Parigi reported that internal service quality and employee well-being affected performance, with employee satisfaction serving as a mediator.

Rumapea and Harmen (2025) investigated work-life balance and emotional intelligence at RSUD Dr. Pirngadi Medan, finding both to have a positive and significant impact on nurse performance, emphasizing the importance of balancing work and personal life as well as developing emotional intelligence. Kusumawati et al. (2024), in Puskesmas Sagulung Batam, found that organizational culture, work environment, and work discipline affected employee performance, although motivation and discipline did not show significant partial effects.

Apriliana et al. (2024) studied psychological capital and affective commitment on OCB through responsive culture at RS Selasih Medika. Their findings revealed that organizational culture played a key role in mediating the influence of psychological factors on OCB, which in turn strengthened organizational performance.

Taken together, these eleven studies confirm the relevance of organizational culture, transformational leadership, and competence in influencing health officials' performance. Mediating variables such as OCB, commitment, and job satisfaction demonstrated varying roles depending on organizational context. These findings reinforce the importance of a comprehensive study that links the three core factors to performance through OCB as an intervening variable, particularly within Indonesia's Health Departments.

RESEARCH RESULT

Problem Formulation Analysis Using the ADO Framework

1. Antecedent (Causal Factors / Independent Variables)

Based on the review of 11 articles, several key factors consistently influence the performance of public officials, particularly in the health sector:

- a. Organizational Culture has been proven to positively affect employee performance (Sugino, 2024; Kusumawati et al., 2024). A strong organizational culture fosters values, norms, and collective work behaviors aligned with organizational goals.
- b. Transformational Leadership plays a significant role in enhancing employee motivation and work spirit. Studies by Sugino (2024) and Apriadi (2024) confirm that this leadership style drives positive change and exerts both direct and indirect effects on performance.
- c. Competence is also a critical factor. Findings from Saputri (2024) and Indriastuti & Awatara (2024) indicate that competence significantly influences employee achievement and performance while also strengthening work commitment.

2. Decision (Decision-Making Process / Intervening Mechanism)

Within this research framework, Organizational Citizenship Behavior (OCB) is positioned as the intervening variable bridging the relationship between antecedent factors (organizational culture, transformational leadership, and competence) and employee performance.

- a. Apriliana et al. (2024) emphasized that psychological factors and commitment can influence OCB through a responsive culture, ultimately increasing extra-role contributions among health staff.
 - b. OCB is relevant because it motivates employees to exceed formal requirements, such as helping colleagues, demonstrating loyalty to the organization, and actively participating in service innovation. Thus, OCB serves as the mechanism that amplifies the positive impact of antecedents on outcomes.
3. Outcome (Impact / Dependent Variable)
- Nearly all studies underline that employee performance is shaped by both internal and external factors:
- a. Sugino (2024) found that organizational culture and transformational leadership contributed 73.2% to performance outcomes.
 - b. Indriastuti & Awatara (2024) reported that competence, work engagement, and commitment explained 91.1% of performance.
 - c. Other factors, such as work-life balance (Rumapea & Harmen, 2025), emotional intelligence, and employee well-being (Ismi, 2024), also play a role. However, within the scope of this study, OCB is considered the most appropriate mediator to explain how extra-role work behaviors enhance the effectiveness of public service delivery in the health sector.

DISCUSSION

Analysis of Problem Formulation Using the ADO Approach

Based on the review of 11 articles, the following conclusions can be drawn:

1. Antecedent Organizational culture, transformational leadership, and competence are dominant factors influencing employee performance in the health sector.
2. Decision OCB functions as a key variable mediating this relationship by fostering extra-role behavior that strengthens collaboration, innovation, and work loyalty.
3. Outcome Improved performance of health department employees can be achieved if antecedent factors are effectively managed through the strengthening of Organizational Citizenship Behavior (OCB).

The findings highlight that organizational culture, transformational leadership, and competence are the antecedent factors that dominantly influence employee performance in the health sector. These three factors form the foundation for creating a conducive work environment, encouraging motivation, and enhancing professional capacity. Furthermore, the study found that Organizational Citizenship Behavior (OCB) plays a significant mediating role in this relationship. OCB encourages extra-role behaviors such as loyalty, cooperation, and innovation, which ultimately enhance organizational effectiveness. Thus, improving the performance of health department employees can be achieved sustainably when an adaptive organizational culture, inspirational leadership, and sufficient employee competence are synergistically managed through the strengthening of OCB.

Antecedent (Causal Factors/Independent Variables)

First, organizational culture has a strong influence on performance achievement. A healthy and positive organizational culture can shape values, norms, and collective work behavior aligned with the vision and mission of the organization. When these values are well internalized, employees are more likely to demonstrate loyalty, responsibility, and a sense of belonging toward their work. This is consistent with the findings of Sugino (2024) and Kusumawati et al. (2024), who emphasize that a strong organizational culture drives the sustainable improvement of employee performance.

Second, transformational leadership also plays a critical role. Leaders who are able to inspire, set an example, and motivate employees encourage positive changes in the workplace. Through this approach, employees feel valued, motivated, and more committed to achieving organizational goals. This is supported by studies from Sugino (2024) and Apriadi (2024), which show that transformational leadership exerts both direct and indirect effects on improving performance.

Third, employee competence is a determining factor in task effectiveness. Employees with sufficient technical ability, knowledge, and professional skills are better equipped to face challenges and contribute optimally to the organization. Saputri (2024) as well as Indriastuti and Awatara (2024) stress that competence not only improves performance but also strengthens employee commitment.

Decision (Decision-Making Process/Intervening Mechanism)

Organizational Citizenship Behavior (OCB) is positioned as an intervening variable that plays a crucial role in mediating the influence of antecedent factors on employee performance. OCB represents voluntary work behaviors that go beyond formal job requirements, such as helping colleagues, maintaining commitment to the organization, and actively participating in service innovation. OCB ensures that employees' contributions extend beyond their duties, fostering a more supportive and productive work environment.

The study by Apriliana et al. (2024) shows that psychological factors and commitment shaped by a responsive organizational culture contribute to the enhancement of OCB. This reinforces the idea that a healthy organizational culture nurtures a sense of belonging among employees, encouraging them to exert extra effort for the collective good. Likewise, transformational leadership that focuses on positive change inspires employees to engage in OCB, as they feel valued and motivated to support the organizational vision. Competence also plays an equally important role. Employees with sufficient skills and knowledge tend to be more confident in carrying out tasks, making them more willing to assist colleagues or take the initiative in finding innovative solutions. Thus, OCB serves as a vital mechanism that amplifies the influence of organizational culture, transformational leadership, and competence on performance.

Outcome (Impact/ Dependent Variable)

Previous studies indicate that employee performance is influenced by a range of factors, both internal and organizational. For instance, Sugino (2024) found that organizational culture and transformational leadership significantly contribute to employee performance, accounting for 73.2%. This underscores the importance of a healthy work culture and leadership that provides inspiration and direction in shaping optimal performance.

Furthermore, Indriastuti and Awatara (2024) found that competence, work engagement, and commitment play a major role, explaining up to 91.1% of performance outcomes. These findings suggest that performance is not only determined by structural factors but also heavily dependent on individual capacity, emotional involvement, and commitment to the organization.

In addition, other factors such as work-life balance (Rumapea & Harmen, 2025), emotional intelligence, and employee well-being (Ismi, 2024) also influence performance. However, in the context of this study, OCB is considered a more relevant factor. OCB serves as a mediator that bridges the influence of organizational culture, transformational leadership, and competence on performance. Through extra-role behaviors such as willingness to assist colleagues, loyalty, and active participation in service innovation—OCB strengthens the relationship between antecedent factors and performance outcomes. Therefore, OCB is regarded as the key mechanism to enhance the effectiveness of public service delivery in the health sector.

CONCLUSION AND RECOMMENDATIONS

The study concludes that organizational culture, transformational leadership, and competence are the main factors influencing the performance of health sector employees. These three factors not only foster a positive work environment but also strengthen employee motivation and professionalism. The findings further indicate that Organizational Citizenship Behavior (OCB) serves as a crucial mediator in enhancing performance. OCB promotes extra-role behaviors such as loyalty, cooperation, and innovation, which ultimately reinforce the effectiveness of public service delivery. Therefore, improving the performance of health department employees can be achieved sustainably through the strengthening of organizational culture, inspirational leadership, employee competence, and extra-role behaviors fostered by OCB.

First, public organizations, particularly the Health Office, are advised to strengthen an adaptive organizational culture and develop transformational leadership in order to foster motivation and improve employee performance. Second, continuous training programs are needed to enhance employee competencies, accompanied by initiatives to strengthen *Organizational Citizenship Behavior* (OCB) so that extra-role behaviors become more embedded in daily work practices.

ADVANCED RESEARCH

Future research is recommended to broaden the scope of study by including different organizational contexts and additional variables, such as employee well-being or service digitalization, to provide a more comprehensive understanding of performance improvement in the public sector.

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