



The Effect of Self Efficacy, Organizational Culture, Knowledge Sharing on Organizational Citizenship Behavior (OCB) Through Work Motivation

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OCB, Self-Efficacy; Organizational Culture; and Knowledge Sharing; Functional Officials for Industrial Development (PFPI).

ABSTRACT

This study examined the lack of Organizational Citizenship Behavior (OCB) among Functional Officials for Industrial Development (PFPI) at the Industrial Services Standardization and Policy Agency (Badan Standardisasi dan Kebijakan Jasa Industri [BSKJI]), Ministry of Industry, which currently hinders the achievement of national industrial development objectives. The purpose of this study was to investigate the direct and indirect effects of self-efficacy, organizational culture, and knowledge sharing on OCB, with work motivation as a mediating variable. Data were collected from 205 randomly selected PFPI officials through questionnaires and analyzed using Structural Equation Modeling (SEM) with AMOS through a quantitative explanatory research approach. The results showed that self-efficacy, organizational culture, and knowledge sharing significantly improved OCB, both directly and indirectly. Work motivation partially mediated all examined relationships. Work motivation emerged as the strongest direct predictor of OCB, while organizational culture was the primary factor influencing work motivation and demonstrated the greatest cumulative effect on OCB. This study concludes that a holistic approach is required to enhance OCB. The findings imply that management should prioritize the development of a supportive organizational culture and the establishment of structured knowledge-sharing platforms to strengthen work motivation, thereby encouraging voluntary extra-role behaviors that contribute to institutional success.

INTRODUCTION

Badan Standardisasi dan Kebijakan Jasa Industri (BSKJI), under the Ministry of Industry, plays an important role in formulating policies, developing national industrial standardization, and supporting technological advancement. A key factor influencing sector competitiveness and innovation is the competence of BSKJI personnel, particularly Pejabat Fungsional Pembina Industri (PFPI). Although BSKJI's overall organizational performance and budget realization have exceeded expectations, a paradox exists at the individual level, where Organizational Citizenship Behavior (OCB) among PFPI remains relatively low. A preliminary survey indicated that many PFPI officials demonstrated low self-efficacy, particularly a lack of confidence in making strategic decisions related to Industry 4.0. Furthermore, organizational principles were often perceived as merely formal statements, knowledge exchange occurred mostly informally and reactively, and excessive administrative workloads reduced work motivation. The absence of voluntary extra-role behaviors has become a challenge in coordinating complex activities among stakeholders and may hinder the achievement of national industrial development indicators outlined in

the National Industrial Development Master Plan (Rencana Induk Pembangunan Industri Nasional [RIPIN]).

Organizational Citizenship Behavior (OCB) is a discretionary form of employee behavior that is not directly rewarded through formal systems but contributes to effective organizational functioning (Organ, 1990; Podsakoff & MacKenzie, 2014). The implementation of OCB can support government institutions such as BSKJI by improving inter-unit collaboration, enhancing team effectiveness, and strengthening public service quality. Theoretically, OCB is influenced by complex interactions between individual psychological factors and external organizational conditions. Self-efficacy, defined as an individual's belief in their ability to perform tasks or functions successfully (Bandura, 1997), serves as an important psychological motivator. Employees with high self-efficacy are more likely to engage in extra-role behaviors and overcome operational challenges. Likewise, an effective organizational culture influences employee behavior and encourages OCB by establishing shared values and collective norms (Schein, 2010).

Furthermore, systematic knowledge exchange facilitates the sharing of tacit and explicit knowledge, strengthens collective capabilities, builds trust, and encourages mutual support, which are characteristics of OCB (Farooq et al., 2021). However, these psychological and contextual factors require an internal psychological mechanism, namely work motivation (Newstrom, 2007), to effectively transform individual potential into actual extra-role behaviors.

Numerous empirical studies across various industries have examined the determinants of OCB over the past decade (Megiati & Suharyati, 2026; Serbinenko & Ludviga, 2023). However, previous findings have produced inconsistent results and fragmented research models. Self-efficacy has been shown to significantly influence OCB and intrinsic motivation in corporate and academic contexts (Ullah et al., 2021). Organizational culture and knowledge sharing have also been identified as positive predictors of OCB and as social mechanisms that facilitate voluntary collaboration (Akturan & Çekmecelioğlu, 2016). Work motivation is frequently considered a mediating variable that links self-efficacy and organizational culture with employee performance and OCB (Hermawan et al., 2023; Uliyah & Riyanto, 2021). Nevertheless, a research gap remains regarding the simultaneous integration of self-efficacy, organizational culture, and knowledge sharing through work motivation. The novelty of this study lies in developing an integrated model within the unique context of PFPI civil servants at BSKJI, a high-performing public sector organization where this framework has not previously been examined.

This study aimed to examine the direct effects of self-efficacy, organizational culture, knowledge sharing, and work motivation on OCB among Pejabat Fungsional Pembina Industri at BSKJI. The study was based on identified empirical gaps and organizational challenges. Specifically, it examined the direct effects of self-efficacy, organizational culture, and knowledge sharing on work motivation and investigated the mediating role of work motivation in the relationship between these three independent variables and OCB. This research contributes theoretically to the human resource management literature, particularly in the areas of organizational behavior and motivational models within the government sector. Practically, the findings provide strategic and evidence-based recommendations for the Ministry of Industry to improve organizational effectiveness

through interventions related to psychological empowerment, collaborative culture, knowledge management, and motivational enhancement.

This study was based on Robbins and Judge's (2024) Organizational Behavior (OB) model, which explains that organizational dynamics are shaped by input, process, and outcome variables. Within this framework, organizational culture, self-efficacy, and knowledge sharing represent important input variables at both individual and organizational levels. Work motivation functions as a psychological process variable, while OCB represents the desired behavioral outcome that organizations seek to achieve.

OCB refers to discretionary extra-role behaviors performed by employees that are not formally rewarded by organizations but collectively contribute to organizational effectiveness (Organ, 1988; Podsakoff et al., 2000). This study argues that OCB does not emerge spontaneously but is systematically shaped by cognitive beliefs, organizational culture, and intrinsic motivation.

Self-efficacy is grounded in Social Cognitive Theory (Bandura, 1977; 1997) and refers to individuals' beliefs regarding their ability to perform actions and achieve desired outcomes in future situations. High self-efficacy functions as a cognitive motivator, encouraging employees to engage in proactive and extra-role behaviors. This assumption is supported by empirical studies. Ullah et al. (2021) and Manurung et al. (2024) found that self-efficacy significantly enhances prosocial motivation and directly predicts OCB because employees with greater confidence are more willing to accept challenges beyond their formal job responsibilities.

Organizational culture refers to shared values, beliefs, and norms that guide employee behavior while supporting external adaptation and internal integration (Schein, 2010). A strong and supportive culture functions as social cohesion within organizations. Previous research by Hermawan et al. (2023) and Uliyah and Riyanto (2021) demonstrated that organizational culture has a significant positive effect on OCB. When organizational values align with collaborative and flexible practices, employees are more likely to internalize these norms and demonstrate citizenship behaviors.

Knowledge sharing refers to the exchange of tacit and explicit knowledge among employees to create organizational value (Nonaka & Takeuchi, 1995; Sveiby & Simons, 2002). The exchange of knowledge among employees can foster interpersonal trust and collective competence, thereby encouraging mutual assistance. Farooq et al. (2021) and Soelton et al. (2023) demonstrated that a supportive knowledge-sharing environment has a positive direct effect on OCB by creating psychological safety and encouraging spontaneous collaboration.

Work motivation is a psychological process that directs, energizes, and sustains employee efforts (Newstrom, 2007). This study was based on Self-Determination Theory (Ryan & Deci, 2000), which suggests that individual psychological factors and supportive environments must be internalized into motivation to achieve sustained behavioral outcomes. Previous research has demonstrated that work motivation significantly predicts OCB (Taufan, 2025; Himmah et al., 2025). Furthermore, work motivation serves as an effective mediator between individual and organizational antecedents and employee behavioral outcomes, as demonstrated by Marhamah et al. (2025) and Salfitri et al. (2024). These findings highlight the importance of work motivation as a key mediating mechanism.

Based on the theoretical framework and empirical evidence from the past decade, the following testable hypotheses were proposed:

- H1:** Self-Efficacy has a direct, positive, and significant effect on Organizational Citizenship Behavior (OCB).
- H2:** Organizational Culture has a direct, positive, and significant effect on Organizational Citizenship Behavior (OCB).
- H3:** Knowledge Sharing has a direct, positive, and significant effect on Organizational Citizenship Behavior (OCB).
- H4:** Work Motivation has a direct, positive, and significant effect on Organizational Citizenship Behavior (OCB).
- H5:** Self-Efficacy has a direct, positive, and significant effect on Work Motivation.
- H6:** Organizational Culture has a direct, positive, and significant effect on Work Motivation.
- H7:** Knowledge Sharing has a direct, positive, and significant effect on Work Motivation.
- H8:** Work Motivation significantly and positively mediates the relationship between Self-Efficacy and Organizational Citizenship Behavior (OCB).
- H9:** Work Motivation significantly and positively mediates the relationship between Organizational Culture and Organizational Citizenship Behavior (OCB).
- H10:** Work Motivation significantly and positively mediates the relationship between Knowledge Sharing and Organizational Citizenship Behavior (OCB).

The conceptual framework describes the causal relationship between the operationalized variables. Independent variables are Self-Efficacy, Organizational Culture and Knowledge Sharing, Work Motivation is the intervening variable, and Organizational Citizenship Behavior is the dependent variable.

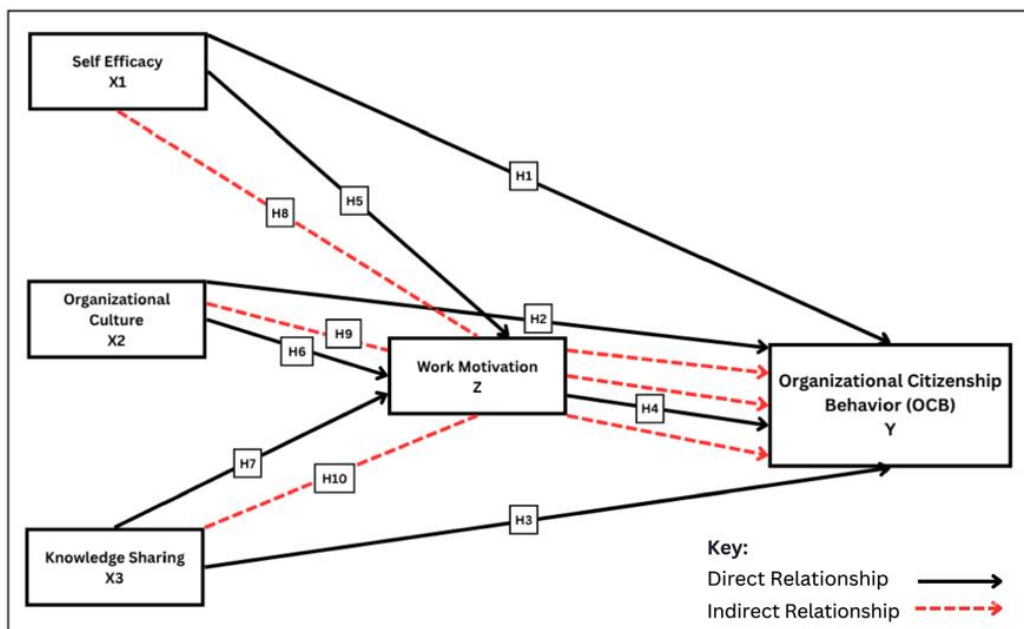


Figure 1. Research model

Source: Authors' conceptual framework (2026)

METHOD

Sample and procedures

his study employed an explanatory research design to investigate the causal relationships among variables within the Industrial Services Standardization and Policy Agency (Badan Standardisasi dan Kebijakan Jasa Industri [BSKJI]) of the Ministry of Industry. The research was conducted across 24 BSKJI Technical Implementation Units (Unit Pelaksana Teknis [UPT]), consisting of 11 Balai Besar and 13 Balai Standardisasi dan Pelayanan Jasa Industri, from November 2025 to 2026. The study population consisted of 437 Pejabat Fungsional Pembina Industri (PFPI). A sample of 205 respondents was determined using the Krejcie and Morgan formula. The sampling technique applied was probability sampling through Simple Random Sampling to ensure equal selection opportunities and adequate representation of the population. Data were collected using structured closed-ended questionnaires distributed through Google Forms. The questionnaires were validated by experts and pre-tested on 30 respondents to ensure instrument quality.

Measurement

The scale of measurement was different for each of the variables. The Self-Efficacy variable used the Bandura scale with a range of 0–10, while OCB, Work Motivation, Organizational Culture, and Knowledge Sharing were measured using a 5-point Likert scale. Following data collection, the data were processed which included cleaning, editing, tabulating and interpreting the data to produce a quantitative summary of the variables.

Data analysis technique

Data analysis was performed by Structural Equation Modeling (SEM) with AMOS program to analyze the complex causal relationships between independent, mediating, and dependent variables simultaneously. This involved confirmatory factor analysis (CFA) to test the measurement models and confirm the instruments' reliability. The study also conducted normality and multicollinearity tests and Sobel tests to determine the significance of the mediating effects of Work Motivation in the conceptual framework.

RESULTS AND DISCUSSION

Results

The results and discussion contain answers to research problems and conclude explicitly. Research results are presented in the form of graphs, tables, or descriptive. Analysis and interpretation of these results is required before they are discussed. The table is written in the middle or at the end of each descriptive text of research results/acquisitions. If the width of the table is not enough to be written in half a page, it can be written a full page. Table title is written from left to center, all words begin with capital letters, except conjunctions. If more than one line is written in a single space.

The research data, collected from 205 Pejabat Fungsional Pembina Industri (PFPI) within the BSKJI environment, provide a comprehensive overview of the organizational behavior dynamics. Descriptive analysis results indicate that all variables—Self-Efficacy, Organizational Culture, Knowledge Sharing, Work Motivation, and Organizational Citizenship Behavior (OCB)—fall within the high criteria. Organizational Culture registered the highest average score with the smallest gap, suggesting a high level of alignment with the existing organizational environment, while Knowledge Sharing, Work Motivation, and OCB showed relatively low but manageable gaps. Conversely, Self-Efficacy exhibited the

largest gap of 28.8%, pointing to a critical area for organizational intervention to enhance the confidence of PFPI in managing complex industrial transformations, as they often report lower confidence in strategic decision-making regarding digital transformation

Table 1. Descriptive Analysis of Research Variables

No	Variable	Average Score	Maximum Score	Score Gap (%)	Average Score Criteria
1	<i>Self-Efficacy</i> (Original Scale 0-10)*	3,56	5	28,8%	High
2	<i>Organizational Culture</i>	4,12	5	17,6%	High
3	<i>Knowledge Sharing</i>	4,05	5	19,0 %	High
4	<i>Work Motivation</i>	3,94	5	20,2%	High
5	OCB	3,93	5	20,4%	High

*) The score is standardized from the original scale of 0–10 to a scale of 1–5 using the proportional standardization formula for data comparison needs.

Source: Data Processing (2026)

The structural model testing, employing Structural Equation Modeling (SEM) with AMOS, confirmed that the proposed research model fits the empirical data. All goodness-of-fit indices, including Chi-square p-value, CMIN/DF, CFI, RMSEA, GFI, TLI, and AGFI, met the required critical values, indicating an acceptable fit between the theoretical model and the observed data. The regression analysis demonstrates that all ten hypothesized paths are statistically significant, with Work Motivation serving as a critical mediator in the relationships. The results explicitly confirm that Work Motivation functions as the most vital driver for OCB, directly and indirectly linking personal efficacy and organizational inputs to extra-role performance.

Table 2. Goodness of Fit Evaluation

Goodness of Fit Index	Cut off Value	Model Result	Conclusion
Chi Square	p-value $\geq 0,05$	1255,892	Fit
CMIN/DF	$\leq 2,00$	1,035	Fit
CFI	$\geq 0,95$	0,996	Fit
RMSEA	$\leq 0,08$	0,013	Fit
GFI	$\geq 0,90$	0,924	Fit
TLI	$\geq 0,90$	0,996	Fit
AGFI	$\geq 0,90$	0,975	Fit

Source: Data Processing (2026)

The analysis results of the research findings indicate that Self-Efficacy has a significant direct effect on Organizational Citizenship Behavior (t-count = 4.241 > 1.96). This finding is in line with previous research from Ullah et al., (2021); Manurung et al., (2024) that people who have high self-efficacy beliefs have the inherent cognitive motivation to engage in voluntary extra-role behaviors, which are important in tackling the complexity of industrial policy making. In addition, the positive influence of Organizational Culture on OCB supports the findings of Jati et al. (2025) and Uliyah and Riyanto (2021), which state that a conducive organizational environment with collective values and psychological safety can

reduce interpersonal conflict and motivate PFPI to go beyond formal expectations. Knowledge Sharing had a significant direct effect on Organizational Citizenship Behavior (OCB), thus confirming the conclusions of Farooq et al. (2021) and Soelton et al. (2023), and proving that structured mechanisms of information exchange act as a catalyst for professional collaboration and innovation. The main result of this research is the role of Work motivation as a mediating variable. The data shows that Work Motivation is the strongest direct predictor of Organizational Citizenship Behavior (direct effect = 0.480). When Work Motivation is a mediator, the total effect of Organizational Citizenship Behavior (OCB) on the outcome variable is substantially larger, with Self-Efficacy, Organizational Culture and Knowledge Sharing as predictors, and Organizational Culture having the strongest effect. This shows that motivation works effectively in transforming the BSKJI environment's cultural and social influences into lasting energy for performance. Motivation is, as Newstrom (2007) defines it, the psychological connection between environmental stimuli and behavioral responses. The research concludes that a comprehensive strategy is needed to improve OCB; BSKJI needs to go beyond formal administrative directives and focus on developing a supportive organizational culture and organized knowledge-sharing platforms to increase work motivation, thereby encouraging the voluntary extra-role behaviors that are crucial for the success of the institution.

The empirical results of this study found that all ten proposed pathways were statistically significant, providing a complete explanation of the OCB paradox found among Pejabat Fungsional Pembina Industri (PFPI) at BSKJI. The strongest direct predictor of OCB is Work Motivation ($\beta = 0.480$), which supports the theoretical proposition that motivation is the basic internal mechanism that transforms psychological potential and environmental support into voluntary, extra-role behaviors (Newstrom, 2007). This result supports the principles of Self-Determination Theory (Ryan & Deci, 2000) showing that the more PFPIs feel competent and autonomous, the more likely they are to go beyond their formal job descriptions. The effectiveness of Work Motivation as a partial mediator on all pathways shows that although there are factors such as self-efficacy and culture that create critical conditions, the realization of citizenship behavior is determined by the level of individual motivation (Marhamah et al., 2025; Salfitri et al., 2024).

The analysis shows that Organisational Culture is the key predictor of Work Motivation ($\beta = 0.319$) and has the biggest total effect on OCB (0.986) through the mediation of motivation. The organizational climate in BSKJI is a macro-stimulus that affects the perception of work by employees, indicated by a strong relationship. Schein (2010) claims that a culture that excels at managing both internal integration and external adaptation reduces anxiety and creates clear normative expectations. The results show that the possibility of high organizational citizenship behavior (OCB) is limited by the inconsistency of performance evaluation which hinders the existing organizational climate of high trust in leadership. This hypothesis's support highlights that it is leadership transparency and supportive environments, not just HR policies, that are crucial for fostering the psychological safety required for civil servants to be proactive rather than reactive in their engagement (Seventia & Kartika, 2020).

Moreover, the significant effect of Self-Efficacy on Organizational Citizenship Behavior through Work Motivation explains the lack of confidence in digital decision

making in Personal Financial Planning Individuals. The direct effect of self-efficacy on OCB is the lowest in this model, although it is greatly increased by the mediation of motivation (indirect effect of 0.628). This implies that high-performing civil servants in a bureaucratic environment like BSKJI are often affected by “competence-action inertia” where high-level capability does not automatically lead to extra-role behavior without a motivational stimulus (Ullah et al., 2021). The 28.8% variance in self-efficacy, mainly attributable to the ambiguity associated with digital transformation, indicates that PFPIs are hesitant to take part in extra-role behaviors for fear of the technical or systemic consequences of failure in an unsupportive environment. This finding is in line with Bandura’s (1977) Social Cognitive Theory, which states that self-efficacy is not an innate quality, but rather influenced by social persuasion and vicarious experiences, therefore leadership needs to provide the “success experiences” required to increase this efficacy and subsequently induce OCB.

The study concludes that Knowledge Sharing is a significant predictor of Organizational Citizenship Behavior, mediated by Work Motivation. This study explains the mechanism of sharing and citizenship as explained by Ramasamy and Thamaraiselvan (2011) and Soelton et al. (2023). Sharing knowledge reduces professional anxiety, as it gives access to the best practices and therefore increases the motivation to excel. The current reliance of BSKJI on informal request-based sharing impedes the shift to a high-OCB environment (Akturan & Çekmecelioğlu, 2016). The organization can transform “ad hoc” knowledge exchange into a systematic motivational instrument by formalizing knowledge-sharing platforms and making them part of performance measures. The organization will thus create an environment where helping others is not an accident but a professional standard.

CONCLUSION

The empirical study conducted at BSKJI, Ministry of Industry, demonstrated that the organizational behavior of Pejabat Fungsional Pembina Industri (PFPI) was characterized by a complex interaction of cognitive, cultural, and motivational factors. The findings confirmed the ten proposed hypotheses. Self-efficacy, organizational culture, and knowledge sharing were found to have significant effects on Organizational Citizenship Behavior (OCB). Work motivation served as an important partial mediator across all examined relationships. Work motivation emerged as the strongest predictor of OCB and functioned as a psychological mechanism that transformed individual competence and organizational support into proactive extra-role behaviors. The analysis further indicated that organizational culture was the primary factor influencing work motivation; however, the existing hierarchical and clan-oriented cultural characteristics may limit the spontaneity required for OCB unless supported by effective motivational interventions. Therefore, this study concluded that BSKJI’s institutional effectiveness depends on its transition from a compliance-oriented administrative framework toward a more collaborative and knowledge-sharing environment.

Based on these findings, it is recommended that BSKJI leadership prioritize the development of a supportive organizational culture through transparent leadership practices and recognition of employees’ extra-role contributions. Management should establish structured and formal knowledge-sharing platforms, integrate knowledge exchange

activities into performance evaluation systems, and provide targeted self-efficacy development programs, particularly in digital transformation and strategic decision-making competencies. Furthermore, motivational interventions, including meaningful recognition, career development opportunities, and participative goal-setting mechanisms, should be implemented to maintain employee engagement. Future research is encouraged to extend the sample to other government institutions and incorporate additional variables, such as leadership style, psychological capital, and organizational justice, to further develop the OCB model within the public sector context.

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