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Organizational Culture, Transformational Leadership, and Work Motivation's Effect on ABA Kindergarten Teachers' Performance and OCB

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Abstract
The goal of this research is to prove the impact of organizational culture, transformational leadership, and work motivation on the work performance and OCB of ABA Kindergarten teachers and employees in Yogyakarta. This study employs a quantitative research methodology. Data was collected from 207 respondents in 56 ABA kindergartens in Yogyakarta. A questionnaire survey was created using Google Forms to collect data on a Likert scale of 1–7 and analyzed using SPSS. Empirical research findings show that more than 60% of respondents chose an 'agree' scale on the questionnaire items. Reinforcing the findings, organizational culture, transformational leadership, and work motivation proved to have a positive impact on performance and OCB. This study looks at a wider range of variables than earlier ones did, so the information it gives is more complete and useful. Respondents who fill out the survey and a bigger range of scales make the research more objective and representative. This study helps teachers and staff manage schools better. Human resources manages work performance and OCB. This study may promote public sector progress generally.

Keywords: Organizational Culture, Transformational Leadership, Work Motivation, ABA Kindergarten, Performance, OCB

1. Introduction

1.1 Background of The Problem

There is a growing expectation for public servants to work harder (Potipiroon & Faerman, 2020). The event revealed various human resource restrictions that hindered staff performance (Notanubun, 2021). Employee

performance and organizational civic behavior are crucial components of human resources in the public sector (Hermanto & Srimulyani, 2022). Podsakoff et al. (2000) found that Dennis Organ and colleagues coined the term OCB in 1983. Chester Barnard in 1938 suggested 'staff readiness to contribute,' while Daniel Katz in 1964 suggested 'innovative and spontaneous behavior.' In 1988, the Body defined OCB as employees who go above and beyond to increase company efficiency.

OCB research began in the 1990s, according to De Geus et al. (2020). In the 1990s, scholars from diverse fields began emphasizing OCB for organizational goals, according to Podsakoff et al. (2000). OCB affects well-being and progress; hence, all public systems should practice it, according to Ingrams (2020). Organizational culture, transformational leadership, and work motivation (Jafarpanah & Rezaei, 2020). The problem is that there are only a few indicators used to measure each variable, as well as a lack of thorough variable testing integration. Organizational cultural variables, transformational leadership, and work motivation have yet to be studied together on work performance variables, or OCBs.

1.2 Theoretical Framework

Chang et al. (2021) and Krajcsák & Kozák (2022) found that good organizations can influence OCB. Jeong et al. (2019) studied organizational culture and its effects on OCB. They examine four dimensions of organizational culture: clan, adhocracy, hierarchy, and market. It demonstrates that all dimensions, except hierarchical culture, have an impact on OCB. Under a hierarchical culture, employees prioritize their work and report to their superiors, which discourages them from engaging in other social activities. Sarfraz et al. (2022) add that a hierarchical culture makes it difficult for managers to determine if employees are working too hard or not doing enough to help each other at work.

Potipiroon & Faerman (2020) also conducted a comprehensive analysis of OCB research. Even though previous research focused on positive OCB aspects, the author found that OCB can harm employee well-being. OCB tasks, such as additional hours, may cause emotional strain, whereas regulator work may not. However, research on OCB's emotional impact is still ongoing. OCB has the potential to dominate a company and create internal tension (Li & Xie, 2022). It is based on Morrison & Phelps' (1999) research and Bettencourt's (2004) research. Researchers found "change-oriented" OCB, which emphasizes employees' active participation in organizational transformation.

Khan et al. (2020) found that two decades ago, a small academic community believed there was a clear and significant correlation between OCB and leadership. In recent years, many academies have begun to study the transformative impact of leadership on OCB, resulting in good and substantial results. Alsheikh & Sobihah (2019) found that job satisfaction has had a positive and significant impact on OCB since 1990. Zia et al. (2022) examined school management in the education sector with OCB teachers. They found that school management creates a conducive learning environment and shows teacher appreciation, which benefits OCB.

This research on work and OCB differs from previous studies. This study examines public sector resource management and OCB, with a focus on TK-level education. Additionally, this study used a total of nine Likert scales, up from five. According to Jeong et al. (2019), Kuesioner estimates range from 'strongly disagree' to 'strongly agree.' This research also examines organizational culture, transformational leadership, and employee motivation, as well as their effects on productivity and OCB. Compared to previous research, this study is more comprehensive and varied in its factors and indicators, providing broad and integrated information in the public sector, especially education. This study has the potential to improve society and the nation (Mello, 2019).

According to Notanubun (2021), leadership and culture affect organizational performance. Thus, understanding organizational culture, transformational leadership, and employee motivation in relation to work performance and OCB is critical in both theoretical and practical contexts. The correlation between work and OCB is still relevant to research. De Geus et al. (2020) say public-sector OCB research is scarce. OCB is important for organizational success because knowledge and experience distribution are not successful in many public sector organizations.

Therefore, we must continue this research to gain a comprehensive understanding of human resource management issues.

1.3 Hypothesis-Research Design Relationship

The study examines how organizational culture, transformational leadership, and work motivation affect performance and OCB. Researchers call it a "free variable" because it can affect bound variables indefinitely. Variables have different dimensions and indicators.

Performance (P) helps a business improve its services and products, giving it a competitive edge (Budur & Demir, 2022). Performance involves doing activities accurately, efficiently, and without wasting time (Notanubun, 2021), maximizing task intensity and workload (Lopez-Martin & Topa, 2019). Habeeb (2019) confirmed that performance affects work devotion, notably job retention. A rise in performance makes an organization successful, according to Arshad et al. (2021). Al-Swidi et al. (2021) found a considerable positive association between organizational culture and performance. Leadership affects an organization's performance the most, according to Notanubun (2021). Strong job commitment reduces employee turnover (Li & Xie, 2022) and encourages active participation in organizational advancement due to a sense of obligation to stay (Grego-Planer, 2019; Hendry et al., 2019; Zayed et al., 2022; Hamid & Dinianti, 2023).

Organizational citizenship behavior (OCB) is employee behavior that benefits all organizational activities (Yuwono et al., 2023). The OCB defines discretionary conduct as voluntary overtime labor without pressure (Sarfraz et al., 2022), taking extra hours, attending workplace activities, and advising on organizational development (Khan et al., 2020). Potipiroon & Faerman (2020) noted that OCB requires people to take initiative voluntarily and without expecting a reward from the organization. Voluntary involvement and cooperative connections with coworkers measure positive employee conduct. It needs problem-solving, social awareness, willingness to help, and fairness and honesty with coworkers. That literature includes works by Alsheikh & Sobihah (2019); Bartlett et al. (2022); Hermanto & Srimulyani (2022); Sarfraz et al. (2022). Organizational success comes from employee involvement in OCB, which includes voluntary activity, personal discretion, and supporting coworkers outside of work hours without complaining (Kim et al., 2020; Marcos et al., 2020; Arshad et al., 2021; Notanubun, 2021). This practice promotes positive engagement without expectations (Osman et al., 2019; Potipiroon & Faerman, 2020). OCBs will impact future organizational efficiency and profitability (Massoudi et al., 2020). Yuwono et al. (2023) found that this benefits all organizational activities. However, poor organizational culture lowers job satisfaction and OCB rates (Endrejat, 2021; Habeeb, 2019).

Organizational culture (OC) includes spiritual ideals, family values, and respect for superiors (Sani & Ekowati, 2019; Solís & Brenes Leiva, 2019; Rathee & Rajain, 2020; Rocha & Pinheiro, 2021). We can examine organizational behavior by analyzing adaptation, innovation, creativity, flexibility, goal achievement, and output orientation (Jeong et al., 2019; Hamzah et al., 2020; Balluerka et al., 2021; Gorostiaga et al., 2022). Research has demonstrated that a positive organizational culture enhances work satisfaction in OCBs. High-demand workplaces that adopt a flexible culture and promote OCB make improvements (Men & Yue, 2019; Hooi et al., 2022). Official standards help promote faith and family, which influences the OCB (Jafarpanah & Rezaei, 2020). Several factors affect excellent performance. Freedom and the ability to voice a belief in public are crucial factors. According to Sani & Ekowati (2019); Rathee & Rajain (2020); Rocha & Pinheiro (2021), these factors are crucial. It is crucial to communicate and maintain transparency about organizational culture values and norms (Sarfraz et al., 2022; Jeong et al., 2019). Performance also requires a goal and a focus on outcomes (Lopez-Martin & Topa, 2019).

Transformational leadership (TL) has many traits. Effective leadership necessitates a clear vision (Sarfraz et al., 2022), the ability to regulate members' emotions (Bartlett et al., 2022; Sri Ramalu & Janadari, 2022), responsiveness (Men & Yue, 2019), servitude (Li & Xie, 2022), self-awareness of self-limits, collaboration, commitment, and support (Hanh Tran & Choi, 2019), innovation, proactiveness, courage to take risks, and the ability to influence a team (Jeong et al., 2019; Notanubun, 2021; Lee et al., 2022) that outlined these requirements for effective leadership. In education, the head of school administers fair policies, incorporates teachers in decision-making, and develops healthy connections between subordinates and superiors to increase teacher

performance (Hermanto & Srimulyani, 2022). Through common norms (Khan et al., 2020), motivated personnel will professionally and supportively construct organizational culture, encouraging organizational commitment (Yuwono et al., 2023).

Work Motivation (WM) is a psychological component that motivates workers to achieve better. Well-being, attachment, happiness (Jafarpanah & Rezaei, 2020; Nurjanah et al., 2020; Bartlett et al., 2022), facilities and infrastructure (Notanubun, 2021; Zia et al., 2022), feelings of appreciation, organization, superior care, work-life balance, and supervision all have an impact on WM (Osman et al., 2019; Abdullah & Marican, 2020; Arshad et al., 2021; Abdullah & Wider, 2022). Workplace motivation boosts OCB and confidence in overcoming challenges (Abdullah & Marican, 2020). Efficiency, honesty, commitment, and independence in essential activities can measure work motivation (Alanazi, 2021; Habeeb, 2019; Jeong et al., 2019) which have all conducted studies on this topic. Workers' performance will improve as a reward for better quality of life, means and supplies, health, satisfaction, recognition, and appreciation (Lopez-Martin & Topa, 2019; Balluerka et al., 2021; Zia et al., 2022). Government-owned businesses make up the public sector. This sector comprises schools, hospitals, and other public facilities. The public sector's main goal is to offer critical services to society. Public-sector organizations are using collaborative innovation to solve challenging problems and boost productivity (Baa & Chattoraj, 2022). OCBs commonly form in the public sector due to a lack of qualified people, prompting them to volunteer their time and efforts to better the organization (Yuwono et al., 2023). Public sector managers must be innovative, risk-taking, and able to encourage subordinates to seize chances (Lee et al., 2022). To boost teacher effectiveness, the head of school creates policies that include equitable remuneration, teacher involvement in decision-making, and harmonious subordinate-superior relationships (Hermanto & Srimulyani, 2022). This policy establishes general rules to promote a professional and successful organizational culture that fosters commitment (Khan et al., 2020; Yuwono et al., 2023).

The study examines Yogyakarta's Aisyiyah Bustanul Athfal Children's Park (ABA). Indonesia's earliest and oldest early childhood education institution is ABA, under Aisyiyah, the Muhammadiyah women's group. Siti Walidah (Nyai Ahmad Dahlan) founded the ABA. He founded 'Aisyiyah, Muhammadiyah's first independent organization, to start his humanitarian and intellectual career. Yogyakarta-pioneered ABA clinics have spread nationwide.
This study proposes a hypothesis about the influence of organizational culture, transformational leadership, and motivation for work on work performance and OCB. **Figure 1** explains the variable hypotheses presented below.

Description:
- H1a: Organizational culture has a significant positive effect on performance.
- H1b: Organizational culture has a significant positive effect on OCB.
- H2a: Transformational leadership has a significant positive effect on performance.
- H2b: Transformational leadership has a significant positive effect on OCB.
- H3a: Work motivation has a significant positive effect on performance.
- H3b: Work motivation has a significant positive effect on OCB.

This study aims to validate the proposed hypothesis. **Figure 1** shows six relationships between independent and dependent variables. Each conceptually supports the developed framework, as demonstrated by this research.
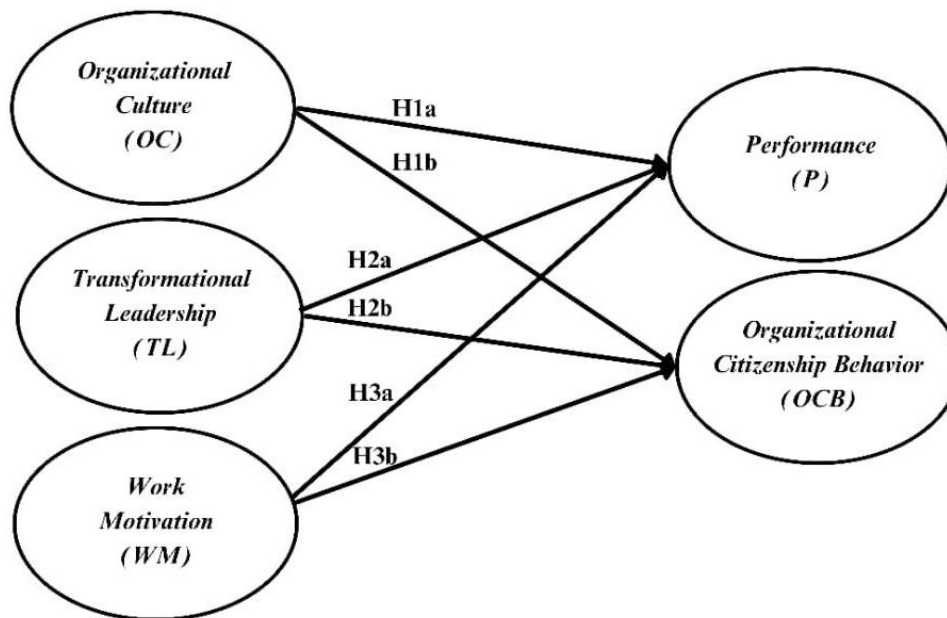
Figure 1: Model hypothesis of the effect of organizational culture, transformational leadership, and work motivation on performance and OCB

2. Method

2.1 Objects and Research Subjects

The research object is the variable under investigation. Research concerns a variable geographical spread. Subjects are entities or topics that can provide important data for research studies. Subjects, or entities studied, are called research objects. Before collecting data, a researcher must define his research goals. Researchers need specific sampling procedures to find and recruit subjects. The respondent's consent was validated by calling and presenting research documentation. Next, the data is collected in the desired manner. This study chose high school-educated teachers and employees as respondents. Selecting appropriate respondents and study objects enhances research efficiency.

2.2 Sample Sizes and Population Sampling Methods

The study results are based on a sample of the research population. Rawung (2020) accurately selects and obtains population samples. Characterizing a population, developing a sample framework, determining a sampling procedure, identifying a good sample size, and selecting samples are all part of this process. The sample selection methodology is a method for selecting and collecting population samples. Evaluation and public understanding are used to choose samples for the investigation. This method guarantees population representation in the sample. Research needs to determine the sample size. Teacher samples with a minimum high school education were collected for this investigation. This sample was taken from 56 of 72 Yogyakarta City ABA TK units (KEMDIKBUD & IGTKI-PGRI, 2023).

2.3 Data Types and Data Collection Techniques

Types and techniques of data collection This study uses quantitative, primary, and cross-sectional data. Rawung (2020) describes quantitative data as numerical. Researchers or organizations directly acquire primary data from research subjects. Cross-sectional data can also represent a unique time point. Descriptive research seeks to accurately and thoroughly describe people, events, and conditions, according to Siedlecki (2020) and Sulistyawati & Trinuryono (2022). Researchers use it to study a population, discover problems, or compare traits and habits. This method draws inferences from numerical data. A quantitative survey utilizing a questionnaire is used to collect data. Many human resource management studies use survey and experimental design, according to De Geus

et al. (2020). Most public-sector OCB research involves quantitative methods and surveys. According to Rawung (2020), researchers conduct surveys on a specific population to observe a specific unit in a region. Massoudi et al. (2020) confirmed that personnel completed a questionnaire.

Google Forms was used to create a Likert-scale questionnaire with seven assessment ranges. According to Jeong et al. (2019), questionnaires use a "very disagree" to "very agree" scale. Gazzola et al. (2020) said Google Forms is a free tool for creating and tracking questionnaires. The surveys protect respondents' identities, as well as findings on how corporate culture, transformational leadership, and work motivation affect work performance and OCB. Then, the head of school encourages respondents to complete Google Forms to analyze variable indicators. The five blocks of indicators cover job performance, OCB, organizational culture, transformational leadership, and work motivation.

2.4 Operational Research Variable Definition

Operational definitions in quantitative research identify a variable's relevance in determining how to measure, classify, or regulate it. Independent (free) and dependent (binding) variables make up the selected variable. The free variable drives tied variable change. Organizational culture, transformational leadership, and work motivation are investigated as independent variables, while bound variables are influenced by free variables.

2.5 Instrument Quality Test

Validity and reliability testing are used to assess instrument quality. Alsheikh & Sobihah (2019) devised a survey questionnaire for data gathering. The researchers carefully design questionnaire items to avoid redundancy, as they use dimensions to evaluate research model constructs. The researchers selected questionnaire items based on conceptual findings and explanations in the study literature. These products were later altered to suit research purposes. **Table 1** shows that questionnaire-closed statements scored 1–7 from "strongly agree" to "strongly disagree" based on their level of agreement.

Table 1: Likert Scale Seven Scores

Scale	Initial	Score
Strongly Disagree	SD	1
Disagree	D	2
Partially Disagree	PD	3
Neutral	N	4
Partially Agree	PA	5
Agree	A	6
Strongly Agree	SA	7

Reliability tests measure instrument confidence. A consistent test result indicates good instrument confidence. Instrument reliability tests directly affect the veracity of the results. The researchers used Cronbach's alpha to assess the questionnaire's statements' relationships and the measurement devices' consistency and reliability. This study used SPSS for validity and reliability tests. The correlation and bivariate analysis tests SSPS validity and significance (P-value). Scale analysis, based on Cronbach's alpha, checks reliability. The validity or reliability of questionnaire data is dependent on P-values less than 0.05 and Cronbach's alpha values greater than 0.70. SPSS creates circular graphs of valid, reliable, and normal data.

2.6 Research Stage

This study uses Google Forms for a questionnaire. Google Forms can show multimedia questions and share survey results on digital networks. According to Ismail & AlBahri (2019), the early stages of research identify issues and potential solutions, define the subject, and formulate solutions. Researchers use design and development to continue the implementation process. In the final phase, researchers evaluate, disseminate, draw logical conclusions, and suggest related study ideas. The study project lasts from July 2023 to March 2024.

3. Results

3.1 The Validity, Reliability, and Normality Tests

A P-value of 0.05 or less indicates data validity for the questionnaire item. According to **Table 2**, all items in each variable have significance values below 0.05. The research shows that the questionnaire is valid.

Table 2: Validity Test Results

Variable		Dimension	P-Value
X1	Organizational Culture (OC)	Spirituality culture, clan culture, hierarchy culture, adhocracy culture, market culture	<0,001
X2	Transformational Leadership (TL)	Visionary, humanistic, emotional intelligence, inspirational, intellectual stimulation	<0,001
X3	Work Motivation (WM)	Rewards, satisfaction, challenges, facilities, support	<0,001
Y1	Performance (P)	Quality, quantity, accuracy, flexibility, commitment	<0,001
Y2	Organizational Citizenship Behavior (OCB)	Altruism, conscientiousness, civic virtue, courtesy, sportsmanships	<0,001

Source: Primary data processed in 2024

The reliability test evaluates the researchers' questionnaire data's consistency and dependability. After the questionnaire items have been validated, this test is concluded. If empirical data determines a reliability test, it is high-quality. This dependency test employs scale analysis. Reliability testing is conducted using Cronbach's alpha. A variable is considered reliable if its alpha exceeds 0.70. **Table 3** shows that Cronbah's alpha for the questionnaire variable exceeded 0.70. Thus, researchers can conclude that questionnaire item connections are reliable.

Table 3: Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	Item Number
0,93	59
Source: Primary data processed in 2024	

Statistical tests, termed normalcy tests, examine whether data follows the normal distribution or deviates from it. This study evaluated normalization with 207 elements using the QQ visual plot approach, which represents the full variable. Testing follows the sequential procedures outlined by SPSS: **Table 4** presents a Descriptive Statistics QQ Plot in SPSS.

Table 4: Description Model QQ Plot Total Variable

Model Description

Model Name		MOD_2
Series or Sequence	1	TOT_VAR
Transformation		None
Non-Seasonal Differencing		0
Seasonal Differencing		0
Length of Seasonal Period		No periodicity
Standardization		Not applied
Distribution	Type	Normal
	Location	estimated
	Scale	estimated
Fractional Rank Estimation Method		Blom's
Rank Assigned to Ties		Mean rank of tied values

Applying the model specifications from MOD_2

The QQ plot diagonal line shows the normal distribution-expected data pattern. The dots along the line represent the current tested data condition, which is the spread of X and Y total values. If most dots are adjacent or connected by a line, it indicates a normal distribution. At least one point outside the QQ plot line shows a data value that does not match the normal distraction. According to **Figure 2** and the explanation, the questionnaire variables have normal distributions. Most of the graphic shows QQ parallel to the diagonal.
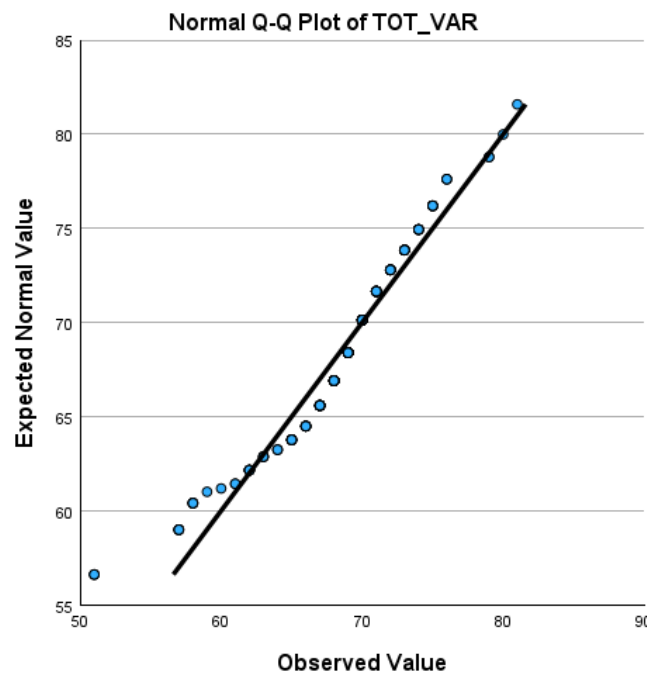

Figure 2: Normality Test QQ Plot Total Variable

3.2 Factor Analysis

Confirmatory factor analysis (CFA) is a multivariate analysis based on the relationship or correlation between variables and the consistency of indicators in variables. SPSS Analyze > Dimension Reduction > Factor Steps Arshad et al. (2021) said that the CFA supplied a matching model, whereas the correlation matrix gave the significant influence of the variable X against the Y variable. The Kaiser-Meyer-Oikin (KMO) test results in **Table 5** show a value > 0.50, so all indicators can be analyzed further. For the result, Barlett's Test of Sphericity showed

a significance of <0,001, so the variable is considered significant and correlated. Then, the testing continued with the Measure of Sampling Adequacy (MSA).

Table 5: Output Factor Analysis with the KMO Test and Bartlett's

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.887
Bartlett's Test of Sphericity	Approx. Chi-Square	2319.989
	df	300
	Sig.	<,001

Table 6 displays the factor analysis Anti-image Correlation value. MSA requirements are met with an Anti-image Correlation score above 0.5. All indicators studied correspond to their variables if so.

Table 6: Factor Analysis Output with Anti-Image Correlation

Variable	Indicator	Value
Organizational Culture (OC)	X1_1 (spirituality culture)	0,82[a]
	X1_2 (clan culture)	0,86[a]
	X1_3 (hierarchy culture)	0,91[a]
	X1_4 (adhocracy culture)	0,90[a]
	X1_5 (market culture)	0,87[a]
Transformational Leadership (TL)	X2_1 (visionary)	0,93[a]
	X2_2 (humanistic)	0,93[a]
	X2_3 (emotional intelligence)	0,89[a]
	X2_4 (inspirational)	0,89[a]
	X2_5 (intellectual stimulation)	0,90[a]
Work Motivation (WM)	X3_1 (reward)	0,94[a]
	X3_2 (satisfaction)	0,87[a]
	X3_3 (challenges)	0,91[a]
	X3_4 (facilities)	0,90[a]
	X3_5 (support)	0,93[a]
Performance (P)	Y1_1 (quality)	0,81[a]
	Y1_2 (quantity)	0,81[a]
	Y1_3 (accuracy)	0,78[a]
	Y1_4 (flexibility)	0,82[a]
	Y1_5 (commitment)	0,83[a]
Organizational Citizenship Behavior (OCB)	Y2_1 (altruism)	0,88[a]
	Y2_2 (conscientiousness)	0,90[a]
	Y2_3 (civic virtue)	0,91[a]
	Y2_4 (courtesy)	0,79[a]
	Y2_5 (sportsmanships)	0,89[a]

The extraction value on the communalities value shows how much the variable researched influences the component created. A variable influences the created factor when it satisfies the minimum test conditions. Extraction values above 0.5 meet the communalities criteria. Most of the 25 indicators have extraction values above 0.5, while a small portion is near 0.5. These findings reveal that most indicators strongly correlate with

variables. **Table 7** shows that the X3_1 (reward) indicator of 0.94 may describe the 94% "reward" factor. Communalities with higher indicator values indicate a stronger association with the forming factor. All variable indicators contribute to the generation of the factor.

Table 7: Factor Analysis with Communalities Test

Communalities

	Initial	Extraction
X1_1	1.000	.552
X1_2	1.000	.690
X1_3	1.000	.476
X1_4	1.000	.630
X1_5	1.000	.709
X2_1	1.000	.741
X2_2	1.000	.579
X2_3	1.000	.742
X2_4	1.000	.820
X2_5	1.000	.774
X3_1	1.000	.641
X3_2	1.000	.600
X3_3	1.000	.604
X3_4	1.000	.618
X3_5	1.000	.661
Y1_1	1.000	.648
Y1_2	1.000	.641
Y1_3	1.000	.675
Y1_4	1.000	.403
Y1_5	1.000	.612
Y2_1	1.000	.686
Y2_2	1.000	.552
Y2_3	1.000	.450
Y2_4	1.000	.667
Y2_5	1.000	.592

Extraction Method: Principal Component Analysis.

After analyzing these aspects, this study's indications match their variables. The indicators are strongly supportive of each other. These indicators show the significance and association of independent and dependent variables. Thus, these research variables must be discussed more to demonstrate their impact.

4. Discussion

4.1 The Effect of Organizational Culture on Performance

Table 8 reveals that over 60% of respondents supported questionnaire statement questions on organizational culture and work performance (**Figure 3**). Previous research has shown that organizational culture improves work performance, supporting our findings (Al-Swidi et al., 2021). This is because cultural values reflect employees' ideas and motivate them to work well (Habeeb, 2019; Jeong et al., 2019). A strong company culture boosts confidence, encourages risk-taking, and boosts performance (Yuwono et al., 2023). This study proves the H1a hypothesis that organizational culture has a significant positive effect on performance.

Table 8: Mean Variable Score of Organizational Culture (OC) and Performance (P)

OC			P		
Scale	**Frequency**	**Percent (%)**	**Scale**	**Frequency**	**Percent (%)**
SD	0	0,00	SD	1	0,48
D	3	1,45	D	7	3,38
PD	3	1,45	PD	3	1,45
N	12	5,80	N	15	7,25
PA	7	3,38	PA	16	7,73
A	**134**	**64,73**	**A**	**128**	**61,84**
SA	48	23,19	SA	37	17,87
Total	**207**	**100,00**	**Total**	**207**	**100,00**

Note: SD (Strongly Disagree), D (Disagree), PD (Partially Disagree),
N (Neutral), PA (Partially Agree), A (Agree), SA (Strongly Agree)
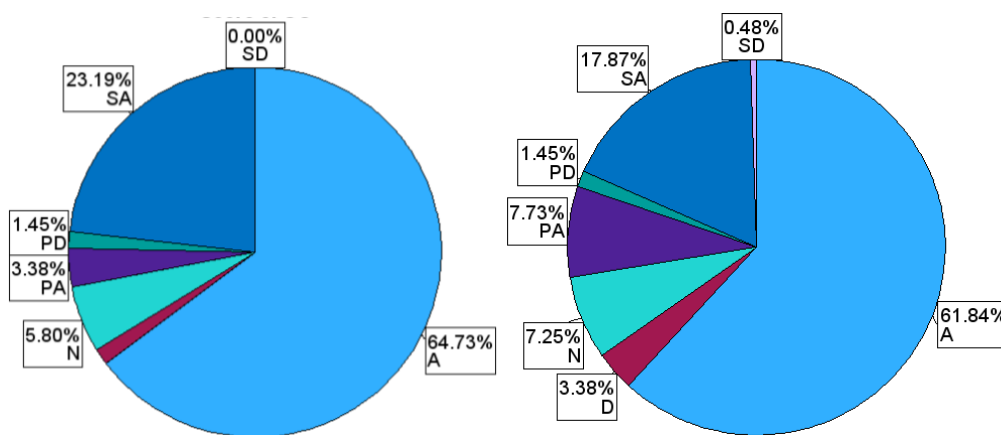
Figure 3: Left (Organizational Culture Score), Right (Performance Score)

4.2 The Effect of Organizational Culture on OCB

According to **Figure 4**, **Table 9**, over 60% of respondents supported questionnaire statement items on organizational cultural characteristics and organizational citizenship behavior (OCBs). It was found that organizational culture has a positive effect on OCB, which is supported by earlier research (Chang et al., 2021; Hooi et al., 2022; Krajcsák & Kozák, 2022). This is because morality, innovation, and adaptability give employees confidence and let them help their coworkers without feeling like they have to (Abdullah & Marican, 2020; Balluerka et al., 2021). Because cultural values encourage voluntary participation, an ethical organizational culture that promotes open and honest communication can help OCB employees behave well (Hermanto & Srimulyani, 2022; Thelen & Formanchuk, 2022). As a result, researchers confirmed the H1b hypothesis that organizational culture has a significant positive effect on OCB.

Table 9: Mean Variable Score of Organizational Culture (OC) and OCB

OC			OCB		
Scale	Frequency	Percent (%)	Scale	Frequency	Percent (%)
SD	0	0,00	SD	0	0,00
D	3	1,45	D	1	0,48
PD	3	1,45	PD	1	0,48
N	12	5,80	N	11	5,31
PA	7	3,38	PA	9	4,35
A	**134**	**64,73**	**A**	**148**	**71,50**
SA	48	23,19	SA	37	17,87
Total	207	100,00	Total	207	100,00

Note: SD (Strongly Disagree), D (Disagree), PD (Partially Disagree),
N (Neutral), PA (Partially Agree), A (Agree), SA (Strongly Agree)
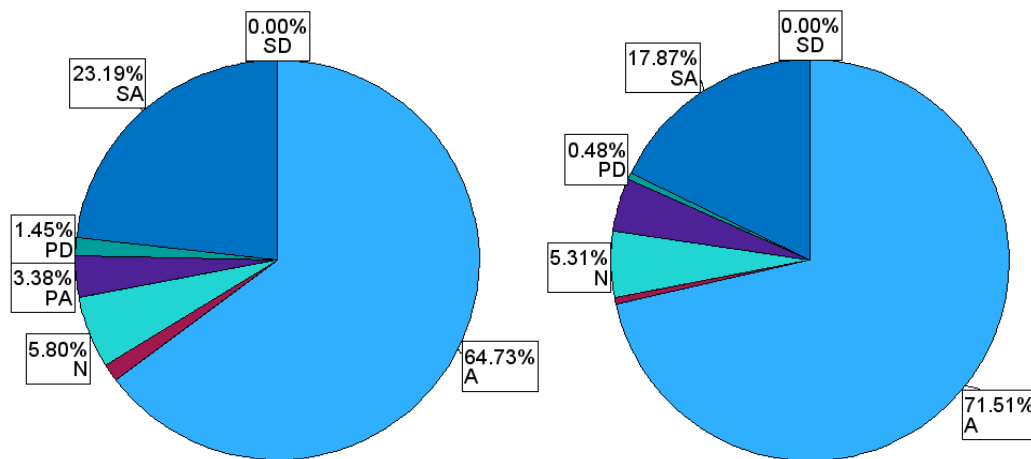
Figure 4: Left (Organizational Culture Score), Right (OCB Score)

4.3 The Effect of Transformational Leadership on Performance

Table 10 demonstrates that over 60% of respondents supported transformational leadership and performance characteristics questionnaire statement items (**Figure 5**). The correlation corroborated earlier evidence suggesting transformative leadership improves work performance. The study was conducted by Jeong et al. (2019); Lopez-Martin & Topa (2019); Khan et al. (2020); Notanubun (2021); Bartlett et al. (2022). A humanistic leader promotes optimism in the workplace and provides innovative solutions (Khan et al., 2020; Lee et al., 2022), because showing appreciation and attention to his employees fosters confidence and value, allowing him to work at his best and produce high-quality jobs (Abdullah & Marican, 2020; Yuwono et al., 2023). Thus, researchers proved the H2a hypothesis that transformational leadership has a significant positive effect on performance.

Table 10: Mean Variable Score of Transformational Leadership (TL) and Performance (P)

TL			P		
Scale	Frequency	Percent (%)	Scale	Frequency	Percent (%)
SD	1	0,48	SD	1	0,48
D	3	1,45	D	7	3,38
PD	3	1,45	PD	3	1,45
N	18	8,70	N	15	7,25
PA	14	6,76	PA	16	7,73
A	**148**	**71,50**	**A**	**128**	**61,84**
SA	20	9,66	SA	37	17,87
Total	207	100,00	Total	207	100,00

Note: SD (Strongly Disagree), D (Disagree), PD (Partially Disagree),
N (Neutral), PA (Partially Agree), A (Agree), SA (Strongly Agree)
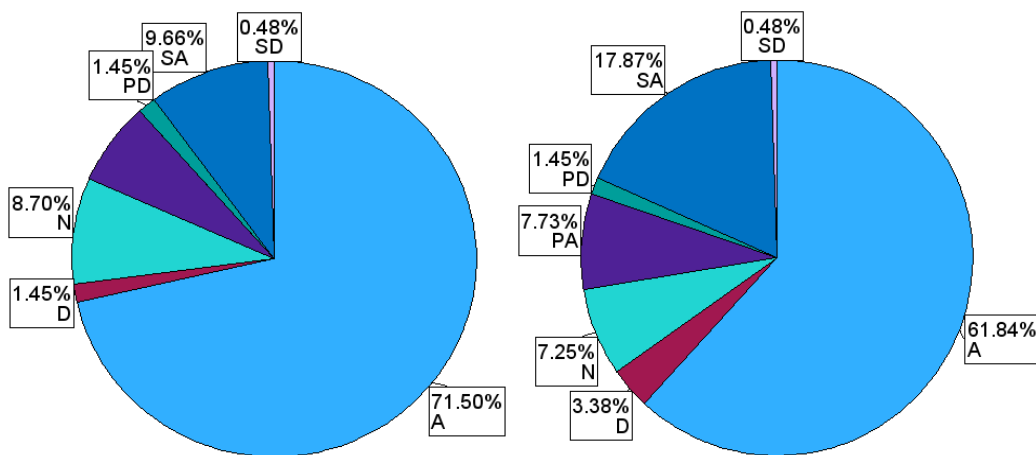
Figure 5: Left (Transformational Leadership Score), Right (Performance Score)

4.4 The Effect of Transformational Leadership on OCB

Table 11 demonstrates that over 60% of respondents supported transformational leadership and OCB questionnaire statement items (**Figure 6**). These findings complement earlier studies indicating transformational leadership improves OCB (Khan et al., 2020; Nurjanah et al., 2020; Budur & Demir, 2022). Grego-Planer (2019) examines employees' emotional involvement in prosocial behavior (OCB) businesses because skill training can help them achieve it. Sri Ramalu & Janadari (2022) found that an inspiring, moral, and expressive supervisor can improve psychological health and stimulate OCB behavior. As a result, researchers confirmed the H2b hypothesis that transformational leadership has a significant positive effect on OCB.

Table 11: Mean Variable Score of Transformational Leadership (TL) and OCB

TL			OCB		
Scale	Frequency	Percent (%)	Scale	Frequency	Percent (%)
SD	1	0,48	SD	0	0,00
D	3	1,45	D	1	0,48
PD	3	1,45	PD	1	0,48
N	18	8,70	N	11	5,31
PA	14	6,76	PA	9	4,35
A	**148**	**71,50**	**A**	**148**	**71,50**
SA	20	9,66	SA	37	17,87
Total	207	100,00	Total	207	100,00

Note: SD (Strongly Disagree), D (Disagree), PD (Partially Disagree),
N (Neutral), PA (Partially Agree), A (Agree), SA (Strongly Agree)
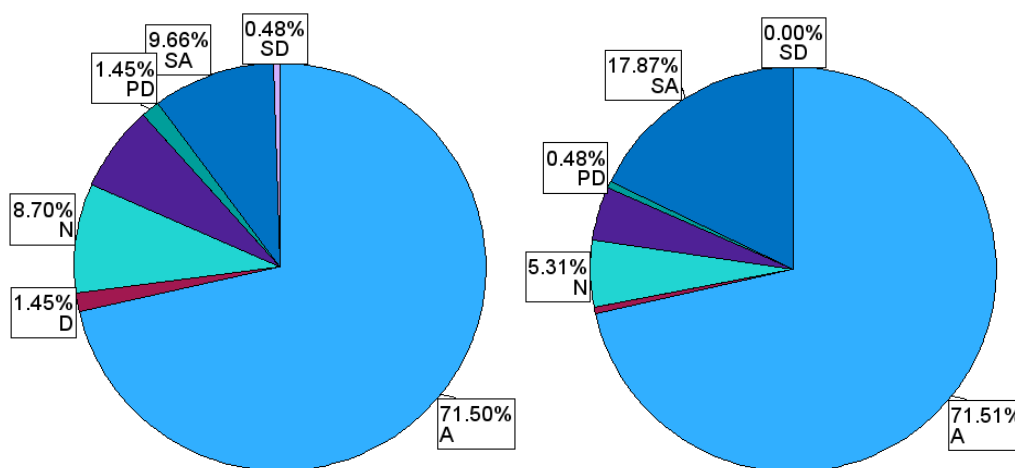
Figure 6: Left (Transformational Leadership Score), Right (OCB Score)

4.5 The Effect of Work Motivation on Performance

As shown in **Figure 7**, **Table 12** demonstrates that over 60% of respondents approve of questionnaire statement items on job motivation and performance. A previous study has shown that motivation improves employee performance, supporting these findings (Alanazi, 2021). Leaders who help people balance their personal and professional lives to reduce mental stress and enhance passion and work effectiveness (Arshad et al., 2021; Bartlett et al., 2022). He has improved his reputation by providing staff development facilities, which encourages excellent behavior and commitment to the organization he serves (Osman et al., 2019; Arshad et al., 2021; Balluerka et al., 2021; Notanubun, 2021). Thus, studies have confirmed the H3a theory that work motivation has a significant positive effect on performance.

Table 12: Mean Variable Score of Work Motivation (WM) and Performance (P)

WM			P		
Scale	Frequency	Percent (%)	Scale	Frequency	Percent (%)
SD	0	0,00	SD	1	0,48
D	8	3,86	D	7	3,38
PD	5	2,42	PD	3	1,45
N	18	8,70	N	15	7,25
PA	16	7,73	PA	16	7,73
A	**139**	**67,15**	**A**	**128**	**61,84**
SA	21	10,14	SA	37	17,87
Total	**207**	**100,00**	**Total**	**207**	**100,00**

Note: SD (Strongly Disagree), D (Disagree), PD (Partially Disagree),
N (Neutral), PA (Partially Agree), A (Agree), SA (Strongly Agree)
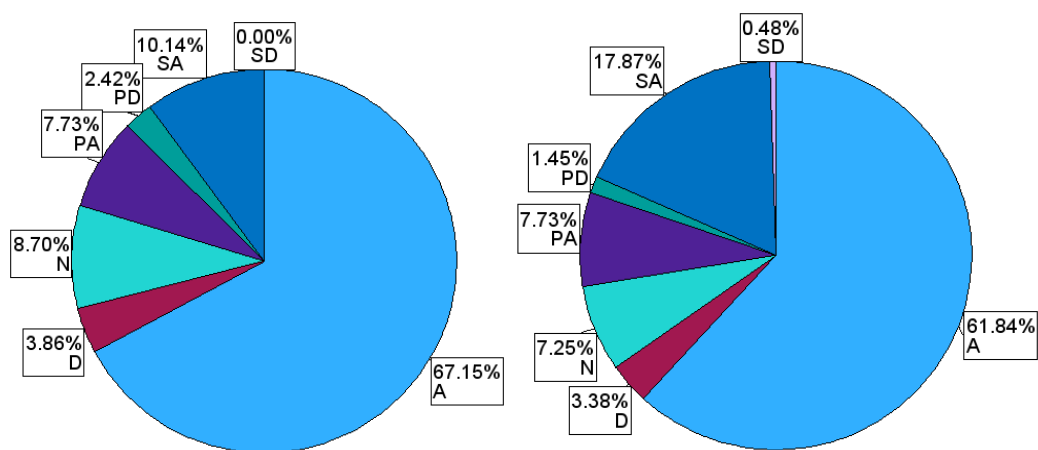
Figure 7: Left (Work Motivation Score), Right (Performance Score)

4.6 The Effect of Work Motivation on OCB

As seen in **Figure 8**, **Table 13** demonstrates that over 60% of respondents agree with job motivation and organizational citizenship behavior (OCB). Previous research corroborates this correlation, suggesting that work motivation enhances OCB (Suharnomo & Hashim, 2019). Teachers and employees feel satisfied and increasingly attached to the organization when bosses provide support, contributions, flexibility, and concern for their well-being (Abdullah & Marican, 2020; Arshad et al., 2021), resulting in harmonious employee relations (Alsheikh & Sobihah, 2019; Jeong et al., 2019; Hermanto & Srimulyani, 2022; Sarfraz et al., 2022). Employee appreciation can motivate the OCB to become more confident (Habeeb, 2019) and to volunteer his time and energy outside of working hours to show his gratitude to the organization (Osman et al., 2019; Arshad et al., 2021; Abdullah & Wider, 2022). As a result, researchers confirmed the H3b hypothesis that work incentives improve OCB.

Table 13: Mean Variable Score of Work Motivation (WM) and OCB

WM			OCB		
Scale	Frequency	Percent (%)	Scale	Frequency	Percent (%)
SD	0	0,00	SD	0	0,00
D	8	3,86	D	1	0,48
PD	5	2,42	PD	1	0,48
N	18	8,70	N	11	5,31
PA	16	7,73	PA	9	4,35
A	**139**	**67,15**	**A**	**148**	**71,50**
SA	21	10,14	SA	37	17,87
Total	207	100,00	Total	207	100,00

Note: SD (Strongly Disagree), D (Disagree), PD (Partially Disagree), N (Neutral), PA (Partially Agree), A (Agree), SA (Strongly Agree)
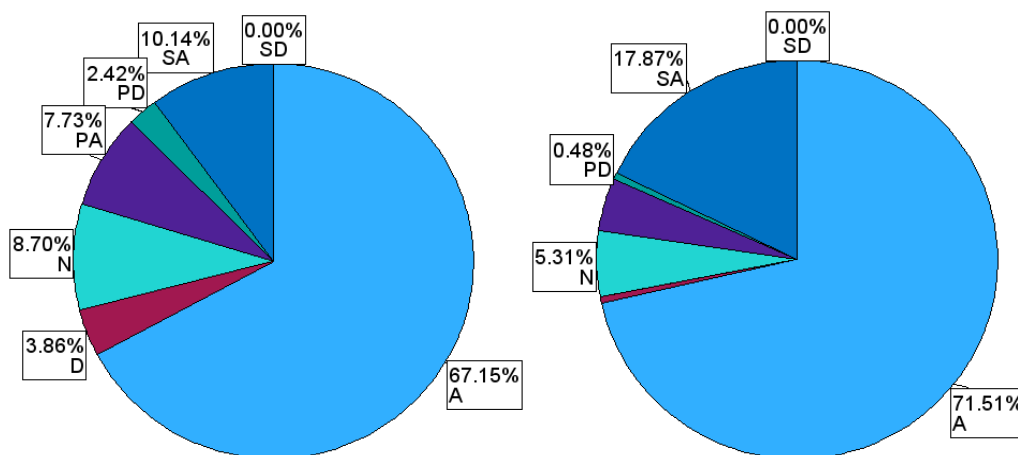
Figure 8: Left (Work Motivation Score), Right (OCB Score)

5. Conclusion

This study found that organizational culture, transformational leadership, and work motivation improve work performance and organizational citizenship behavior (OCB) in Yogyakarta ABA high school teachers and staff. Factor analysis with KMO test yields > 0.50 and Barlett's Test of Sphericity yields <0,001, indicating significant and connected variables. The test continued with an Anti-image Correlation score above 0.5, indicating MSA compliance. Most indicators have an extraction value over 0.5 and are strongly related to the factor formed. After analyzing these aspects, this study's indications match in their variables. The indicators are strongly supportive of each other. These indicators show the significance and association of independent and dependent variables.

Every study variable's average questionnaire results suggest that over 60% of respondents agree. The results demonstrate that ABA kindergarten teachers and staff actively promote school OCB and work performance. Due to its school sector focus, researchers are aware of its limitations. This research should be expanded in additional public sector domains. The researchers anticipate this study will help schools and public sector organizations give high-quality resources from work performance and prosocial behavior or OCB.

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