

The Influence of Organizational Culture and Transformational Leadership on Employee Performance Mediated by Organizational Citizenship Behavior (OCB) At PT. Pertamina International Refinery RU V Balikpapan

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Abstract. *Amidst rapid global change and increasing national energy needs, the oil and gas industry plays a crucial role in supporting the Indonesian economy. PT. Kilang Pertamina Internasional RU V Balikpapan, as a subsidiary of PT. Pertamina (Persero), holds strategic responsibility in energy processing and distribution. With OCB as a link between organizational culture and transformational leadership, this study seeks to investigate the relationship between these two factors and employee performance. A questionnaire was used to collect data in this explanatory study. This study explored the relationship between organizational values, inspirational leadership styles, volunteer work behavior, and employee performance. The analysis showed that a supportive organizational culture and empowering leadership tended to be associated with increased OCB behaviors, such as initiative, loyalty, and cooperation. OCB then played a role in shaping more productive and harmonious work patterns within the company. These findings underscore the importance of building work systems that not only emphasize target achievement but also foster a culture and leadership that strengthen relationships between employees. This way, organizations can design human resource development strategies that align with the dynamics of the energy industry and future demands.*

Keywords: *Energy Industry; Employee Performance; Organizational Culture; Transformational Leadership.*

1. Introduction

From the smallest to the largest, almost every element of life changes.(Nurhanudin & Kartimi, 2025). Indonesia as country Which rich will source Power nature, has long been known internationally for its diverse wealth, such as rattan, palm oil, rubber and petroleum(Indrawati & Sari, 2024). Oil and gas earth Natural resources that managed

since the Dutch colonial era more than two centuries ago (Putra et al., 2019; Naumi & Trilaksana, 2015). These resources have made a significant contribution to the country's economy, and to this day, oil and natural gas remain the main pillars of the national economy. (Directorate General of Oil and Gas, 2018; Fitriani et al., 2024).

The oil and gas management industry in Indonesia is growing rapidly along with the increasing need of society for this energy in everyday life. (Rahmayanti et al., 2021). One of the crucial businesses in oil and gas management is PT. Pertamina. (Persero), which has existed since 1957, with changes in name and organizational structure to become PT. Pertamina (Persero) in 1968 (Azizah, 2024). With the primary task of managing Indonesia's natural resource potential, Pertamina has established its vision as a national energy company with global competitiveness, with a mission to manage the oil, gas, and renewable energy business in an integrated and sustainable manner. (Sulistiyono, 2016; Pertamina, 2023).

PT. Refinery Pertamina International RU V Balikpapan which is located in Kalimantan East Timor has a strategic role in the processing and distribution of petroleum. (Pertamina, 2020). This company faces significant challenges in improving employee performance and maintaining job satisfaction to meet organizational expectations. In addressing these challenges, employee performance improvement is influenced by factors such as organizational culture and leadership style. (Cahyati & Adelia, 2024).

Organizational culture creates a conducive work environment, increases mutual trust, and strengthens employee commitment to the company's vision and mission. (Juliawati et al., 2024). A good culture also contributes to strengthening employee relationships, productivity, and organizational performance. (Awalya & Hamidah, 2025). On the other hand, it can hinder communication and collaboration between employees, thereby reducing individual and team performance. (Daeli et al., 2024).

On the other hand, transformational leadership, which focuses on leaders inspiring and empowering their employees, can drive significant performance improvements. (Wisnu Pradana, 2021; Cahyati & Adelia, 2024). Leader transformational not only give directions, but also inspires employees to contribute more to the organization through extra-role behavior, such as Organizational Citizenship Behavior (OCB) (Gunawan, 2016; Khoirotunnisa & Pujiyanto, 2023).

OCB arises due to employee job satisfaction with high work commitment (Darmawati, 2018). The attitude of an individual who voluntarily, with sincerity and without coercion, provides maximum contribution to produce quality service, is a reflection of OCB behavior. (Hadiwijaya, 2024). Employee which shows that OCB generally has loyalty high towards the organization and a strong commitment to their responsibilities, thus creating a sense of security and comfort in carrying out their duties (Organ, 2006; Elatotagam, 2017).

However, despite much research on organizational culture and transformational leadership's influence to employee performance, this influence often does not occur directly. OCB factors are believed to have a role as a mediator. connect organizational culture and transformational leadership with employee performance (Susila & Sari, 2024). Employees with

high levels of OCB are more likely to be aware of helping coworkers, take the initiative in completing tasks, and demonstrate loyalty to the organization.(Deasty, 2021)Employees with high levels of OCB are more proactive, helping coworkers, taking the initiative to complete tasks, and showing loyalty to the organization.(Maulana et al., 2025). Therefore, OCB is an important factor that needs to be well understood in this context.

So far, many studies have been conducted on the relationship organizational culture And employee performance, as well as There is a strong correlation between transformational leadership and performance. However, not much research has examined the role of OCB as a mediator in this relationship, particularly in the context of an energy company like PT. Kilang Pertamina Internasional RU V Balikpapan. Most previous studies tend to highlight the direct link. organizational culture, style leadership, and performance employee, without exploring the role of OCB as a mediating variable. Research that simultaneously combines these three variables within a single integrated analytical framework in the oil and gas sector, particularly in Indonesian companies operating in regions like Balikpapan, is still very rare.

Several previous studies provide important insights into culture. organization, transformational leadership, OCB, and employee performance. For example, Schein's (2010) research where strong organizational culture can increase individual and team performance in organizations. Likewise, Baass and Avoolio's (1994) research on transformational leadership shows that leaders who motivate And Inspiring subordinates tends to result in better performance. Furthermore, research by Deci and Ryan (2000) found that intrinsic motivation significantly influences employee behavior and performance, especially when employees feel empowered by supportive leadership and corporate culture. Research by Sari Maysarah (2015) also shows that intrinsic motivation significantly influences employee behavior and performance, especially when employees feel empowered by supportive leadership and corporate culture. organization, organizational justice, and commitment integrated organizational towards OCB.

However, despite the above studies provide important insights, most focus on these variables separately and have not examined how OCB may mediate the relationship. organizational culture, transformational leadership, and performance employees, especially in the PT. Kilang environment Pertamina International RU V Balikpapan which is still very limited, especially considering the specific challenges faced by companies in the energy industry. In this study, OCB is positioned as a mediator variable that bridges the influence culture organization and leadership transformational impact on employee performance in PT. Kilang Pertamina International RU V Balikpapan. Therefore, the research gap in this study is the limited study of the role of OCB. as a variable mediation in a relationship organizational culture and transformational leadership on performance employees, especially in the energy industry sector such as PT. Pertamina International Refinery RU V Balikpapan.

Conceptually, OCB is influenced by the work environment, one of which is work style. leadership which plays an important role in encouraging increased performance and the formation of OCB among employees, because it is considered a key element that forms

this behavior.(Yoanita et al., 2023). According to Organ et al. (inRahmawati, 2019), explains that OCB develops through two categories of factors, namely internal and external. external factors internal includes satisfaction work, commitment individual, personality traits, values morals, as well as motivation On the other hand, external factors involve leadership, trust in superiors, and the prevailing organizational culture.(Yoanita et al., 2023).

In this research, OCB functions as a link that flows influence between culture a organization, leadership transformational, and employee performance. This suggests that while transformational leadership and organizational culture directly impact employee performance, OCB, which motivates staff to complete their work with passion and commitment, will optimize this impact. High OCB will enhance the relationship between transformational leadership, corporate culture, and employee performance.(Febrianti et al., 2024)Therefore, by understanding the role of OCB, organizations can be more effective in designing strategies for developing organizational culture and leadership that can encourage employees to perform optimally.

This research wants to dig deeper into how culture Strong organizational culture and transformational leadership can enhance OCB, which in turn will drive improved employee performance. In other words, OCB is expected to be a determining factor that maximizes the beneficial effects of transformational leadership and organizational culture on employee performance.

The relevance of 2025 is also crucial, given the significant changes in the global and national energy industry. PT. Kilang Pertamina Internasional RU V Balikpapan must face new challenges, such as increasing competition, sustainability demands, and changes in national energy policy. Therefore, by 2025, the company needs to adapt its human resource management strategy, including improving employee performance through a healthy organizational culture and leadership transformational. OCB, as an increasingly important factor, is key to driving this achievement.

By optimizing the implementation of a good organizational culture, providing appropriate OCB, and adopting the right leadership style, PT. Kilang Pertamina Inter national RU V Balikpapan not can only improve performance and satisfaction the work of his employees, but building a solid foundation for the company's long-term success. A positive organizational culture will strengthen the relationship between management and employees, creating a positive work atmosphere. more harmonious, encouraging departmental collaboration (Gunawan et al., 2025)A supportive and inclusive environment will help employees feel valued for giving their best, thus contributing to increased productivity and innovation in the workplace. (Aldino, 2021).

Adopting a transformational or participatory leadership style, in which leaders listen to employees' aspirations, provide necessary support, and create a clear vision, will significantly impact employee motivation and performance. Leaders who can inspire employees to develop and provide them with opportunities to contribute to decision-making will foster high levels of employee loyalty. (Apriyani et al., 2024). This will have an impact on performance improvement the organization as a whole.

However, to achieve this, companies need to pay attention to employee career development and welfare. PT. Pertamina Refinery International RU V Balikpapan must strive to create a work environment that supports the professional and personal development of employees, as well as facilitate training and education to enhance their skills. This way, employees will feel valued and empowered to reach their full potential.

Ultimately, the success of PT. Pertamina Refinery RU V Balikpapan International is not only about achieving production targets and financial profits, but also about how the company treats its human resources. An effective leadership style will build a healthy work climate, strengthen employee performance, and ensure the company's sustainability in facing increasingly complex industrial challenges. With this solid foundation, the business will be able to remain competitive and relevant while making a positive contribution to the Indonesian economy as a whole.

2. Research Methods

Through surveys, questionnaires, interviews, or direct observation, primary data is collected directly from the original source.(Sekaran & Bougie, 2016), Employees of PT. Kilang Pertamina International RU V Balikpapan were given questionnaires for this study in accordance with the specified instruments Variables. Whichg can influence variables dependent, the results can be positive or negative - (Sekaran & Bougie, 2016). In the context of this research, namely organizational culture, transformational leadership.

3. Results and Discussion

3.1. Multiple Linear Regression Test

The results of a multiple linear regression analysis are presented in this section to assess the impact of the independent variables on the dependent variable, both individually and collectively. A statistical analysis method called multiple linear regression is used to measure the contribution of each independent variable to explaining changes in the dependent variable. Regression analysis is used in this study to evaluate the contribution of OCB, transformational leadership, and organizational culture to improving HR performance. The results of this test will form the basis for inferences regarding the research hypotheses.

First Multiple Linear Regression Test

The first multiple linear regression findings, an initial examination of the relationship between one or more specific independent variables and the dependent variable, are presented in this section*. The purpose of this test is to determine the unique and specific impact of each variable in the regression model. The goal is to identify the variables that significantly influence the dependent variable and their relative contribution to its explanation.

Simultaneous Test (F Test)

The significance level (Sig.) of 0.000 and the F value of 33.707 were obtained from the simultaneous test, also known as the F test, the results of which are shown in Table.

The dependent variable is significantly influenced by the independent variables in the model, and its significance value is less than the significance limit of 0.05.

Simultaneous Test (F Test)

<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
277,297	2	138,649	33,707	,000b
645,803	157	4,113		
923,100	159			

Source: Processed Data, 2025

Partial Regression Coefficient Test (t-Test)

The Organizational Culture variable (X_1) has a t-value of 5.577 with a significance level of 0.000, which can be explained by the results of the partial regression coefficient test (t-test) in Table. Employee performance is positively and significantly influenced by organizational culture, as evidenced by a significance value of less than 0.05. With a t-value of 2.222 and a significance level of 0.028, Transformational Leadership also shows a significant impact. This indicates that these factors significantly improve employee performance to a certain extent.

Partial Regression Coefficient Test (t-Test)

<i>Coefficients^a</i>					
Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
	B	Std. Error	Beta		
(Constant)	9,835	1,383		7,112	,000
X1	,678	,122	,437	5,577	,000
X2	,144	,065	,174	2,222	,028

a. Dependent Variable: Y

Source: Processed Data, 2025

Analysis of the Coefficient of Determination (R^2)

The analysis of the coefficient of determination (R^2) produced an R Square value of 0.300, as shown in Table. This indicates that the variables of Organizational Culture (X_1) and Transformational Leadership (X_2) together contribute 30% of the variation in Employee Performance (Y). Meanwhile, factors not included in this research model contribute the remaining 70%. This regression model is very appropriate to explain the relationship between independent and dependent variables, as indicated by the Adjusted R Square value of 0.291, which reflects adjustments to the number of independent variables used in the model. The average prediction error of the regression model is indicated by the Standard Error of Estimation, which is 2.02815.

3.1.1. Second Multiple Linear Regression Test

Second Simultaneous Test (F Test)

The second simultaneous test (F test) produced a calculated F value of 26.552 with a significance value of *0.000, as shown in Table. The simultaneous regression model can be said to be significant because its significance value is less than 0.05. This indicates that the OCB variable (Z) is significantly influenced by the combined variables of Organizational Culture (X_1) and Transformational Leadership (X_2).

Second Simultaneous Test (F Test)

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	150,005	2	75,003	26,552	,000b
Residual	443,489	157	2,825		
Total	593,494	159			

a. Dependent Variable: Z

b. Predictors: (Constant), X2, X1

Source: Processed Data, 2025

Second Partial Regression Coefficient Test (t-Test)

The organizational culture variable (X_1) has a t-value of 3.692 with a significance of 0.000, and the transformational leadership variable (X_2) has a t-value of 3.426 with a significance of 0.001, according to Table, the results of the second Partial Regression Coefficient Test (t-Test). Considering that the significance value of both variables is less than 0.05, it can be said that Organizational Culture and Transformational Leadership influence OCB (Z) substantially.

Table Second Partial Regression Coefficient Test (t-Test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	8,337	1,146		7,275	,000
X1	,372	,101	,299	3,692	,000
X2	,184	,054	,277	3,426	,001

a. Dependent Variable: Z

Source: Processed Data, 2025

Analysis of the Second Determination Coefficient (R²)

Model Summary Findings for the regression analysis of the dependent variable OCB(Z) are shown in Table 4.16. An R value of 0.503 was obtained, indicating that the variables Organizational Culture (X_1) and Transformational Leadership (X_2) have a very strong relationship with OCB. Based on the R Square value of 0.253, the two independent variables accounted for 25.3% of the variability in OCB, while other factors outside the model accounted for the remaining 74.7%. The Standard Error of Estimate of 1.68070 indicates the level of prediction error in the regression model, while the adjusted R Square value of 0.243 indicates that the number of predictors in the model has been adjusted. These findings support the idea that transformational leadership and corporate culture significantly influence employee OCB behavior.

Second Test of Determination Coefficient (R²)

Model Summary					
Model	R	R Square	Adjusted Square	RStandard Error of the Estimate	
1	,503a	,253	,243	1.68070	

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Z

Source: Processed Data, 2025

3.2.2. Third Multiple Linear Regression Test

Third Simultaneous Test (F Test)

The results of the Third Simultaneous Test (F Test), as shown in Table, show an F value of 115.771 at a significance level of 0.000, which is significantly smaller than the 0.05 limit. This indicates that Employee Performance (Y) is simultaneously significantly influenced by the OCB variable (Z). The Sum of Squares of the regression is 390.356, and the residual is 532.744, with a total of 923.100. This indicates that OCB plays a significant role in employee performance variability. This finding indicates that employee performance increases along with increasing OCB behavior.

Third Simultaneous Test (F Test)

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	390,356	1	390,356	115,771	,000b
Residual	532,744	158	3,372		
Total	923,100	159			
a. Dependent Variable: Y					
b. Predictors: (Constant), Z					

Source: Processed Data, 2025

Third Partial Regression Coefficient Test (t-Test)

The OCB variable (Z) has a significant influence on Employee Performance (Y), based on Table, the results of the Third Partial Regression Coefficient Test (t-Test). The regression coefficient value is 0.811, the t-value is 10.760, and the significance level is 0.000, which is far below the threshold of 0.05. This means that assuming all other factors remain the same, employee performance will increase by 0.811 units for every one unit increase in OCB. Furthermore, the typical beta value of 0.650 indicates that OCB has a significant and positive impact on employee performance.

Analysis of the Third Determination Coefficient (R²)

The Third Analysis of the Determination Coefficient (R²), as shown in Table, produced an R Square value of 0.423. This indicates that the OCB variable (Z) can contribute 42.3% of the variability of Employee Performance (Y), while other factors not in the model contribute the remaining 57.7%.

Analysis of the Coefficient of Determination (R²)Third

Model Summary				
Model	R	R Square	Adjusted Square	R Standard Error of the Estimate
1	,650a	,423	,419	1.83625
a. Predictors: (Constant), Z				
b. Dependent Variable: Y				

Source: Processed Data, 2025

3.2. The Influence of Organizational Culture on Employee Performance

With a regression coefficient of 0.678 and a significance level of $p < 0.001$, the study findings

in Table 4.12 indicate that organizational culture (X_1) significantly and positively influences employee performance (Y). Based on these findings, staff performance levels increase along with the strength and positivity of the organizational culture embedded in an agency. Therefore, employees will work more independently, enthusiastically, and responsibly when organizational principles such as cooperation, dedication to common goals, appreciation for individual contributions, and concern for coworkers are well understood. In addition, they participate more actively in conversations, are more flexible, and can complete tasks without constant supervision.

These findings are consistent with a study by Masrur Fariq et al. (2017), which stated that employee performance can be positively influenced by corporate culture. Furthermore, by increasing employee participation, organizational culture plays a crucial role in achieving organizational goals, according to research by Nansi Lidya Lolowang et al. (2019). This research also supports the statements of Deni Erika & Suhana (2024) and Ahmad Rifai & Evi Susanti (2021), who emphasized the importance of establishing an organizational culture in encouraging work engagement, which impacts performance.

Furthermore, the relationship between organizational culture and employee performance can be explained through the role of culture in shaping communication patterns, work ethics, and the alignment of individual and organizational goals. Employees who work in environments with a structured and adaptive work culture tend to have a higher performance orientation because they feel valued, engaged, and have a clear work direction. In this situation, organizational culture not only forms a shared identity but also strengthens the bonds between individuals to achieve organizational goals together. This study supports the idea that building a positive, effective, and results-oriented work environment begins with a strong culture. As stated in previous studies, organizational culture is the foundation of effective work behavior that has a direct impact on performance improvement. In other words, these findings clarify that to improve employee performance sustainably, organizations need to consistently instill positive and empowering work culture values. Therefore, strengthening organizational culture is an important strategy in human resource management across various sectors.

3.2.1. The Influence of Transformational Leadership on Performance Employee

With a regression coefficient value of 0.144 and a significance level of $p = 0.028$, the research findings in Table 4.12 indicate that transformational leadership (X_2) significantly and positively influences employee performance (Y). This study indicates that transformational leadership is very important in driving improved employee performance, although its impact is less significant than organizational culture. This implies that workers will be motivated to perform at their best when managers can inspire them, demonstrate excellent behavior, and inspire them to think creatively and put aside their own interests for the sake of group goals. Workers show loyalty to the company, become more motivated, and feel more responsible for their work. Furthermore, fostering positive relationships between superiors and subordinates is another way transformational leadership helps staff members feel valued and encouraged to reach their full potential.

A productive work environment can be built through transformational leadership,

characterized by long-term vision, the ability to motivate, and empower employees. This finding aligns with research by Ahmad Rifai & Evi Susanti (2021), which found that transformational leadership increases employee loyalty and morale, thereby improving BPJS Kesehatan performance. Furthermore, this leadership style fosters a sense of belonging to the organization and encourages employees to exceed targets. The role of a transformational leader is crucial in guiding employees to continue developing professionally.

Transformational leadership has been shown to foster employee creativity and innovation, ultimately impacting the performance of the entire organization. Transformational leaders foster productive collaboration by focusing on team and individual growth, in addition to results. Research by M. Abdi Dzil Ikham W. & Iqbal Ramadhani Fuadiputra (2021) further supports this conclusion by showing that transformational leadership encourages employee innovation in MSMEs in East Java and indirectly leads to better performance. This illustrates the multifaceted nature of transformational leadership, which not only improves performance outcomes but also long-term human resource development. Work environments supported by transformational leaders are typically characterized by open communication, a clear vision, and a collaborative spirit. Therefore, it is crucial for organizations to cultivate leaders with transformational characteristics to be able to manage change and deliver sustainable performance. In other words, this leadership style is a strategic factor in creating an adaptive and superior organization.

3.2.2. The Influence of Organizational Culture on OCB

Based on the research findings in Table 4.15, organizational citizenship behavior (OCB) (Z) is positively and significantly influenced by organizational culture (X_1). This is evidenced by the results of the partial regression test which shows significance at the 1% level with a coefficient value of 0.372 at a significance level of $p = 0.000$. This means that when the organizational culture is built positively, such as the values of teamwork, commitment to a shared vision, mutual respect, and responsibility for collective tasks, employees tend to demonstrate extra work behaviors that go beyond their formal job descriptions. Employees who work in companies with a strong culture will be motivated to support their colleagues, feel proud of their workplace, demonstrate loyalty to the company, and actively participate in organizational events without being asked. This reflects that organizational culture not only shapes basic work behaviors but also triggers the emergence of a spirit of mutual cooperation, proactivity, and voluntary contributions from employees.

An inclusive, supportive, and collaborative organizational culture will encourage employees to go beyond their formal duties. These findings align with the findings of Deni Erika & Suhana (2024), who stated that a positive organizational culture can optimally shape OCB by creating a sense of security, pride, and ownership within employees. When organizational values serve as guidelines for daily behavior, interactions between employees become more collaborative and constructive.

Furthermore, social norms that motivate employees to go beyond the scope of their job descriptions are another way organizational culture influences performance, beyond formal instructions. A culture that values participation, responsibility, and appreciation for

individual contributions creates a work climate conducive to the growth of OCB. This finding aligns with a study by Rio Victor Billygraham Tutu et al. (2022), which found that organizational culture influences the formation of OCB and leads to improved performance. Employees who feel valued in a work environment with a strong culture tend to develop a sense of ownership and responsibility for the organization's success. Therefore, organizational management needs to consistently instill organizational cultural values to foster positive and sustainable behaviors in the workplace.

3.2.3. The Influence of Transformational Leadership on OCB

Table presents the research findings, which indicate that Organizational Citizenship Behavior (OCB) (Z) is positively and significantly influenced by transformational leadership (X_2). With a significance level of $p = 0.001$, the partial regression test yielded a coefficient value of 0.184, indicating significance at the 1% level. This indicates that employee OCB behavior increases with the level of transformational leadership implemented by superiors. This means that when leaders are able to provide motivation and inspiration, serve as role models in attitudes and actions, encourage innovative thinking, and pay attention to individual development, employees will be encouraged to demonstrate voluntary work behavior beyond their primary duties. Employees under transformational leadership typically demonstrate high levels of loyalty, actively participate in organizational activities, are more willing to help their colleagues, and are more concerned with the organization's success.

This finding is in line with research by Ikham & Fuadiputra (2021) which states that transformational leadership influences creativity and motivation, which directly influence OCB behavior. Transformational leadership not only creates strategic direction but also serves as a role model for employees in their attitudes and actions. This leadership style builds a close relationship between leaders and subordinates, thereby fostering trust and emotional commitment to the organization. In this context, leaders become agents of change who encourage proactive, collaborative, and altruistic values in work behavior. The support and appreciation provided by transformational leaders will increase employees' emotional engagement with the organization, which ultimately gives rise to OCB behavior. Leaders who are able to articulate the organization's vision and give meaning to daily work encourage employees to go beyond formal work expectations.

3.2.4. The Influence of OCB on Employee Performance

Based on the research findings in Table 4.18, employee performance (Y) is positively and significantly influenced by OCB (Z). The coefficient value of 0.811 with a significance level of $p = 0.000$ was determined using a partial regression test, which indicates that the contribution of OCB to performance improvement is very strong and statistically significant. This means that the higher the OCB behaviors demonstrated by employees such as willingness to help coworkers, loyalty to the organization, concern for the work environment, the performance will also increase with active involvement in organizational activities. Employees who have the enthusiasm to work beyond their main duties without expecting rewards, generally demonstrate high responsibility, strong initiative, and commitment to achieving organizational goals. This strengthens the understanding that OCB is an important element in creating superior and productive individual performance.

When employees are emotionally engaged and willing to contribute beyond what is required, operational efficiency and organizational productivity increase. This finding supports the research of Deni Erika & Suhana (2024), which states that OCB is a crucial factor in supporting optimal performance in the workplace. OCB is also a strong indicator of overall employee engagement within the organization, both in terms of work behavior and internal social responsibility. Therefore, developing OCB needs to be part of a long-term performance improvement strategy.

Furthermore, high levels of OCB behavior among employees also contribute to greater synergy and collaboration within the organization. When each individual demonstrates a concern for shared success and is willing to contribute voluntarily, a conducive and harmonious work climate naturally develops. This allows for faster problem-solving, improved interdepartmental communication, and better adaptation to change. In this context, OCB acts as a catalyst, strengthening the organization's informal structure to support formal goals. The higher the level of OCB, the greater the organization's capacity to maintain consistently high performance. These findings underscore the importance of organizational investment in building values that support OCB through inspirational leadership, an inclusive work culture, and a fair reward system.

4. Conclusion

Based on the results of statistical analysis and discussion, the following conclusions were obtained: 1. Organizational culture has a positive and significant influence on employee performance Improved employee performance is the result of a deeply rooted company culture that values collaboration, dedication to shared goals, recognition of individual accomplishments, and consideration for coworkers. Employees who work in an environment that fosters honest communication, a strong work ethic, and alignment between individual and organizational goals tend to demonstrate high morale, independence, responsibility, and adaptability to change. A strong work culture creates an environment conducive to sustained high employee performance. 2. Transformational leadership has a positive and significant influence on employee performance. Leadership characterized by the ability to inspire, lead by example, empower, and encourage innovation has been proven to improve employee performance. Transformational leaders create a work environment where employees feel valued, supported, and given space to grow. Employees become more loyal, responsible, and oriented toward achieving organizational goals. This type of leadership focuses not only on results but also on the employee development process. 3. Organizational culture has a positive and significant influence on OCB behavior. A collaborative, supportive, and communally oriented organizational culture encourages OCB behavior among employees. When values such as cooperation, shared responsibility, mutual respect, and a sense of belonging are consistently instilled, employees demonstrate attitudes that go beyond their formal duties, such as helping coworkers, being loyal to the organization, and actively participating in organizational activities without coercion. Such a work culture creates a work environment that encourages employees to act proactively and voluntarily for the good of the organization. 4. Transformational leadership has a positive and significant

influence on OCB behavior. Leaders who inspire, foster open communication, motivate, and prioritize employee development can enhance OCB behavior. Employees feel motivated to engage more in organizational activities, help coworkers, and demonstrate high levels of loyalty. The emotional bonds and trust established by transformational leaders foster an altruistic, collaborative, and participatory work spirit in employees. 5. OCB has a positive and significant effect on employee performance. Employees who actively demonstrate OCB behaviors, such as willingness to help coworkers, loyalty to the organization, concern for the work environment, and voluntary participation in various activities, tend to have higher levels of performance. These behaviors reflect responsibility, initiative, and emotional engagement, which impact the overall efficiency and productivity of the organization. Such employees are important assets in creating superior individual and team performance. 6. OCB significantly mediates the relationship between organizational culture and transformational leadership on employee performance. The study results show that transformational leadership and a positive corporate culture not only directly influence performance but also indirectly enhance it by strengthening OCB. Employees are more likely to exhibit OCB behaviors when they work in a strong culture and under the direction of a transformational leader. Employee performance is significantly influenced by these actions. In other words, OCB plays a significant role in enhancing the impact of leadership and culture on overall employee performance.

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