



## Driving Performance Through Agile Leadership and Motivation: The Mediating Role of Organizational Citizenship Behavior

Amalia Suci Dewanti<sup>1</sup>, Mafizatun Nurhayati<sup>2</sup>

Magister Management, Universitas Mercu Buana, Indonesia

<sup>1</sup>amaliasucidewanti@gmail.com, <sup>2</sup>mafizatun.nurhayati@mercubuana.ac.id

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### ABSTRACT

**Purpose** – This study aims to examine the influence of Agile Leadership and Intrinsic Motivation on Employee Performance, with Organizational Citizenship Behavior (OCB) as a mediating variable at the Education Quality Assurance Agency (BPMP) of North Maluku Province, Indonesia. **Methodology/approach** – A quantitative survey method was employed, collecting data from 60 respondents using validated questionnaires. The data were analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS). **Findings** – The results indicate that Agile Leadership and Intrinsic Motivation have a significant positive effect on both OCB and Employee Performance. Furthermore, OCB significantly mediates the relationship between Agile Leadership, Intrinsic Motivation, and Employee Performance. **Novelty/value** – This study contributes to the literature by integrating Agile Leadership, Intrinsic Motivation, and OCB in a public sector context. It emphasizes the role of adaptive leadership and intrinsic drive in enhancing discretionary work behaviors and improving performance in bureaucratic institutions.

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### INTRODUCTION

In the era of globalization, digital transformation, and rapidly evolving public policies, government institutions are increasingly expected to improve employee performance in a sustainable manner. This is closely aligned with the Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth) and SDG 16 (Effective, Transparent, and Accountable Institutions). In this context, the Education Quality Assurance Agency (BPMP) of North Maluku Province plays a vital role in upholding national education standards—an effort that is largely dependent on the performance of its civil servants and contract employees.

However, internal data from BPMP in 2024 reveal persistent issues such as high absenteeism and tardiness rates. Preliminary surveys further show that 75% of civil servants and 67% of support staff report low intrinsic motivation, while 70% and 63% respectively are reluctant to participate in organizational activities beyond their core responsibilities. Additionally, most employees perceive the current leadership style as inflexible and reactive, indicating a lack of agile leadership practices.



Previous research has shown mixed results regarding the influence of Agile Leadership, Intrinsic Motivation, and Organizational Citizenship Behavior (OCB) on employee performance. For example, studies by Pratama & Almansur (2024) and Setiawan Wibowo et al. (2023) report a significant positive effect of agile leadership on performance. In contrast, Porkodi (2024) and Akhmad & Nugroho (2024) found no significant effect. Similarly, while Udin (2023) demonstrated a strong link between intrinsic motivation and performance, Shkoler & Kimura (2020) suggested the effect varies across cultural and job contexts. Research findings are also inconsistent concerning OCB as a mediating variable. Purwanto (2022) found that OCB fully mediates the relationship between agile leadership and performance, whereas Kresnawan et al. (2023) reported no significant mediating effect. These contradictions reflect a clear research gap, especially within public sector institutions characterized by rigid bureaucratic structures. Thus, this study aims to investigate the influence of Agile Leadership and Intrinsic Motivation on Employee Performance, with Organizational Citizenship Behavior (OCB) as a mediating variable, specifically in the setting of BPMP North Maluku. The research is expected to contribute to both the theoretical understanding of public human resource management and the practical efforts to foster a more adaptive and performance-oriented public service culture.

## LITERATURE REVIEW

Goal Setting Theory, developed by Locke and Latham (2015), posits that specific, challenging, and attainable goals significantly enhance individual motivation and performance. Clear goals guide employees' efforts, improve focus, and lead to more effective strategies. In organizational contexts, this theory underpins efforts to align personal and institutional objectives. In this study, it supports the analysis of how Agile Leadership and Intrinsic Motivation influence OCB and Employee Performance.

### Agile Leadership

Agile Leadership is a leadership approach that emphasizes flexibility, rapid adaptation to change, team empowerment, and collaboration. According to Denning (2018), agile leaders act as facilitators, enabling innovation, promoting open communication, and encouraging continuous improvement. Although its application in government institutions faces structural challenges, Agile Leadership holds promise in fostering proactive behavior and enhancing employee performance.

### Intrinsic Motivation

Intrinsic motivation refers to an internal drive to perform tasks that are inherently satisfying, meaningful, or challenging. Deci and Ryan (2020) explain that intrinsic motivation stems from the fulfillment of three basic psychological needs: autonomy, competence, and relatedness. Employees with strong intrinsic motivation tend to be more engaged, creative, and persistent. In a government agency like BPMP, enhancing intrinsic motivation is crucial for promoting voluntary work behaviors and improving performance outcomes.

### Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior describes voluntary behaviors that go beyond formal job requirements and contribute positively to organizational functioning. According to Robbins and Judge (2020), OCB consists of five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These behaviors reflect employees' commitment and willingness to support their organization beyond the call of duty. OCB plays a mediating role in linking leadership and motivation with performance outcomes.

### **Employee Performance**

Employee performance refers to the degree to which individuals fulfill their job responsibilities in alignment with organizational standards. It includes aspects such as quality, quantity, timeliness, efficiency, and effectiveness. Mathis and Jackson (2022) highlight that performance is influenced by both internal factors—such as motivation and leadership—and external ones like the work environment and reward systems. In this study, employee performance serves as the primary dependent variable influenced by Agile Leadership, Intrinsic Motivation, and OCB.

## **HYPOTHESIS DEVELOPMENT**

### **The Influence of Agile Leadership on Employee Performance**

According to Salvetti & Bertagni (2020), agile leaders foster team collaboration and empower employees to independently set and pursue goals. Within the framework of Goal Setting Theory, agile leaders support the development of relevant, challenging goals aligned with dynamic work environments. This enhances employee engagement and motivation (Malik et al., 2021). Previous studies by Setiawan Wibowo et al. (2023), Pratama & Almansur (2024), and Kresnawan et al. (2023) confirm a positive and significant relationship between agile leadership and performance.

H1: Agile Leadership has a positive and significant effect on Employee Performance.

### **The Influence of Intrinsic Motivation on Employee Performance**

Intrinsic motivation drives individuals to perform tasks because they find them personally meaningful and satisfying (Deci & Ryan, 2020). According to Goal Setting Theory, intrinsically motivated employees tend to set challenging goals based on self-determination and internal reward. Studies by Udin (2023) and Shifana et al. (2023) indicate that intrinsic motivation positively affects performance.

H2: Intrinsic Motivation has a positive and significant effect on Employee Performance.

### **The Influence of Agile Leadership on Organizational Citizenship Behavior**

Agile leaders promote open communication, shared responsibility, and supportive environments that encourage discretionary behaviors such as OCB (Denning, 2018). Research by Kresnawan et al. (2023) and Purwanto (2022) found a positive relationship between agile leadership and OCB.

H3: Agile Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB).

### **The Influence of Intrinsic Motivation on Organizational Citizenship Behavior**

Intrinsically motivated employees are more likely to engage in extra-role behaviors because of their emotional attachment to their work. According to Deci & Ryan (2020), such motivation enhances initiative and organizational commitment. Empirical evidence by Shifana et al. (2023) and Van den Broeck et al. (2021) supports this link.

H4: Intrinsic Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB).

### **The Influence of OCB on Employee Performance**

Organizational Citizenship Behavior fosters a collaborative and efficient work environment. Employees with high OCB are proactive, helpful, and committed, resulting in enhanced performance (Robbins & Judge, 2020). Studies by Kurniawan & Hepiana (2024) and Shifana et al. (2023) confirm this relationship.

H5: Organizational Citizenship Behavior has a positive and significant effect on Employee Performance.

### **The Mediating Role of OCB between Agile Leadership and Employee Performance**

Agile leadership fosters OCB, which in turn enhances performance. Leaders who empower and support employees promote extra-role behaviors that drive performance. Purwanto (2022) found that OCB fully mediates this relationship, while Kresnawan et al. (2023) reported mixed results.

H6: OCB significantly mediates the relationship between Agile Leadership and Employee Performance.

### **The Mediating Role of OCB between Intrinsic Motivation and Employee Performance**

Employees with strong intrinsic motivation are more likely to exhibit OCB, which positively impacts performance. Nur Khabibulloh (2023) confirmed the mediating role of OCB, whereas Widarko & Anwarodin (2022) found no significant mediation effect.

H7: OCB significantly mediates the relationship between Intrinsic Motivation and Employee Performance.

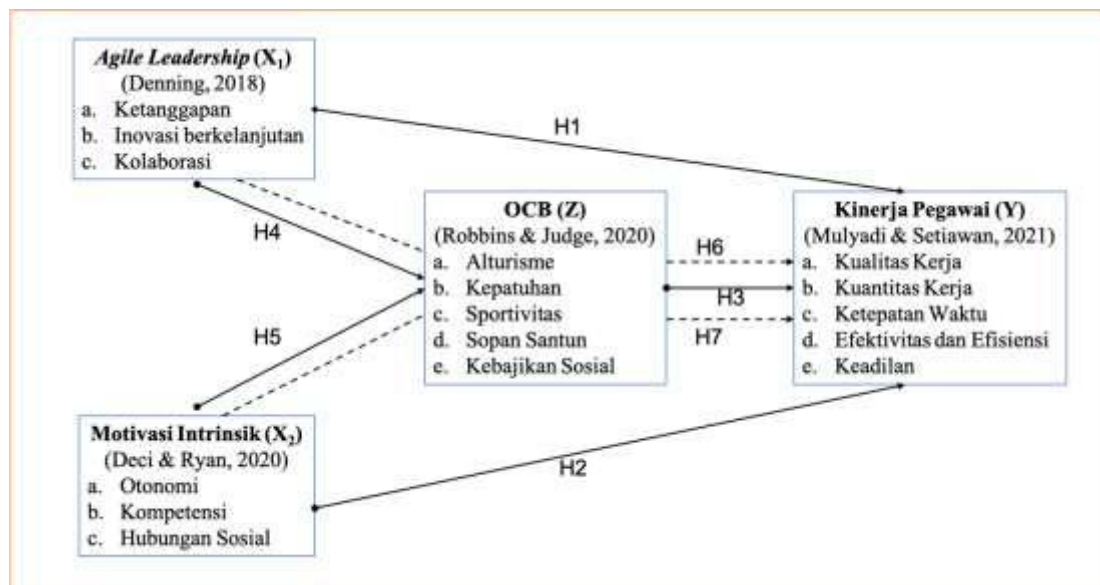


Figure 1. Conceptual Framework

## METHOD

The author applies a quantitative method to conduct this research, aiming to examine the causal relationship between variables as formulated in the previous chapter. A causal research design is adopted to evaluate the influence of independent variables on the dependent variable, following the guidelines of Sugiyono (2019). The method involves a complete sample survey, where the questionnaire is distributed directly to employees at the Balai Penjaminan Mutu Pendidikan (BPMP) in North Maluku Province. The population consists of all employees at BPMP North Maluku, including both civil servants (PNS) and contract workers (pramubakti). The total population is 72 individuals. Due to the relatively small and manageable size, the researcher employs saturated sampling (census), in which all members of the population are included as research respondents.

## Operational Variables

This study involves four main variables:

- **Agile Leadership (X<sub>1</sub>)**: Measured using six indicators based on responsiveness, collaboration, and continuous innovation (Denning, 2018).
- **Intrinsic Motivation (X<sub>2</sub>)**: Measured based on Self-Determination Theory (Deci & Ryan, 2020), including the dimensions of autonomy, competence, and relatedness.
- **Organizational Citizenship Behavior (Z)**: Measured using five dimensions as proposed by Robbins and Judge (2020): altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

- **Employee Performance (Y):** Measured through five dimensions (Mulyadi & Setiawan, 2021): work quality, quantity, timeliness, effectiveness, and efficiency.

A **structured questionnaire** using a 5-point Likert scale was administered to all respondents for data collection.

### Analysis Method

The collected data were analyzed using Structural Equation Modeling – Partial Least Square (SEM-PLS) with the aid of SmartPLS 4.0 software. The analytical procedure includes:

- Testing the measurement model (outer model),
- Testing structural relationships between latent variables (inner model),
- Assessing path significance using bootstrapping.

This method is suitable for testing complex relationships and the mediating role of OCB within a single comprehensive model.

## RESULT AND DISCUSSION

### Outer Model

Table 1 show that Validity and reliability testing confirmed that all indicators had factor loadings above 0.70, and both Composite Reliability and Cronbach's Alpha exceeded 0.70, indicating strong internal consistency. AVE values were all above 0.50, and both the Fornell-Larcker and HTMT criteria were satisfied. Therefore, the measurement model is both valid and reliable.

Table 1. Loading Factor

Variabel	Dimensi	Kode Indikator	Loading Factor	Conclusion
Agile Leadership (X1)	Ketanggapan ( <i>Responsiveness</i> )	AL1	0,916	Valid
		AL2	0,925	Valid
	Inovasi Berkelanjutan ( <i>Continuous Innovation</i> )	AL3	0,923	Valid
		AL4	0,880	Valid
	Kolaborasi ( <i>Collaboration</i> )	AL5	0,886	Valid
		AL6	0,928	Valid
Motivasi Intrinsik (X2)	Otonomi ( <i>Autonomy</i> )	MI1	0,915	Valid
		MI2	0,883	Valid
	Kompetensi ( <i>Competence</i> )	MI3	0,885	Valid
		MI4	0,896	Valid
	Keterhubungan/ Hubungan Sosial ( <i>Relatedness</i> )	MI5	0,926	Valid
		MI6	0,913	Valid
Organizational Citizenship Behavior (Z)	Altruisme ( <i>Altruism</i> )	OCB1	0,930	Valid
		OCB2	0,916	Valid
	Kepatuhan ( <i>Conscientiousness</i> )	OCB3	0,933	Valid
		OCB4	0,918	Valid
	Sportivitas ( <i>Sportsmanship</i> )	OCB5	0,894	Valid
		OCB6	0,919	Valid
	Sopan Santun ( <i>Courtesy</i> )	OCB7	0,915	Valid
		OCB8	0,928	Valid
	Kebajikan Sosial ( <i>Civic Virtue</i> )	OCB9	0,904	Valid
		OCB10	0,922	Valid
Kinerja Pegawai (Y)	Kualitas Kerja	KP1	0,923	Valid
		KP2	0,925	Valid
	Kuantitas Kerja	KP3	0,933	Valid

Variabel	Dimensi	Kode Indikator	Loading Factor	Conclusion
	Ketepatan Waktu	KP4	0,921	Valid
		KP5	0,940	Valid
		KP6	0,925	Valid
	Efektivitas dan Efisiensi	KP7	0,913	Valid
		KP8	0,953	Valid
		KP9	0,904	Valid
	Keadilan	KP10	0,928	Valid
		KP11	0,909	Valid

### Inner Model

Table 2 show that The R-Square ( $R^2$ ) method is a measure that explains how well the independent variables account for the variability of the dependent variable. According to Hair et al. (2019), a good R-Square value approaches 1. R-Square values are categorized into three levels: values above 0.75 are considered strong, above 0.50 are moderate, and above 0.25 are weak.

Table 2. R-Square ( $R^2$ ) dan R-Square Adjusted

Variable	R-square	R-square adjusted
Performance	0,741	0,733
OCB	0,634	0,627

Table 3 show that The Q-Square can be calculated using the blindfolding procedure in Smart PLS, where part of the data is omitted and then predicted again through the estimated model. The interpretation of the Q-Square ( $Q^2$ ) value is as follows: if  $Q^2 > 0$ , it indicates that the model has good predictive relevance, whereas if  $Q^2 \leq 0$ , it indicates that the model does not have predictive relevance or its predictive ability is very low. The Q-Square ( $Q^2$ ) values from the data processing using the Smart PLS program are presented in the following table:

Table 3. Q-Square ( $Q^2$ )

Variabel	SSO	SSE	$Q^2 (=1-SSE/SSO)$
OCB	1020,000	484,386	0,525
Performance	1122,000	420,679	0,625

### Hypothesis Information

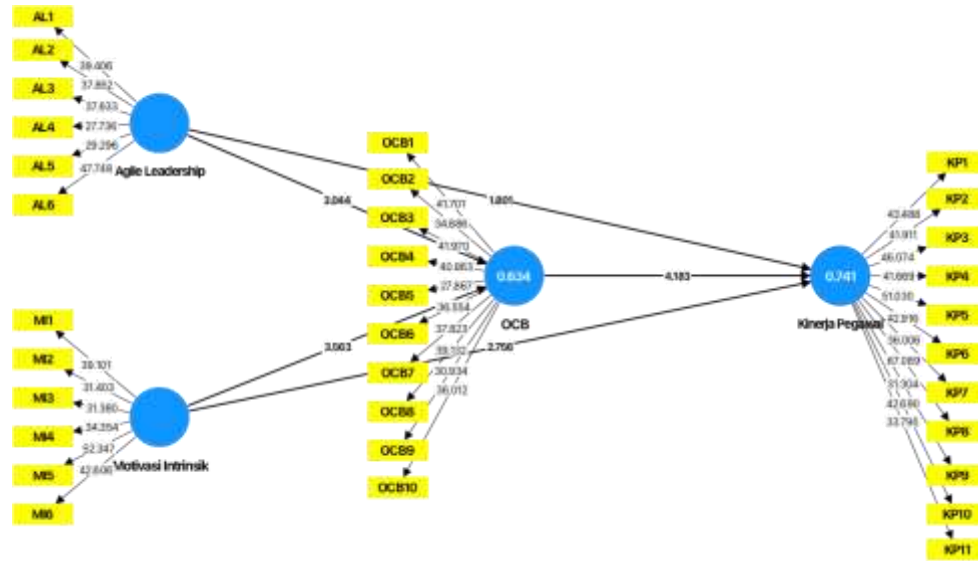


Figure 2 Hypothesis Testing Results Using the Bootstrap Resampling Method

Table 4. Hypothesis Result

Relationship between Constructs	Original sample	T statistics	P values	influence
<b>Direct Relationship</b>				
Agile Leadership → Performance	0.171	1.801	0.036	Signifikan
Agile Leadership → OCB	0.390	3.044	0.001	Signifikan
Intrinsic Motivation → Performance	0.286	2.756	0.003	Signifikan
Intrinsic Motivation → OCB	0.453	3.563	0.000	Signifikan
OCB → Performance	0.476	4.183	0.000	Signifikan
<b>Indirect Relationship</b>				
Agile Leadership → OCB → Performance	0.186	2.263	0.012	Signifikan
Intrinsic Motivation → OCB → Kinerja Pegawai	0.216	2.802	0.003	Signifikan

Table 4 show that The test results confirm that all hypotheses are significant, both for direct and indirect effects. Thus, all proposed hypotheses align with the established theory and conceptual frameworks.

### DISCUSSION

The findings indicate that agile leadership has a positive and significant effect on employee performance at the Balai Penjaminan Mutu Pendidikan (BPMP) of North Maluku Province. A flexible, adaptive, and collaborative leadership style directly enhances employee performance. The most dominant indicator in shaping agile leadership is AL6 (Collaboration), showing that leaders who prioritize teamwork are more effective in driving organizational performance. In this context, agile leaders improve service efficiency, responsiveness to educational policy changes, and commitment to quality assurance. These results are consistent with previous studies by Parkodi (2024), Setiawati (2021), and Jassmy & Katea (2022), which emphasized the necessity of agile principles in public sector transformation.

The results also show that intrinsic motivation positively and significantly influences employee performance. The strongest contributing factor was MI5 (relatedness), emphasizing the importance of social connections at work. Employees who feel accepted and appreciated are more likely to feel emotionally engaged and committed. These findings underscore that psychological fulfillment—



autonomy, competence, and relatedness—plays a critical role in driving productivity and service quality. This is supported by studies from Haryanto & Mukrodi (2022) and Fadilah Qurrotul Aini Rasyid et al. (2025), among others.

The study reveals that OCB positively and significantly affects employee performance. Employees who exhibit altruism (OCB1) and conscientiousness (OCB3) contribute to better teamwork, increased efficiency, and higher job satisfaction. These voluntary behaviors enhance both individual and organizational outcomes. Prior research (e.g., Sari & Kurniawan, 2021; Susanto et al., 2022) also confirms the relevance of OCB dimensions in improving performance within public service institutions.

The findings reveal that agile leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB) among employees at BPMP North Maluku. The strongest indicator is AL6 (Collaboration), suggesting that agile leaders who emphasize teamwork and shared responsibility are more likely to foster discretionary behaviors such as helping others, showing initiative, and maintaining a positive work environment. In a bureaucratic institution like BPMP, the application of agile leadership facilitates the emergence of voluntary behaviors that contribute beyond formal job descriptions. This supports the view that leadership agility not only improves operational efficiency but also strengthens civic virtue and pro-social conduct at the organizational level. These findings are consistent with prior studies by Kresnawan et al. (2023) and Nur Khabibulloh (2023), which emphasize the importance of leadership responsiveness in promoting OCB in public sector institutions.

The results confirm that intrinsic motivation significantly affects OCB. Employees driven by internal satisfaction and purpose—particularly those scoring high in MI5 (relatedness)—are more likely to go beyond formal job duties. They voluntarily assist coworkers, offer constructive suggestions, and show initiative in organizational activities. This reinforces the self-determination theory which posits that when employees' basic psychological needs (autonomy, competence, and relatedness) are fulfilled, they naturally demonstrate greater organizational commitment and pro-social behavior. These findings align with research by Shifana et al. (2023) and Ryan & Deci (2020), affirming the psychological mechanism linking intrinsic motivation with voluntary workplace behavior.

The data confirm that OCB plays a full mediating role between agile leadership and employee performance. Although agile leadership alone does not have a direct effect, its influence becomes significant when channeled through OCB. This suggests that fostering volunteerism, teamwork, and discipline among staff is a critical pathway by which agile leadership can enhance performance. This mediation is supported by studies such as Santoso et al. (2023) and Anshari & Melati (2025).

OCB also mediates the effect of intrinsic motivation on performance. Intrinsically driven employees tend to exhibit positive behaviors such as helping coworkers and going beyond formal duties, which ultimately improves performance. The mediation is partial, meaning intrinsic motivation still has a direct effect, but OCB strengthens this relationship. This reinforces the idea that building a supportive and inclusive work environment is essential for maximizing performance.

## CONCLUSION

This research demonstrates that agile leadership and intrinsic motivation significantly influence employee performance at BPMP North Maluku Province. Furthermore, both agile leadership and intrinsic motivation significantly affect Organizational Citizenship Behavior (OCB), which in turn has a positive and significant impact on employee performance. The study also reveals that OCB mediates the relationship between agile leadership and performance, as well as between intrinsic motivation and performance. These findings indicate that the development of agile leadership and the strengthening of intrinsic motivation are crucial strategies to enhance employee engagement and drive performance improvement. Moreover, fostering OCB is a key lever to reinforce the impact of leadership and motivation on public sector productivity.

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