

Fostering Innovation Through Culture: The Role Of Citizenship Behavior In Organizations

Eka Retnaning Puji Astuti¹, Jeni Wardi^{2*}, Rizqa Anita³

¹Magister of Management, Graduate Scholl, Lancang Kuning University, Indonesia

²Magister of Management, Graduate Scholl, Lancang Kuning University, Indonesia

³Magister of Management, Graduate Scholl, Lancang Kuning University, Indonesia

Correspondence *:

jeniwardi@unilak.ac.id

Abstract

This study investigates the role of Organizational Citizenship Behavior (OCB) in fostering workplace innovation, emphasizing the mediating effect of organizational culture. Conducted within the public sector context of BKPSDM Indragiri Hilir Regency, Indonesia, the research responds to the limited understanding of how discretionary employee behavior contributes to innovation in bureaucratic environments. Using a quantitative, causal research design, data were collected through a census of 87 civil servants and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The findings reveal that OCB significantly and positively influences both organizational culture and innovation. Furthermore, organizational culture mediates the relationship between OCB and innovation, indicating that prosocial behaviors foster cultural conditions conducive to creativity and change. This study contributes to the literature on innovation management by explicitly positioning organizational culture as a mediating variable, particularly within hierarchical and collectivist public sector settings. Unlike previous research that treated culture as a background factor, this work highlights its centrality in translating individual initiative into collective innovation. From a practical standpoint, the results suggest that public managers should promote and reward OCB while simultaneously cultivating cultural attributes such as openness, collaboration, and risk tolerance. These dual efforts can significantly enhance institutional innovation capacity.

Keywords : Innovation, Organizational Culture, Organizational Citizenship Behavior, Public Sector, SEM-PLS

1. Introduction

In the rapidly evolving landscape of global competition and digital transformation, innovation has emerged as a central pillar sustaining organizational relevance and growth. No longer confined to technological advancement alone, innovation in the workplace is now increasingly recognized as a social and behavioral phenomenon, deeply intertwined with the actions and attitudes of individual employees. Contemporary organizations face growing demands to not only adapt but to anticipate and respond creatively to change. This imperative necessitates a shift in understanding innovation not merely as an output of research and development, but as a product of human behavior, particularly those forms of discretionary effort known as Organizational Citizenship Behavior (OCB). Employees who willingly go beyond their formal roles offering help, advocating ideas, and maintaining a positive work climate have been shown to catalyze innovation through informal mechanisms of influence, knowledge exchange, and creative problem-solving (Podsakoff et al., 2000; Organ, 1988). Nevertheless, much of the extant literature treats OCB and innovation as directly correlated, while overlooking the contextual and cultural frameworks within which such behaviors are either amplified or suppressed.

One of the most significant yet underexplored mechanisms in this regard is organizational culture. Organizational culture encompasses shared values, assumptions, and behavioral norms that shape how employees interpret their roles and interact with one another (Schein, 2010). A culture that rewards learning, tolerates failure, and encourages experimentation is likely to foster innovation more effectively than one that emphasizes control, hierarchy, and risk aversion. Although various studies have confirmed the direct relationship between culture and innovation (Martins & Terblanche, 2003; Denison & Mishra, 1995), there remains a notable gap in understanding how culture may serve as a mediating variable an essential bridge between OCB and innovation outcomes. The lack of clarity regarding this mediating function limits both theoretical development and managerial practice. Zheng et al. (2010) highlighted the influence of open and communicative cultures on innovation capacity, yet failed to explore whether and how such cultures condition the effects of proactive employee behaviors on innovation realization. Thus, this research responds to a significant gap in the organizational behavior literature: How does culture mediate the behavioral antecedents of innovation?

The novelty of this study lies in its explicit focus on culture as a mediating force between citizenship behavior and workplace innovation, particularly within the public sector a context often neglected in mainstream innovation research. Previous investigations have concentrated largely on private firms in Western settings, overlooking the unique cultural and bureaucratic dynamics of public organizations in developing nations. In countries such as Indonesia, for instance, collectivism, hierarchical structures, and formalism are prevalent features of organizational life (Hofstede, 2011). These characteristics may alter the relationship between employee initiative and innovation, potentially creating friction between intent and impact. By focusing on the Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) in Indragiri Hilir Regency, this study contributes new empirical insights that are not only locally grounded but also globally relevant. It challenges the assumption that OCB leads unconditionally to innovation, proposing instead that cultural context determines the strength and direction of this influence. In doing so, the research expands theoretical models of behavioral innovation, offering a more nuanced and context-sensitive framework.

Given the observed discrepancy between individual innovation potential and organizational innovation output particularly within BKPSDM, where employees often demonstrate creative thinking that fails to translate into actionable change the present study sets out to explore whether culture acts as a facilitator or a barrier. Field observations and internal data from BKPSDM reveal that although individual behaviors reflective of OCB (such as initiative-taking, helping colleagues, and civic participation) are present, structural impediments rooted in rigid, top-down cultures inhibit the transition from ideas to implementation. This phenomenon echoes findings from Hartmann (2006), who suggested that unsupportive cultural conditions could mute the effect of individual-level innovation behavior. The current study hypothesizes that in contexts where culture fosters trust, learning, and collaboration, OCB will translate more effectively into innovation outcomes. Conversely, in more conservative or hierarchical cultures, even high levels of OCB may not yield meaningful innovation. This has important implications for public management and HR policy, as government institutions seek to improve service quality and digital readiness.

The main objectives of this research are threefold. First, it aims to assess the direct influence of Organizational Citizenship Behavior on innovation in the workplace. Second, it investigates the relationship between OCB and organizational culture to determine whether prosocial behaviors help shape supportive cultural norms. Third, it evaluates the mediating role of culture in the relationship between OCB and innovation outcomes. The central research questions guiding this inquiry are: (1) Does OCB significantly influence workplace innovation? (2) Does OCB influence organizational culture? (3) Does organizational culture influence innovation outcomes? and (4) Does culture mediate the relationship between OCB and workplace innovation? By answering these questions, the study seeks to extend the boundaries of organizational theory and provide practical insights for managing change and encouraging innovation in public institutions.

Methodologically, the study employs a quantitative approach with a causal research design, utilizing Structural Equation Modeling–Partial Least Squares (SEM-PLS) for statistical analysis. Data were collected from a census sample of 87 civil servants and contractual employees at BKPSDM Indragiri Hilir using structured questionnaires. The constructs measured include OCB, organizational culture, and workplace innovation, with indicators adapted from established theoretical frameworks such as Organ's (1988) dimensions of citizenship behavior and De Jong and Den Hartog's (2010) model of innovation. The use of SEM-PLS is particularly appropriate given the model's complexity and the presence of a mediating variable. This method allows for robust path analysis and hypothesis testing even with relatively small sample sizes (Hair et al., 2017).

The remainder of this article is organized as follows. Section 2 presents a comprehensive review of the theoretical and empirical literature related to OCB, organizational culture, and innovation, identifying key constructs and previous research findings. Section 3 outlines the methodological approach, including the research design, sampling technique, instrumentation, and data analysis procedures. Section 4 discusses the empirical findings and interprets them in light of the research hypotheses and theoretical expectations. Finally, Section 5 concludes the article by summarizing key contributions, discussing limitations, and suggesting directions for future research. Through this structure, the article not only addresses a significant research gap but also provides actionable knowledge for organizations aiming to foster innovation through cultural transformation and employee engagement.

2. Literature Review and Hypotheses Development

2.1 Literature Review

Innovation in the workplace has evolved from being solely dependent on technological advancement to being significantly influenced by human behavior within organizations (Janssen, 2000; Zhou & George, 2001). Contemporary scholarship suggests that employee behaviors—especially discretionary efforts like Organizational Citizenship Behavior (OCB)—can play a pivotal role in fostering innovative outcomes (Podsakoff et al., 2000; Organ, 1988). OCB is defined as voluntary and extra-role behavior that promotes the effective functioning of organizations without being formally rewarded (Organ, 1988). These behaviors include altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. Several prior studies have investigated the relationship between OCB and innovation. For example, Ng et al. (2016) found that OCB enhances innovative work behavior through psychological empowerment, suggesting that discretionary behavior contributes to idea generation and implementation. Similarly, Ningrum et al. (2023) demonstrated that OCB mediates the influence of transformational leadership on innovative behavior in public health institutions, emphasizing its integrative role in enhancing innovation through workplace social dynamics.

However, the link between OCB and innovation is not always straightforward. Turnipseed and Rassuli (2005) argue that in bureaucratic or highly structured organizational cultures, the positive influence of OCB on innovation might be constrained due to limited freedom and rigid norms. This nuanced view is echoed by Awaluddin et al. (2020), who concluded that the relationship between OCB and innovation only manifests under conducive conditions, such as transformational leadership and an adaptive organizational culture. These findings illustrate that the relationship is context-sensitive and not universally applicable, highlighting a key gap in the literature: the role of mediating variables, particularly organizational culture. Organizational culture, as defined by Schein (2010), comprises shared values, beliefs, and norms that shape employee behavior and determine how things are done within an organization. It functions as a powerful moderator and facilitator of behavioral outcomes. Prior research has acknowledged the significance of organizational culture in fostering innovation (Martins & Terblanche, 2003; Denison & Mishra, 1995). Specifically, cultures that encourage learning, experimentation, and collaboration tend to create a fertile ground for innovation (Brock et al., 2005; Naranjo-Valencia et al., 2011). These cultures promote the psychological safety required for employees to take risks and propose novel ideas.

Nevertheless, the mediating role of organizational culture between OCB and innovation remains underexplored. While Zheng et al. (2010) established that a learning-oriented culture enhances innovation, they did not explicitly analyze how such a culture mediates the influence of OCB. Moreover, studies such as Tsai and Wu (2011) have shown that OCB can shape a supportive organizational culture, which in turn fosters innovative behavior. Yet, such indirect effects have not been sufficiently empirically tested in varied organizational settings, particularly in developing countries and public sector institutions. This research builds upon and differentiates itself from prior studies by positioning organizational culture as a mediator rather than a moderator or an independent variable. It also responds to calls for more nuanced investigations in non-Western, hierarchical organizational settings such as public institutions in Indonesia where traditional values, resistance to change, and formal structures often dominate (Nugroho et al., 2020). As such, this study not only identifies an empirical gap but also aims to address a contextual void in the innovation literature.

Furthermore, prior literature reflects different theoretical perspectives on how innovation emerges in organizations. From the lens of Social Exchange Theory (SET), employees engage in discretionary behaviors like OCB when they perceive fairness, trust, and mutual benefit within the organizational environment (Cropanzano & Mitchell, 2005). In this context, an innovation-enabling culture acts as both a signal of organizational support and a reward system that sustains such behavior. Buil et al. (2019) reinforced this by suggesting that employees are more inclined to innovate when they operate in a cultural environment that rewards risk-taking and collaboration. While many studies support the positive linkage among OCB, culture, and innovation, some provide contrasting perspectives. Vilela et al. (2008) argue that in highly hierarchical organizations, OCB may be limited to compliance or prosocial behaviors rather than transformative ones, thus reducing its impact on innovation. Similarly, Hogan and Coote (2014) caution that only specific types of cultures such as those emphasizing learning and risk-tolerance are conducive to innovation, implying that not all cultures mediate OCB effects equally. Hence, the present study contributes to the literature by explicitly testing organizational culture as a mediating variable in the OCB–innovation relationship, situated within the unique bureaucratic context of an Indonesian civil service organization. It also clarifies the contingent nature of innovation outcomes, influenced by both individual behaviors and organizational context.

2.2 Hypotheses Development

1. Organizational Citizenship Behavior and Workplace Innovation

OCB is widely believed to stimulate innovative behavior by creating a cooperative, knowledge-sharing environment where employees feel psychologically safe to experiment and contribute ideas (Janssen, 2000; Organ, 1988). Employees who frequently exhibit altruism and conscientiousness tend to go beyond job requirements and proactively identify and solve organizational problems. Research by Podsakoff et al. (2000) and Ng et al. (2016) suggests a positive association between OCB and innovation, especially when coupled with empowerment and team-based structures. However, contextual barriers like rigid organizational norms may inhibit this relationship (Turnipseed & Rassuli, 2005). Accordingly, the following hypothesis is proposed:

H1: Organizational Citizenship Behavior has a positive effect on workplace innovation.

2. Organizational Citizenship Behavior and Organizational Culture

The presence of strong OCB among employees often fosters a cohesive and collaborative environment that reinforces cultural values aligned with trust, learning, and mutual respect (Tsai & Wu, 2011). When employees consistently demonstrate courtesy, civic virtue, and sportsmanship, they contribute to shaping a collective work culture grounded in prosocial norms. Saleem et al. (2017) emphasized that OCB contributes to forming a culture of innovation by enhancing interpersonal trust and information sharing. As such, OCB is not merely a product of organizational culture but also a formative force. Hence, we hypothesize:

H2: Organizational Citizenship Behavior has a positive effect on organizational culture.

3. Organizational Culture and Workplace Innovation

Organizational culture significantly determines the degree to which innovation is fostered or hindered. Cultures that value experimentation, autonomy, and collective learning provide the psychological and structural support necessary for innovation to occur (Martins & Terblanche, 2003; Amabile et al., 1996). Naranjo-Valencia et al. (2011) argue that cultural values emphasizing creativity and collaboration correlate strongly with higher levels of innovation. However, others such as Hogan and Coote (2014) warn that in certain industries, too much cultural flexibility may undermine necessary structure for innovation. These differences underline the importance of understanding cultural dynamics in context. The hypothesis is as follows:

H3: Organizational culture has a positive effect on workplace innovation.

4. The Mediating Role of Organizational Culture

Drawing upon SET and empirical findings, this study positions organizational culture as a mediator in the relationship between OCB and innovation. When employees engage in OCB, they contribute to a culture of trust, openness, and collaboration. This cultural environment then facilitates the emergence and implementation of innovative ideas. Empirical evidence from Tsai and Wu (2011) and Ng et al. (2016) supports the indirect influence of OCB on innovation through organizational culture. However, studies like Vilela et al. (2008) caution that in highly structured organizations, such mediation might be suppressed. Therefore, this hypothesis seeks to test the indirect path empirically:

H4: Organizational culture mediates the relationship between Organizational Citizenship Behavior and workplace innovation.

3. Method

This research adopted a quantitative approach with a causal research design to examine the relationship between Organizational Citizenship Behavior (OCB), Organizational Culture, and Workplace Innovation. The study was conducted at the Regional Personnel and Human Resources Development Agency (BKPSDM) of Indragiri Hilir Regency. The selection of this location was based on its strategic role in fostering bureaucratic reform and the development of human capital within local government institutions. The population in this study consisted of all civil servants (ASN), including both permanent government employees (PNS) and government employees with work agreements (P3K), totaling 87 individuals. Due to the relatively small population size, the study employed a census technique, whereby all members of the population were included as respondents. This method was chosen to ensure comprehensive representation and avoid sampling bias.

Data collection was carried out using a structured questionnaire distributed directly to the respondents. The questionnaire was divided into two main sections: demographic information and variable measurement items. The research employed a seven-point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (7) to measure perceptions of OCB, organizational culture, and workplace innovation. The questionnaire items were adapted from validated instruments developed in previous studies, with slight modifications to suit the organizational context. The observed variables in the study included three main constructs: Organizational Citizenship Behavior (OCB), Organizational Culture, and Innovation in the Workplace. OCB was conceptualized through five dimensions: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. Organizational Culture was assessed based on innovation and risk-taking, attention to detail, results orientation, individual orientation, team orientation, aggressiveness, and stability. Workplace Innovation was measured through four dimensions: idea exploration, idea generation, idea championing, and idea implementation.

Data analysis was conducted using Structural Equation Modeling with Partial Least Squares (SEM-PLS) technique, processed through SmartPLS 3.2.9 software. This analytical method was selected due to its robustness in handling complex models with mediating variables and its suitability for small sample sizes. The analysis included two main stages: the evaluation of the measurement model (outer model), which assessed the reliability and validity of the constructs through indicator loadings, composite reliability, average variance extracted (AVE), and discriminant validity; and the evaluation of the structural model (inner model), which examined the hypothesized relationships among the constructs through path coefficients, t-statistics, p-values, and R-squared values. This methodological approach was designed to ensure the rigor and credibility of the findings, enabling the exploration of both direct and indirect effects of OCB on workplace innovation, with organizational culture as a mediating variable.

4. Result and Discussion

4.1 The Direct Influence of Organizational Citizenship Behavior on Innovation

The findings of this study reveal that Organizational Citizenship Behavior (OCB) has a significant and positive influence on innovation within public sector organizations. The path coefficient value of 0.516 and a t-statistic of 7.462 (p-value < 0.05) suggest a robust relationship between OCB and employees' capacity and willingness to innovate in the workplace. This indicates that employees who voluntarily go beyond their formal responsibilities such as helping colleagues, being loyal to organizational goals, and showing initiative are more likely to contribute to innovative outcomes. These findings are consistent with the studies by Podsakoff et al. (2000) and Organ (1988), which suggest that OCB supports organizational functioning by fostering cooperation, flexibility, and a positive work climate. Similarly, research by Chi and Huang (2014) demonstrates that employee proactivity and extra-role behavior are vital predictors of innovation in public administration. In the present study, the strong influence of OCB on innovation reinforces the notion that public organizations can foster creativity and adaptive solutions through the cultivation of citizenship behavior among civil servants. In the context of the Regional Human Resource Development Agency (BKPSDM) in Indragiri Hilir Regency, where this research was conducted, the implementation of OCB reflects not only individual ethical and professional standards but also a collective orientation toward continuous improvement. Employees who engage in OCB are more likely to suggest new methods, support implementation of policy changes, and participate in team-based innovation projects. Therefore, encouraging and institutionalizing OCB through leadership practices, reward systems, and value alignment could serve as a strategic lever to enhance innovation capacity in bureaucratic environments.

4.2 The Influence of Organizational Citizenship Behavior on Organizational Culture

The empirical results also support the hypothesis that OCB has a significant and positive impact on organizational culture, with a path coefficient of 0.711 and a t-statistic of 15.926 (p-value < 0.05). This finding indicates that when employees demonstrate OCB, it contributes to the development and reinforcement of a

positive and innovation-supportive organizational culture. This result aligns with the conceptual framework posited by Schein (2010), who emphasized that the behaviors and interactions of organizational members are both a reflection and a reinforcement of the underlying culture. When OCB is consistently exhibited, it promotes values such as collaboration, respect, trust, and commitment, which are foundational elements of a strong organizational culture. This is further corroborated by the work of Ehrhart and Naumann (2004), who identified a strong correlation between aggregated OCB and the emergence of collective norms and cultural patterns within work units. In the case of BKPSDM, a culture that values initiative, volunteerism, and mutual support is more likely to emerge when such behaviors are repeatedly practiced and rewarded. Therefore, OCB not only directly impacts innovation but also acts as a cultural catalyst that shapes the organizational climate in a way that is conducive to innovation. Managers and leaders can play a pivotal role in modeling and reinforcing OCB, thereby embedding it into the organizational culture.

4.3 The Direct Influence of Organizational Culture on Innovation

Organizational culture is found to have a positive and statistically significant effect on innovation, with a path coefficient of 0.456 and a t-statistic of 4.779 (p-value < 0.05). This supports the hypothesis that a constructive, adaptive, and supportive culture fosters innovation among employees. Specifically, cultural elements such as openness to change, tolerance for failure, learning orientation, and interdepartmental collaboration are crucial enablers of innovative behavior. These results are consistent with the findings of Martins and Terblanche (2003), who argue that organizational culture is a critical determinant of innovation, particularly in how it shapes employee attitudes toward risk-taking and experimentation. Furthermore, research by Cameron and Quinn (2006) suggests that cultures characterized by flexibility and adhocracy marked by a willingness to explore new ideas and take calculated risks are more likely to succeed in innovation-related endeavors. In the public sector, where bureaucratic inertia and rigid procedures often hinder innovation, a supportive culture can mitigate these barriers. In BKPSDM, efforts to decentralize decision-making, promote feedback loops, and cultivate open communication have contributed to a more innovation-friendly culture. This cultural transformation appears to play a pivotal role in enabling civil servants to engage in creative problem-solving and policy innovation.

4.4 The Mediating Role of Organizational Culture

A critical finding of this study is the mediating role of organizational culture in the relationship between OCB and innovation. The indirect effect of OCB on innovation through organizational culture was found to be significant, with a path coefficient of 0.324 and a t-statistic of 4.395 (p-value < 0.05). This indicates that OCB not only exerts a direct effect on innovation but also facilitates the development of an innovation-supportive culture, which in turn enhances innovation outcomes. This mediation effect highlights the processual nature of how individual behaviors translate into collective outcomes. It supports the theoretical framework of social exchange theory (Blau, 1964), which suggests that when employees contribute positively through OCB, the organization reciprocates by creating an environment that supports their innovation efforts. The mediating role also resonates with the findings of Wang and Hui (2011), who demonstrated that culture can function as a mechanism through which individual-level variables influence organizational performance. Practically, this finding implies that fostering OCB alone may not be sufficient to drive sustainable innovation unless it is embedded within a supportive organizational culture. Organizations should therefore implement policies and practices that simultaneously encourage OCB and cultivate cultural attributes that reward innovation. For instance, incorporating innovation goals into performance appraisals, providing recognition for idea generation, and facilitating cross-functional collaboration are strategies that could reinforce the mediating role of culture.

4.5 Comparison with Previous Literature

The results of this study are in strong agreement with the extant literature on the interplay between OCB, organizational culture, and innovation. For example, research by Jaskyte and Dressler (2005) demonstrated that organizations with strong cultural alignment and high levels of citizenship behavior tend to perform better in innovation metrics. Similarly, Khalili (2015) found that OCB contributes to innovation through a climate of trust and cooperation. However, this study makes a novel contribution by empirically testing the mediation mechanism within a public sector context in Indonesiaa setting where such relationships are rarely explored in depth. The finding that organizational culture serves as a full mediator provides nuanced insight into how behavioral and contextual factors interact in bureaucratic institutions. It suggests that public agencies seeking to enhance their innovation performance must adopt a holistic approach that integrates behavioral change, cultural development, and structural reform. Moreover, the use of Structural Equation Modeling–Partial Least Squares (SEM-PLS) offers methodological robustness and accommodates the complexity of the mediating relationships. It validates the conceptual assumption that OCB and organizational culture are interdependent constructs that collectively influence innovation outcomes.

4.6 Implications for Theory and Practice

From a theoretical standpoint, the study enriches the literature on innovation management by highlighting the dynamic role of OCB and organizational culture in shaping innovative behavior. It provides empirical support for integrating behavioral theories with organizational design principles in innovation studies. Additionally, it underscores the value of examining mediating variables to uncover deeper causal pathways. For practitioners, especially in public sector institutions like BKPSDM, the findings offer strategic guidance. First, managers should actively promote OCB by recognizing and rewarding employees who demonstrate altruism, conscientiousness, and civic virtue. Second, cultural transformation programs should be initiated to align organizational values with innovation goals. These programs may include leadership training, change management initiatives, and participatory decision-making practices. Finally, policymakers at the regional and national levels should consider incorporating cultural assessments into public sector performance evaluations. By doing so, they can identify institutional bottlenecks and design interventions that enhance both behavioral engagement and systemic innovation capacity.

5. Conclusion

This study offers significant insights into the mechanisms by which Organizational Citizenship Behavior (OCB) influences workplace innovation, particularly through the mediating role of organizational culture. The findings confirm that OCB positively affects both innovation and organizational culture directly, and that culture in turn significantly enhances innovation. Furthermore, culture is shown to act as a mediating variable, reinforcing the notion that a supportive and adaptive cultural environment is essential for translating prosocial behaviors into innovative outcomes. These results validate and extend the theoretical framework of Social Exchange Theory by illustrating how individual behaviors contribute to broader cultural norms, which in turn facilitate organizational change and creativity. The empirical evidence derived from civil servants at BKPSDM Indragiri Hilir confirms that innovation is not merely an individual trait or spontaneous occurrence; it is cultivated through sustained behavioral engagement and an enabling cultural climate.

From a practical standpoint, these findings carry important implications for public sector management and policy formulation. Managers are encouraged to institutionalize and reward OCB by designing performance appraisal systems that acknowledge discretionary contributions beyond formal duties. Such practices can foster a sense of ownership and initiative among employees. Additionally, organizational leaders should invest in cultivating a culture that promotes openness, experimentation, and psychological safety. This can be achieved through inclusive leadership, transparent communication, and the decentralization of decision-making. Government agencies seeking to enhance innovation performance must view culture as a strategic asset, one that shapes not only employee behavior but also the organization's overall capacity to adapt and thrive in changing environments. Moreover, HR practitioners should integrate cultural alignment into recruitment, training, and organizational development initiatives to ensure that OCB is continuously nurtured and supported.

Despite its contributions, this study is not without limitations. First, the research was confined to a single public institution in a specific regional context, which may limit the generalizability of the findings to other organizational types or cultural settings. The use of a cross-sectional design also restricts the ability to infer long-term causal relationships. Additionally, the reliance on self-reported data may introduce bias due to social desirability or perception-based distortions. Future research would benefit from adopting longitudinal designs to assess how OCB and cultural dynamics evolve over time and influence innovation trajectories. It would also be valuable to include multiple organizations across diverse sectors to enhance external validity. Further studies could explore other mediating or moderating variables such as leadership style, digital readiness, or psychological empowerment to provide a more holistic understanding of the innovation process in bureaucratic systems.

In conclusion, this research underscores the importance of fostering a culture that not only allows but actively encourages citizenship behaviors as a pathway to innovation. For public institutions aiming to remain relevant and responsive, the integration of behavioral engagement and cultural transformation should be a strategic priority. By aligning organizational values, employee behaviors, and innovation goals, public sector organizations can unlock their full potential for sustainable change and service improvement.

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