

MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION AMONG GOVERNMENT PERSONNEL IN THE IMPACT OF STRENGTHS-BASED LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract: This study examines the influence of Strengths-Based Leadership on Organizational Citizenship Behavior (OCB) among government employees, with Organizational Identification as a mediating variable. A quantitative causal research design was employed, using structured questionnaires with a seven-point Likert scale distributed to civil servants in Indragiri Hilir Regency. Using purposive sampling, 155 respondents were selected. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The results demonstrate that Strengths-Based Leadership significantly influences both Organizational Identification and OCB. Organizational Identification also has a positive and significant effect on OCB. Furthermore, Organizational Identification significantly mediates the relationship between Strengths-Based Leadership and OCB. These findings contribute theoretically by reinforcing the role of strengths-based leadership in fostering employees' extra-role behavior through organizational psychological mechanisms. Practically, the findings suggest that public sector organizations should implement strength-oriented leadership practices to strengthen organizational identification, encourage OCB, improve employee performance, and enhance overall organizational effectiveness.

Keywords: *Strengths-Based Leadership, Organizational Identification, Organizational Citizenship Behavior*

The current public sector is at a crossroads, where administrative efficiency alone is no longer enough to satisfy the growing expectations of an increasingly discerning populace. In addition to simply following procedural regulations, modern governance demands that public entities foster a staff that goes beyond the confines of official duties employees that volunteer their time and energy to further the shared goal of their organization. This behavioral phenomenon, known in organizational scholarship as Organizational Citizenship Behavior (OCB), has become an essential factor in organizational effectiveness, particularly in bureaucratic institutions where strict hierarchies and standardized procedures frequently restrict the spontaneous manifestation of proactive work involvement. The urgent need to discover the psychological and contextual factors that may systematically foster and maintain

voluntary contributory behavior is highlighted by the persistent disparity between the ambitious objective of a responsive, citizen-centric public administration and the apparent truth of passive, minimally compliant civil servant behavior.

One of the strongest tools for forming employee behavior and organizational culture has traditionally been regarded as leadership in human resource management. However, the predominant leadership models historically utilized in public sector entities have been disproportionately grounded in deficit-focused frameworks approaches that examine employees' shortcomings, track compliance lapses, and implement remedial actions rather than frameworks that reveal and enhance individuals' inherent strengths they contribute to their positions. This

prevailing orientation has accidentally stifled the motivational structure required for voluntary, beyond-contract behavioral contributions to thrive. In light of this, Strengths-Based Leadership (SBL) stands out as a conceptually distinct and practically persuasive substitute that purposely focuses leadership attention on locating, cultivating, and utilizing the special talents of every organizational member as the main route to higher performance. SBL, which was established by Rath and Conchie (2008) in organizational settings and by Seligman and Csikszentmihalyi (2000) in the positive psychology movement, posits that those who are routinely motivated by their strengths experience increased intrinsic motivation, greater psychological engagement, and a deeper sense of meaningful contribution conditions that are theoretically and empirically connected with increased OCB manifestation.

The connection between the caliber of leadership and employees' voluntary behavior is, however, rarely straightforward and unmediated. Over the years, organizational psychology has continually proven that the impact of leadership on employee behavior is channeled through a combination of relational, affective, and cognitive mechanisms that significantly mold how people view their connection to the firm. Organizational identification, which is defined as the degree to which employees feel a sense of belonging and oneness with their company, stands out among these processes as a strong mediating factor with a theoretically privileged position. The motivational calculus at the foundation of extra-role behavior is drastically changed when workers see the values, mission, and identity of their company as extensions of their own self-concept. In such situations, contributing more than what is contractually required becomes an intrinsically driven expression of shared institutional identity rather than an externally imposed obligation. Despite this theoretical relevance, the exact mediating impact of organizational identification in

transmitting Strengths-Based Leadership's influence on OCB, especially in the unique institutional setting of public sector organizations, is still largely unexamined in the current literature.

A set of structural and cultural factors unique to the public sector make it theoretically different from the private sector contexts in which the majority of current OCB research has been carried out. The fundamentally different motivational ecology created by governmental entities' stratified bureaucratic structure, civil service tenure safeguards, merit-based promotion procedures, and public accountability requirements is one in which the psychological antecedents of voluntary behavioral engagement may function via qualitatively distinct routes. In addition, the current direction of bureaucratic reform initiatives in emerging economies, notably the Indonesian public administration reform plan, has created pressing practical needs to determine which leadership strategies best foster the transition from compliance-oriented to contribution-oriented behavior among civil servants. Despite the theoretical richness of organizational identification and SBL as constructs, and despite the obvious practical relevance of OCB in public service delivery contexts, the triangulated relationship between these three variables in a governmental organizational setting is still largely uncharted territory in management scholarship.

Therefore, this research places itself at the junction of social identity theory, positive leadership theory, and organizational behavior research to close this important gap. This study explores if and how Strengths-Based Leadership affects Organizational Citizenship Behavior among public sector workers, with organisational identification proposed as a theoretically supported mediating mechanism linking these two concepts, in line with Social Identity Theory (Tajfel & Turner, 1979) and Positive Organizational

Behavior frameworks (Luthans, 2002). This study seeks to provide theoretically subtle insights and practically implementable evidence that can greatly influence both civil service human resource management strategy and leadership development policy by placing this investigation inside the Indonesian public administration environment, a governance environment that is experiencing significant reform pressures while also navigating deeply entrenched bureaucratic customs. It is anticipated that the findings will not only advance the academic discussion of OCB and positive leadership in public organizations, but also offer empirically based advice to institutional leaders hoping to create a more dedicated, helpful, and citizen-responsive civil servant workforce.

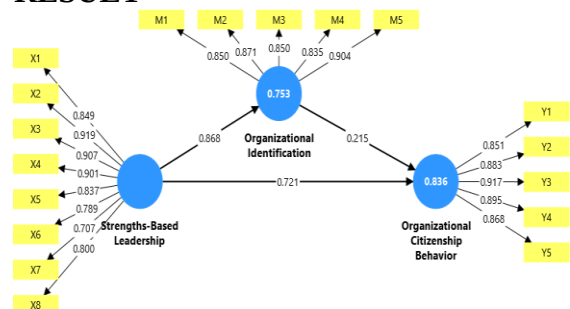
METHOD

In the context of Indonesia's public sector, this study examines the causal relationships between Organizational Citizenship Behavior, Organizational Identification, and Strengths-Based Leadership using a quantitative causal design. This approach was chosen to test hypotheses and explain how one construct influences another through statistical analysis rather than merely describing phenomena. Data were collected from civil servants (ASN) in Indragiri Hilir Regency using a structured questionnaire with a seven-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree), which is considered effective in capturing variations in responses (Hair et al., 2019). Respondents were selected based on three criteria: a minimum of three years of service, having a direct supervisor, and active involvement in organizational tasks.

Sample size determination followed the indicator-multiplication rule (Hair et al., 2019), requiring 5–10 respondents per indicator. With 18 indicators across three constructs, the study targeted 155 respondents to ensure model stability and accuracy. Strengths-Based Leadership is defined as a leadership approach that focuses on identifying and utilizing employees' strengths

(Bakker & Van Woerkom, 2018), Organizational Identification as employees' psychological attachment to the organization (Tajfel & Turner, 1979), and Organizational Citizenship Behavior as voluntary extra-role behavior that enhances organizational effectiveness (Podsakoff et al., 2019). Data were analyzed using PLS-SEM with SmartPLS, which is suitable for mediation models and does not require strict data normality assumptions.

RESULT



Pictrrre 1. Path Coefficients

Organizational Identification (OI) and Organizational Citizenship Behavior (OCB) have a somewhat weak link, however Strengths-Based Leadership (SBL) has a strong association with OCB. Furthermore, there is a strong link between Organizational Identification and Strengths-Based Leadership, showing that the latter has a bigger impact on OCB than the former.

Table 1. Results of Coefficient of Determination

	<i>R-square</i>	<i>R-square adjusted</i>
OCB	0,836	0,834
OI	0,753	0,752

Source : Processed Data by the Researcher, 2026

According to Table 1, the independent variables in the model can account for 83.6% of the variance in Organizational Citizenship Behavior (OCB), with the remaining 16.4% being affected by variables outside of the study. The R-square value for OCB is 0.836. Additionally, the Organizational Identification (OI) R-square value is 0.753, indicating that independent variables explain 75.3% of its variance, leaving the remaining 24.7% to other factors outside the research model.

The result of the research testing are as follows:

Table 2. Results of Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P-Values
OI → OCB	0,215	0,219	0,088	2,453	0,014
SBL → OCB	0,721	0,719	0,094	7,665	0,000
SBL → OI	0,868	0,868	0,025	34,743	0,000
SBL → OI → OCB	0,187	0,191	0,079	2,359	0,018

Source : Processed Data by the Researcher, 2026

1. There is a positive and substantial impact of organizational identification on organizational citizenship behavior, which implies that a stronger bond between workers and the firm increases their propensity to engage in extra-role actions.
2. Highlighting the critical role of leadership in encouraging voluntary contributions beyond formal job obligations, Strengths-Based Leadership positively and greatly influences Organizational Citizenship Behavior.
3. Positive and considerable effects on Organizational Identification are also demonstrated by Strengths-Based Leadership, indicating that this leadership approach enhances employees' feeling of organizational belonging.
4. Additionally, Strengths-Based Leadership has an indirect impact on Organizational Citizenship Behavior through Organizational Identification, highlighting the importance of organizational attachment as a crucial element in this connection.

DISCUSSION

Strengths-Based Leadership (SBL) and Organizational Citizenship Behavior (OCB)

The results show that Strengths-Based Leadership (SBL) has a good and substantial impact on Organizational Citizenship Behavior (OCB), which implies that leaders

who actively identify and develop their employees' strengths may promote a stronger desire among them to engage in additional tasks. When their leaders encourage, appreciate, and empower them, employees are more inclined to go above and beyond the duties stated in their jobs.

From a conceptual standpoint, SBL stresses using individual talents to increase performance and engagement, which is consistent with the principles of positive organizational behavior. Leaders may promote a sense of belonging and intrinsic motivation by focusing on employees' abilities, which will ultimately encourage voluntary activities like cooperation, initiative, and organizational contribution.

These findings support earlier research that shows that strength-based leadership increases employee engagement and encourages organizational citizenship behavior (OCB). This emphasizes the notion that leadership tactics that focus on a person's abilities are crucial in promoting positive behavior at work.

In practice, the results imply that businesses, particularly those in the public sector, should use a strengths-based leadership style in order to maximize employee contributions, solidify collaboration, and improve overall organizational efficiency.

Strengths-Based Leadership (SBL) and Organizational Identification (OI)

The findings demonstrate that Organizational Identification (OI) is significantly and positively impacted by Strengths-Based Leadership (SBL), implying that leaders who emphasize the advantages of their staff may increase their emotional connection to the organization. A sense of belonging and emotional connection to the organization is more likely to develop in employees when they perceive that their particular talents are appreciated and acknowledged.

This finding aligns with Social Identity Theory in theory, which states that people are more likely to identify with

organizations that improve their self-esteem. Leaders encourage positive perceptions, increase confidence, and build a supportive work environment that strengthens organizational attachment by concentrating on individual strengths.

Additional studies corroborate this link, demonstrating that strength-oriented leadership boosts employee engagement and a sense of appreciation, which in turn reinforces organizational identification. This supports the idea that leadership has a big impact on the psychological connection between workers and their company.

In practice, these results indicate that leaders in the public sector should actively use a strengths-based strategy, which involves identifying employee potential, offering chances for growth, and fostering a encouraging environment. Employees may feel more proud of their jobs, more connected to the organization, and ultimately more committed to it as a result of these activities.

Organizational Identification (OI) and Organizational Citizenship Behavior (OCB)

According to the results, Organizational Identification (OI) has a favorable and substantial impact on Organizational Citizenship Behavior (OCB), indicating that workers with a strong feeling of belonging to their company are more likely to participate in extra-role actions. When people identify with the goals and values of their organization, they tend to offer voluntary support, take initiative, and work together to go above and beyond the stated job duties.

This outcome is consistent with Social Identity Theory from a theoretical standpoint, which states that people who believe they belong to an organization are more likely to internalize its ideals and act in its best interests. Encourages discretionary conduct that helps the company and establishes dedication.

This link is also confirmed by earlier research, which demonstrates that greater levels of organizational identity result in more positive prosocial and citizenship behaviors

among workers. This supports the idea that OCB is significantly driven by OI.

In essence, the findings underscore the necessity for companies, particularly in the public sector, to foster a sense of belonging among their employees by using supportive work environments, effective communication, and inclusiveness. This will lead to increased voluntary contributions and improved overall organizational performance.

Strengths-Based Leadership (SBL) and Organizational Citizenship Behavior (OCB) through Organizational Identification (OI)

According to the findings, Organizational Identification (OI) has a positive and substantial indirect impact on Organizational Citizenship Behavior (OCB) via Strengths-Based Leadership (SBL), showing that leadership not only influences extra-role behavior directly but also by reinforcing employees' attachment to the company. Voluntary, above-and-beyond contributions are encouraged by strength-focused leadership, which makes employees feel more valued and helps them identify with the firm more.

The combination of Social Identity Theory and Social Exchange Theory may be used to explain this link from a theoretical standpoint. Supportive leadership fosters a sense of reciprocity, encouraging employees to engage in constructive actions like OCB, even though identification encourages the internalization of corporate values.

This mechanism is backed by prior research that demonstrates that leadership that emphasizes individual talents improves organizational identification, which then promotes citizenship behavior. This indicates that OI acts as a vital psychological route connecting employee conduct and leadership.

These findings imply that managers, particularly those in the public sector, should not only nurture employees' strengths but also foster a strong sense of community. Organizations may increase both the direct

and indirect impacts of leadership on employee performance and organizational effectiveness by following this action.

CONCLUSION

According to the findings of this study, Strengths-Based Leadership (SBL) is essential for improving Organizational Citizenship Behavior (OCB) and Organizational Identification (OI). Leadership that emphasizes recognizing and nurturing employees' strengths not only directly promotes employees to participate in extra-role activities, but also reinforces their feeling of belonging and connection to the firm. Additionally, Organizational Identification (OI) has been shown to have a beneficial effect on Organizational Citizenship Behavior (OCB), demonstrating that workers who have a stronger sense of belonging to their company are more inclined to go above and beyond their official duties. Furthermore, the findings suggest that Organizational Identification serves as a mediating mechanism between Strengths-Based Leadership and Organizational Citizenship Behavior, emphasizing that leadership effectiveness is enhanced when it effectively promotes a strong psychological link between employees and the organization.

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