

THE ANALYSIS OF TRANSFORMATIONAL LEADERSHIP OF STUDENT ORGANIZATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH PERSON-ORGANIZATION FIT AND EMOTIONAL INTELLIGENCE AS MEDIATION VARIABLES

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ABSTRACT

This study investigates the influence of Transformational Leadership on Organizational Citizenship Behavior (OCB), with Person-Organization Fit (P-O Fit) and Emotional Intelligence (EI) as mediating variables. OCB reflects employees' voluntary behaviors that contribute to organizational effectiveness beyond formal job requirements. Transformational Leadership is considered a key factor in shaping such behaviors. This research also examines how P-O Fit (as an external factor) and EI (as an internal factor) mediate the relationship between leadership and OCB. The study was conducted among student organization members from SU IBM and SU MEM at Ciputra University, involving 84 respondents. Data analysis was carried out using the Partial Least Squares (PLS) method via AMOS software. Findings indicate that Transformational Leadership does not directly influence OCB. However, it has a significant positive effect on both P-O Fit and EI. Among the mediators, only P-O Fit significantly affects OCB and partially mediates the relationship between Transformational Leadership and OCB. In contrast, EI does not show a significant mediating effect. These results emphasize the importance of value alignment between individuals and organizations in enhancing OCB, while suggesting that the role of Emotional Intelligence may be context- dependent and warrants further investigation.

Keywords: Transformational Leadership, Person-Organization Fit, Emotional Intelligence, Organizational Citizenship Behavior

INTRODUCTION

The post-COVID-19 era has reshaped the global labor market, intensifying competition among organizations to attract and retain high-quality human resources. Although the world faced the threat of a global recession in 2023, Indonesia's domestic economy remained relatively stable. According to Faisal (2022), Executive Director of the Center of Reform on Economics (CORE), Indonesia's labor market showed resilience despite global challenges. This stability is reflected in the increasing Labor Force Participation Rate (LFPR) and a gradual decline in the national unemployment rate (Badan Pusat Statistik, 2022).

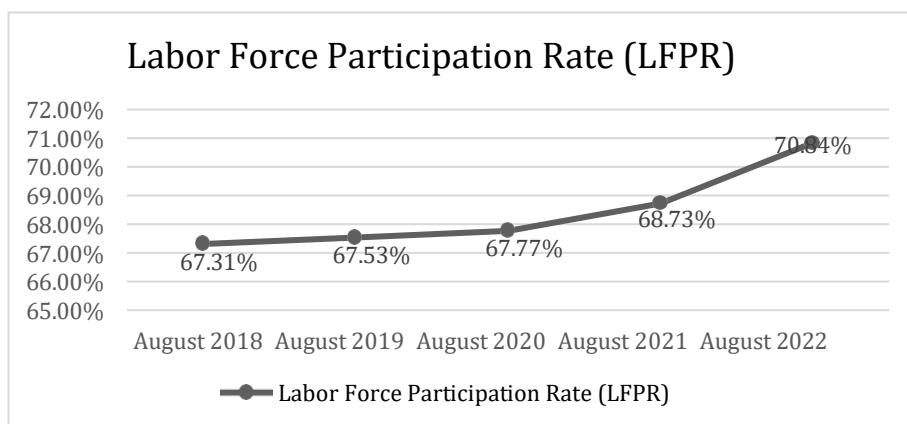


Figure 1.1 Graph of Labor Force Participation Rate in Indonesia for the period 2016 – 2020

Source: Central Statistics Agency (2022)

Based on Figure 1, the Labor Force Participation Rate (LFPR) in Indonesia increased by 2.11% in 2022, continuing an annual upward trend. Meanwhile, the national Open Unemployment Rate (OUR) declined to 5.86% in August 2022 down 1.21% from 2020 and 0.63% from 2021 indicating a gradual recovery in the labor market following the COVID-19 pandemic. However, the unemployment rate has yet to return to pre-pandemic levels. The OUR reflects the proportion of the labor force that remains unemployed, highlighting the labor market's capacity to absorb available workers.

Despite these positive trends, Indonesia's global competitiveness has declined. The IMD World Competitiveness Yearbook (2022) reported that Indonesia dropped from 37th to 44th position, its lowest in five years. This decline suggests that while employment opportunities may be growing, the quality of the workforce remains a critical issue (IMD, 2022). Improving workforce competitiveness requires a strategic focus on education, leadership development, and behavioral competencies. As a higher education institution, Universitas Ciputra holds the responsibility of preparing high-quality human resources capable of competing in the professional labor market. Beyond its academic curriculum, the university fosters student development through non-academic activities, particularly via Student Unions. These student organizations are uniquely designed to operate independently, creatively, and innovatively, in alignment with the university's entrepreneurial values (Effendy & Sutanto, 2021). This distinct approach contributes to the cultivation of competitive and competent graduates.

Organizational Citizenship Behavior (OCB) has gained increasing attention as a non-obligatory behavior that supports organizational effectiveness (Somech & Ohayon, 2019). Several studies highlight that OCB can be fostered through effective leadership, particularly Transformational Leadership (TL), which inspires employees to exceed expectations (Asrunputri et al., 2020; Purwanto et al., 2021; Nurwahdah & Muafin, 2022). TL is characterized by its ability to build vision, motivate followers, and create a supportive work environment (Sudarwan et al., 2009). Moreover, internal individual factors such as Person-Organization Fit (P-O Fit) and Emotional Intelligence (EI) have been found to positively influence OCB. P-O Fit refers to the compatibility between an individual's values and the organizational culture, which can lead to increased employee engagement and voluntary behavior (Arifin & Suhana, 2022; Soeprijadi & Sudibjo, 2021). Emotional Intelligence, the ability to recognize, understand, and manage emotions, is also associated with enhanced interpersonal relationships and proactive work behavior (Narayanan, 2016; Harminingtyas, 2022). Additionally, EI has been shown to mediate the relationship between TL and OCB (Nurwahdah & Muafin, 2022).

Given the increasing demand for competitive talent in the digital era, higher education institutions such as Universitas Ciputra have a crucial role in preparing students for the workforce through academic and organizational experiences. Student organizations serve as platforms to develop leadership, teamwork, and voluntary contributions aligned with OCB. However, differences in engagement between undergraduate (SU IBM) and graduate (SU MM) student unions indicate a need for further investigation into the factors influencing OCB in academic organizational settings. Therefore, this study aims to examine the influence of Transformational Leadership on Organizational Citizenship Behavior among student union members, with Person-Organization Fit and Emotional Intelligence as mediating variables.

LITERATURE REVIEW

The grand theory underpinning this study is Organizational Behavior, which examines individual, group, and organizational-level behavior, as well as how individual actions influence organizational effectiveness. Originating from Organ (1988), this theory highlights how voluntary employee behaviors can enhance organizational performance. Robbins (2006) and Luthans (2005) further emphasize that people are a crucial organizational asset, with individual performance directly affecting organizational success. Hence, improving organizational productivity starts with enhancing employee performance, which is closely tied to behavior within the organization. Understanding organizational behavior is therefore essential to optimize performance and achieve strategic goals. This study focuses on Organizational Citizenship Behavior (OCB) as a key mechanism, as employees are more likely to engage in positive, knowledge-sharing behaviors when they perceive organizational support. This theoretical foundation has been widely supported in prior research (Podsakoff et al., 1990; Podsakoff et al., 2000; LePine et al., 2002; Lee & Allen, 2002;

Dalal, 2005; Agarwai, 2016).

Transformational Leadership

Transformational leadership emphasizes the ability of a leader to identify and nurture the strengths and potential of each team member, enabling them to become effective leaders. According to Widayacahyani et al. (2020), transformational leadership is characterized by leaders who are willing to share their knowledge, skills, and abilities with their subordinates. This leadership style plays a key role in motivating employees, listening to their aspirations, and providing appropriate recognition and rewards to enhance organizational performance (Soane et al., 2015; Alhashedi et al., 2021). Transformational leaders not only guide but also support the needs of their team members in alignment with organizational goals. The direct and powerful influence of transformational leadership has been shown to significantly impact followers (Purwanto et al., 2021; Ardi, 2020). Leadership, in this context, is viewed as a process of influencing and mobilizing group members to achieve shared objectives, where the chosen leadership style becomes a determining factor in shaping member behavior. As noted by Asbari (2020), transformational leadership focuses on building relationships that enhance motivation for both the leader and their followers.

Person-Organizational Fit (P-O Fit)

Person-Organizational Fit (P-O Fit) refers to the alignment between an individual's personality, attitudes, and values with the characteristics and culture of an organization. Assyyarofi and Khairul (2020) define P-O Fit as the congruence between members' traits and the organization's identity. Similarly, Chatman (1989, as cited in Sudibjo and Prameswari, 2021) describes it as the harmony between individual and organizational value systems. This fit plays a significant role in shaping employee attitudes and behaviors in the workplace. When individuals perceive that their values align with those of the organization, they are more likely to demonstrate positive emotions, higher enthusiasm for their tasks, and a stronger sense of commitment toward achieving organizational goals (Lam et al., 2018; Redelinghuys et al., 2019).

Emotional Intelligence (EI)

Emotional Intelligence (EI) is a crucial factor in organizational contexts, particularly in enhancing performance and achieving organizational goals. Individuals with high emotional intelligence are better equipped to manage stressors, which helps them avoid depression, hopelessness, social and emotional dysfunction, and other negative behaviors (Ciarrochi et al., 2001; Goleman, 1995; Salovey & Mayer, 1990). EI refers to an individual's ability to recognize and manage their own emotions and those of others, establish and maintain social relationships, and foster optimism, confidence, and positive attitudes even in adverse situations (Chunghai et al., 2020; Bebena & Setiawan, 2021). Goleman (1995), further refined by Sri Lanawati (1999) for the Indonesian context, outlines five key components of emotional intelligence: self-awareness, self-regulation, motivation, empathy, and social skills. These components collectively enable individuals to function effectively both personally and within organizations.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary, non-contractual actions by members of an organization that contribute positively to the organization's overall functioning. Asrunputri et al. (2020) define OCB as the attitude of individual members manifested in positive contributions that have a significant and effective impact on organizational success. Similarly, Soeprijadi and Sudibjo (2021) describe OCB as discretionary behavior by individuals that enhances organizational effectiveness without being formally required. Individuals who exhibit strong OCB traits tend to show helpfulness, concern for colleagues, high initiative, conflict avoidance, and adherence to rules, thereby earning the label of a "good citizen" within the organization. According to Organ (1988), as cited in Hendrawan et al. (2020), OCB consists of five key dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These behaviors, though not explicitly mandated, play a vital role in improving the collaborative and productive environment of an organization.

RESEARCH METHODS

This study employs a quantitative approach with a sample consisting of 84 respondents. The participants are active student members of the Student Union from the International Business Management (IBM) and Magister Management (MM) programs at Universitas Ciputra during the 2022/2023 academic year. A saturated sampling technique was applied, considering the relatively small population size of fewer than 100 individuals. According to Arikunto (2012), when the total population is less than 100, the entire population may be used as the sample. Additionally, Stevens (1996, as cited in Widhiarso, 2010) suggests that the minimum sample size for Maximum Likelihood Estimation (ML) should be at least 15 times the number of observed variables. With four variables analyzed in this study, the minimum sample requirement is 60 respondents. The final sample includes 84 respondents, comprising 34 from the MM Student Union and 50 from the IBM Student Union. Data were collected through an online questionnaire distributed via Google Forms. The questionnaire was designed based on validated indicators for each studied variable. The collected data were analyzed using Structural Equation Modeling (SEM) with the AMOS software. SEM-AMOS, a covariance-based method, was selected for its suitability in confirming or rejecting theoretical models (Santosa, 2018). It is particularly appropriate in this study, as the conceptual model involves latent variables and their corresponding indicators, and aims to measure the magnitude of influence among those latent constructs.

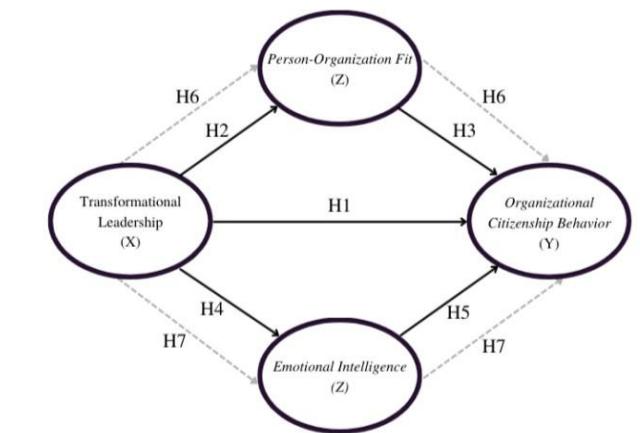


Figure 3.1 Research Analysis Model

Source: Author's Processing, 2022

RESULT AND DISCUSSION

Initial stage of Validity Test and Reliability Test

The initial stage of analysis involved validity and reliability testing of the questionnaire responses from 84 participants using SPSS software. These preliminary tests aimed to determine whether the instrument was both valid and reliable. Validity was assessed using Pearson Correlation, where items with a significance value (p-value) less than 0.05 were considered valid. Reliability was evaluated using Cronbach's Alpha, with a threshold of >0.60 indicating that the instrument was reliable and internally consistent. The following section presents the results of the data analysis using SPSS.

Table 3.1 Validity Test with Pearson Correlation Method

Variable	Indicator	Pearson Correlation	Cronbach's Alpha
Transformational leadership (X1)	X1.1	0,807** (0,000)	0,902
	X1.2	0,749** (0,000)	
	X1.3	0,817** (0,000)	
	X1.4	0,798** (0,000)	
	X1.5	0,684** (0,000)	
	X1.6	0,814** (0,000)	

	X1.7	0,859** (0,000)	
	X1.8	0,578** (0,000)	
	X2.1	0,860** (0,000)	
	X2.2	0,848** (0,000)	
Person- Organizational Fit (X2)	X2.3	0,863** (0,000)	0,908
	X2.4	0,892** (0,000)	
	X2.5	0,824** (0,000)	
	X3.1	0,728** (0,000)	
Emotional Intelligence (X3)	X3.2	0,587** (0,000)	
	X3.3	0,663** (0,000)	0,830
	X3.4	0,400** (0,000)	
	X3.5	0,565** (0,000)	
	X3.6	0,668** (0,000)	
	X3.7	0,667** (0,000)	
	X3.8	0,602** (0,000)	
	X3.9	0,742** (0,000)	
	X3.10	0,611** (0,000)	
	Y1.1	0,633** (0,000)	
	Y1.2	0,771** (0,000)	
	Y1.3	0,448** (0,000)	
	Y1.4	0,536** (0,000)	
Organizational Citizenship Behavior (Y1)	Y1.5	0,842** (0,000)	0,866
	Y1.6	0,779** (0,000)	
	Y1.7	0,604** (0,000)	
	Y1.8	0,606** (0,000)	
	Y1.9	0,762** (0,000)	
	Y1.10	0,671** (0,000)	

The table shows that all items were found to be valid, with significance values (p-values) < 0.05 and Pearson Correlation coefficients exceeding the critical r-value of 0.2146 (based on 84 respondents). Reliability testing showed that the instrument was reliable, with Cronbach's Alpha values exceeding 0.70. According to Hair et al. (2018), reliability should be assessed using both Cronbach's Alpha and Corrected Item-Total Correlation. The latter reflects the relationship between individual items and the overall construct. Items with Corrected Item-Total Correlation values below 0.50 are considered weak and should be removed. Consequently, items X1.8, X3.4, Y1.3, and Y1.4 were eliminated due to insufficient correlation scores.

Table 3.2 Validity Reliability Measurement Model

	<i>Estimate</i>	AVE	Square root of AVE	CR
X1.7 <--- TL	0,8527			
X1.6 <--- TL	0,7645			
X1.5 <--- TL	0,6398			
X1.4 <--- TL	0,7945	0,7570	0,8701	0,9558
X1.3 <--- TL	0,8504			
X1.2 <--- TL	0,7208			
X1.1 <--- TL	0,8254			

X2.1 <--- POF	0,5864			
X2.2 <--- POF	0,7276			
X2.3 <--- POF	0,5230	0,5805	0,7619	0,8722
X2.4 <--- POF	0,5675			
X2.5 <--- POF	0,6604			
X3.10 <--- EI	0,5727			
X3.9 <--- EI	0,6017			
X3.8 <--- EI	0,5540			
X3.7 <--- EI	0,2770			
X3.6 <--- EI	0,4151	0,6268	0,7917	0,9340
X3.5 <--- EI	0,6214			
X3.3 <--- EI	0,8359			
X3.2 <--- EI	0,6807			
X3.1 <--- EI	0,7015			
Y1.1 <--- OCB	0,7036			
Y1.2 <--- OCB	0,6429			
Y1.5 <--- OCB	0,4886			
Y1.6 <--- OCB	0,7573	0,7483	0,8650	0,9589
Y1.7 <--- OCB	0,7158			
Y1.8 <--- OCB	0,8176			
Y1.9 <--- OCB	0,8065			
Y1.10 <--- OCB	0,7020			

Structural Model Test

This analysis assesses model fit using Goodness-of-Fit indices, including Chi-Square, CMIN/DF, GFI, AGFI, TLI, CFI, and RMSEA, to determine how well the model aligns with the research data.

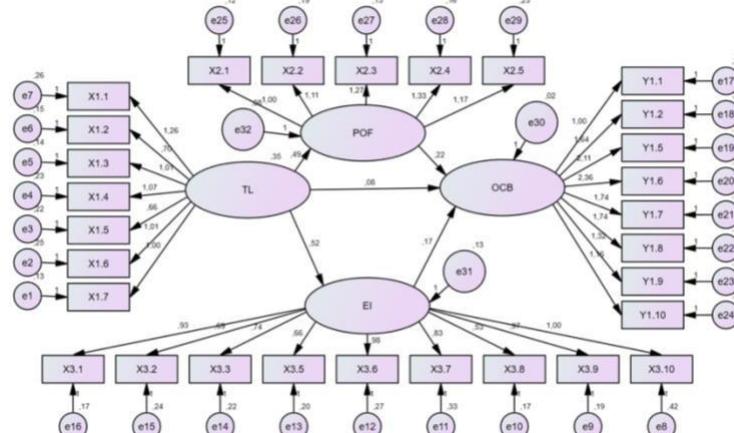


Figure 3.2 Diagram Path Model

Table 3.3 Goodness of Fit Test

Goodness Of Fit Index	Cut-off Value	Result	Model Evaluation
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Chi-Square	< 156.508	2731,925	Not Fit
Probability	> 0,05	0,000	Not Fit
CMIN/DF	< 2	2,292	Marginal Fit
GFI	> 0,9	0,579	Not Fit
AGFI	> 0,9	0,508	Not Fit
TLI	> 0,90	0,48	Not Fit
CFI	> 0,95	0,523	Not Fit
RMSEA	< 0,08	0,089	Marginal Fit

The goodness of fit (GOF) test results shows that the initial measurement model did not meet goodness-of-fit criteria, indicating a poor model fit. Suggesting that the model lacks adequacy and requires improvement through correlation adjustments based on modification indices.

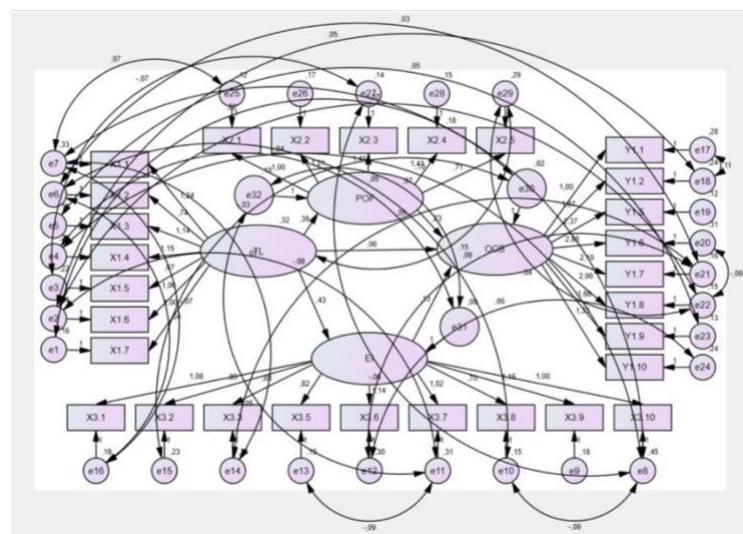


Figure 3.3 Model Path Diagram After Modification

Table 3.4 Goodness of Fit Test After Modification

Goodness Of Fit Index	Cut-off Value	Result	Model Evaluation
Chi-Square	< 156.508	2017,189	Not Fit
Probability	> 0,05	0,000	Not Fit
CMIN/DF	< 2	1,955	Fit
GFI	> 0,9	0,660	Not Fit
AGFI	> 0,9	0,570	Not Fit
TLI	> 0,90	0,616	Not Fit
CFI	> 0,95	0,674	Not Fit
RMSEA	< 0,08	0,077	Fit

The results presented in Table 3.4 reveal that several goodness-of-fit (GOF) criteria were not met, even after optimal correlation adjustments. According to Santoso (2018), the chi-square method is rarely used as a sole criterion due to this sensitivity. Other GOF indices also indicate a poor model fit, largely due to the limited sample size, which can result in unstable parameter estimates and unreliable fit indices. IBM (2015) notes that increasing the sample size generally

enhances the reliability of estimates and improves model fit. Additionally, the complexity of the model caused by the use of a large number of indicators may further hinder the achievement of acceptable GOF criteria. A high number of indicators increases the estimation error and may not contribute meaningfully to the overall model fit. Nevertheless, as two GOF indices met the required standards, the model evaluation may still be considered acceptable for further analysis.

Table 3.5 Hypothesis Testing

	Standart Estimate	C.R.	p value	Result
OCB <--- TL	0,041	1,438	0,151	Not Significant
POF <-- TL	0,085	4,567	***	Significant
OCB <-- POF	0,111	2,075	0,038	Significant
EI <-- TL	0,111	3,831	***	Significant
OCB <-- EI	0,099	1,292	0,196	Not Significant

Hypothesis testing in this study was conducted using Structural Equation Modeling (SEM) with AMOS, applying significance criteria of $p < 0.05$, $CR > 1.96$, and $SE < 0.05$. The results indicate that Transformational Leadership (TL) has no significant direct effect on Organizational Citizenship Behavior (OCB) ($p = 0.151$), but significantly influences both Person-Organization Fit (POF) ($p = 0.000$) and Emotional Intelligence (EI) ($p = 0.000$). POF significantly affects OCB ($p = 0.038$), while EI does not ($p = 0.196$). Mediation analysis reveals that POF fully mediates the relationship between TL and OCB, as the indirect effect is significant while the direct effect is not. In contrast, EI does not serve as a mediator in this relationship, as both its direct and indirect effects are non-significant.

Table 3.6 Direct Effect, Indirect Effect, dan Total Effect

	Direct Effect	Indirect Effect	Total Effect
TL → POF → OCB	0,569	0,090	0,659
TL → EI → OCB	0,622	0,056	0,678

Following Baron and Kenny's (1986) mediation framework, direct effects represent the influence of an independent variable on a dependent variable, indirect effects occur through a mediator, and total effects reflect the combined influence. Based on AMOS output (Table 5.20), Person-Organization Fit does not mediate the relationship between Transformational Leadership and Organizational Citizenship Behavior, as the direct effect (0.569) is greater than the indirect effect (0.090), resulting in a total effect of 0.659. Similarly, Emotional Intelligence also fails to mediate the relationship, with a direct effect of 0.622 and an indirect effect of only 0.056, yielding a total effect of 0.678. Therefore, Hypotheses 6 and 7 are rejected.

Sobel Mediation Test Analysis

Mediation analysis was further conducted using the Sobel test, a method developed to assess the significance of indirect effects (Abu-Bader & Jones, 2021). The test evaluates whether a mediator variable significantly carries the effect of an independent variable (X) to a dependent variable (Y). A mediation effect is considered significant if the Sobel Z-score exceeds 1.96 at a 5% significance level. The calculations were performed using the Sobel calculator provided by Adnan et al. (2017) the results show that Person-Organization Fit does not significantly mediate the relationship between Transformational Leadership and Organizational Citizenship Behavior ($Z = 1.888 < 1.96$), thus Hypothesis 6 is rejected. Emotional Intelligence is also not a significant mediator ($Z = 1.216 < 1.96$), thus Hypothesis 7 is rejected.

Results of Multi-Group Analysis

This study aimed to examine potential differences between two student organizations, SU IBM and SU MEM, by testing whether organizational type influences the proposed hypotheses. A multigroup analysis was conducted using Structural Equation Modeling (SEM) with AMOS. The dataset was divided into two groups: SU IBM (n = 50) and SU MEM (n = 34).

Table 3.7 Direct Effect, Indirect Effect, dan Total Effect

Hypothesis	SU IBM			SU MEM			Significance Difference "p- Value"	Result
	Standart Estimate	C.R.	p- value	Standart Estimate	C.R.	p- value		
H1	OCB <--- TL	0,104	0,563	0,563	0,088	-1,045	0,296	0,081 Supported
H2	POF <--- TL	0,141	1,76	0,078	0,122	1,189	0,234	0,059 Supported
H3	OCB <-- POF	0,146	0,567	0,567	0,551	1,338	0,181	1,644 Unsupoeted
H4	EI <-- TL	0,114	0,924	0,114	0,155	1,112	0,911	0,176 Unsupoeted
H5	OCB <-- EI	0,172	0,722	0,172	0,315	-1,053	0,292	0,682 Unsupoeted

The multigroup analysis revealed significant differences between SU IBM and SU MEM in the relationships between Transformational Leadership and both Organizational Citizenship Behavior and Person-Organization Fit, as indicated by p-value differences of less than 10%. This suggests meaningful structural differences between the two organizational groups. However, no significant differences were found in the relationships between Person-Organization Fit and Organizational Citizenship Behavior, Transformational Leadership and Emotional Intelligence, and Emotional Intelligence and Organizational Citizenship Behavior, as the p-value differences exceeded the 10% threshold.

DISCUSSION

H1 : The Influence of Transformational Leadership on Organizational Citizenship Behavior

The results of hypothesis testing (H1) indicate that transformational leadership does not significantly influence organizational citizenship behavior (OCB). Although the relationship shows a positive standardized estimate, the significance value exceeds 0.05, suggesting no statistical support. This finding contrasts with prior studies that reported a significant positive impact of transformational leadership on OCB (Hamid et al., 2022; Asghar et al., 2022; Purwanto et al., 2021; Sudibjo & Prameswari, 2021; Khaola & Rambe, 2021; Kim & Park, 2019). However, this result aligns with other studies that found no significant relationship (Rohman, 2023; Sofyan, 2022; Cahyani, 2021), possibly due to the lack of transformational qualities in leadership, which limits the leader's ability to influence members toward voluntary, organizationally beneficial behaviors. Previous literature suggests that effective transformational leaders should convey clear visions, stimulate intellectual engagement, and inspire commitment, thereby encouraging members to exceed performance expectations (Pradindari & Riani, 2017).

Multi-group analysis further reveals a difference between SU IBM and SU MEM; SU IBM leaders exhibited more transformational traits than those in SU MEM. However, both groups showed limitations in translating organizational visions into daily operations, which may explain members' lower willingness to engage in extra-role behaviors. When leaders provide strong emotional support, it fosters mutual respect and empathy among members, which in turn encourages OCB, such as helping peers and exceeding personal task performance expectations.

H2 : The Influence of Transformational Leadership on Person-Organization Fit

The results of the second hypothesis (H2) indicate that transformational leadership has a significant and positive effect on person-organization fit (POF), as evidenced by a positive standardized estimate and a p-value below 0.05. This suggests that stronger transformational leadership behaviors can enhance the alignment between members and their organization. These findings are consistent with previous studies that have established a significant relationship between transformational leadership and POF (Krishnan, 2002; Raja et al., 2018; Lim et al., 2019; Pradana

& Andriyani, 2021; Sudibjo & Prameswari, 2021). Transformational leadership fosters intrinsic motivation and organizational commitment by aligning individual and organizational values. Prior research emphasizes that value congruence one of the key components of POF can be strengthened through leaders who emphasize shared goals, ideals, and interaction with members (Xiang & Siong, 2018; Jin & Song, 2019). POF reflects the compatibility between an individual's personality, values, and goals with those of the organization, and it is shaped by the emotional and motivational influence of leadership (Chatman, 1989; Bass, 1995). Transformational leaders support this alignment by empowering members and fostering shared values and aspirations.

Multi-group analysis further reveals differences between SU IBM and SU MEM, with SU IBM demonstrating stronger transformational leadership. As a result, SU IBM leaders were more effective in fostering POF among their members. In both organizations, the ability of leaders to instill pride and trust in members allowed individuals to perceive a better fit between their intrinsic values and the organization. This affective connection contributes to stronger motivation, emotional engagement, and personal development, supporting the conclusion that transformational leadership is a critical external factor influencing person-organization fit.

H3 : The Influence of Person-Organization Fit on Organizational Citizenship Behavior

The results of hypothesis testing (H3) show that person-organization fit significantly influences organizational citizenship behavior (OCB), with a positive standardized estimate and a significance value below 0.05. This indicates that individuals whose values align with the organization are more likely to display voluntary behaviors that support collective goals (Arifin & Suhana, 2022; Syahid & Sumeikar, 2022; Ashfaq & Hamid, 2021; Suwanti & Udin, 2020). Similar findings were also reported in studies involving student organization members in private universities in Bandung (Margaretha & Wicaksana, 2020). A good fit enhances proactive behavior and fosters comfort within the organization, leading to higher engagement and willingness to help others (Zhao et al., 2021; Hoffman & Woehr, 2006). Khaola and Sebotsa (2015) emphasized the importance of recruiting members whose values align with those of the organization to increase discretionary behaviors.

Multi-group analysis revealed no significant differences between SU IBM and SU MEM, suggesting that both groups perceive a strong alignment with their organizational values. This value congruence promotes intrinsic motivation, creative contributions, and positive behavior within student organizations at Universitas Ciputra.

H4 : The Influence of Transformational Leadership on Emotional Intelligence

The results of hypothesis testing (H4) reveal a significant positive relationship between transformational leadership and emotional intelligence, as indicated by a positive standardized estimate and a significance level below 0.05. This finding aligns with prior studies showing that transformational leadership significantly enhances emotional intelligence (Alwali & Alwali, 2022; Hsu et al., 2022; Zai, 2022; Mysirlaki & Paraskeva, 2020; Apore & Asamo, 2019; Hoffam & Frost, 2006). Transformational leaders inspire, energize, and motivate members, fostering self-awareness and emotional regulation (Zai, 2022). Goleman (2006) emphasizes that emotional intelligence (EI) defined as the ability to recognize, understand, and use emotional information—plays a crucial role in personal and professional success.

Transformational leadership provides direction while granting autonomy, enabling members to develop emotional competencies. Multi-group analysis found no significant difference between SU IBM and SU MEM, indicating that both student organizations at Universitas Ciputra benefit similarly from leadership practices that support creative expression and collaborative work. Such leadership fosters mutual understanding and trust, empowering members to empathize and cooperate in overcoming challenges together.

H5 : The Influence of Emotional Intelligence on Organizational Citizenship Behavior

The results of hypothesis testing (H5) indicate that emotional intelligence does not significantly influence organizational citizenship behavior (OCB), despite a positive standardized estimate exceeding the 0.05 significance threshold. This contradicts prior research asserting a significant positive relationship between emotional intelligence and

OCB (Liao et al., 2022; Barlian & Maolani, 2022; Aryasa et al., 2022; Hasibuan & Wayhuni, 2022; Fatmawati & Indawati, 2020), which suggested that emotional regulation and empathy enhance voluntary organizational behavior. However, this finding aligns with Jihan et al. (2022) and Utami & Supartha (2023), who found emotional intelligence to have no significant effect on OCB, possibly due to a lack of recognition or support for such behavior within organizations.

Emotional intelligence is part of personality traits that influence social and organizational behavior (Organ et al., 2005; Feist & Feist, 2014). According to Goleman (2007), emotions affect thoughts and actions, making emotional competence vital in guiding positive behavior and motivation (Utami, 2018). Multi-group analysis found no significant differences between SU IBM and SU MEM. In Universitas Ciputra's student organizations, members often struggle to express emotions, limiting empathy and willingness to assist others. Inter-departmental tensions and lack of emotional control contribute to reduced OCB, as members tend to focus only on assigned tasks. These issues highlight the need to improve emotional regulation and team collaboration for organizational growth.

H6 : Person-Organization Fit as a Mediator between Transformational Leadership and Organizational Citizenship Behavior

The results of hypothesis testing (H6) indicate that emotional intelligence does not significantly influence organizational citizenship behavior (OCB), despite a positive standardized estimate exceeding the 0.05 significance threshold. This contradicts prior research asserting a significant positive relationship between emotional intelligence and OCB (Liao et al., 2022; Barlian & Maolani, 2022; Aryasa et al., 2022; Hasibuan & Wayhuni, 2022; Fatmawati & Indawati, 2020), which suggested that emotional regulation and empathy enhance voluntary organizational behavior. However, this finding aligns with Jihan et al. (2022) and Utami & Supartha (2023), who found emotional intelligence to have no significant effect on OCB, possibly due to a lack of recognition or support for such behavior within organizations.

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H7 : Emotional Intelligence as a Mediator between Transformational Leadership on Organizational Citizenship Behavior.

The results of hypothesis testing (H7) indicate that Emotional Intelligence (EI) does not function as a mediating variable in the relationship between Transformational Leadership and Organizational Citizenship Behavior (OCB), as both the direct and indirect effects were found to be statistically insignificant. This finding contrasts with prior studies that identified EI as a significant mediator in this relationship (Sundaram & Varghese, 2021; Ervah et al., 2021; Majeed et al., 2017; Jena, 2022; Khalili, 2017; Irshad & Hashmi, 2014), but is consistent with the findings of Singh and Modassir (2007), who also reported no significant mediation effect. The inconsistency may be attributed to variations in motivational factors, individual values, and organizational needs that influence the level of OCB displayed.

According to Alizadeh et al. (2021), OCB is affected by leadership, organizational commitment, perceived fairness, individual intelligence, and role clarity. Individuals with high EI tend to better understand others' emotions and exhibit altruistic behavior (Abraham, 1999). However, within the context of the student organizations at Universitas Ciputra, transformational leadership has not fully cultivated a supportive emotional climate. A lack of inclusive decision-making has led to unexpressed frustration among members, limiting their social skills and weakening their willingness to go beyond formal duties. Consequently, program initiatives are often executed only at a minimal level, despite their potential to yield greater impact through collaborative effort. Thus, while EI is theoretically important, its

mediating role depends heavily on leaders' ability to build emotionally engaging and participative relationships with their members.

CONCLUSION & PRACTICAL IMPLICATION

The findings of this study provide important managerial implications for student organizations such as SU IBM and SU MEM, as well as similar organizational settings, especially in fostering Organizational Citizenship Behavior (OCB) among members. These results serve as a valuable reference for future organizational leadership in designing strategies that enhance active and voluntary member contributions, which are crucial for organizational success.

Practically, leaders are encouraged to inspire and motivate members by offering opportunities for skill development, thereby fostering voluntary participation, collaborative support, and commitment beyond formal responsibilities. Clear communication of organizational values and goals is also essential in attracting individuals who align with the organization, reinforcing Person-Organization Fit. During recruitment and onboarding, efforts should focus on aligning individual values with organizational culture to encourage deeper engagement and long- term commitment. Moreover, emotional intelligence must be nurtured through regular training and interpersonal support, enabling members to manage stress, resolve conflicts, and build empathy-based collaboration. Transformational leaders should maintain open, supportive dialogue, provide constructive feedback, and encourage cross-departmental cooperation to strengthen social bonds. Establishing a culture that recognizes and rewards collective achievement reinforces a sense of belonging and enhances OCB. Ultimately, by aligning leadership behavior, emotional intelligence development, and value congruence, student organizations can cultivate a generation of professionals who are emotionally resilient, socially responsible, and actively engaged in collective organizational success.

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