



Intrapreneurial Factors Influencing Organizational Citizenship Behaviour in Mobile Brigade Corps

Syamsul Hidayat¹, Lista Meria^{2*}, Unggul Purwohedi³, Ratna Tri Hari Safariningsih⁴,

Fajar Gumilang Kosasih⁵, Sari Budiarti⁶

¹STIHP Pelopor Bangsa, Indonesia

²Faculty of Business and Management, Universitas Esa Unggul, Indonesia

³Faculty of Economics and Business, Jakarta State University, Indonesia

⁴Faculty of Economics and Business, University of Panca Sakti, Indonesia

⁵State Secretariat Ministry, Indonesia

⁶Faculty of Economics and Business, Universitas Mulawarman, Indonesia

¹syamsulhidayat@stihppeloporbangsa.ac.id, ²lista.meria@esaunggul.ac.id, ³upurwohedi@unj.ac.id, ⁴ratnatr Hari@panca-sakti.ac.id,

⁵fajar.gumilang@setneg.go.id, ⁶saribudiarti@feb.unmul.ac.id

*Corresponding Author

Article Info

Article history:

Submission January 20, 2025

Revised June 14, 2025

Accepted December 10, 2025

Published January 21, 2026

Keywords:

Intrapreneurial Factors
Organizational Citizenship
Behaviour
Empowering Leadership
Leader Member Exchange
Sustainable Institutions



ABSTRACT

The Mobile Brigade Corps of the Indonesian National Police carries strategic responsibilities that require personnel to demonstrate strong organizational citizenship behaviour supported by intrapreneurial attributes. Intrapreneurial factors within public security institutions are increasingly important to enhance adaptability innovation and sustainable organizational performance in line with the Sustainable Development Goals particularly SDGs 8 on decent work and SDGs 16 on strong institutions. **This study aims** to examine the influence of intrapreneurial related factors namely perceived organizational support empowering leadership and proactive personality on organizational citizenship behaviour with leader member exchange as a mediating variable. **A quantitative approach** was employed using a survey of 8020 Mobile Brigade Corps personnel with 367 respondents selected through simple random sampling. Data were analyzed using Structural Equation Modeling with AMOS version 24. **The results indicate** that perceived organizational support empowering leadership and proactive personality significantly influence organizational citizenship behaviour both directly and indirectly through leader member exchange. The mediating role of leader member exchange strengthens the relationship between intrapreneurial factors and extra role behaviour. **The findings highlight** the importance of fostering an intrapreneurial environment within public security organizations to promote voluntary and proactive employee behaviour. This study contributes to organizational development strategies that support institutional effectiveness sustainability and the achievement of SDGs oriented governance.

This is an open access article under the [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/) license.



DOI: <https://doi.org/10.34306/att.v8i1.611>

This is an open-access article under the CC-BY license (<https://creativecommons.org/licenses/by/4.0/>)

©Authors retain all copyrights

1. INTRODUCTION

Police institutions play a crucial role in maintaining public security and enforcing the rule of law, which are essential foundations for social stability and sustainable national development. As a public service

organization, the police are responsible not only for law enforcement but also for protecting, nurturing, and serving the community. Public trust therefore becomes a vital asset for police institutions [1]. When the community perceives the police as credible and trustworthy, cooperation between citizens and law enforcement increases, enabling more effective and legitimate policing outcomes. The Mobile Brigade Corps of the Indonesian National Police is a specialized unit entrusted with high risk and strategic assignments across Indonesia. These duties require personnel who demonstrate strong commitment, loyalty, and readiness to perform beyond formal job descriptions. In such demanding environments, individual performance alone is insufficient institutional effectiveness depends on voluntary behaviors that support teamwork, adaptability, and operational resilience. Consequently, fostering organizational citizenship behaviour among Mobile Brigade Corps personnel is essential for sustaining organizational performance [2, 3].

Organizational citizenship behaviour refers to discretionary actions that are not formally required but contribute to organizational effectiveness and efficiency. These behaviors include helping colleagues, showing initiative, and willingly taking on additional responsibilities. In public security organizations, organizational citizenship behaviour enhances coordination, reduces operational gaps, and strengthens collective responsibility during critical situations [4]. Therefore, understanding the factors that encourage such behavior among police personnel is an important organizational concern. Recent developments in organizational and technopreneurship studies emphasize the importance of intrapreneurial orientations within established institutions, including public sector organizations. Intrapreneurial factors encourage employees to be proactive, innovative, and committed while remaining aligned with organizational objectives [5]. In the context of the Mobile Brigade Corps, intrapreneurial behavior supports adaptability and continuous improvement without compromising institutional discipline or hierarchy.

Empirical data from the Administrative and Operational Planning Bureau indicate that a considerable number of Mobile Brigade Corps members have submitted transfer requests to leave their current units [6]. This phenomenon reflects underlying challenges related to motivation, organizational commitment, and perceived organizational support. Excessive transfer requests may disrupt operational continuity and weaken institutional cohesion. Weak perceptions of organizational support, leadership styles that do not fully empower subordinates, and limited space for proactive behavior may contribute to this condition, particularly within bureaucratic government organizations [7]. Perceived organizational support plays a central role in shaping employee attitudes and behaviors. Personnel who believe that their organization values their contributions and cares about their well being are more likely to reciprocate through positive behaviors, including organizational citizenship behaviour [8]. In high risk working environments, organizational support serves as a psychological resource that strengthens morale, commitment, and willingness to contribute beyond formal obligations.

Leadership is another key determinant of organizational citizenship behaviour. Empowering leadership has gained attention for its ability to enhance psychological empowerment by promoting autonomy, competence, and participation in decision making. Leaders who empower subordinates encourage initiative and responsibility, which are essential for personnel operating in unpredictable and high pressure situations [9]. Empowering leadership thus acts as a catalyst for intrapreneurial behavior and voluntary performance. In addition to organizational and leadership factors, individual characteristics such as proactive personality influence discretionary behavior. Individuals with proactive personalities tend to take initiative, anticipate challenges, and seek opportunities for improvement. However, proactive tendencies are more likely to translate into positive organizational outcomes when supported by empowering leaders and supportive organizational environments [10]. The quality of the relationship between leaders and subordinates, conceptualized as leader member exchange, further explains how these factors influence organizational citizenship behaviour. High quality leader member exchange relationships are characterized by trust, mutual respect, and open communication. Personnel who experience strong leader member exchange are more inclined to demonstrate extra role behavior as a form of reciprocity.

This study integrates intrapreneurial factors and leader member exchange to explain organizational citizenship behaviour within the Mobile Brigade Corps. By focusing on a specialized police unit with nationwide operational coverage, this research addresses a gap in the literature that has largely focused on corporate or general public sector settings [11]. Moreover, this study aligns with the Sustainable Development Goals, particularly SDG 16 on strong and effective institutions and SDG 8 on decent work [12]. Enhancing organizational citizenship behaviour through intrapreneurial and empowering practices supports institutional effectiveness, employee well being, and sustainable governance in public security organizations.

2. LITERATURE REVIEW

Individual behavior influenced by interpersonal beliefs is a synonym for Organizational Citizenship Behavior (OCB). It facilitates organizational operations by performing tasks outside of the organization's prerequisites that are not explicitly recognized by the formal reward system. Define organizational citizenship behavior as the initiative of employees to do extra work beyond their primary responsibilities, which ultimately contributes to the organization's success [13]. It is independent individual behavior that is not directly or explicitly rewarded by a formal reward system but promotes the overall efficiency and effectiveness of the organization. Classify it as voluntary behavior directed at co-workers, known as Organizational Citizenship Behavior Individual (OCBI), which includes behavior that has direct benefits for individuals and indirectly benefits the organization, and voluntary behavior directed at an organization, known as Organizational Citizenship Behavior Organization (OCBO), which includes punctuality and overtime [14].

LMX is a theory that concentrates on the relationship quality between leaders and subordinates to explain how the leader's role influences members, teams, or organizations. According [15] to the LMX theory, a leader differentiates their relationships with subordinates. LMX, derived from leadership theory, cannot be isolated from the leader's position. The LMX demonstrates that in a positive leader-subordinate relationship, subordinates feel obligated to behave similarly to how their leaders treat them. LMX is a high quality relationship between leaders and subordinates in which highly creative leadership facilitates the formation of reciprocal relationships that enhance the contextual performance of an organization.

Perceived Organizational Support (POS) is an employee's conviction in the organization at work, which reinforces employee perceptions that the organization values employee contributions and pays attention to employee welfare [16]. According to [17] perceived organizational support is the belief that organizations value employees contributions through their work and care about their welfare. Moreover, employees hold this perception regarding organizational policies, fairness towards employees, and how the organization attends to social-emotional needs [18]. Perceived organizational support is a strong encouragement from an organization that inspires confidence in the organization's concern for and appreciation of its members performance. Empowering leadership is a style of leadership that empowers its members. This leadership increases employees self-efficacy by increasing their perceptions of the significance and confidence of their work [19]. Employees with high efficacy and self-esteem may exhibit greater extra-role behavior. A leadership behavior that concentrates on empowering its members by providing motivation, understanding their behavior and will, and involving them in decision-making is an example of empowering leadership.

A proactive personality is characterized by the tendency to take personal initiative to create a favorable environment. Individuals with a proactive personality type identify opportunities for organizational change and act to make these changes a reality. Therefore, a proactive personality is a proactive action that employees use to influence themselves and their environment [18]. This personality encourages individuals to take action to influence their environment. This character always takes the initiative to improve conditions, allowing them to be more resilient in the face of organizational challenges and changes.

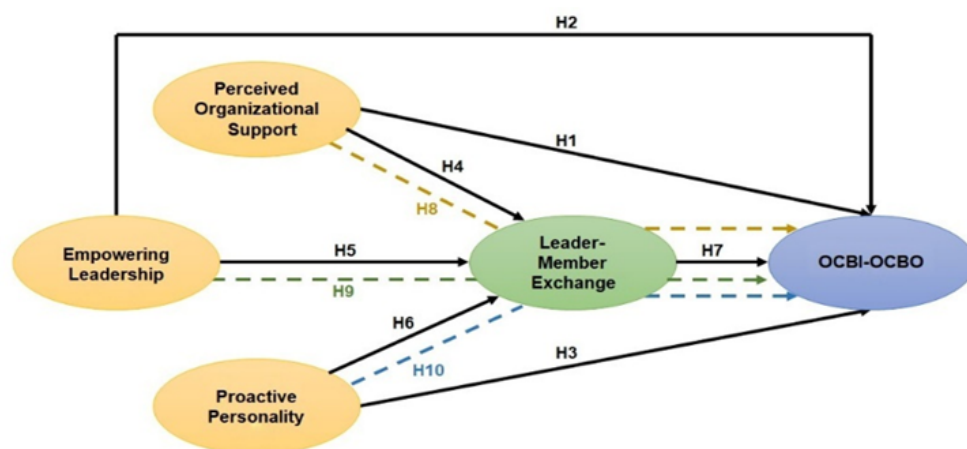


Figure 1. Research Model

Figure 1 presents the proposed research model illustrating the direct and indirect relationships among intrapreneurial factors, leader member exchange, and organizational citizenship behaviour. The model suggests that organizational and individual antecedents jointly shape extra role behaviour, both directly and through the quality of leader member relationships. Based on this conceptual framework and prior empirical evidence, a set of hypotheses is formulated to examine the proposed relationships.

- H1: Perceived Organizational Support (POS) has a positive impact on OCBI-OCBO
- H2: Leadership Empowerment has a positive impact on OCBI-OCBO
- H3: Proactive Personality has a positive impact on OCBI-OCBO
- H4: Perceived Organizational Support (POS) has a positive impact on LMX
- H5: Empowering Leadership (EL) has a positive impact on LMX

3. RESEARCH METHOD

Preparation of the questionnaire was based on indicators of Organizational Citizenship Behavior variables, which were then measured using measurements from Williams and Anderson, which divide the Organizational Citizenship Behavior dimension into two dimensions including OCBI and OCBO. The LMX variable is then measured using [20, 21]. The variable Perceived Organizational Support is subsequently measured using item. The variable Empowering Leadership is then measured using data. The Proactive Personality variables are then measured using a Likert scale from 1 to 5.

This research is a positivist paradigm study employing a quantitative deductive methodology. The participants in this study were all members of the Mobile Brigade Corps, which had 8,020 personnel assigned throughout Indonesia. This investigation employed probability sampling with simple random sampling as its sampling technique. Using the formula from [22, 23], a total sample of 367 respondents was obtained after determining the number of samples for this study. This research uses library methods to collect data and a theoretical foundation to establish the research variables. In addition, this study employs the questionnaire method by providing respondents with a list of questions from which select answers from the alternatives supplied. The technique employed for data analysis is Structural Equation Modeling (SEM) with AMOS V.24 software. SEM is a method of multivariate analysis that incorporates factor analysis and regression, allowing for a more complex examination of the relationships between variables. This study employs SEM to examine the effect of the independent variable on the dependent variable and investigate the mediation mechanisms between the two variables.

4. RESULT AND DISCUSSION

The descriptive analysis revealed that male Mobile Brigade Corps members dominated the sample population. The majority of members are also married. In terms of age, most members are between 41 and 50 years old. The majority of members have over ten years of service. The majority of members have completed secondary school or its equivalent. Moreover, the majority of members reside in the dormitory.

4.1. SEM Assumption Testing

The Maximum Likelihood Estimation (MLE) estimation technique in SEM is efficient and unbiased, regardless of whether the assumption of multivariate normality is met or not, and has proven to be robust in the event of a violation of the assumption of normality [24].

Table 1. Multivariate Normality Test Results

| Test | Kurtosis | c.r multivariate | Results |
|------------------------|----------|------------------|--|
| Multivariate normality | 788,08 | 107,36 | c.r. is outside the range of ± 1.96 , so the multivariate data is not normally distributed |

Based on Table 1 the normality test results indicated a multivariate c.r of 107.36, outside the range of -1.96 to $+1.06$ at a significance level of 5%. Therefore, it can be concluded that the multivariate data is not normally distributed. The results of the univariate outlier test utilizing the Z-score indicate that the minimum

Z-score value is -2.996 and the maximum Z-score value is 0.883, so all indicators have Z-score values within the range of 3. From the research data, it can be concluded that there are no univariate outliers.

4.2. Measurement Model Analysis Results

The measurement model analysis was conducted to evaluate the validity and reliability of the constructs. The results indicate that all indicators exhibit satisfactory factor loadings and meet the criteria for convergent validity, while the average variance extracted values confirm adequate shared variance between constructs and their indicators [25]. Reliability testing using Cronbach's alpha and composite reliability demonstrates acceptable internal consistency across all constructs. In addition, discriminant validity is established, indicating that each construct is empirically distinct. Overall, these findings confirm that the measurement model is valid and reliable, supporting further structural model analysis.

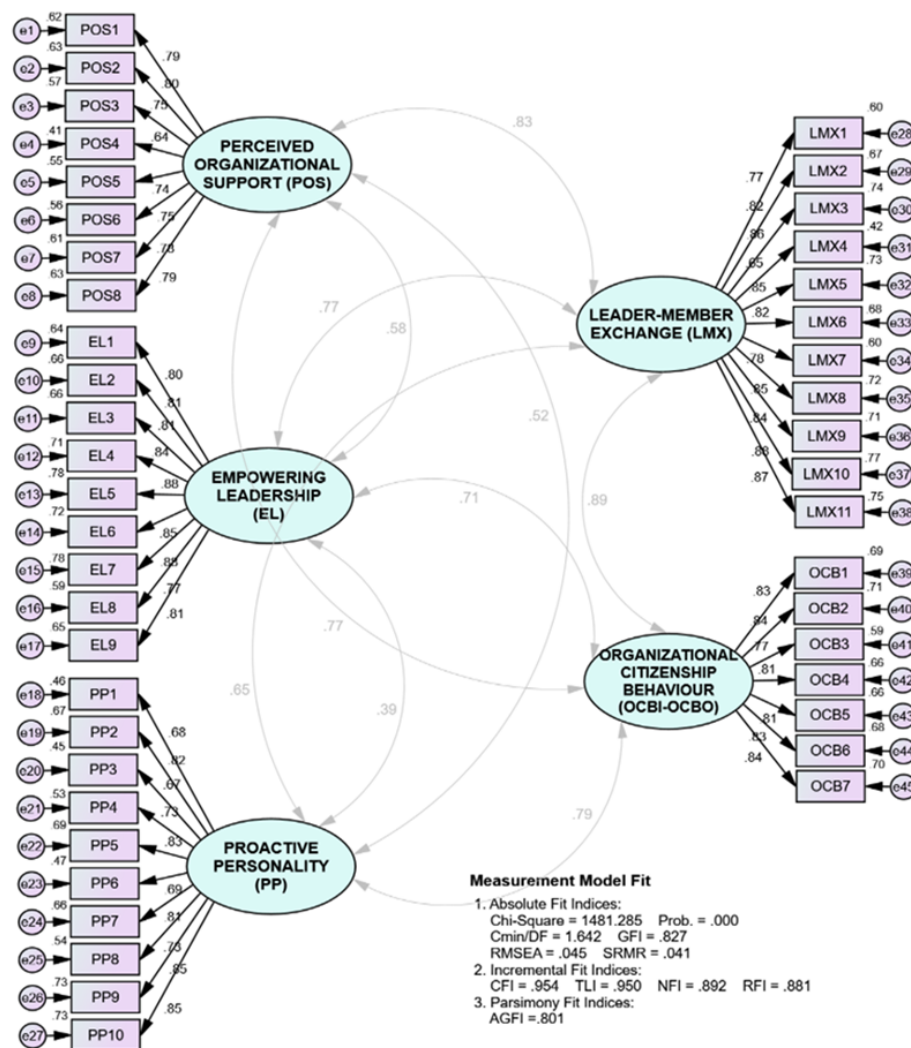


Figure 2. Evaluation of the Measurement Model

Based on Figure 3 testing model fit in a measurement model requires at least one absolute fit index and one other index (incremental fit index). Because these two indices are not sensitive to the impact of the model's complexity, the absolute index most commonly employed is the GFI, while the incremental index is the CFI. In addition, parsimony fit indices cannot be used to evaluate the fit of a single model; This is applicable when comparing the fit of two or more models. Table 2 displays the results of the measurement model fit test.

Table 2. Fit Measure on the Measurement Model

| Fit Measure | | Critical Value | Original Model (n=367) | | Revised Model (n=314) | |
|-----------------|----------------|----------------|------------------------|---------------|-----------------------|---------------|
| | | | Index Value | Result | Index Value | Result |
| Absolute Fit | Prob. χ^2 | ≤ 0.05 | 0.000 | Even good fit | 0.060 | Even good fit |
| | Cmin/DF | ≤ 3.00 | 3.159 | Poor fit | 1.642 | Good fit |
| | GFI | ≥ 0.90 | 0.696 | Poor fit | 0.827 | Marginal fit |
| | RMSEA | ≤ 0.08 | 0.077 | Good fit | 0.045 | Good fit |
| | SRMR | ≤ 0.08 | 0.067 | Good fit | 0.041 | Good fit |
| Incremental Fit | CFI | ≥ 0.95 | 0.842 | Marginal fit | 0.954 | Good fit |
| | TLI | ≥ 0.95 | 0.832 | Marginal fit | 0.950 | Good fit |
| | NFI | ≥ 0.90 | 0.786 | Poor fit | 0.892 | Marginal fit |
| | RFI | ≥ 0.90 | 0.771 | Poor fit | 0.881 | Marginal fit |
| Parsimony Fit | AGFI | ≥ 0.90 | 0.650 | Poor fit | 0.801 | Marginal fit |

The multivariate outlier detection was conducted using the Mahalanobis distance criterion to ensure the robustness of the data prior to model estimation. The results indicate that 53 observations exhibit a Mahalanobis d-squared value exceeding the chi square table threshold of 80.08. Accordingly [26], these respondents were identified as multivariate outliers and excluded from further analysis to prevent potential bias in the estimation results. Following the elimination of outliers, the Structural Equation Modeling analysis was re estimated using the remaining 314 valid observations derived from the initial sample of 367 respondents. This procedure enhances the accuracy and stability of the model estimation. Subsequently, construct validity was assessed through convergent validity, applying the recommended criteria that standardized regression weights or factor loadings should exceed 0.50 and preferably reach 0.70. The analysis confirms that all indicators measuring perceived organizational support, empowering leadership, proactive personality, leader member exchange, and organizational citizenship behaviour meet these criteria, indicating satisfactory convergent validity.

Construct reliability was further evaluated using construct reliability and average variance extracted values to assess the internal consistency and explanatory power of each construct. According to established guidelines, a construct reliability value greater than 0.70 indicates adequate reliability, although values above 0.60 may still be considered acceptable provided that convergent validity is achieved [27]. In the initial measurement model, all constructs demonstrate construct reliability values exceeding 0.70. However, two constructs exhibit average variance extracted values below the recommended threshold of 0.50, indicating that the measurement model has not yet achieved optimal fit. After revising the measurement model through the removal of outliers, the goodness of fit indices show a substantial improvement, as presented in Table 2. Most fit indices meet the recommended criteria, while several others fall within the marginal fit category. Overall, these results indicate that the revised measurement model demonstrates satisfactory reliability and validity and is adequate for subsequent structural model analysis.

4.3. Structural Model Analysis

The structural model analysis was conducted to test the hypothesized relationships among the constructs and to evaluate the predictive capability of the proposed research framework. Using Structural Equation Modeling, the significance of the path coefficients was assessed to determine the strength and direction of the relationships between perceived organizational support, empowering leadership, proactive personality, leader member exchange, and organizational citizenship behaviour [28]. The results indicate that the majority of the proposed paths are statistically significant, providing empirical support for the theoretical assumptions underlying the model. These findings suggest that both organizational and individual factors play a meaningful role in shaping organizational citizenship behaviour.

In addition, the coefficient of determination demonstrates that the exogenous variables explain a substantial proportion of variance in the endogenous constructs, indicating satisfactory explanatory power of the model. The mediating role of leader member exchange further enhances the understanding of how intrapreneurial factors influence discretionary behavior through the quality of leader member relationships. Overall, the structural model analysis confirms that the proposed framework is robust and appropriate for explaining organizational citizenship behaviour within the Mobile Brigade Corps, thereby supporting subsequent discussion and managerial implications.

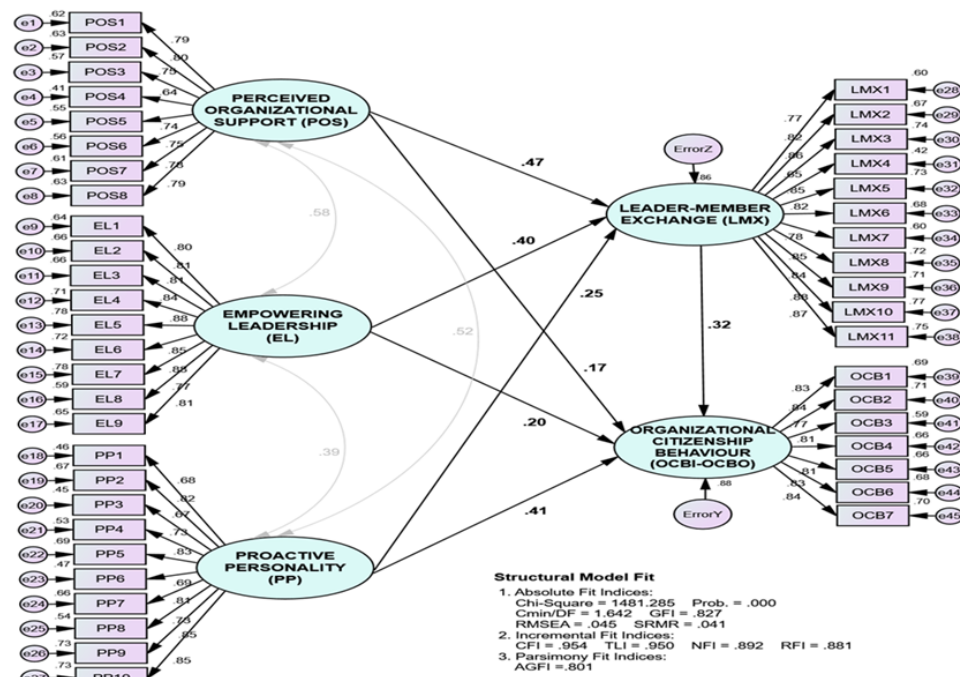


Figure 3. Measurement Model Estimation Results

After completing the measurement model analysis from Figure 3, the study proceeds to the structural model analysis phase, which is conducted to examine the hypothesized relationships among the latent constructs in the proposed research framework. This phase begins with an evaluation of the overall structural model fit through goodness of fit or model feasibility testing to ensure that the specified model is adequately supported by the empirical data. Assessing model fit is a critical step in Structural Equation Modeling, as it indicates whether the theoretical relationships among constructs are consistent with the observed data. A satisfactory level of model fit suggests that the structural paths can be meaningfully interpreted and that subsequent hypothesis testing can be conducted with confidence. The results of the goodness of fit indices generated from the structural model analysis are presented in the following section as the basis for evaluating the proposed structural relationships.

Table 3. Fit Measure in Structural Models

| Fit Measure | | Critical Value | Model Structural | |
|---------------------------|--------------------|----------------|------------------|---------------|
| | | | Index Value | Result |
| Absolute Fit Indices | Prob. χ^2 (a) | ≤ 0.05 | 0.000 | Even good fit |
| | Cmin/DF | ≤ 2.00 | 1.642 | Good fit |
| | GFI | ≥ 0.90 | 0.827 | Marginal fit |
| | RMSEA | ≤ 0.08 | 0.045 | Good fit |
| | SRMR | ≤ 0.08 | 0.041 | Good fit |
| Incremental Fit Indices | CFI | ≥ 0.95 | 0.954 | Good fit |
| | TLI | ≥ 0.95 | 0.950 | Good fit |
| | NFI | ≥ 0.90 | 0.892 | Good fit |
| | RFI | ≥ 0.90 | 0.881 | Marginal fit |
| Parsimony Fit Indices (b) | AGFI | ≥ 0.90 | 0.801 | Marginal fit |

(a) In models with several samples ($n > 250$) or many indicators ($m > 30$),

the model may still be considered fit even if the probability value is below 0.05.

(b) Parsimony fit indices are not used to test the goodness-of-fit of a single model.

Based on Table 3 the structural model fit test results indicated that all criteria for the absolute, incremental, and parsimony fit indices met the requirements (good fit and marginal fit), indicating that the structural model was acceptable. According to [29], the coefficient of determination assesses the proportion of the dependent variable's diversity that the independent variables can explain. Table 4 presents the results of calculating the coefficient of determination (R^2) and the influence between variables in this study.

Table 4. Coefficient of Determination (R^2)

| Influence Between Variables | R^2 (Squared Multiple Correlations) |
|---|---------------------------------------|
| POS, EL, PP \rightarrow LMX | $R^2_{LMX} = 0.865$ |
| POS, EL, PP, LMX \rightarrow OCB | $R^2_{OCB} = 0.882$ |
| $R^2_{total} = 1 - \sqrt{(1 - R^2_{LMX})(1 - R^2_{OCB})}$ $= 1 - \sqrt{(1 - 0.865)(1 - 0.882)}$ $= 1 - 0.126 = 0.874$ | |

Note:

POS: Perceived Organizational Support

EL: Empowering Leadership

PP: Proactive Personality

LMX: Leader Member Exchange

OCB: Organizational Citizenship Behaviour

Table 4 displays the R^2_{LMX} value of 0.865, indicating that members of the Mobile Brigade Corps of the National Police perceive 86.5 % organizational support, empowering leadership, and proactive personality. Other variables influence the remaining 12.5% of the variance. The R^2_{OCB} value is 0.882, which indicates that the impact of perceived organizational support, empowering leadership, proactive personality, and LMX on organizational citizenship behavior among Mobile Brigade Corps members is 88%. Comparatively, the remaining 11.8% is affected by other variables.

The total determination coefficient (R^2) is 0.874%. This suggests that the model devised in this study can explain approximately 87.4% of the data variance. Through perceived organizational support, empowering leadership, proactive personality, and LMX, the model in this study has excellent predictive relevance or is very relevant when used to predict organizational citizenship behavior in members of the Police Mobile Brigade Corps.

4.4. Hypothesis test

Hypothesis testing in this study is conducted using the Critical Ratio (CR) and probability value (p-value) as the primary statistical criteria to evaluate the significance of relationships among variables within the structural model [30]. The CR value reflects the standardized estimate obtained by dividing the parameter estimate by its standard error, thereby indicating the extent to which the estimated relationship deviates from zero. This approach enables a rigorous assessment of whether the hypothesized direct effects are statistically supported by the empirical data. A direct effect is considered statistically significant when the CR value exceeds the critical threshold of 1.96, which corresponds to a confidence level of 95%, or when the associated p-value is lower than the predetermined significance level of 5% ($\alpha = 0.05$). If these conditions are not satisfied, the direct relationship between the variables is deemed statistically insignificant, suggesting that the proposed hypothesis lacks sufficient empirical support within the tested model.

After evaluating the direct effects, the analysis proceeds to examine the significance of indirect effects in order to provide a more comprehensive validation of the hypothesized causal mechanisms, particularly those involving mediating variables. In Structural Equation Modeling (SEM), indirect effect testing is essential for understanding the process through which an independent variable influences a dependent variable via one or more mediators. The significance of these indirect paths is assessed using the bias-corrected percentile method, which is an enhanced adaptation of the Sobel Test and is widely recognized for its superior accuracy, especially in handling non-normal sampling distributions of indirect effects. This method employs a resampling-based procedure to generate more reliable confidence intervals, thereby increasing the robustness of the mediation analysis.

Similar to the evaluation of direct effects, the significance of indirect effects is determined using the CR value and the corresponding p-value. An indirect effect is regarded as statistically significant when the CR value exceeds 1.96 or when the p-value falls below the 5% significance level. When these criteria are met, it can be concluded that the mediating variable plays a statistically meaningful role in transmitting the influence of the independent variable to the dependent variable. Conversely, if the CR and p-value thresholds are not achieved, the indirect relationship is considered insignificant, indicating the absence of a mediation effect within the proposed structural framework. Through this sequential assessment of both direct and indirect effects, the study ensures a thorough and systematic evaluation of all hypothesized relationships in the structural model.

Table 5. Direct Effect Analysis
Testing for Specific Direct Effect
(Bias-corrected percentile methods)

| Hip. | Direct Effect | Std. Estimate | S.E. | C.R. | P-Value | Result |
|----------------|---------------|---------------|-------|-------|---------|-------------------------|
| H ₁ | POS → OCB | 0.172 | 0.069 | 2.449 | 0.007** | H ₁ accepted |
| H ₂ | EL → OCB | 0.201 | 0.069 | 2.536 | 0.009** | H ₂ accepted |
| H ₃ | PP → OCB | 0.414 | 0.093 | 6.290 | 0.005** | H ₃ accepted |
| H ₄ | POS → LMX | 0.472 | 0.049 | 8.633 | 0.004** | H ₄ accepted |
| H ₅ | EL → LMX | 0.403 | 0.047 | 6.830 | 0.003** | H ₅ accepted |
| H ₆ | PP → LMX | 0.248 | 0.061 | 5.246 | 0.003** | H ₆ accepted |
| H ₇ | LMX → OCB | 0.319 | 0.140 | 2.493 | 0.016* | H ₇ accepted |

* Significant at the 0.05 level; n.s. Not significant

** Significant at the 0.01 level

S.E., C.R., and p-value based on bootstrapping bias-corrected percentile method

Based on Table 5 the mediation's nature must be determined after finding the significance. The effect of mediation can be used to determine the nature of mediation. If the direct effect of exogenous variables on endogenous variables is significant and the indirect effect through mediating variables also follows a significant path, it is said to be partially mediated otherwise, it is said to be fully mediated or perfect mediation.

Table 6. Indirect Effect Analysis
Testing for Specific Indirect Effect
(Bias-corrected percentile methods)

| Hip. | Indirect Effect | Estimate | Std. Estimate | S.E. | C.R. | P-Value | Result |
|-----------------|-----------------|----------|---------------|-------|-------|---------|---|
| H ₈ | POS → LMX → OCB | 0.148 | 0.150 | 0.062 | 2.387 | 0.014* | Significant (H ₈ accepted), Partial mediation |
| H ₉ | EL → LMX → OCB | 0.112 | 0.128 | 0.046 | 2.435 | 0.013* | Significant (H ₉ accepted), Partial mediation |
| H ₁₀ | PP → LMX → OCB | 0.112 | 0.079 | 0.054 | 2.074 | 0.017* | Significant (H ₁₀ accepted), Partial mediation |

Based on Table 6 the results of the indirect effect analysis indicate that LMX plays a significant mediating role in the relationship between POS, EL, and PP on OCB. The bias-corrected percentile method shows that all indirect paths have CR values exceeding 1.96 and p-values below the 5% significance level, confirming the statistical significance of the mediating effects. Specifically, POS, EL, and PP each exert a positive and significant indirect influence on OCB through LMX, suggesting that higher quality leader member relationships strengthen the translation of organizational support, leadership empowerment, and individual proactivity into discretionary citizenship behaviours. These findings support partial mediation, indicating that while LMX significantly enhances these relationships, direct effects may still coexist alongside the indirect pathways.

Table 7. Analysis Total Effect

| Total Effect on OCB | Analysis Total Effect | | | |
|---------------------|-----------------------|-------|---------|------|
| | Total Effect | C.R. | P-value | Rank |
| POS | 0.323 | 5.283 | 0.002** | 3 |
| EL | 0.329 | 5.415 | 0.006** | 2 |
| PP | 0.493 | 7.744 | 0.005** | 1 |
| LMX | 0.319 | 2.493 | 0.014* | 4 |

The Table 7 is results of the total effect analysis indicate that perceived organizational support, empowering leadership, proactive personality, and LMX all significantly influence organizational citizenship behavior, as the total effect probability value is less than 0.05. The cumulative effect coefficient equals the addition of the direct and indirect effects. Additionally, the cumulative effect value can be entered into Figure 4 below.

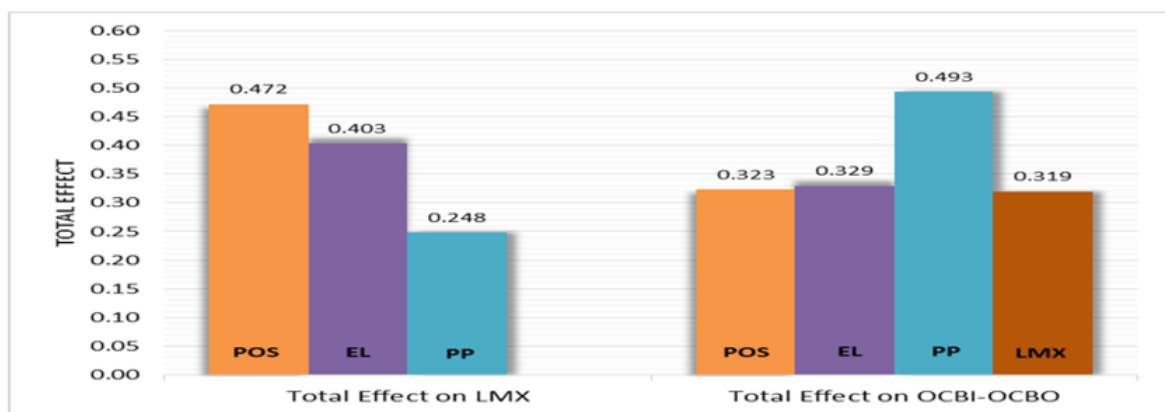


Figure 4. Total Effect on LMX and OCBI-OCBO

Figure 4 demonstrates that LMX is driven primarily by POS and EL, with a total coefficient comparable to PP's, accounting for roughly half the influence. Conditions vary; PP influences OCBI-OCBO more than POS, EL, and LMX, which have a comparable cumulative effect. The significant implications of these findings are that the proactive personality of members strongly promotes their OCBI-OCBO behavior. In contrast, the perception of organizational support and commanders capacity to empower their leadership encourage LMX quality more strongly, influencing OCBI-OCBO behavior.

To enhance OCBI-OCBO behavior among Police Mobile Brigade Corps members, the organization should ideally design improvement programs for all of its exogenous variables, considering the priority scale. According to the results of the total effect analysis, the highest priorities are strengthening the proactive personality of members, increasing the frequency of commanders empowering their leadership, increasing organizational support, and increasing the quality of commander-member exchanges.

4.5. Discussion

The parameter estimation results of the effect of perceived organizational support on organizational citizenship behavior (OCBI-OCBO) indicate a significant effect, which means that the greater the perceived organizational support, the greater the organizational citizenship behavior of members. The empirical findings of this study indicate that members of the Police Mobile Brigade Corps have a high perception of organizational support, so their organizational citizenship behavior is also increasing. All members' perceptions that the organization [31]. When members perceive that their work is valued and cared for by the organization, this will encourage members of the Mobile Brigade Corps to incorporate membership as an organization into their identity, which, in the end, will result in members carrying out their duties voluntarily in accordance with their primary duties and outside of their primary duties to contribute to themselves. Additionally, other individuals are beneficial to the Police Mobile Brigade Corps institution.

The parameter estimation results of the influence of empowering leadership on organizational citizenship behavior (OCBI-OCBO) also demonstrate a significant effect, indicating that the more frequently commanders empower their leadership, the greater the organizational citizenship behavior of members. The findings of this study are supported by empirical evidence demonstrating that an empowering leader can influence organizational citizenship behavior in a way that is beneficial to the individual and the organization. Previous studies have developed the concept of empowering leadership, demonstrating that empowering leaders positively affect OCB [32, 33].

The parameter estimation results of the effect of proactive personality on organizational citizenship behavior (OCBI-OCBO) also indicate a significant effect, which indicates that the higher the proactive personality of the members, the higher the organizational citizenship behavior. In research that examines organizational citizenship behavior (OCB) as mediation in the positive relationship between proactive personality and job satisfaction, the results of this study corroborate previous findings that proactive personality has a positive and statistically significant effect on OCB [34, 35]. With the results showing a significant correlation between proactive personality, performance, and OCB, the findings of this study provide strong evidence that high levels of proactive personality have a significant and important influence on OCB and performance among sports coaches.

The parameter estimation results of perceived organizational support on the LMX indicate a significant effect, indicating that the quality of exchanges between commanders and their members increases as perceived organizational support increases. Previous research demonstrates that perceived organizational support substantially affects LMX in organizations/agencies [36, 37]. states that organizational support perceived by members will foster better superior-subordinate relationships. Individuals who feel supported by the organization will perceive their superiors as organizations' representatives and provide feedback with a positive attitude and respect for their superiors. The parameter estimation results of the effect of empowering leadership on LMX also indicate a significant effect, indicating that the higher the quality of exchanges between commanders and their members, the more frequently commanders empower their leadership. The findings of this study are supported by prior research indicating that empowering leadership has a considerable positive impact on LMX. The studies from [38, 39], both concluded that their research demonstrated that EL had a direct, positive effect on LMX, which is the same thing. The research of [40] demonstrated that EL had a significant direct effect on LMX. This study revealed that employees benefit from empowered leadership. Moreover, the implications of empowering leadership enable employees to manage relationships within the organization effectively.

The parameter estimation results for the effect of proactive personality on LMX also indicate a significant effect, indicating that the higher the proactive personality of members, the higher the exchange quality between commanders and members. Previous research confirms that proactive personality significantly impacts LMX. Consistent with social exchange theory, proactive employees can evoke favorable responses from other parties, such as superiors, who show appreciation for actions by responding in kind. Employees with more proactive personalities can also cultivate high-quality LMX relationships.

The results of the parameter estimation of the influence of LMX on organizational citizenship behavior (OCBI-OCBO) indicate a significant effect, which indicates that the higher the quality of the exchange between commanders and their members, the greater the organizational citizenship behavior of the members. Previous research confirms that LMX has a positive effect on organizational citizenship behavior (OCBI-OCBO) [39, 41, 42]. The positive relationship between the LMX and OCB dimensions suggests that subordinates view the development of high LMX toward high OCB behavior and positive job evaluation as a positive resource.

The significance test results for the indirect path $POS \rightarrow LMX \rightarrow OCBI-OCBO$ indicated a significant effect. The mediator is partially a mediator, so members can only increase OCBI-OCBO by increasing POS to other members. However, if LMX quality increases, member organizations' citizenship behavior can be enhanced further. This demonstrates that perceived organizational support is with strong encouragement and creates confidence and respects the performance of its members so that members of the Mobile Brigade Corps voluntarily perform extra roles as OCB to overcome poor conditions for the organization, which in turn increases OCBI-OCBO aimed at the individual himself and other people and is beneficial for the organization of the Mobile Brigade Corps Corps, but only if an increase in hi-lo relationships accompanies it.

The $EL \rightarrow LMX \rightarrow OCBI-OCBO$ indirect path significance test also revealed a significant effect. The mediator is a partial mediator, meaning members can only increase OCBI-OCBO by increasing the frequency of EL. However, if LMX quality improves, member organizations citizenship behavior can be enhanced. This demonstrates leaders with an Empowering Leadership style, which allows members to interpret each task,

convey confidence in improved member performance, and provide authority in deciding unit constraints on their members so that subordinates feel accountable for organizational situations. As a result, members voluntarily take on an additional role as OCB to overcome poor conditions for the organization, which increases OCBI-OCBO, which is beneficial for the Mobile Brigade Corps organization. However, if an increase in high-quality LMX accompanies it, the number of OCBI-OCBO members will increase even more.

According to significance test results, the indirect path $PP \rightarrow LMX \rightarrow OCBI-OCBO$ also substantially affected value. The mediator is partially a mediator, so increasing the OCBI-OCBO of the members can only be accomplished by increasing the members' PP. Nevertheless, if it is accompanied by an improvement in the grade of LMX, the OCBI-OCBO of the members can increase even further. This demonstrates that Proactive Mobile Brigade Corps members always take the initiative and are open to organizational change challenges. OCBI-OCBO members will increase even more with a rise in high-quality LMX.

5. MANAGERIAL IMPLICATIONS

The results of this study can be used as recommendations for other organizations, especially public service organizations. The results of this study can provide recommendations by providing an overview and knowledge of the conditions of members of the Mobile Brigade Corps throughout Indonesia regarding the role of perceived organizational support, empowering leadership, and proactive personality towards organizational citizenship behavior with LMX as mediation. The role of perceived organizational support is important for the organization. Management must pay special attention to perceived organizational support factors by ensuring that members feel supported, valued, and listened to by the organization. Leaders and managers must always show concern for and support their members and create a pleasant and supportive work environment. In addition, this research also emphasizes the importance of empowering leadership. Management must train and develop a leadership style that empowers the organization's leaders. Leaders must provide autonomy and opportunities for members to participate in decision-making and carry out their duties actively. Organizations can improve members performance, innovation, and motivation by empowering members.

Recognizing and encouraging the initiative shown by the role of a proactive personality is a positive thing for the organization. Management should recognize members with a more proactive personality and provide support for developing a proactive personality. Active members are more creative and proactive and contribute more to achieving organizational goals. In addition, increasing the LMX can also be the right support. Leaders must support the formation of good relations between leaders and members based on mutual benefit and mutual trust. Leaders must be able to build positive relationships with members and provide the necessary support to increase the performance and motivation of members. Then, this research shows that management must encourage organizational citizenship behavior from members in promoting organizational citizenship behavior. This can be done by recognizing and rewarding member contributions beyond their usual duties. Supporting and strengthening organizational citizenship behavior can actively increase members motivation to contribute more toward achieving organizational goals.

6. CONCLUSION

This study investigates and analyzes the influence of perceived organizational support, empowering leadership, and proactive personality on organizational citizenship behavior, using LMX as a mediator. This study concludes that perceived organizational support, empowering leadership, and proactive personality are significant factors that influence the quality of good relationships between leaders and members (LMX) to achieve better organizational goals by voluntarily implementing extra behavior or organizational citizenship behavior. According to this study, LMX significantly and positively affected organizational citizenship behavior. This study suggests that the leadership provides a perception of organizational support by paying more attention, so it is not perceived that the Mobile Brigade Corps is exploiting its members. Commanders at the Danru level and above are more competent, communicate well with their members to determine their ability or competence, and provide opportunities for them to work with their ideas while still adhering to standard procedures. The Police Mobile Brigade Corps also encourages members to be more proactive by allowing them to compete to increase their ideas and abilities.


First, the independent variables (POS and EL) and the mediator (LMX) are measured in the same group, so common method bias cannot be completely ruled out. Future researchers can measure different groups or respondents. Second, this research examines only leadership variables with empowering leader-

ship styles, so it is insufficient to cover the entire spectrum of leadership styles. Future researchers to apply different types of leadership, for example, can replace it with a charismatic, delegation, serving leadership style, etc. Third, the data collected came from one organization, and thus, the results of this study may not be generalized to other organizations. Further research can use this research model but with different units of analysis/respondents. The mediating variable can also be replaced with the perceived organizational support.

7. DECLARATIONS


7.1. About Authors


Syamsul Hidayat (SH)  <https://orcid.org/0009-0001-1862-0297>

Lista Meria (LM)  <https://orcid.org/0000-0003-1814-9092>

Unggul Purwohedi (UP)  <https://orcid.org/0000-0002-0955-7871>

Ratna Tri Hari Safariningsih (RT)  <https://orcid.org/0000-0001-9208-2493>

Fajar Gumilang Kosasih (FG)  <https://orcid.org/0000-0003-1907-2066>

Sari Budiarti (SB)  <https://orcid.org/0000-0001-5288-8935>

7.2. Author Contributions

Conceptualization: LM, RT and SB; Methodology: SH; Software: FG and LM; Validation: SH and UP; Formal Analysis: SB and UP; Investigation: RT; Resources: FG; Data Curation: SB; Writing Original Draft Preparation: LM and UP; Writing Review and Editing: RT and UP; Visualization: SH; All authors, SH, LM, UP, RT, FG and SB, have read and agreed to the published version of the manuscript.

7.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

7.4. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

REFERENCES

- [1] I. Kamoga, S. Nantamu, L. Matagi, and J. Nansamba, "The mediational role of task performance in the relationship between perceived organizational support and organizational citizenship behaviour among secondary school teachers," *European Journal of Business and Management*, vol. 14, no. 3, pp. 30–40, 2022.
- [2] R. Hariani, "Pengaruh servant leadership, perceived organizational support dan well-being terhadap organizational citizenship behavior bank syariah indonesia kantor cabang bireuen simpang iv," Ph.D. dissertation, Universitas Malikussaleh, 2024.
- [3] J. Siswanto, V. A. Goeltom, I. N. Hikam, E. A. Lisangan, and A. Fitriani, "Market trend analysis and data-based decision making in increasing business competitiveness," *Sundara Advanced Research on Artificial Intelligence*, vol. 1, no. 1, pp. 1–8, 2025.
- [4] İ. Limon, "Relationship between empowering leadership and teachers' job performance: organizational commitment as mediator," *Journal of Theoretical Educational Science*, vol. 15, no. 1, pp. 16–41, 2022.
- [5] A. S. Pratama, A. R. Sridadi, A. Eliyana, R. D. Anggraini, and N. L. M. Kamil, "A systematic review of proactive work behavior: Future research recommendation," *The Journal of Behavioral Science*, vol. 18, no. 2, pp. 136–151, 2023.
- [6] N. Rehman, A. Mahmood, M. Ibtasam, S. A. Murtaza, N. Iqbal, and E. Molnár, "The psychology of resistance to change: the antidotal effect of organizational justice, support and leader-member exchange," *Frontiers in psychology*, vol. 12, p. 678952, 2021.

- [7] D. E. E. Saputra, V. Maulida Rahma, A. Eliyana, A. S. Pratama, R. D. Anggraini, N. L. M. Kamil, and I. Ismail, "Do system quality and information quality affect job performance? the mediation role of users' perceptions," *Plos one*, vol. 18, no. 6, p. e0285293, 2023.
- [8] Q. Aini, D. Manongga, U. Rahardja, I. Sembiring, and Y.-M. Li, "Understanding behavioral intention to use of air quality monitoring solutions with emphasis on technology readiness," *International Journal of Human-Computer Interaction*, vol. 41, no. 8, pp. 5079–5099, 2025.
- [9] A. Simanjuntak, A. Sutarman, S. A. Anjani, and A. Nuche, "Integrating artificial intelligence in e-learning for organizational well-being through orange technology mapping," *IAIC Transactions on Sustainable Digital Innovation (ITSDI)*, vol. 7, no. 1, pp. 13–26, 2025.
- [10] J. Sun, W.-D. Li, Y. Li, R. C. Liden, S. Li, and X. Zhang, "Unintended consequences of being proactive? linking proactive personality to coworker envy, helping, and undermining, and the moderating role of prosocial motivation," *Journal of Applied Psychology*, vol. 106, no. 2, p. 250, 2021.
- [11] T.-J. Wu, K.-S. Yuan, and D. C. Yen, "Leader-member exchange, turnover intention and presenteeism—the moderated mediating effect of perceived organizational support," *Current Psychology*, vol. 42, no. 6, pp. 4873–4884, 2023.
- [12] "Goal 16: Peace, justice and strong institutions," <https://globalgoals.org/goals/16-peace-justice-and-strong-institutions/>, Global Goals, 2025, promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. [Online]. Available: <https://globalgoals.org/goals/16-peace-justice-and-strong-institutions/>
- [13] M. Firdaus, A. Eliyana, A. S. Pratama, A. Cahyani, and N. L. M. Kamil, "Continuance of organizational commitment among flight attendants as an intervening variable to job performance," *Problems and Perspectives in Management*, vol. 20, no. 4, p. 507, 2022.
- [14] P. C. Neves, A. Palma-Moreira, C. Andrade, and M. Au-Yong-Oliveira, "Organizational citizenship behavior: adaptation and validation of the ocb scale ccoc-r," *Frontiers in Psychology*, vol. 15, p. 1475011, 2024.
- [15] E. D. Almer, N. H. Cannon, and J. Kremin, "The impact of supervisor relationships on auditor turnover intentions using leader-member exchange theory," *Behavioral Research in Accounting*, vol. 35, no. 2, pp. 1–12, 2023.
- [16] S. Hidayat, A. Eliyana, A. S. Pratama, A. P. Emur, and B. K. Nugraha, "Building creativity in the television industry: The mediating role of meaning of work," *Problems and Perspectives in Management*, vol. 21, no. 2, pp. 347–355, 2023.
- [17] K. A. Dahleez, M. Aboramadan, and N. Abu sharikh, "Empowering leadership and healthcare workers performance outcomes in times of crisis: The mediating role of safety climate," *Journal of Organizational Effectiveness: People and Performance*, vol. 9, no. 3, pp. 401–421, 2022.
- [18] S. Hidayat, Z. Febrianto, A. Eliyana, U. Purwohedi, R. D. Anggraini, A. P. Emur, and M. Zahar, "Proactive personality and organizational support in television industry: Their roles in creativity," *Plos one*, vol. 18, no. 1, p. e0280003, 2023.
- [19] D. Chen, Y. Zhang, A. B. Ahmad, and B. Liu, "How to fuel public employees' change-oriented organizational citizenship behavior: A two-wave moderated mediation study," *Review of Public Personnel Administration*, vol. 43, no. 1, pp. 185–208, 2023.
- [20] S. Andhella, H. Djajadikerta, and M. Y. Marjuka, "Technopreneurship in pro-environmental behavior for sustainable carbon emission reduction in central kalimantan," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 6, no. 2, pp. 254–269, 2024.
- [21] M. Algarni and Y. Kasib, "The impact of leader member exchange (lmx) theory on employee turnover intention: an empirical study of employees at the ministry of hajj and umrah in saudi arabia," *Public Administration Research*, vol. 12, no. 1, pp. 1–60, 2023.
- [22] D. Wang and X. Chen, "Use of leader–member exchange theory to promote the project governance of construction project contractors," *International Journal of Managing Projects in Business*, vol. 16, no. 2, pp. 209–231, 2023.
- [23] S. Purnama, C. S. Bangun, and E. P. Mahadewi, "Predicting consumer purchase intention in personal shopper services using big data analytics and sem," *International Journal of Cyber and IT Service Management (IJCITSM)*, vol. 5, no. 1, pp. 105–119, 2025.
- [24] J. Ng, K. Wah, M. Fitriana, and T. Arumugam, "Assumptions for structure equation modeling (sem),

- normality of data distribution analysis & model fit measures,” *Normality of Data Distribution Analysis & Model Fit Measures*, 2023.
- [25] D. Goretzko, K. Siemund, and P. Sterner, “Evaluating model fit of measurement models in confirmatory factor analysis,” *Educational and Psychological Measurement*, vol. 84, no. 1, pp. 123–144, 2024.
 - [26] W. Sejati and T. T. Akbar, “Optimization study of cropping pattern in the klakah irrigation area, lumajang regency, using linear programming,” *ADI Journal on Recent Innovation*, vol. 5, no. 2, pp. 136–145, 2024.
 - [27] G. Gusmanida, H. Sujati, and H. Herwin, “Testing the construct validity and reliability of the student learning motivation scale using confirmatory factor analysis (cfa),” *Jurnal Penelitian Pendidikan IPA*, vol. 10, no. 7, pp. 4227–4234, 2024.
 - [28] F. Fajrianthi *et al.*, “The role of proactive personality to explaining the effect of perceived organizational support and empowering leadership on employee voice,” *Psikostudia: Jurnal Psikologi*, vol. 13, no. 2, pp. 166–173, 2024.
 - [29] S. C. Nwokolo, A. U. Obiwulu, and J. C. Ogbulezie, “Machine learning and analytical model hybridization to assess the impact of climate change on solar pv energy production,” *Physics and Chemistry of the Earth, Parts A/B/C*, vol. 130, p. 103389, 2023.
 - [30] N. A. Setyawan and B. Y. Wibowo, “Improving business productivity performance through entrepreneurship training and entrepreneurship self-efficacy,” *Jurnal Ekuilnomi*, vol. 5, no. 1, pp. 44–51, 2023.
 - [31] A. Alshaabani, F. Naz, R. Magda, and I. Rudnák, “Impact of perceived organizational support on ocb in the time of covid-19 pandemic in hungary: employee engagement and affective commitment as mediators,” *Sustainability*, vol. 13, no. 14, p. 7800, 2021.
 - [32] L. Meria, C. Yohana, and U. Purwohedhi, “Enhancing lecturer readiness to change: The mediation role of work engagement,” *Cogent Business & Management*, vol. 10, no. 3, p. 2290616, 2023.
 - [33] A. R. Sridadi, A. Eliyana, F. A. Priyandini, A. S. Pratama, S. R. Ajija, and N. L. Mohd Kamil, “Examining antecedents of organizational citizenship behavior: An empirical study in indonesian police context,” *Plos one*, vol. 18, no. 10, p. e0291815, 2023.
 - [34] S. C. Bozdoğan, “The mediating role of organizational citizenship behavior and voice behavior in the relationship between proactive personality and job performance,” *Alanya Akademik Bakış*, vol. 5, no. 2, pp. 1069–1085, 2021.
 - [35] A. F. Zaman and R. U. Bilal, “Relationship of proactive personality with organizational citizenship behavior: Mediating role of employee job engagement,” *Academic Journal of Social Sciences (AJSS)*, vol. 5, no. 3, pp. 333–343, 2021.
 - [36] R. B. Mathafena and A. Grobler, “Perceived organizational support and leader-member exchange in cultivating innovative behaviour in south african organizations,” *African Journal of Science, Technology, Innovation and Development*, vol. 13, no. 5, pp. 559–571, 2021.
 - [37] L. Meria, S. Hidayat, N. D. Santiago, S. Saukani, and S. H. Khotimah, “Blending work values, engagement, and satisfaction to drive ocb in technopreneurial startups,” *Aptisi Transactions on Technopreneurship (ATT)*, vol. 6, no. 3, pp. 324–338, 2024.
 - [38] C. K. Echebiri and S. Amundsen, “The relationship between leadership styles and employee-driven innovation: the mediating role of leader-member exchange,” in *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, vol. 9, no. 1. Emerald Publishing Limited, 2021, pp. 63–77.
 - [39] M. Arshad, G. Abid, and F. V. C. Torres, “Impact of prosocial motivation on organizational citizenship behavior: The mediating role of ethical leadership and leader-member exchange,” *Quality & Quantity*, vol. 55, no. 1, pp. 133–150, 2021.
 - [40] H. K. Kwan, H. Chen, and R. K. Chiu, “Effects of empowering leadership on followers’ work-family interface,” *The International Journal of Human Resource Management*, vol. 33, no. 7, pp. 1403–1436, 2022.
 - [41] X. Che, Z. Guo, and Q. Chen, “The relationship between k-workers’ leader-member exchange, organizational citizenship behavior and task performance—evidence from chinese hospitals,” *Frontiers in Psychology*, vol. 12, p. 625584, 2021.
 - [42] H. X. Ho and A. N. H. Le, “Investigating the relationship between benevolent leadership and the organizational citizenship behaviour of academic staff: The mediating role of leader-member exchange,” *Management in Education*, vol. 37, no. 2, pp. 74–84, 2023.