



The Role of Organizational Citizenship Behavior (OCB) in Moderating the Relationship Between Entrepreneurial Leadership, Organizational Climate, and Workload on Employee Performance

Rimenda Aminarosa Sitepu¹, Eric Harianto^{2*}, Endi Sarwoko³

^{1,2,3} Magister of Management, Universitas Ciputra Surabaya, Indonesia

ARTICLE INFO

ABSTRACT

Keywords:

Employee Performance;
Entrepreneurial Leadership;
Organizational Climate;
Organizational Citizenship
Behaviour;
Workload

This study aims to review employee performance at a private school in Surabaya by analyzing the influence of entrepreneurial leadership, organizational climate, workload, and OCB on employee performance. We use structural equation modeling (SEM) as the method to study complex relationships between variables. The study seeks to provide in-depth insights into the factors affecting employee performance and assist schools in designing strategies to enhance achievement and competitiveness. The results indicate that entrepreneurial leadership, organizational climate, and workload do not have a significant direct impact on employee performance. However, OCB has a significant effect on performance. Additionally, organizational climate and workload significantly influence OCB, while entrepreneurial leadership does not have a significant effect on OCB. These findings highlight the importance of OCB in improving employee performance, as well as the necessity of creating a conducive organizational climate and effectively managing workload to maximize employee contributions in educational institutions.

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



Corresponding Author:

Eric Harianto,
Magister of Management,
Universitas Ciputra Surabaya,
Address CitraLand CBD Boulevard, Surabaya, East Java, 60219, Indonesia.
Email: eric.harianto@ciputra.ac.id

1. INTRODUCTION

Employee performance plays an important role in determining the success of educational organizations. High-performing employees are not only able to carry out their tasks efficiently and effectively, but they also contribute to achieving the organization's strategic goals. Employee performance, such as that of educators and administrative staff, has a direct impact on service quality, the teaching and learning process, and student and parent satisfaction (Sudhakar & Srinivasa Rao, 2023). Additionally, excellent performance helps create a positive and productive work environment, which ultimately strengthens the school's reputation and competitiveness. The increasingly fierce competition in the education sector (Scott & Guan, 2023) urges schools to ensure they have highly qualified staff. Although many candidates apply, finding human resources that truly meet the school's criteria is often challenging. These challenges highlight the need for further research into the factors

influencing employee performance, particularly in competitive educational environments (Harianto & Leoparjo, 2022).

Several factors, including entrepreneurial leadership, organizational climate, workload, and organizational citizenship behavior (OCB), play a role in influencing employee performance. Entrepreneurial leadership, characterized by a proactive and innovative approach, inspires employees to strive for excellence and fosters a culture of agility and creativity (Balasi et al., 2023). Organizational climate contributes to creating a supportive environment, enhancing collaboration and communication, thus boosting employee morale and motivation (Campbell et al., 2019). A balanced workload is crucial in preventing burnout, enabling employees to maintain high productivity without compromising their well-being (Prasetyaningtyas et al., 2022). Meanwhile, OCB, which reflects employees' voluntary commitment beyond formal job requirements, improves organizational efficiency, strengthens teamwork, and enhances overall performance (Lestari & Ghaby, 2018; Wee et al., 2023). The synergy between these factors creates optimal conditions for improving employee performance, emphasizing the importance of a holistic approach to organizational management.

A private school in Surabaya faces challenges in managing human resources, particularly in the process of recruiting new teachers. The school has a policy of not immediately appointing new teachers as permanent employees but rather subjecting them to a minimum two-year evaluation process. Every permanent employee must demonstrate exceptional performance through this process, which will positively impact both students and the organization as a whole. Retaining contract employees who meet the high standards set by the school presents a particular challenge. As a result, this school becomes an ideal setting for investigating how factors such as entrepreneurial leadership, organizational climate, and workload influence performance. The school's focus on achieving sustained excellence and competitiveness makes the "Sarong Mangga buyers" context highly relevant for this study (Lestari & Ghaby, 2018; Wee et al., 2023).

However, several previous studies found that the independent and moderating variables in this research did not always significantly influence employee performance (Akmalia & Prihartono, 2023; Asimwe et al., 2023; Firaldi et al., 2023; Khayal, 2023; Rimbayana et al., 2022). These studies reveal inconsistencies in the relationship between factors such as entrepreneurial leadership, organizational climate, and workload on employee performance, suggesting that these factors may have different impacts depending on the context. This gap in understanding calls for further research to re-examine these variables, particularly in the education sector, where contextual factors greatly influence employee dynamics.

In conclusion, there is a clear gap in the literature regarding the impact of entrepreneurial leadership, organizational climate, and workload on employee performance, particularly in educational institutions. This study's novelty lies in its emphasis on the mediating role of OCB in these relationships. By addressing this gap, the study aims to contribute to the development of more effective human resource management strategies, ultimately improving organizational performance and competitiveness in the education sector. The specific objectives of this research are to test the influence of entrepreneurial leadership, organizational climate, and workload on employee performance, as well as evaluate the mediating role of OCB in these relationships.

Employee performance refers to an employee's level of productivity, efficiency, and effectiveness in their job role (Rifqi Maulana & Isma Putra, 2022; Siagian et al., 2022). It also pertains to an employee's ability to carry out tasks in accordance with the standards set by the organization as outlined in their job description (Siagian et al., 2022). Several key factors evaluate employee performance. Work quality reflects the standard of results produced by the employee. Quantity refers to the amount of work completed within a specific timeframe. Timeliness describes the extent to which employees can complete tasks according to the established schedule. Effectiveness assesses the employee's ability to achieve desired goals and outcomes. The combination of these factors provides a comprehensive picture of an employee's overall performance (Sukiyah et al., 2021).

Entrepreneurial leadership is a leadership style that emphasizes autonomy, creativity, proactivity, and risk-taking (García-Vidal et al., 2019; Zijlstra, 2019). Entrepreneurs often associate this style with their ability to navigate uncertainty and change in their business environments. Indicators such as innovation programs and implementation strategies, which

demonstrate the ability to initiate and apply strategic actions, measure entrepreneurial leadership. Motivation and strategic vision reflect the leader's capability to motivate the team and formulate long-term goals. Risk-Taking Propensity, proactivity, and adaptability assess attitudes toward risk, anticipation of change, and flexibility. Creativity and innovation focus on generating new ideas and creative solutions. The combination of these indicators provides a comprehensive view of leadership effectiveness in driving organizational success (Abubakar et al., 2018; Balasi et al., 2023; Shaleha et al., 2023; Sumarno, 2021).

The overall atmosphere, culture, and environment within an organization or system are referred to as organizational climate (Al Halbusi et al., 2021). It encompasses values, beliefs, attitudes, and behaviors that shape how individuals interact with each other and the organization. In the context of business ethics, organizational climate refers to the ethical culture and leadership within an organization, which can influence the ethical behavior of employees (Campbell et al., 2019). Key indicators like employee engagement, which measures how invested employees are in their work, and job satisfaction, which measures how content employees are with their roles, measure the organizational climate. Employee turnover and absenteeism measure employee stability and attendance. Additionally, employee morale, work-life balance, diversity, and inclusion provide insights into employee well-being, equity, and a supportive work environment. Together, these factors create a comprehensive picture of the organizational climate (Bahrami et al., 2016).

An individual or system's workload is the amount of work or tasks they must handle or perform (Dall'Ora et al., 2020). It can also refer to the cognitive demands placed on users during interactions with a system, which can affect user experience and productivity (Kosch et al., 2023). Various detailed indicators can measure the workload in the workplace. Work shifts evaluate how the distribution of working hours impacts employee workload, while job type assesses how specific job characteristics contribute to the overall load. Break time measures the opportunities employees have for recovery, which is important for maintaining balance. Workload analysis and performance management systems directly evaluate the burden and effectiveness of work. Lastly, the Degree of Digitalization assesses how technology influences work efficiency, providing a comprehensive understanding of workload (Aisha et al., 2019; Brodny & Tutak, 2022; Laitinen & Kadak, 2018; Sulaiman et al., 2020).

Organizational Citizenship Behaviour (OCB) refers to voluntary, discretionary, and socially desirable behaviors exhibited by employees within their work environment (Harwiki, 2016). These behaviors are not explicitly part of their job responsibilities but contribute to the overall effectiveness and efficiency of the organization (Banwo & Du, 2020). OCB includes actions such as helping coworkers, showing initiative, and demonstrating loyalty to the organization. People often view it as a crucial element in enhancing employee and organizational performance, as it can foster better teamwork, boost morale, and boost productivity (Bantha & Sahni, 2021). Several indicators, reflecting employees' voluntary behaviors, assess OCB. Altruism reflects concern for and assistance to coworkers. Conscientiousness evaluates responsibility and diligence in tasks that go beyond expected duties. Sportsmanship signifies fair play and cooperation, while courtesy includes politeness and respect toward others. Civic virtue reflects active participation in organizational and community activities. Together, these indicators provide a comprehensive view of OCB within an organization (Lestari & Ghaby, 2018; Wee et al., 2023).

Entrepreneurial leadership has a significant influence on employee performance. According to Nasution & Saragih's 2023 study on cooperative employees in Timor Leste, high-performance work systems positively and significantly influenced both employee creativity and performance. The study further revealed that entrepreneurial leadership acted as a moderator in the relationship between high-performance work systems and employee creativity, influencing employee performance (Ximenes et al., 2019). Another study of employees at PT. Top Central Transportama found a positive and significant relationship between entrepreneurial leadership and employee performance (Indriyani, 2019). A literature review also concluded that entrepreneurial leadership has a major impact on both individual and team performance, particularly in fostering creativity and creative behavior, and it significantly affects organizational performance across financial and non-financial dimensions. Based on the preliminary research findings, this study proposes the following hypothesis: H1: Entrepreneurial leadership has a significant influence on employee performance.

Organizational climate has a significant influence on employee performance. Research has shown that a positive organizational climate can positively impact employee performance, as evidenced by studies utilizing multiple linear regression and descriptive analysis. For instance, one study found that organizational climate had a positive and significant effect on employee performance, with a significance value of $0.000 < 0.05$ (Nasution & Saragih, 2023). Another study also revealed that organizational climate had a positive and significant effect on employee performance, with a coefficient of determination of 0.631, indicating that organizational climate could explain 63.1% of the variation in employee performance (Wiyanto et al., 2022). Based on these preliminary research findings, this study proposes the following hypothesis: H2: Organizational climate has a significant influence on employee performance.

Workload has a significant influence on employee performance. According to the cited studies, workload has a positive and significant effect on employee performance (Dwi Nurul Aisyah et al., 2023; Novita Rosalina & M Sihab Ridwan, 2023; Setiti & Paramarta, 2023). Based on these preliminary research findings, this study proposes the following hypothesis: H3: Workload has a significant influence on employee performance.

OCB has a significant influence on employee performance. Research has shown that OCB can positively impact employee performance by enhancing coworker productivity, increasing managerial productivity, and optimizing the use of organizational resources for productive purposes (Kuncoro & Wibowo, 2019). Intrinsic motivation and job satisfaction were also found to have a positive and significant impact on employee performance, mediated by OCB (Maryati & Fernando, 2018). Additionally, job satisfaction has a positive and significant effect on OCB, indicating that the higher the level of employee satisfaction, the more likely they are to engage in OCB, which in turn improves performance (Meliala et al., 2023). Based on the preliminary research findings, this study suggests the following: H4: OCB has a significant influence on employee performance.

Entrepreneurial leadership has a significant impact on OCB. OCB contributes to organizational effectiveness by improving performance, allowing the organization to adapt to environmental changes, and strengthening coordination within work teams (Sani et al., 2018). OCB can mediate the direct effect of entrepreneurial leadership on employee performance, as it encompasses behaviors that extend beyond routine tasks and enhance the overall well-being of the organization. Based on the preliminary research findings, this study suggests the following: H5: Entrepreneurial leadership has a significant influence on OCB.

Organizational climate has a significant influence on OCB. A study at PT Bank Tabungan Negara (Persero) Tbk. Gresik Branch found that OCB significantly affects performance (Hidayat & Tannady, 2023). Another study on PT Japfa Comfeed Indonesia Tbk. showed that work climate significantly influences both employee performance and OCB (Musriha & Rosyafah, 2022). Based on these preliminary research findings, this study makes the following recommendations: H6: Organizational climate has a significant influence on OCB.

According to a study at PT Bank Tabungan Negara (Persero) Tbk. Gresik Branch, OCB significantly affects performance (Hidayat & Tannady, 2023). Another study found that training, job satisfaction, and organizational commitment have a positive and significant impact on job satisfaction, while OCB has a negative and insignificant effect on employee performance. However, OCB, as a mediating variable, had a negative and significant effect on the mediation of organizational commitment, job satisfaction, and training on employee performance (Garibaldi & Riyanto, 2023). Drawing from the preliminary research findings, this study suggests the following: H7: Workload has a significant influence on OCB.

Figure 1 below presents the research model in accordance with the description above:

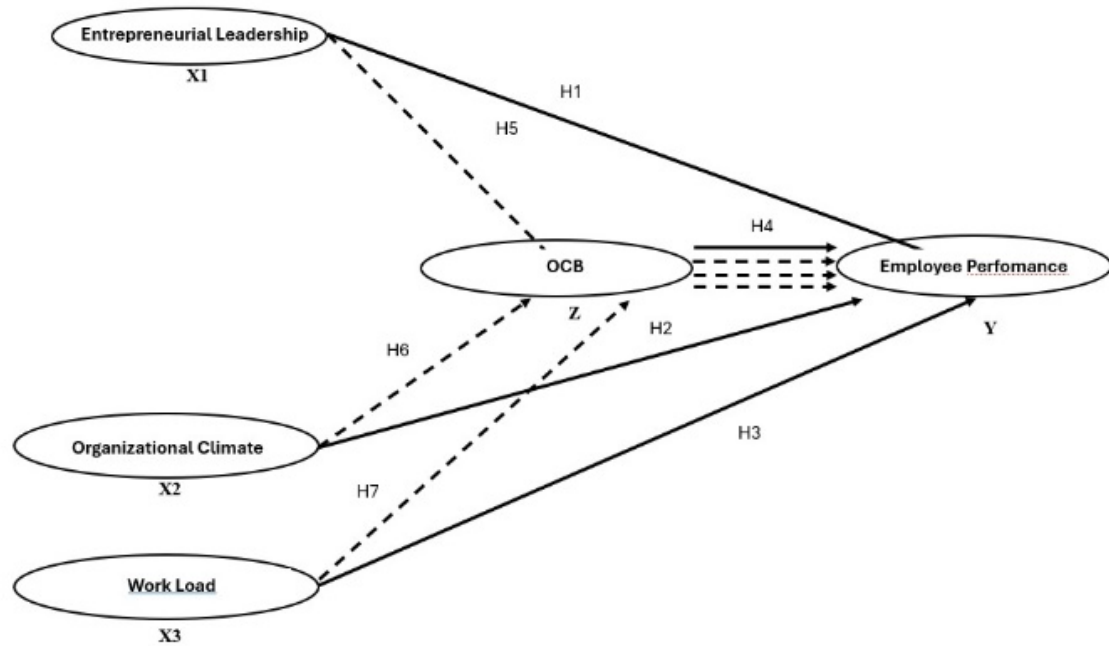


Figure 1. Research Model

2. RESEARCH METHOD

2.1. Research Design and Sample

In order to clearly understand the factors influencing employee performance, this study uses a quantitative approach to measure the relationships between the variables under investigation. A specialized questionnaire serves as the primary data collection tool, assessing key variables like entrepreneurial leadership, organizational climate, workload, and OCB. The questionnaire employs a Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to evaluate the respondents' responses. This scale allows for a quantitative measurement of respondents' perceptions of each variable.

We tested the questionnaire to ensure its validity and reliability before distributing it to respondents. This study assessed the instrument's accuracy through convergent and discriminant validity as part of its validity testing. A loading factor above 0.500 indicates a strong relationship between latent variables and their indicators.

Table 1. Validity and Reliability Test Results

Construct reliability and validity - Overview				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance	0.740	0.741	0.837	0.564
Entrepreneurial Leadership	0.928	0.958	0.936	0.622
OCB	0.838	0.866	0.884	0.607
Organization Climate	0.888	0.897	0.914	0.608
Workload	0.853	0.868	0.890	0.577

The AVE (average variance extracted) value above 0.5 also shows adequate convergent validity. We measured reliability using Cronbach's alpha and composite reliability, with a Cronbach's alpha value above 0.700 and higher composite reliability indicating good consistency of the measurement instrument (Irawan et al., 2024). The Discriminant Validity analysis using HTMT showed that all variables had values below 1 (Boudreau et al., 2001; Rönkkö & Cho, 2022), indicating that the discriminant validity requirement was met, allowing for further analysis.

Table 2 Discriminat Validity

Discriminant validity - Heterotrait-monotrait ratio (HTMT) - Matrix					
	Employee Performance	Entrepreneurial Leadership	OCB	Organization Climate	Workload
Employee Performance					
Entrepreneurial Leadership	0.448				
OCB	0.668	0.467			
Organization Climate	0.901	0.574	0.896		
Workload	0.502	0.798	0.820	0.767	

The population in this study is composed of 135 individuals. A simple random sampling technique, which gives every member of the population an equal chance of inclusion in the sample, selected 112 respondents (82,9% from population) for the study. This technique ensures sample representativeness and reduces bias in respondent selection. We then analyzed the collected data to understand the relationships and effects between the variables, aiming to produce reliable and valid conclusions.

Data Collection

This study employs a specially designed questionnaire to explore respondents' perceptions related to five key variables: employee performance, entrepreneurial leadership, organizational climate, workload, and OCB. We meticulously developed the questionnaire through a validation process before distributing it to the research sample respondents. The appendix contains details about each variable and the indicators used in this study.

The study involves respondents from various roles within the school, including the principal, teachers, and school staff, with the aim of identifying and understanding factors that potentially influence employee performance, particularly in efforts to attract new students. We will thoroughly analyze the collected data from the questionnaires to examine the relationships and impacts of these variables within the context of this research. We expect this analysis to offer comprehensive insights into the factors influencing employee performance and their role in enhancing the school's attractiveness.

2.2. Data Analysis

To analyze the collected data, this study uses the Structural Equation Modeling (SEM) method, specifically applying partial least squares (PLS) analysis. We evaluate the data using a reflective PLS approach. We assess convergent validity by measuring the correlation between the indicators and the latent variables through factor loading checks. In the PLS framework, ideally, the factor loading exceeds 0.500 to ensure that the indicators accurately reflect the intended latent variables (Irawan et al., 2024). We conduct hypothesis testing by examining the path coefficients, where a value below 0.050 indicates a significant relationship between the variables under study. Conversely, if the path coefficient value exceeds 0.050, the relationship between the variables is considered insignificant (Harahap, 2018).

3. RESULTS AND DISCUSSIONS

3.1. Results

3.1.1. Measurement Model

This section discusses the statistical calculations related to validity, reliability, and potential bias in this study. We measured each variable using both reliability and validity measurement techniques. Reliability is considered adequate when Cronbach's alpha (CA) and composite reliability (CR) values each reach at least 0.700.

Furthermore, factor loadings of at least 0.500 are considered to meet the requirements for validity. The table below also shows the Average Variance Extracted (AVE) for each construct, with values above 0.500. Thus, this study has met the established criteria for validity and reliability.

Table 3. Measurement Model

Construct	Factor Loading	CA	rho_a	CR	AVE
Employee Performance		0.734	0.732	0.833	0.556
EP1	0,715				
EP2	0.716				
EP3	0.734				

Construct	Factor Loading	CA	rho_a	CR	AVE
EP4	0.814				
Entrepreneurial leadership		0.942	0.950	0.951	0.685
EL1	0.865				
EL2	0.825				
EL3	0.774				
EL4	0.863				
EL5	0.877				
EL6	0.848				
EL7	0.848				
EL8	0.731				
EL9	0.805				
Work Load		0.870	0.874	0.903	0.607
WL1	0.788				
WL2	0.798				
WL3	0.740				
WL4	0.815				
WL5	0.801				
WL6	0.730				
Organizational climate		0.864	0.883	0.898	0.565
OC1	0.588				
OC2	0.888				
OC3	0.832				
OC4	0.660				
OC5	0.833				
OC6	0.841				
OC7	0.539				
OCB		0.816	0.817	0.872	0.578
OCB1	0.766				
OCB2	0.707				
OCB3	0.800				
OCB4	0.827				
OCB5	0.692				

3.1.2. Structural Model

Table 2 displays the hypothesis testing results from the survey of 112 principals, teachers, and staff, which lead to several conclusions. Firstly, we reject Hypothesis 1, which asserts a significant impact of entrepreneurial leadership on employee performance. The calculation yielded a P-value of 0.632, significantly exceeding the significance threshold of 0.05. Therefore, there is insufficient evidence to support the hypothesis that entrepreneurial leadership significantly influences employee performance.

Next, we reject Hypothesis 2, which suggests that organizational climate significantly affects employee performance. We obtained a P-value of 0.057, which is slightly above the significance threshold of 0.05, suggesting a lack of evidence to support this hypothesis. Similarly, we reject Hypothesis 3, which asserts a significant impact of workload on employee performance. The P-value of 0.255 is much higher than the 0.05 threshold, providing insufficient evidence to support this hypothesis.

However, we accept Hypothesis 4, which asserts that OCB (organizational citizenship behavior) significantly influences employee performance. The P-value of 0.002, well below the 0.05 threshold, indicates that there is sufficient evidence to support this hypothesis.

We reject Hypothesis 5 regarding the influence of entrepreneurial leadership on OCB. The obtained P-value is 0.998, which is far greater than the 0.05 threshold, indicating that there is insufficient evidence to support this hypothesis. On the other hand, we accept Hypothesis 6, which asserts a significant impact of organizational climate on OCB. The P-value of 0.000 shows there is enough evidence to support this hypothesis.

Finally, we reject Hypothesis 7, which suggests that workload has a significant effect on OCB. The P-value of 0.090 exceeds the 0.05 threshold, indicating insufficient evidence to support this hypothesis. Overall, the analysis results show that of the seven hypotheses tested, only two were accepted: Hypothesis 4 and Hypothesis 6, demonstrating a significant influence of OCB on employee performance and organizational climate on OCB.

Table 4. Path Analysis

Path Analysis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H1: Entrepreneurial leadership → employee performance	0.066	0.068	0.138	0.480	0.632	Not Support
H2: Organization climate → employee performance	0.379	0.381	0.197	1.918	0.057	Not Support
H3: Workload → employee performance	-0.250	-0.237	0.219	1.143	0.255	Not Support
H4: OCB → employee performance	0.334	0.333	0.107	3.106	0.002	Support
H5: Entrepreneurial leadership → OCB	0.000	0.008	0.124	0.002	0.998	Not Support
H6: Organization climate → OCB	0.509	0.517	0.120	4.227	0.000	Support
H7: Workload → OCB	0.265	0.260	0.155	1.702	0.090	Not Support

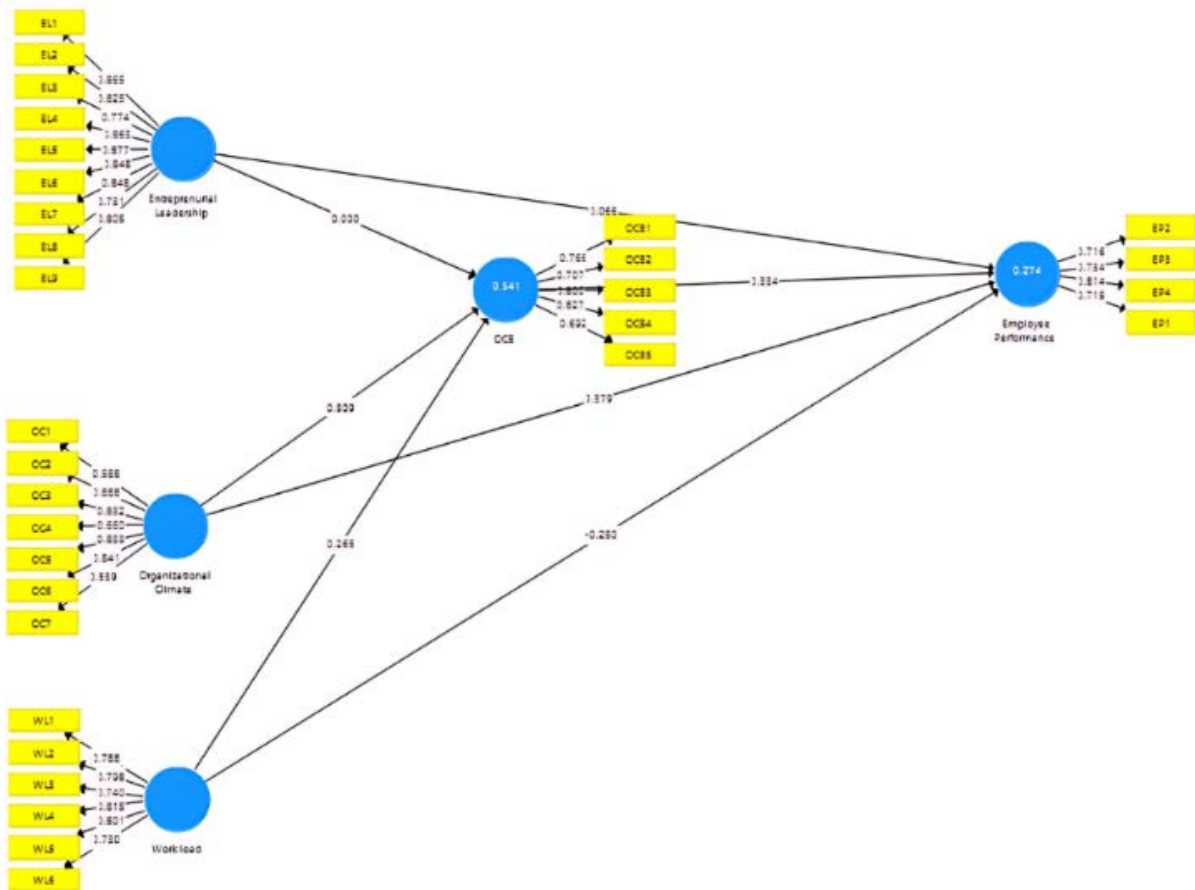


Figure 2. Path Analysis

3.2. Discussions

Research in the field of education shows that leadership style does not have a significant influence on employee performance. Although leadership style, employee commitment, work motivation, and organizational climate all affect job satisfaction, only commitment and motivation are strong predictors of performance (Megawati et al., 2022). Other findings support this, stating that commitment and motivation are more important than leadership style in improving performance (As'ad et al., 2023) and that leadership style does not moderate

the effect of motivation on performance (Darmawan et al., 2023). Thus, motivation and job satisfaction play a more dominant role in enhancing employee performance than leadership style itself.

Additionally, the relationship between organizational climate and employee performance, particularly in the education sector, has been a widely researched topic. Research indicates that other factors like leadership style and job satisfaction often mediate the relationship between organizational climate and performance (Sethibe & Steyn, 2018). Another study (Obeng et al., 2020) found that when organizational support is considered, the impact of organizational climate becomes minimal, suggesting that other elements can diminish its influence. This indicates that although a conducive climate is important, it is not the sole determinant of employee performance (Sunarni & Sultoni, 2023). Other factors, such as leadership and employee competence, have a greater impact on performance (Ghosh & Guha, 2016).

According to research in the education sector, workload does not significantly affect employee performance. Although there are variations in workload levels, their impact on educators' performance is insignificant, indicating that other factors may play a greater role in determining performance outcomes (Johari et al., 2018). Other research supports this, showing a disconnect between workload levels and actual performance metrics (Kaope & Sundari, 2021). Additionally, high workloads can lead to compensatory behaviors that do not always align with performance metrics, such as prioritizing quick task completion over quality (Ghezzi et al., 2020). Organizations that rely on technology to reduce workloads do not always see corresponding productivity increases, reinforcing the argument that work load alone does not determine performance (Baskaran et al., 2020).

Organizational citizenship behavior (OCB) is also an important element in employee performance, particularly in the education sector. OCB encompasses voluntary behaviors that may not receive formal recognition from the reward system, yet they significantly enhance organizational effectiveness (Antony, 2013). Studies reveal a positive correlation between OCB and performance metrics, such as job feedback and organizational commitment (Geus et al., 2020). For instance, compared to their counterparts in private schools, teachers in public schools demonstrate higher levels of OCB, a correlation with improved performance (Widayati et al., 2020). OCB dimensions such as altruism, civic virtue, and conscientiousness strengthen interpersonal relationships among employees, creating a more productive work environment (Hanson et al., 2022). Studies have also found that OCB predicts academic achievement, and that emotional intelligence positively influences OCB, thereby enhancing employee performance (Widayati et al., 2020; Khalid et al., 2010).

While entrepreneurial leadership is often considered important for organizational success, research shows that its influence on OCB in the education sector is not significant (Leutner et al., 2014; Kuratko & Morris, 2018). Instead, factors such as the principal's leadership, trust among colleagues, and a focus on academic achievement play a greater role in promoting OCB in schools (DiPaola & Hoy, 2005). This suggests that the education sector, which emphasizes collaboration and support among staff, may not find the traditional entrepreneurial leadership model as relevant.

Finally, further evidence shows that workload or role overload does not have a significant influence on OCB in the education sector. Research found no significant link between workload and OCB, possibly due to complex mediating processes (Montani & Dagenais-Desmarais, 2018). Other factors such as personality traits, job satisfaction, and demographic characteristics have a greater impact on OCB among educators (Alfy, 2019). Thus, although high workloads are a common challenge, they do not necessarily reduce the voluntary behaviors that benefit the organization. Overall, the evidence suggests that factors such as motivation, job satisfaction, organizational climate, and OCB play a more significant role in employee performance in the education sector compared to factors like workload or entrepreneurial leadership.

In the education sector, factors like motivation, job satisfaction, organizational climate, and organizational citizenship behavior (OCB) significantly influence employee performance, surpassing the influence of leadership style, workload, or entrepreneurial leadership. Although leadership style and organizational climate remain important, research shows that employee commitment and motivation are the main predictors of improved performance. Furthermore, OCB, which includes voluntary actions that enhance the work environment, plays a crucial role in fostering organizational effectiveness. Therefore, to enhance employee

performance in the education sector, the primary focus should be on efforts to strengthen motivation, job satisfaction, and OCB, as well as creating a conducive work climate.

4. CONCLUSION

The results of testing the seven hypotheses allow us to draw several conclusions. Firstly, we rejected Hypothesis 1, which suggested a significant impact of entrepreneurial leadership on employee performance, due to the lack of any significant influence. The findings also rejected Hypothesis 2, which proposed a significant impact of organizational climate on employee performance. The findings also did not support Hypothesis 3, which proposed a significant impact of workload on employee performance.

Contrarily, the acceptance of Hypothesis 4 demonstrated that OCB significantly influences employee performance. However, we rejected Hypothesis 5, which proposed a significant impact of entrepreneurial leadership on OCB. Conversely, the acceptance of Hypothesis 6 signifies a significant influence of organizational climate on OCB. Finally, we rejected Hypothesis 7, which suggested a significant impact of workload on OCB. Ultimately, we accepted only two out of the seven hypotheses: the impact of OCB on employee performance and the influence of organizational climate on OCB.

The research results recommend that this private school in West Surabaya concentrate on enhancing organizational citizenship behavior (OCB), given its proven significant impact on employee performance. The school can develop programs that support this behavior by appreciating employees' initiatives that go beyond their primary tasks, as well as fostering a collaborative and caring work culture among colleagues. Furthermore, it's crucial to improve the organizational climate, as research indicates that a positive atmosphere can positively impact OCB. Steps such as improving internal communication, recognizing achievements, and encouraging teamwork can create a more supportive work environment.

However, a re-evaluation of entrepreneurial leadership is necessary, given its lack of significant impact on employee performance or OCB. The school may consider other leadership approaches that are more appropriate, such as transformational leadership, which focuses more on empowering employees. Although workload did not have a significant impact, more balanced management is still necessary to maintain employee productivity and well-being. Furthermore, future research on other factors such as intrinsic motivation and workplace well-being could help the school find more effective strategies for improving employee performance.

ACKNOWLEDGEMENTS

I would like to express my heartfelt gratitude to the principal for his support and cooperation in assisting this research. Your participation and the time you have dedicated have been invaluable in the data collection process, and they have greatly contributed to the smooth progress of this study. I hope the results of this research can be beneficial for the development of the school and education as a whole.

REFERENCES

- Abubakar, L. S., Zainol, F. A., & Binti Wan Daud, W. N. (2018). Entrepreneurial leadership and performance of small and medium sized enterprises: A structural equation modelling approach. *Journal for International Business and Entrepreneurship Development*, 11(2). <https://doi.org/10.1504/JIBED.2018.10012210>
- Aisha, A., Nugraha, F., & Suwarsono, L. (2019). Mental Workload Evaluation of Machining Tool Operators in Manufacturing SMEs. <https://doi.org/10.2991/icoemis-19.2019.41>
- Akmalia, S., & Prihartono, B. (2023). Relationship Between Remote Work, Organizational Climate, and Work Stress on Employee Performance. *International Journal of Social Health*, 2(9). <https://doi.org/10.58860/ijsh.v2i9.91>
- Al Halbusi, H., Williams, K. A., Ramayah, T., Aldieri, L., & Vinci, C. P. (2021). Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person-organization fit. *Personnel Review*, 50(1). <https://doi.org/10.1108/PR-09-2019-0522>
- Asiimwe, K. N., Bada, J. K., & Kasekende, F. (2023). The Moderating Role of the Organizational Climate on the Relationship between IT alignment and Employee Performance. *East African Journal of Business and Economics*, 6(1). <https://doi.org/10.37284/eajbe.6.1.1067>
- Bahrami, M. A., Barati, O., Ghoroghchian, M. sadat, Montazer-alfaraj, R., & Ranjbar Ezzatabadi, M.

- (2016). Role of Organizational Climate in Organizational Commitment: The Case of Teaching Hospitals. *Osong Public Health and Research Perspectives*, 7(2). <https://doi.org/10.1016/j.phrp.2015.11.009>
- Balasi, A., Iordanidis, G., & Tsakiridou, E. (2023). Entrepreneurial leadership behaviour of primary school principals across Europe: a comparative study. *International Journal of Educational Management*, 37(5). <https://doi.org/10.1108/IJEM-04-2023-0208>
- Bantha, T., & Sahni, S. P. (2021). The relation of servant leadership with followers' organizational citizenship behaviour (OCB): mediating role of generalized self-efficacy (GSE) and organization-based self-esteem (OBSE). *Industrial and Commercial Training*, 53(4). <https://doi.org/10.1108/ICT-02-2020-0024>
- Banwo, A. O., & Du, J. (2020). When the good outweighs the bad: organizational citizenship behaviour (OCB) in the workplace. *Human Resource Development International*, 23(1). <https://doi.org/10.1080/13678868.2018.1449546>
- Boudreau, M. C., Gefen, D., & Straub, D. W. (2001). Validation in information systems research: A state-of-the-art assessment. *MIS Quarterly: Management Information Systems*, 25(1). <https://doi.org/10.2307/3250956>
- Brodny, J., & Tutak, M. (2022). The Level of Digitization of Small, Medium and Large Enterprises in the Central and Eastern European Countries and Its Relationship with Economic Parameters. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3). <https://doi.org/10.3390/joitmc8030113>
- Campbell, N., McHugh, G., & Ennis, P. J. (2019). Climate Change Is Not a Problem: Speculative Realism at the End of Organization. *Organization Studies*, 40(5). <https://doi.org/10.1177/0170840618765553>
- chrystanto, andri, Khuzaini, K., & Suwitho, S. (2019). Supervision Moderating International Safety Management Code (Ism Code) and Cultural Organization the Performance of Employees. *Jurnal Aplikasi Manajemen*, 17(3), 496–505. <https://doi.org/10.21776/ub.jam.2019.017.03.14>
- Dall'Ora, C., Griffiths, P., Hope, J., Barker, H., & Smith, G. B. (2020). What is the nursing time and workload involved in taking and recording patients' vital signs? A systematic review. In *Journal of Clinical Nursing* (Vol. 29, Issues 13–14). <https://doi.org/10.1111/jocn.15202>
- Dávila Morán, R. C., Agüero Corzo, E. D. C., Ruiz Nizama, J. L., & Guanilo Paredes, C. E. (2021). Organizational climate and job satisfaction in a peruvian industrial company. *Revista Venezolana de Gerencia*, 26(Special Issue 5). <https://doi.org/10.52080/rvgluz.26.e5.42>
- Dwi Nurul Aisyah, Prihatin Lumbanraja, & Parapat Gultom. (2023). The influence of workload and adaptation ability on employee performance through satisfaction work at PT. Bank of SUMUT Regional 1 Medan. *International Journal of Educational Review, Law And Social Sciences (IJERLAS)*, 3(4). <https://doi.org/10.54443/ijerlas.v3i4.956>
- Firaldi, Y., Wibisono, C., Ngaliman, N., Indrayani, I., & Satriawan, B. (2023). influence of leadership, discipline, and workload on employee performance through job satisfaction as an intervening variable in Regional Revenue Agency Riau Islands Province. *Journal of Multidisciplinary Academic Business Studies*, 1(1). <https://doi.org/10.35912/jomabs.v1i1.1779>
- García-Vidal, G., Sánchez-Rodríguez, A., Pérez-Campdesuñer, R., & Martínez-Vivar, R. (2019). Entrepreneurial leadership in smes: Perceptions of owner-Managers vs. employees. *Management and Production Engineering Review*, 10(3). <https://doi.org/10.24425/mper.2019.129603>
- Garibaldi, A., & Riyanto, S. (2023). The Effect of Organizational Commitment, Job Satisfaction, and Training on Protelindo Employee Performance With Organizational Citizenship Behavior (OCB) as A Mediating Variable. *Dinasti International Journal of Management Science*, 4(4). <https://doi.org/10.31933/dijms.v4i4.1670>
- Harahap, L. K. (2018). Analisis SEM (Structural Equation Modelling) Dengan SMARTPLS (Partial Least Square). *Fakultas Sains Dan Teknologi Uin Walisongo Semarang*, 1.
- Harianto, E., & Leoparjo, F. (2022). The Value Propotion Concept In Higher Education : How To Build Hybrid Curricula Universitas Ciputra Culinary Business. *International Journal of Economics, Business and Accounting Research (IJEBAAR)*, 6(1). <https://doi.org/10.29040/ijebar.v6i1.3056>
- Harwiki, W. (2016). The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behaviour (OCB) and Employee Performance in Women Cooperatives. *Procedia - Social and Behavioral Sciences*, 219. <https://doi.org/10.1016/j.sbspro.2016.04.032>
- Hidayat, W. G. P. A., & Tannady, H. (2023). Analysis of Organizational Citizenship Behavior (OCB) Variables, Work Stress, Work Communication, Work Climate Affecting Employee Performance and Turnover Intention at PT. Bank Tabungan Negara (Persero) Tbk. Cabang Gresik. *International Journal of Science, Technology & Management*, 4(3). <https://doi.org/10.46729/ijstm.v4i3.834>
- Indriyani, D. (2019). Pengaruh Entrepreneurial Leadership Terhadap Karyawan PT. Top Sentral Transportama Jakarta Pusat. *Journal of Business Administration Economic & Entrepreneurship*, 1(1).
- Irawan, B., Veronika, M., & Sigit, B. (2024). *The influence of communication on policy implementation: The mediating role of disposition*. 13, 19–28. <https://doi.org/10.5267/dsl.2023.12.005>

- Khayal, Z. A. E.-S. (2023). The moderating effect of stress on the relationship between high-performance working systems and perceived employee Performance. *43(4)*. <https://doi.org/10.21608/caf.2023.332126>
- Kosch, T., Karolus, J., Zagermann, J., Reiterer, H., Schmidt, A., & WoÅ°niak, P. W. (2023). A Survey on Measuring Cognitive Workload in Human-Computer Interaction. *ACM Computing Surveys*, *55(13s)*. <https://doi.org/10.1145/3582272>
- Kuncoro, W., & Wibowo, G. (2019). The Increase of Organizational Citizenship Behaviour (OCB) Through Islamic Work Ethics, Affective Commitment, and Organizational Identity. *International Business Research*, *12(2)*. <https://doi.org/10.5539/ibr.v12n2p181>
- Laitinen, E. K., & Kadak, T. (2018). Does the company size affect performance management system? PMSs in small, medium-sized, and large companies. *International Journal of Management and Enterprise Development*, *17(3)*. <https://doi.org/10.1504/IJMED.2018.093549>
- Lestari, E. R., & Ghaby, N. K. F. (2018). The Influence of Organizational Citizenship Behavior (OCB) on Employee's Job Satisfaction and Performance. *Industria: Jurnal Teknologi Dan Manajemen Agroindustri*, *7(2)*, 116–123. <https://doi.org/10.21776/ub.industria.2018.007.02.6>
- Maryati, T., & Fernando, A. (2018). Peran Organizational Citizenship Behaviour (OCB) Dalam Memediasi Pengaruh Motivasi Intrinsik dan Kepuasan Kerja Terhadap Kinerja Karyawan pada PT.Cinemaxx Branch Lippo Plaza Yogyakarta. *JBTI: Jurnal Bisnis Teori Dan Implementasi*, *9(2)*. <https://doi.org/10.18196/bti.92107>
- Meliala, Y. H., Hamidah, & Saparuddin, M. (2023). The Influence of Organizational Culture and Transformational Leadership on Organizational Citizenship Behavior (Ocb) Mediated Organizational Commitment and Job Satisfaction. *Quality - Access to Success*, *24(195)*. <https://doi.org/10.47750/QAS/24.195.28>
- Musriha, M., & Rosyafah, S. (2022). The influence of Leadership Competencies, Organizational Commitment and Job Climate on Organizational citizenship behavior (OCB) and impact Employee Performance at PT Japfa Comfeed Indonesia Tbk. *Ekonika: Jurnal Ekonomi Universitas Kadiri*, *7(1)*. <https://doi.org/10.30737/ekonika.v7i1.2738>
- Nasution, R. A. N., & Saragih, I. S. (2023). The influence of self-efficacy and organizational climate on employee performance. *Enrichment: Journal of Management*, *13(1)*. <https://doi.org/10.35335/enrichment.v13i1.1204>
- Novita Rosalina, & M Sihab Ridwan. (2023). The Influence of Workload, Work Environment and Organizational Communication on Employee Performance at the Badan Amil Zakat Nasional (Baznas) in Surabaya City. *Indonesian Journal of Interdisciplinary Research in Science and Technology*, *1(7)*. <https://doi.org/10.55927/marcopolo.v1i7.5749>
- Prasetyaningtyas, S. W., Darmawan, A., Puhirta, B. P., & Kusmanto, D. A. (2022). Impact of Workload and Responsibility Load on Work Stress and Job Performance on Construction Projects During the Pandemic. *Jurnal Aplikasi Manajemen*, *20(1)*, 136–145. <https://doi.org/10.21776/ub.jam.2022.020.01.14>
- Rifqi Maulana, M., & Isma Putra, B. (2022). Measurement of Workload With Work Sampling and Workload Analysis in PT. VUB. *Seminar Nasional Inovasi Teknologi*.
- Rimbayana, T. A. K., Erari, A., & Aisyah, S. (2022). The Influence of Competence, Cooperation and Organizational Climate on Employee Performance With Work Motivation as a Mediation Variable (Study on the Food and Agriculture Office Clump of Merauke Regency). *Technium Social Sciences Journal*, *27*. <https://doi.org/10.47577/tssj.v27i1.5200>
- Rönkkö, M., & Cho, E. (2022). An Updated Guideline for Assessing Discriminant Validity. *Organizational Research Methods*, *25(1)*. <https://doi.org/10.1177/1094428120968614>
- Sani, A., Ekowati, V. M., Wekke, I. S., & Idris, I. (2018). Respective contribution of entrepreneurial leadership through organizational citizenship behaviour in creating employee's performance. *Academy of Entrepreneurship Journal*, *24(4)*.
- Scott, T., & Guan, W. (2023). Challenges facing Thai higher education institutions financial stability and perceived institutional education quality. *Power and Education*, *15(3)*. <https://doi.org/10.1177/17577438221140014>
- Setiti, L. M. D., & Paramarta, W. A. (2023). Workload Influence on Employee Performance of Aria Villas Seminyak with Work Stress as a Variable Intervening. *GREENOMIKA*, *5(1)*. <https://doi.org/10.55732/unu.gnk.2022.05.1.4>
- Shaleha, A., Harun, C. Z., & Niswanto, N. (2023). Entrepreneurial Leadership of School Principals in Improving Teacher Welfare at SMA Negeri Unggul in Pidie Jaya Regency. *International Journal of Engineering Business and Social Science*, *1(06)*. <https://doi.org/10.58451/ijebss.v1i06.85>
- Siagian, M., Khoiri, M., & Hikmah. (2022). Pengantar Manajemen. In *UPB Press*.
- Sudhakar, G., & Srinivasa Rao, R. (2023). A Panacea for Job Satisfaction The Effects and Impact of Rewards Practices: A Study on the Employees of Various Selected Private Educational Institutions in Hyderabad, Telangana, India. *Shanlax International Journal of Management*, *10(3)*. <https://doi.org/10.34293/management.v10i3.5856>
- Sukiyah, N. D. A., Elok Venanda, M. F., Venanda, E., & Dwiridotjahjono, J. (2021). Pengaruh Motivasi Kerja dan Displin Kerja terhadap Kinerja Karyawan di Perusahaan PTPN X Pabrik Gula Lestari Kertosono. *Jurnal Manajemen Dan Organisasi*, *12(2)*, 99–108.

- <https://doi.org/10.29244/jmo.v12i2.33868>
- Sulaiman, A., Zakaria, M., Zeki, M., & Muzakir. (2020). Workload analysis using the workload analysis method as consideration for providing worker incentives. *Journal of Advanced Research in Dynamical and Control Systems*, 12(2). <https://doi.org/10.5373/JARDCS/V12I2/S20201224>
- Sumarno, S. (2021). Evaluation of the CSE-UCLA Model on Vocational High School Entrepreneurship Learning in Facing the Industry Era 4.0. *Jurnal Kependidikan: Jurnal Hasil Penelitian Dan Kajian Kepustakaan Di Bidang Pendidikan, Pengajaran Dan Pembelajaran*, 7(4). <https://doi.org/10.33394/jk.v7i4.4118>
- Wee, L. S., Sidharta, H., & Harianto, E. (2023). The Role Of Organizational Citizen Behavior On Employee Performance: A Case Study Coca Cola Official Distributor. *International Journal of Economics, Business and Accounting Research*, 7(4), 1674–1687.
- Wiyanto, H., Widayati, C. C., & Marliya, S. (2022). The Influence Of Organizational Culture, Self Efficacy And Work Motivation For Employee Performance. *Dinasti International Journal of Education Management And Social Science*, 3(3). <https://doi.org/10.31933/dijemss.v3i3.1124>
- Ximenes, M., Supartha, W. G., Manuati Dewi, I. G. A., & Sintaasih, D. K. (2019). Entrepreneurial leadership moderating high performance work system and employee creativity on employee performance. *Cogent Business and Management*, 6(1). <https://doi.org/10.1080/23311975.2019.1697512>
- Zainol, F. A., Daud, W. N. W., Abubakar, L. S., Shaari, H., & Halim, H. A. (2018). A Linkage between Entrepreneurial Leadership and SMEs Performance: An Integrated Review. *International Journal of Academic Research in Business and Social Sciences*, 8(4). <https://doi.org/10.6007/ijarbss/v8-i4/4000>
- Zijlstra, P. (2019). Entrepreneurial Leadership - When is Entrepreneurial Leadership most effective? In *The Grants Register 2020*.