

Improving Employee Performance based on Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior (OCB)

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Abstract. *Employee performance is one of the important factors in supporting organizational effectiveness, especially in the airport industry which has complex operational characteristics. This study aims to analyze the effect of Organizational Commitment and Organizational Culture on Employee Performance with Organizational Citizenship Behavior (OCB) as an intervening variable at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office. The study used a quantitative approach with an explanatory research type. The study population was 95 organic employees with a saturated sampling technique, so that the entire population was used as respondents. Based on the data filtering process, 93 respondents met the research criteria. Data analysis was carried out using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method through SmartPLS 4.1 software. The results of the study showed that Organizational Culture had a positive and significant effect on Employee Performance and Organizational Citizenship Behavior (OCB), while Organizational Commitment did not have a significant effect on Employee Performance or Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) had a positive and significant effect on Employee Performance and was able to mediate the effect of Organizational Culture on Employee Performance, but was unable to mediate the effect of Organizational Commitment on Employee Performance. This study concludes that Organizational Culture is the most dominant factor in improving Employee Performance, both directly and through Organizational Citizenship Behavior (OCB).*

Keywords: *Employee Performance; PLS-SEM; Organizational Citizenship Behavior (OCB); Organizational Commitment; Organizational Culture.*

1. Introduction

Air transportation is a service sector with a high level of complexity. Airport operations are not only oriented towards providing services to users, but must also ensure safety, security, compliance with national and international regulations, infrastructure reliability, and coordination between various stakeholders involved in the air transportation system. All of these activities occur simultaneously and are interdependent, so the success of airport operations is determined not only by technological sophistication or complete infrastructure, but also by the organization's ability to effectively manage its human resources.

As a company responsible for providing airport services in Indonesia, PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office plays a strategic role in supporting national connectivity while ensuring the implementation of safe, secure, orderly, and quality airport operations. The dynamics of the aviation industry that are growing rapidly, the increasing expectations of service users, the demand for excellent service, and changes in the increasingly competitive business environment require companies to continuously improve organizational effectiveness. These efforts are not only realized through modernizing facilities and developing technology alone, but also require human resource management that is able to support the achievement of organizational goals in a sustainable manner.

From a human resource management perspective, an organization's competitive advantage in the modern era is no longer solely determined by the ownership of capital, technology, or physical assets. Various previous studies have shown that Human resources are a strategic factor that plays a role in creating organizational excellence due to their ability to think, adapt, innovate, solve problems, and build productive working relationships. Therefore, organizations that are able to manage their human resources effectively will find it easier to build a productive work environment, improve service quality, strengthen collaboration between work units, and create sustainable organizational excellence.

Successful human resource management is ultimately reflected in employee performance. Employee performance not only reflects an individual's ability to complete work according to established targets but also demonstrates each employee's tangible contribution to achieving organizational goals. In airport management organizations, performance is broader in scope because all operational activities are interconnected and form a unified service system. Errors in one job function have the potential to impact other functions, so organizational effectiveness is determined not only by individual achievement but also by the quality of coordination, communication, adherence to procedures, and the ability to work collaboratively among members of the organization.

This situation demonstrates that improving employee performance cannot be viewed solely as a result of individual technical abilities. Competence, skills, and work experience are indeed necessary prerequisites for carrying out work effectively. However, various previous studies have shown that organizations with complex operational characteristics require more than just competent individuals. Organizations need a work environment that can strengthen employee engagement with the company, build shared values, and encourage work behaviors that support organizational effectiveness. In other words, improving employee performance is essentially the result of the interaction between individual qualities and organizational systems that can foster sustainable positive work behaviors.

2. Research Methods

This research is a quantitative study with an explanatory research approach. Quantitative research was used because this study aims to test the relationship between variables formulated in the hypothesis: organizational commitment, organizational culture, Organizational Citizenship Behavior (OCB), and employee performance.

According to Sugiyono (2019), quantitative research is a research method that aims to test theories through the measurement of numerical variables and statistical analysis. This approach is relevant because the research uses primary data collected through a Likert-scale questionnaire, which is then statistically analyzed to test the direct and indirect influences between variables.

Based on its characteristics, this research also falls into the category of Explanatory Research, namely research that explains the causal relationship between independent variables, intervening variables, and dependent variables. The main goal of explanatory research is to explain the influence of one variable on another and to test a relationship model based on a developed theory.

Furthermore, this study employed an associative analysis model, which aims to examine the relationships and influences between variables. This model aligns with the research objective of determining how much organizational commitment and organizational culture influence employee performance, both directly and through OCB mediation.

This research can also be categorized as a cross-sectional study, as data collection was conducted at a specific point in time on a sample of employees at PT Angkasa Pura Indonesia's Adi Soemarmo Airport Branch Office. Therefore, this type of research is very appropriate.

3. Results and Discussion

3.1. The Influence of Organizational Commitment on Employee Performance

The results of the study indicate that Organizational Commitment does not significantly influence Employee Performance at PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office. This finding indicates that the level of organizational commitment possessed by employees has not been able to provide a direct influence on performance improvement. Thus, performance achievement in the organization that is the object of the study is not only influenced by the level of employee engagement to the organization, but also by other organizational factors that have a more dominant role in supporting work implementation.

These findings align with research by Akmal (2025), which concluded that organizational commitment does not significantly impact employee performance. The study's findings indicate that in organizations with structured work systems, performance achievement is more influenced by the effectiveness of work systems, organizational culture, and human resource management mechanisms than by the level of individual commitment to the organization. However, these findings differ from those of Pratiwi (2025), which demonstrated that organizational commitment has a positive and significant impact on employee performance. These differences indicate that the relationship between organizational commitment and performance is contextual, influenced by organizational characteristics, the work environment, and the management systems implemented in each institution.

Theoretically, Meyer and Allen (1991) explain that organizational commitment is a form of individual psychological attachment to the organization reflected through affective commitment, continuance commitment, and normative commitment. Individuals with high commitment generally demonstrate loyalty, a sense of belonging, and a desire to remain part of the organization. However, this theory does not state that organizational commitment is always the primary predictor of performance in all organizational conditions. The influence of organizational commitment on performance can be influenced by other, more dominant organizational factors, such as organizational culture, work systems, leadership, and job characteristics.

The results of this study do not contradict Meyer and Allen's (1991) theory, but rather indicate that the relationship between organizational commitment and performance is influenced by the organizational context. In organizations with a high level of operational standardization, such as PT Angkasa Pura Indonesia's Adi Soemarmo Airport Branch Office, performance achievement is determined not only by individual commitment, but also by adherence to operational procedures, effective cross-unit coordination, and the implementation of established organizational management systems.

This situation is understandable, given that airport operations are complex and high-risk. Every work process is carried out based on Standard Operating Procedures (SOPs), a Safety Management System (SMS), performance indicators, and strict monitoring mechanisms. Under these conditions, the success of work execution is determined more by the consistency of procedure implementation, coordination between work units, operational communication, and regulatory compliance than by the level of organizational commitment of each individual. Therefore, although the majority of respondents have a high level of organizational commitment, this has not directly influenced employee performance.

This finding is also in line with the results of the effect size (f^2) analysis. The results of the mediation test indicate that Organizational Commitment has a small effect on Employee Performance, and that Organizational Citizenship Behavior (OCB) is also unable to mediate this relationship. This further confirms that Organizational Commitment is not a dominant factor explaining variations in Employee Performance in the research subjects.

The theoretical implications of this study indicate that the influence of Organizational Commitment on Employee Performance is not universal, but is influenced by the characteristics of the organization where the research was conducted. Meanwhile, practically the results of the study provide an illustration that the strategy to improve employee performance at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office is not enough to focus only on strengthening organizational commitment. Organizations need to strengthen organizational culture, increase leadership effectiveness, strengthen cross-unit coordination, and create a work environment that is able to encourage the emergence of Organizational Citizenship Behavior (OCB) as a factor that has been proven to have a greater influence on improving employee performance.

Based on the description, it can be concluded that Organizational Commitment is not a factor that directly determines Employee Performance at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office. In the context of an airport organization that has a highly standardized work system, performance achievement is more influenced by organizational culture, operational coordination, and positive work behavior that develops within the organizational environment than by the level of individual commitment alone.

3.2. The Influence of Organizational Culture on Employee Performance

The results of the study indicate that organizational culture has a positive and significant effect on employee performance at PT Angkasa Pura Indonesia's Adi Soemarmo Airport Branch Office. This finding suggests that the better the implementation of organizational culture values in the work environment, the higher the employee performance. Therefore, the second hypothesis is

The results indicate that organizational culture influences employee performance and are acceptable. These results indicate that organizational culture is a crucial factor in driving improved employee performance by developing mindsets, attitudes, and work behaviors that align with organizational goals.

The findings of this study align with those of Pratiwi (2025), who concluded that organizational culture has a positive and significant impact on employee performance. This study explains that consistently implemented organizational culture can foster disciplined work behavior, improve coordination between employees, and strengthen orientation toward achieving organizational goals. Conversely, several previous studies found that organizational culture does not significantly impact employee performance. These differences in results indicate that the effectiveness of organizational culture is not universal but is influenced by organizational characteristics, leadership patterns, the level of internalization of organizational values, and the complexity of the work environment faced by each organization.

Theoretically, the results of this study support the Organizational Culture theory proposed by Geert Hofstede (2001). Hofstede explains that organizational culture is a value system that influences how individuals think, behave, and act within an organization. In this study, organizational culture is measured through the dimensions of Power Distance, Uncertainty Avoidance, Individualism versus Collectivism, and Long-Term Orientation. These four dimensions form work behavior patterns that encourage coordination, discipline, cooperation, and orientation towards the organization's long-term goals. If these values are understood and consistently applied by all members of the organization, the effectiveness of work implementation will increase, thus impacting employee performance.

The results of this study reinforce Hofstede's (2001) view that organizational culture is not simply a set of normative values, but rather a mechanism capable of directing individual behavior in achieving organizational goals. In other words, organizational culture functions as A guideline that unifies the way all members of an organization think and act, enabling each individual to consistently perform according to established standards. Therefore, the more deeply an organization's culture is internalized in daily work activities, the greater its contribution to improving employee performance.

In the context of PT Angkasa Pura Indonesia's Adi Soemarmo Airport Branch Office, organizational culture plays a very strategic role because airport operations take place in an environment with a high level of complexity and risk. All operational activities are carried out based on aviation regulations, Standard Operating Procedures (SOPs), Safety Management Systems (SMS), security standards, and service targets that must be met consistently. This condition requires every employee to not only have technical competence, but also be able to internalize organizational values such as discipline, collaboration, concern for safety, service orientation, and responsibility for work quality.

The application of these values is a factor that supports the effectiveness of cross-work unit coordination so that organizational performance can be maintained optimally.

The findings of this study are also supported by the results of the effect size analysis (f^2) which shows that Organizational Culture has a greater contribution to Employee Performance than Organizational Commitment, although it is in the small category based on the criteria of Hair et al. (2022). In addition, the results of the mediation test show that Organizational Culture not only has a direct effect on Employee Performance, but also has an indirect effect through Organizational Citizenship Behavior (OCB). These findings indicate that organizational culture has a strategic role because it can improve performance through two mechanisms simultaneously, namely a direct influence on work implementation and an indirect influence through the formation of voluntary work behavior that supports organizational effectiveness.

The theoretical implications of this study reinforce the view that organizational culture is one of the main determinants that influences employee performance, especially in organizations that operate in environments with high levels of regulation and coordination. Meanwhile, in practice, the research results provide an illustration that improving employee performance at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office needs to be focused on strengthening organizational culture through internalizing company values, exemplary leadership, developing effective organizational communication, strengthening safety culture, and sustainable human resource development. These efforts are expected to create harmony in work behavior between units so that organizational effectiveness and the quality of airport services can be continuously improved.

Based on the description, it can be concluded that Organizational Culture is one of the factors that plays an important role in improving Employee Performance at PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office. The stronger the organizational cultural values are internalized in daily work activities, the higher the effectiveness of work implementation, which ultimately has an impact on improving employee performance. This finding shows that organizational culture is not only an organizational identity, but also a strategic instrument in realizing superior and sustainable performance.

3.3. The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)

The results of the study indicate that Organizational Commitment does not have a significant effect on Organizational Citizenship Behavior (OCB) at PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office. This finding indicates that the level of organizational commitment held by employees has not been able to provide a direct influence on the formation of Organizational Citizenship Behavior (OCB). Thus, the third hypothesis stating that Organizational Commitment influences Organizational Citizenship Behavior (OCB)

cannot be accepted. These results indicate that employee attachment to the organization is not necessarily followed by a willingness to engage in voluntary behavior that goes beyond demands formal employment.

The findings of this study align with those of Akmal (2025), who concluded that organizational commitment does not significantly influence organizational citizenship behavior. This study explains that the emergence of OCB behavior is more influenced by organizational conditions, such as work culture, leadership, organizational climate, and interpersonal relationships between employees, rather than by the level of individual commitment to the organization. However, the results of this study differ from several previous studies that stated that organizational commitment is one factor capable of increasing organizational citizenship behavior. These differences in results indicate that the relationship between organizational commitment and organizational citizenship behavior is influenced by organizational characteristics, work systems, and the social environment in which individuals carry out their work.

Theoretically, the results of this study can be explained through the Organizational Commitment theory proposed by Meyer and Allen (1991). According to this theory, organizational commitment reflects an individual's psychological attachment to the organization through three dimensions: affective commitment, continuance commitment, and normative commitment. Individuals with high commitment generally demonstrate loyalty, a sense of belonging, and a desire to remain part of the organization. However, this theory does not state that organizational commitment will automatically result in Organizational Citizenship Behavior. OCB behavior is voluntary behavior that is influenced by various factors, including organizational culture, the quality of relationships between employees, leadership style, and the work climate that develops within the organization.

Thus, the results of this study do not contradict Meyer and Allen's (1991) theory, but rather indicate that organizational commitment more closely reflects the psychological relationship between individuals and organizations, while Organizational Citizenship Behavior is a form of behavior influenced by the interaction of individuals with their work environment. Therefore, high levels of organizational commitment do not necessarily translate into increased organizational behavior.

OCB occurs when the organization has not been able to create a work environment that encourages collaboration, concern, and active participation among employees. At PT Angkasa Pura Indonesia's Adi Soemarmo Airport Branch Office, Organizational Citizenship Behavior develops in an operational environment that relies heavily on cross-functional coordination and inter-unit cooperation. Airport operational activities require each work unit to support each other in maintaining flight safety, airport security, smooth service delivery, and compliance with various aviation regulations. In these conditions, the behavior of helping colleagues, sharing information, providing support during dynamic operational

conditions, and actively participating in resolving operational problems is formed more through organizational culture and a collaborative work climate than by the level of individual commitment to the organization. This condition explains why Organizational Commitment has not had a significant influence on Organizational Citizenship Behavior in the research object.

The findings of this study are also supported by the results of the effect size (f^2) analysis, which shows that the influence of Organizational Commitment on Organizational Citizenship Behavior is small. Conversely, Organizational Culture shows a much greater contribution to the formation of Organizational Citizenship Behavior. These findings reinforce that OCB behavior is more influenced by collective factors that develop within the organization than individual psychological factors.

The theoretical implications of this study indicate that the relationship between Organizational Commitment and Organizational Citizenship Behavior is neither direct nor universal, but is influenced by the organizational context and work environment conditions. Meanwhile, in practice, the results of the study provide an illustration that efforts to improve Organizational Citizenship Behavior at PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, are not sufficient by increasing organizational commitment alone. Organizations need to build a collaborative work culture, strengthen cross-unit communication, improve leadership quality, and create a conducive work environment supporting the growth of mutual assistance behavior, concern for the organization, and active participation in solving various operational challenges.

Based on the description, it can be concluded that Organizational Commitment is not a factor that directly determines the formation of Organizational Citizenship Behavior at PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office. In an airport operational environment that demands coordination, collaboration, and rapid response to various operational conditions, Organizational Citizenship Behavior is more influenced by organizational culture and a supportive work climate than by the level of individual commitment to the organization. Therefore, strengthening organizational culture is a more effective strategy in encouraging the development of Organizational Citizenship Behavior in the work environment.

3.4. The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB)

The results of the study indicate that Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior (OCB) at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office. This finding indicates that the better the implementation of organizational culture values in the work environment, the higher the tendency of employees to display Organizational Citizenship Behavior (OCB). Thus, the fourth hypothesis stating that Organizational Culture influences Organizational Citizenship Behavior (OCB) can

be accepted. These results indicate that organizational culture is the main factor that shapes employee voluntary behavior in supporting organizational effectiveness outside of carrying out formal duties.

The findings of this study align with Pratiwi's (2025) study, which concluded that organizational culture has a positive and significant influence on organizational citizenship behavior. This study explains that a strong organizational culture can build a positive work environment collaborative, increasing a sense of belonging to the organization, and encouraging active employee participation in supporting organizational success. The results of this study are also consistent with various previous studies that state that organizational culture is one of the main determinants in the formation of Organizational Citizenship Behavior. These similar findings indicate that organizational values that are understood and consistently implemented will shape positive work behaviors that go beyond formal employee obligations.

Theoretically, the results of this study support the Organizational Culture theory proposed by Geert Hofstede (2001). According to Hofstede, organizational culture is a value system that serves as a guide for organizational members in thinking, behaving, and acting. In this study, organizational culture was measured through the dimensions of Power Distance, Uncertainty Avoidance, Individualism versus Collectivism, and Long-Term Orientation. These four dimensions not only influence how individuals carry out their work but also shape interaction patterns between employees based on cooperation, mutual trust, and orientation towards the interests of the organization. When these values are consistently internalized, employees will be encouraged to demonstrate voluntary behavior, such as helping coworkers, sharing information, maintaining harmonious working relationships, and actively participating in solving various organizational problems. Thus, organizational culture is the main foundation for the formation of Organizational Citizenship Behavior.

The results of this study reinforce Hofstede's (2001) view that organizational culture plays a strategic role in shaping the behavior of organizational members. Organizational culture not only regulates how individuals perform formal tasks but also influences positive behaviors voluntarily undertaken to support organizational effectiveness. Therefore, the stronger the internalization of organizational culture in organizational life, the greater the opportunity for the development of Organizational Citizenship Behavior among employees.

In the context of PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office, organizational culture has a very important role because Airport operations involve various interdependent work units. Operational success is determined not only by an individual's ability to complete tasks according to their job description, but also by each employee's willingness to help one another, share information, maintain effective communication, and provide support to other work units when facing dynamic operational conditions. Organizational values such as collaboration, discipline, concern for safety, service

orientation, and shared responsibility form the foundation for the formation of Organizational Citizenship Behavior. Therefore, the stronger the organizational culture is implemented in daily work activities, the greater the tendency for employees to demonstrate voluntary behavior that supports the organization's overall success.

The findings of this study are further strengthened by the results of the effect size analysis (f^2) which shows that Organizational Culture has the largest contribution to Organizational Citizenship Behavior compared to the relationship between other variables. Based on Hair et al.'s criteria, this influence is in the large category, thus indicating that Organizational Culture is the most dominant variable in explaining the formation of Organizational Citizenship Behavior at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office. This finding is also in line with the results of the mediation test which shows that Organizational Citizenship Behavior is able to translate the influence of Organizational Culture on improving Employee Performance. Thus, organizational culture not only has a direct influence on work behavior, but also becomes the basis for the formation of mechanisms that increase the effectiveness of the organization as a whole.

The theoretical implications of this study reinforce the view that organizational culture is an important antecedent in the formation of Organizational Citizenship Behavior, especially in organizations with complex operational characteristics and requiring high cross-functional coordination. Meanwhile, in practice, the results of the study provide an overview that PT Angkasa Pura Indonesia's Adi Soemarmo Airport Branch Office needs to continue to improve its organizational culture.

Strengthening the internalization of organizational cultural values through leadership role models, developing effective organizational communication, fostering human resources, strengthening safety culture, and continuously evaluating the implementation of work culture. These efforts are expected to create a work environment that encourages the growth of Organizational Citizenship Behavior as part of an organizational culture that supports airport operational effectiveness.

Based on the description, it can be concluded that Organizational Culture is the most dominant factor in shaping Organizational Citizenship Behavior at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office. The stronger the organizational cultural values are internalized in daily work activities, the higher the tendency of employees to demonstrate voluntary behavior that supports the interests of the organization. This finding confirms that organizational culture not only functions as an organizational identity, but also as a strategic mechanism that shapes positive work behavior and becomes the foundation for improving organizational performance in a sustainable manner.

3.5. The Influence of Organizational Citizenship Behavior on Employee Performance

The results of the study indicate that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office. This finding indicates that the higher the Organizational Citizenship Behavior demonstrated by employees, the higher the resulting performance. Thus, the fifth hypothesis stating that Organizational Citizenship Behavior influences Employee Performance can be accepted. These results indicate that voluntary behavior carried out outside of formal job demands can make a real contribution to increasing the effectiveness of work implementation and achieving organizational goals.

The findings of this study are in line with Pratiwi's (2025) research which concluded that Organizational Citizenship Behavior has a positive and significant effect on Employee Performance. The study explains that employees who exhibit Organizational Citizenship Behavior tend to be more cooperative, have a concern for the organization, and are willing to contribute beyond their formal duties. This condition can increase work effectiveness, facilitate coordination between employees, and support the achievement of organizational goals. The results of this study are also consistent with various previous studies stating that Organizational Citizenship Behavior is an important factor in improving employee performance. The similarity of these findings indicates that voluntary behavior that develops in the workplace provides added value to organizational effectiveness that cannot always be achieved only through the implementation of formal duties.

Theoretically, the results of this study support the theory of Organizational Citizenship Behavior proposed by Dennis W. Organ (1988). According to Organ, Organizational Citizenship Behavior is voluntary behavior carried out by individuals outside of their formal work obligations, but can increase organizational effectiveness. This behavior is reflected in the willingness to help coworkers, maintain harmonious working relationships, demonstrate concern for the organization, and actively participate in various activities that support organizational success. Although this behavior does not directly receive formal rewards, its presence can create a more productive work environment, strengthen teamwork, and increase the efficiency of work execution.

The results of this study reinforce Organ's (1988) view that Organizational Citizenship Behavior is a work behavior that adds value to an organization. Employees who voluntarily help coworkers, share information, maintain good communication, and demonstrate concern for the organization's interests will create a more conducive work environment. This condition not only increases individual work effectiveness but also strengthens synergy between employees, thus organizational goals can be achieved more optimally.

In the context of PT Angkasa Pura Indonesia's Adi Soemarmo Airport Branch Office, Organizational Citizenship Behavior plays a crucial role because airport operations involve

the coordination of various interdependent work units. Flight service, safety, security, and user service activities cannot run optimally if each employee focuses solely on their formal duties. Conversely, operational success is greatly influenced by the willingness of each individual to assist one another, share information quickly and accurately, provide support to other work units when facing dynamic operational conditions, and actively participate in resolving various operational issues. Therefore, Organizational Citizenship Behavior is one of the factors capable of increasing coordination effectiveness, accelerating work completion, and maintaining service quality and airport operational safety.

The findings of this study are also supported by the results of the effect size analysis (f^2), which shows that Organizational Citizenship Behavior has a moderate influence on Employee Performance. This indicates that OCB makes a fairly strong contribution in explaining variations in employee performance. Furthermore, the results of the mediation test show that Organizational Citizenship Behavior can act as a mechanism that bridges the influence of Organizational Culture on Employee Performance. Thus, Organizational Citizenship Behavior not only acts as a variable that directly influences performance but also as a mechanism that translates organizational culture into positive work behaviors that support the achievement of organizational goals.

The theoretical implications of this research reinforce the view that Organizational Citizenship Behavior is a crucial determinant of employee performance. Voluntary work behavior has been shown to contribute to organizational effectiveness, particularly in organizations that require high levels of coordination and cross-functional collaboration.

Meanwhile, the practical results of the study suggest that PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, needs to continue creating a work environment that encourages the development of Organizational Citizenship Behavior through strengthening organizational culture, exemplary leadership, open communication, fostering teamwork, and providing appreciation for positive work behavior. These efforts are expected to improve the airport's operational effectiveness while supporting the achievement of sustainable organizational performance.

Based on the description, it can be concluded that Organizational Citizenship Behavior is a factor that plays an important role in improving Employee Performance at PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office. The higher the voluntary behavior shown by employees in supporting their colleagues and the organization, the higher the effectiveness of work implementation, which ultimately has an impact on improving employee performance. This finding confirms that Organizational Citizenship Behavior is not only a work behavior that provides added value to the organization, but also a strategic mechanism in realizing superior and sustainable organizational performance.

3.6. The Role of Organizational Citizenship Behavior in Mediating the Effect of Organizational Commitment on Employee Performance

The results of the study indicate that Organizational Citizenship Behavior (OCB) is unable to mediate the influence of Organizational Commitment on Employee Performance at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office. This finding indicates that Organizational Commitment does not have a strong enough influence in shaping Organizational Citizenship Behavior so that it cannot produce an increase in Employee Performance through this mediation mechanism. Thus, the sixth hypothesis stating that Organizational Citizenship Behavior mediates the influence of Organizational Commitment on Employee Performance cannot be accepted.

The results of this study are a logical consequence of the testing direct relationship between variables. It was previously known that Organizational Commitment did not have a significant effect on Organizational Citizenship Behavior, while Organizational Citizenship Behavior had a positive and significant effect on Employee Performance. This condition indicates that although Organizational Citizenship Behavior has been proven to be able to improve Employee Performance, this behavior is not formed through increased Organizational Commitment. In other words, one of the main requirements for mediation, namely a significant influence between the independent variable and the mediating variable, is not met.

The findings of this study illustrate that employees' psychological attachment to the organization is not necessarily manifested in voluntary behavior that goes beyond formal job demands. Organizational Commitment reflects loyalty, a sense of belonging, and an individual's desire to remain part of the organization, while Organizational Citizenship Behavior is concrete behavior reflected through a willingness to help coworkers, share information, maintain harmonious working relationships, and actively participate in supporting the organization's success. Therefore, high organizational commitment does not automatically result in Organizational Citizenship Behavior if it is not supported by a conducive organizational environment.

The findings of this study align with those of Akmal (2025), who found that organizational commitment does not significantly influence organizational citizenship behavior or employee performance. This study explains that the emergence of organizational citizenship behavior is more influenced by collective organizational factors, such as organizational culture, leadership, and work climate, than by individual psychological factors. Conversely, several previous studies have shown that organizational citizenship behavior can mediate the relationship between organizational commitment and employee performance. These differences in results indicate that the effectiveness of organizational citizenship behavior's mediating role is strongly influenced by organizational characteristics, work culture, and the dynamics of employee relationships.

Theoretically, the results of this study can be explained through the Organizational Commitment theory proposed by Meyer and Allen (1991) and the Organizational Citizenship Behavior theory by Organ (1988). Meyer and Allen explain that Organizational Commitment is a form of individual psychological attachment to the organization, while Organ explains that Organizational Citizenship Behavior is a voluntary behavior that develops in response to a positive organizational environment. Both theories show that even though individuals have a high commitment to the organization, Organizational Citizenship Behavior will not develop optimally if the work environment is not able to encourage collaboration, mutual trust, and active participation among members of the organization. Thus, the results of this study do not contradict the two theories, but show that the relationship between Organizational Commitment and Employee Performance through Organizational Citizenship Behavior is influenced by the conditions of the organization where the research was conducted.

In the context of PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office, airport operations are carried out in a highly structured work system with a clear division of tasks, strict operational standards, and multi-layered supervisory mechanisms. These conditions cause performance achievement to be more influenced by compliance with procedures, the effectiveness of cross-unit coordination, and the implementation of work culture than by the level of individual commitment. Organizational Citizenship Behavior that emerges in the work environment is formed more through an organizational culture that encourages cooperation and communication between functions rather than through an individual's psychological attachment to the organization. This explains why Organizational Citizenship Behavior is unable to mediate the effect of Organizational Commitment on Employee Performance in the research object.

The findings of this study are also consistent with the results of the effect size (f^2) analysis, which showed that the influence of Organizational Commitment on Organizational Citizenship Behavior and Employee Performance was small. Conversely, Organizational Culture showed a much larger contribution significant impact on the formation of Organizational Citizenship Behavior. These results confirm that Organizational Citizenship Behavior in this study is more influenced by organizational factors than by Organizational Commitment.

The theoretical implications of this study indicate that the role of Organizational Citizenship Behavior as a mediating variable does not always apply to every relationship between variables. The effectiveness of mediation is highly dependent on the strength of the relationship between the independent variable and the mediating variable. Meanwhile, practically the results of the study provide an illustration that improving Employee Performance at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office cannot be achieved only by increasing Organizational Commitment in the hope that Organizational Citizenship Behavior will automatically form. Organizations need to focus more on human

resource management strategies on strengthening organizational culture, improving leadership quality, developing cross-unit communication, and creating a work environment that supports the growth of Organizational Citizenship Behavior.

Based on the description, it can be concluded that Organizational Citizenship Behavior does not act as a mediating variable in the relationship between Organizational Commitment and Employee Performance at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office. This finding indicates that increasing Organizational Commitment has not been able to encourage the formation of Organizational Citizenship Behavior which subsequently has an impact on improving Employee Performance. Therefore, strengthening organizational culture and a collaborative work environment is a more effective strategy in encouraging the development of Organizational Citizenship Behavior than only focusing on increasing Organizational Commitment.

4. Conclusion

This study aims to analyze the influence of Organizational Commitment and Organizational Culture on Employee Performance with Organizational Citizenship Behavior (OCB) as an intervening variable at PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch Office. Based on the results of data analysis using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method and the discussion described in the previous chapter, several conclusions were obtained as follows:

1. Organizational Commitment has no significant effect on Employee Performance. This finding indicates that employees' level of organizational commitment does not directly improve performance. In the context of airport operations, performance achievement is more influenced by standardized work systems, adherence to operational procedures, cross-unit coordination, and the organizational culture that develops in the work environment.
2. Organizational culture has a positive and significant impact on employee performance. Research shows that the better the implementation of organizational cultural values, the higher the employee performance. Organizational culture serves as a guideline that shapes mindsets, attitudes, and work behaviors, thereby increasing the effectiveness of work execution and supporting the achievement of organizational goals.
3. Organizational Commitment does not significantly influence Organizational Citizenship Behavior (OCB). This finding suggests that employees' psychological attachment to the organization does not directly encourage voluntary behavior that goes beyond formal job demands. The formation of Organizational Citizenship Behavior is more influenced by collective organizational factors, such as organizational culture, leadership, and work climate.

4. Organizational culture has a positive and significant influence on Organizational Citizenship Behavior (OCB). The stronger the internalization of organizational cultural values, the higher the tendency of employees to demonstrate Organizational Citizenship Behavior, such as helping each other, sharing information, maintaining harmonious working relationships, and actively participating in supporting organizational effectiveness.
5. Organizational Citizenship Behavior (OCB) has a positive and significant impact on employee performance. Voluntary behavior undertaken by employees outside of formal job requirements has been shown to increase work effectiveness, strengthen inter-unit coordination, and support the achievement of organizational goals. Therefore, Organizational Citizenship Behavior is a crucial factor in improving employee performance.
6. Organizational Citizenship Behavior (OCB) was unable to mediate the influence of Organizational Commitment on Employee Performance. This result indicates that increasing organizational commitment has not been able to shape Organizational Citizenship Behavior, which in turn impacts performance improvement. Therefore, the relationship between Organizational Commitment and Employee Performance does not occur through the mediation mechanism of Organizational Citizenship Behavior.
7. Organizational Citizenship Behavior (OCB) can mediate the influence of Organizational Culture on Employee Performance. These findings indicate that a strong organizational culture not only directly improves performance but also improves performance through the formation of Organizational Citizenship Behavior. Thus, Organizational Citizenship Behavior is an important mechanism that translates organizational cultural values into positive work behaviors that support improved employee performance.

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