

The Effect of Commitment and Organizational Culture on Employee Performance Through Organizational Citizenship Behavior as an Intervening Variable

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ARTICLE
INFO

A B S T R A C T

**Article
history:**
Received
May
2025

Accepted
July 2025

Keyword
s
Commitment,
organizational
culture,
OCB,
performance

This study aims to determine and analyze the effect of Commitment and Organizational Culture on Employee Performance through Organizational Citizenship Behavior as an intervening variable at the Public Works and Spatial Planning Department of Parepare. This research uses a quantitative method approach with a sample is 71 employees. Research data analysis is processed using the Smart PLS analysis. The data collection methods used were questionnaires, observation, and documentation. The results obtained in the study are as follows: Organizational commitment has a positive and significant effect on employee performance; organizational culture has a positive and significant effect on employee performance; organizational citizenship behavior has a positive and significant effect on employee performance; organizational culture has a positive and significant effect on employee performance through organizational citizenship behavior; and organizational commitment does not have a significant effect on employee performance through organizational citizenship behavior among employees of the Department of Public Works and Spatial Planning in Parepare City. Therefore suggested that to enhance employee performance, the Department of Public Works and Spatial Planning in Parepare City should prioritize strengthening organizational culture, commitment, and organizational citizenship behavior (OCB). A strong culture and high OCB directly improve performance, with culture also influencing performance indirectly through OCB. This indicates that fostering shared values and encouraging voluntary, proactive behavior among employees are essential strategies. However, the lack of a significant indirect effect of organizational commitment through OCB implies that commitment alone is not enough to drive extra-role behavior. Therefore, management must implement programs that not only build commitment but also translate it into meaningful actions. Enhancing communication, recognition, and leadership support can further stimulate OCB and improve overall performance. These findings highlight the importance of aligning organizational values and behaviors to achieve optimal employee outcomes.

1. Introduction

1.1. Background

Humans are one of the most valuable resources in an organization and are considered the most dominant in contributing to the success of a company. In organizations, this is often referred to as Human Resources (HR). Parman et al. (2023), in their research, describe that to optimize the role of Human Resources as a key element capable of synergizing other resources to achieve organizational or corporate goals, proper management is essential under a system known as Human Resource Management.

Mangkunegara (2020) defines performance as the work result measured based on the quality and quantity of an employee's achievements in carrying out their duties in accordance with their

given responsibilities. In other words, performance can also be referred to as the achievement or success level of an organization, depending on the competence, experience, dedication, and ability of personnel to utilize time as effectively and efficiently as possible.

Organizational Citizenship Behavior (OCB) carries several interpretations. Ivan Fanani (2022) defines it as discretionary behavior that is not part of an employee's formal job requirements but supports the effective functioning of the organization. Meanwhile, Sitio (2021) explains that Organizational Citizenship Behavior involves individual contributions that go beyond formal role demands in the workplace, such as helping others, volunteering for additional tasks, and adhering to workplace rules and procedures.

Several research findings indicate that since OCB is not part of an employee's core duties, it is sometimes perceived as having no direct impact on employee performance. As stated by Kurnianto, D. (2022), OCB does not mediate several components that form performance within governmental institutions. However, when OCB is treated as a direct factor influencing performance, it shows a significant impact.

The concept of Organizational Culture in each government agency naturally varies. This is reinforced by Seriwati Ginting (2023), who describes organizational culture as a set of norms, values, beliefs, and behavioral habits practiced within an organization or a shared meaning system adopted by members that distinguishes one organization from another.

The relationship between Organizational Culture and Organizational Citizenship Behavior, particularly in government institutions, is described by Maria Jeanice (2024) as strongly correlated. The quality of organizational culture directly affects the level of OCB. Furthermore, in a study conducted by May Nanda Hadinata (2024), it is asserted that Organizational Culture, when mediated by OCB, does not demonstrate a significant relationship. This is because organizations that have successfully established a strong culture tend to naturally foster strong OCB.

Another crucial factor affecting organizational goal achievement is the commitment of each employee. Irma Kusuma Fitri (2021) explains that Organizational Commitment refers to employee behavior associated with their concern and support for achieving the organization's long-term objectives.

Various studies provide differing perspectives on the relationship between Organizational Commitment and employee performance. As stated by Teguh Setiadi (2024) and Moh. Rizal (2023), there is a significant direct relationship between Organizational Commitment and Employee Performance. Likewise, the relationship between Organizational Commitment and OCB, as reported by Ivan Fanani Qomusuddin (2022) and Irma Kusuma Putri (2021), reveals a positive and significant correlation.

However, the results vary when observing the relationship between Organizational Commitment and Employee Performance through OCB as a mediating variable. Studies by Sitio (2021) and Ivan Fanani Qomusuddin (2022) argue that OCB does not play a significant mediating role. This is attributed to the idea that when employees already possess a strong commitment to support the organization, OCB behaviors will naturally emerge without external prompting.

1.2. Problem Statement

Although organizational commitment among employees at the Department of Public Works and Spatial Planning (PUPR) of Parepare City is reportedly high—evidenced by their dedication to completing assigned tasks and contributing to organizational goals—the principles of Organizational Citizenship Behavior (OCB), particularly in terms of cooperation and concern for others, appear to

be insufficiently demonstrated. Each work unit tends to operate in isolation, focusing solely on its own responsibilities, with limited collaboration or inter-unit synergy.

This situation highlights a gap between employees' formal commitment to their duties and the application of organizational values that promote prosocial and collaborative behavior. Given the agency's critical role in infrastructure development and public service delivery, such behaviors are essential for ensuring effective and integrated operations.

Therefore, it is important to examine the extent to which organizational culture and commitment influence employee performance, with OCB acting as a mediating variable. This study seeks to explore that relationship in order to develop strategies to strengthen OCB as a key component of enhancing employee performance at the PUPR Department of Parepare City

1.3. Objective and Scope

The objective of this study is to determine and analyze the influence of organizational commitment and organizational culture on employee performance at the Department of Public Works and Spatial Planning (PUPR) of Parepare City, with organizational citizenship behavior (OCB) serving as an intervening variable. This research specifically aims to explore how organizational commitment and culture affect employee performance directly, as well as indirectly through the role of OCB as a mediating factor.

The scope of this study is limited to employees of the Department of Public Works and Spatial Planning (PUPR) of Parepare City. It focuses on four key variables: organizational commitment, organizational culture, organizational citizenship behavior (OCB), and employee performance. The research is centered on understanding the internal organizational dynamics that influence employee behavior and performance, without examining external factors such as political influences, financial constraints, or changes in government policy. Data will be collected through surveys and interviews within a defined period, and the results will be analyzed to provide insights relevant to improving employee performance through strengthening organizational values and behaviors.

2. Literature Review

a. Organizational Commitment

Organizational commitment refers to an employee's emotional attachment, identification with, and involvement in the organization (Meyer & Allen, 1991). It is commonly categorized into three dimensions: affective commitment (emotional attachment), continuance commitment (awareness of costs associated with leaving), and normative commitment (a sense of obligation to stay). Employees with high organizational commitment tend to be more motivated to achieve organizational goals, demonstrate higher job satisfaction, and are less likely to leave the organization. Several studies (e.g., Meyer et al., 2002) have found a positive relationship between organizational commitment and employee performance.

b. Organizational Culture

Organizational culture is defined as the set of shared values, beliefs, norms, and practices that shape employee behavior within an organization (Schein, 2010). A strong, positive organizational culture can foster unity, motivate employees, and guide decision-making. According to Denison (1990), four key traits of effective organizational culture are involvement, consistency, adaptability, and mission. A culture that supports collaboration, trust, and innovation often leads to enhanced employee engagement and improved performance. Empirical evidence shows that organizational culture significantly influences both individual and organizational outcomes, including productivity, satisfaction, and citizenship behavior (Cameron & Quinn, 2011).

c. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior refers to voluntary and discretionary behaviors that are not part of formal job requirements but contribute to the effective functioning of the organization (Organ, 1988). OCB includes behaviors such as helping colleagues, being punctual, showing initiative, and maintaining a positive attitude. These behaviors are critical in fostering a collaborative work environment and improving organizational performance. Podsakoff et al. (2000) identified key dimensions of OCB including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Research consistently shows that both organizational commitment and culture are strong predictors of OCB.

d. Employee Performance

Employee performance refers to the degree to which an individual successfully fulfills the duties and responsibilities associated with their role in an organization (Campbell, 1990). It includes both task performance (direct job-related activities) and contextual performance (supportive behaviors such as cooperation and initiative). High-performing employees not only meet job expectations but also contribute to a positive organizational climate. Factors influencing performance include individual motivation, organizational support, leadership, culture, and OCB.

2.1. Related work

Several previous studies have explored the relationships among organizational commitment, organizational culture, organizational citizenship behavior (OCB), and employee performance. These studies provide valuable insights that support the theoretical framework of this research.

2.1.1. Organizational Commitment and Employee Performance

A study by Meyer et al. (2002) found a significant positive relationship between organizational commitment and job performance across various industries. Employees who are emotionally committed to their organizations are more likely to exert extra effort in their roles. Similarly, Suliman and Iles (2000) emphasized that affective commitment, in particular, plays a crucial role in driving performance, especially in public sector organizations.

2.1.2. Organizational Culture and Employee Performance

Research conducted by Denison and Mishra (1995) demonstrated that certain cultural traits—such as adaptability, involvement, and mission clarity—are strongly associated with improved employee and organizational performance. Alharbi (2017) further supports this finding, noting that a strong and consistent organizational culture not only enhances individual performance but also fosters innovation and collaboration within the organization.

2.1.3. The Role of OCB in Enhancing Performance

Organ (1988) introduced the concept of Organizational Citizenship Behavior as a key contributor to organizational effectiveness. Subsequent studies, such as those by Podsakoff et al. (2000), have shown that OCB is positively related to both individual and organizational performance. Employees who demonstrate citizenship behaviors, such as helping others, being proactive, and showing organizational loyalty, create a more cohesive and productive work environment.

2.1.4. OCB as a Mediating Variable

Research by Yildiz (2016) investigated the mediating role of OCB in the relationship between

organizational culture and performance in public institutions. The results indicated that OCB partially mediates this relationship, meaning that a strong culture fosters citizenship behavior, which then leads to higher employee performance. Similarly, a study by Riyanto et al. (2017) in Indonesian public organizations confirmed that organizational commitment positively affects OCB, which in turn significantly impacts performance.

2.1.5. Studies in the Public Sector Context

Studies focusing on public organizations, such as those by Winarno et al. (2020) and Setiawan et al. (2021), highlight that while commitment and cultural values are generally high, the manifestation of OCB is often limited due to structural rigidity and individualistic work styles. These findings are relevant to the context of the Department of Public Works and Spatial Planning (PUPR) of Parepare City, where similar patterns of limited collaboration and siloed work units have been observed.

These related works underline the importance of strengthening organizational culture and commitment as foundational elements that influence employee performance, particularly when mediated by OCB. This study seeks to extend these findings within the local government context by focusing on the specific dynamics of PUPR Parepare City

2.2. Research Gap

Although extensive research has been conducted on the influence of organizational commitment and organizational culture on employee performance, much of it has focused on private companies or large national public institutions. Studies examining these variables within local government agencies—particularly in Indonesia—are still limited. The unique characteristics of public sector work environments, including bureaucratic structures, rigid hierarchies, and compartmentalized work units, create dynamics that may not align with findings from other organizational contexts.

Furthermore, while many studies have confirmed the positive impact of organizational commitment and culture on employee performance, few have explored the mediating role of Organizational Citizenship Behavior (OCB) in depth. Existing research often treats OCB as a separate outcome rather than a behavioral mechanism through which organizational values influence performance. In public institutions where formal duties are strictly defined, understanding how OCB emerges—and whether it bridges the gap between commitment, culture, and performance—requires further investigation.

Specifically in the context of the Department of Public Works and Spatial Planning (PUPR) of Parepare City, preliminary observations suggest that while organizational commitment is relatively strong, collaborative behaviors and mutual concern—key elements of OCB—remain weak. This indicates a potential disconnect between employees' formal commitment to their roles and their informal willingness to support and cooperate with others. As such, there is a need for empirical research that examines these relationships more holistically, addressing not only the direct effects of commitment and culture on performance but also the mediating role of OCB in a local government setting

3. Methodology

This research is a descriptive study using a quantitative method. The research was conducted over a period of three (3) months, encompassing planning, questionnaire distribution, data processing, and data analysis. The research location is the Office of the Department of Public Works and Spatial Planning (PUPR) of Parepare City. The target population comprises employees of the PUPR Office. The total population and sample used in this study amounted to 71 individuals, selected using the Probability Sampling method.

Data collection techniques included observation, questionnaire distribution, and literature review. Data analysis was conducted using the Partial Least Square (PLS) approach, applying the Rule of Thumb, Measurement Model (Outer Model), and Structural Model (Inner Model) for analysis.

3.1 Data Collection

This research uses a quantitative method approach with a sample of 71 employees. Research data analysis is processed using the Smart PLS analysis. The data collection methods used were questionnaires, observation, and documentation.

3.2 Analysis Techniques

This study utilizes Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method, conducted using SmartPLS software. The PLS-SEM approach is appropriate for analyzing complex models involving latent variables and mediation effects, particularly with a relatively small to moderate sample size and non-normally distributed data. The analysis consists of two main stages: evaluation of the measurement model to test the validity and reliability of constructs such as organizational commitment, organizational culture, organizational citizenship behavior (OCB), and employee performance; and evaluation of the structural model to assess the hypothesized relationships among these variables. Validity is assessed through convergent validity (AVE), discriminant validity (Fornell-Larcker criterion), and reliability (Composite Reliability and Cronbach's Alpha).

3.3 Validation

The validation process in this study is conducted through the evaluation of the measurement model using SmartPLS, to ensure that all constructs—organizational commitment, organizational culture, organizational citizenship behavior (OCB), and employee performance—are both valid and reliable. Convergent validity is assessed through the Average Variance Extracted (AVE), where values above 0.50 indicate acceptable validity, and outer loadings of individual indicators should exceed 0.70. Construct reliability is tested using Composite Reliability (CR) and Cronbach's Alpha, with acceptable thresholds above 0.70, confirming the internal consistency of the indicators. To establish discriminant validity, the Fornell-Larcker criterion is used, ensuring that the square root of each construct's AVE is greater than its correlation with other constructs, and cross-loading analysis verifies that each indicator loads higher on its intended construct than on others. These validation steps confirm that the measurement model is suitable for further structural analysis.

4. Results and Discussion

Analysis Using Partial Least Square (PLS) Approach

1. Outer Model Test (Measurement Model)

a. Convergent Validity Method (Data Validity Test)

Table 1
Analisis Outer Loadings pada Metode Convergent Validity

	Budaya Kerja (X1)	Komitmen Organisasi (X2)	Kinerja Pegawai-(Y)	Organizational Citizenship Behavior (Z)
X1.1 - X1.5	0.792 - 0.868			
X2.1 - X2.5		0.775 - 0.893		
Y1 - Y5			0.757 - 0.880	
Z1 - Z5				0.824 - 0.878

Source: Processed using SmartPLS 3.0

The analysis to assess the level of validity from the questionnaire responses provided by the respondents was conducted using the Convergent Validity method through the Outer Loading Analysis Model. As shown in *Table 1*, it can be concluded that the Outer Loading analysis results for all indicators of the research variables fall within the range of 0.757 to 0.893, which can be categorized as having a high level of validity.

This statement refers to the opinion of Ghozali (2021), who stated that if the Outer Loading values of all indicators for each variable are greater than 0.7, then the indicators can be considered to have a **high level of validity** and meet the requirements to be used as an analytical tool.

b. Discriminant Validity Method

Table 2
Cross Loadings Analysis in the Discriminant Validity Method

	Budaya Kerja (X1)	Komitmen Organisasi (X2)	Kinerja Pegawai (Y)	Organizational Citizenship Behavior (Z)
X1.1 - X1.5	0.792 - 0.868	0.532 - 0.717	0.615 - 0.740	0.585 - 0.702
X2.1 - X2.5	0.539 - 0.700	0.775 - 0.893	0.633 - 0.688	0.460 - 0.658
Y1 - Y5	0.574 - 0.687	0.531 - 0.750	0.757 - 0.880	0.610 - 0.680
Z1 - Z5	0.637 - 0.769	0.512 - 0.653	0.534 - 0.795	0.824 - 0.878

Source: Processed using SmartPLS 3.0

The results of the Cross Loadings analysis using the Discriminant Validity method, as shown in Table 2, demonstrate that the analysis results of the Outer Loadings model have a valid and reliable level of validity. This is evident as the Cross Loadings values of each indicator are higher compared to the values of those indicators on other variables.

c. Average Variance Extracted (AVE)

Table 3
Model Average Variance Extracted-(AVE)

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Budaya Organisasi (X1)	0.890	0.919	0.696
Komitmen Organisasi (X2)	0.902	0.928	0.720
Kinerja Pegawai (Y)	0.871	0.907	0.661
Organizational Citizenship Behavior (Z)	0.904	0.928	0.722

Source: Processed using SmartPLS 3.0

The results of the analysis presented in *Table 3* illustrate the level of reliability, consistency, and feasibility of each indicator in explaining their respective constructs. Based on these results, several conclusions can be drawn:

1. Variable Reliability Level

The analysis using the *Average Variance Extracted (AVE)* model shows that all variables can be considered reliable. This is indicated by the *Composite Reliability* values of the indicators for each variable, which range from 0.907 to 0.928. These values exceed the minimum threshold of 0.7, as required for this type of reliability testing.

2. Minimum Threshold of Variable Reliability

To assess the minimum threshold of reliability for each variable, the *Cronbach's Alpha* values were evaluated through the *Average Variance Extracted (AVE)* model. The results indicate that all variables exceed the minimum acceptable reliability level, with values ranging from 0.871 to 0.904, which are above the minimum threshold of 0.6.

3. Construct Feasibility Level

The feasibility of a variable to be used as an analytical tool can be determined by its *Average Variance Extracted (AVE)* value. A variable is considered feasible if its AVE exceeds 0.5. The analysis shows that all indicators are able to explain their constructs, with AVE values ranging

from 0.661 to 0.722. This means each construct is explained by its indicators by 66.1% to 72.2%, respectively. Therefore, it can be concluded that all variables are feasible to be used as analytical tools in this study.

2. Inner Model Test (Structural Model Test)

a. Total Effect Analysis (Strength of Influence Level)

Table 4

Total Effect Analysis (Strength of Influence Level)

	Kinerja Pegawai (Y)	Organizational Citizenship Behavior-(Z)
Budaya Organisasi (X1)	0.463	0.702
Komitmen Organisasi (X2)	0.435	0.162
Organizational Citizenship Behavior (Z)	0.327	

Source: Processed using SmartPLS 3.0

Based on the results of the Total Effect analysis in Table 4, it can be concluded as follows:

- 1) The pattern of the relationship between Organizational Culture and Employee Performance obtained a result of **0.463**. This can be interpreted that if Organizational Culture increases by one unit, then Employee Performance will also experience an increase of **46.3%**. This analysis result can be stated that the tendency of the relationship pattern between Organizational Culture and Employee Performance is positive.
- 2) The pattern of the relationship between Organizational Commitment and Employee Performance obtained a result of **0.435**, then it can be interpreted that if Organizational Commitment increases by one unit, then it can be stated that Employee Performance will also experience an increase of **43.5%**. The result of the Total Effect analysis also shows that the tendency of the relationship pattern between Organizational Commitment and Employee Performance is positive.
- 3) The pattern of the relationship between Organizational Citizenship Behavior and Employee Performance obtained a result of **0.327**, then it can be interpreted that if Organizational Citizenship Behavior increases by one unit, then it can be stated that Employee Performance will experience an increase of **32.7%**. The result of the Total Effect analysis also shows that the tendency of the relationship pattern between Organizational Citizenship Behavior and Employee Performance is positive.
- 4) The pattern of the relationship between Organizational Culture and Organizational Citizenship Behavior obtained an analysis result of **0.702**. This can be interpreted that if Organizational Culture experiences an increase of one unit, then it can be stated that Organizational Citizenship Behavior will also experience an increase of **70.2%**. The result of the Total Effect analysis also shows that the tendency of the relationship pattern between Organizational Culture and Organizational Citizenship Behavior is positive.
- 5) The pattern of the relationship between Organizational Commitment and Organizational Citizenship Behavior obtained an analysis result of **0.162**. This can be interpreted that if Organizational Commitment increases by one point, then Organizational Citizenship Behavior will also experience an increase of **16.2%**. The result of the Total Effect analysis also shows that the tendency of the relationship pattern between Organizational Commitment and Organizational Citizenship Behavior is positive.

b. Hypothesis Testing through Path Coefficient Estimate Analysis (Path Coefficient Values)

1) Hypothesis Testing with Direct Effect Model Approach (Direct Relationship)

Table 5

Dirrect Effect (Direct Relationship) in the Model of Path Coefficient Estimates (Path Coefficient Values)

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Budaya Organisasi (X1) -> Kinerja Pegawai (Y)	0.233	0.220	0.117	1.987	0.048
Komitmen Organisasi (X2) -> Kinerja Pegawai (Y)	0.382	0.394	0.097	3.930	0.000
Organizational Citizenship Behavior (Z) -> Kinerja Pegawai (Y)	0.327	0.329	0.088	3.737	0.000

Source: Processed using SmartPLS 3.0

Based on the results of the Estimate for Path Coefficients analysis (Path Coefficient Values) using the Direct Effect Approach as shown in Table 5, the decision-making for each hypothesis proposed in this study can be described as follows:

a) H1 : It is suspected that Organizational Culture has a significant influence on Employee Performance at the Public Works and Spatial Planning Office (PUPR) of Parepare City.

The result of the analysis on the relationship pattern between the variable Organizational Culture and Employee Performance, as shown in Table 5, gives a T-Statistic Value = **3.030** or greater than the T-Table Value = **1.96**. Therefore, the statement for this analysis result is that Organizational Culture has a positive influence relationship pattern on Employee Performance.

Regarding the significance level of the influence from the relationship pattern between Organizational Culture and Employee Performance, the P Value obtained is 0.048 or smaller than the Significance Level (α) = 0.05. Thus, it can be concluded that Organizational Culture significantly influences Employee Performance.

Referring to this analysis result, it can be concluded that Organizational Culture has a positive and significant influence relationship pattern on Employee Performance, or in other words, the proposed hypothesis is accepted.

b) H2 : Organizational Commitment has a significant influence on Employee Performance at the Public Works and Spatial Planning Office (PUPR) of Parepare City.

The analysis result of the relationship pattern between the variable Organizational Commitment and Employee Performance shows a T-Statistic Value of **3.030**, or it can be stated as greater than the T-Table Value = **1.96**. Thus, the statement that can be drawn is that Organizational Commitment has a positive influence relationship pattern on Employee Performance.

Meanwhile, for the significance level of the influence between these variables, it can be seen that the P Value obtained is **0.001** or smaller than the Significance Level (α) = 0.05. Hence, it can be stated that Organizational Commitment significantly provides an influence on Employee Performance.

The conclusion that can be drawn from this analysis result is that Organizational Commitment has a positive direction of relationship and significantly influences Employee Performance, or in other words, the proposed hypothesis is accepted.

c) H3 : It is suspected that Organizational Citizenship Behavior has a significant

influence on Employee Performance at the Public Works and Spatial Planning Office (PUPR) of Parepare City.

The analysis result as presented in Table 5 can be explained that the T. Statistic Value from the influence relationship pattern between Organizational Citizenship Behavior and Employee Performance is 3.737 or greater than the T-Table Value = 1.96. Whereas the P. Value, as a basis to determine the significance level of influence between the hypothesized variables, is 0.000, or smaller than the Significance Level (α) = 0.05.

Therefore, from both analyses, it can be concluded that Organizational Citizenship Behavior has a positive direction of relationship and significantly influences Employee Performance, or in other words, the hypothesis proposed in this study is accepted.

c. Hypothesis with Indirect Effect Model Apperoach (Indirect Relationship)

Table 6
Estimate for Path Coefficients (Path Coefficient Values) in the Indirect Effect Model Approach (Indirect Relationship)

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Budaya Organisasi (X1) -> Organizational Citizenship Behavior (Z) -> Kinerja Pegawai (Y)	0.230	0.235	0.077	2.975	0.003
Komitmen Organisasi (X2) -> Organizational Citizenship Behavior (Z) -> Kinerja Pegawai (Y)	0.053	0.051	0.043	1.231	0.219

Source: Processed using SmartPLS 3.0

The analysis results as presented in Table 6 regarding the Indirect Effect model (Indirect Relationship) between Organizational Culture and Organizational Commitment on Employee Performance at the Office of Public Works and Spatial Planning (PUPR) of Parepare City with Organizational Citizenship Behavior as a mediator, can be concluded as follows:

- 1) **H4 : It is suspected that Organizational Citizenship Behavior is able to mediate the influence of Organizational Culture on Employee Performance at the Office of Public Works and Spatial Planning (PUPR) of Parepare City.**

The analysis result of the influence relationship between the variable of Organizational Culture mediated by Organizational Citizenship Behavior on Employee Performance at the Office of Public Works and Spatial Planning (PUPR) of Parepare City shows that the obtained T-Statistic Value is **2.975**, while the P. Value of this relationship pattern is **0.003**.

The conclusion from this analysis result can be stated that the T-Statistic Value is greater than the T-Table Value = 1.96, which means that Organizational Culture, when mediated by Organizational Citizenship Behavior, has a positive influence relationship pattern on Employee Performance.

Meanwhile, to measure the significance level of the influence relationship of the variables being studied, it can be stated that Organizational Culture, when mediated by Organizational Citizenship Behavior, significantly influences Employee Performance. Thus, based on the analysis result, it can be stated that Organizational Culture, after being mediated by Organizational Citizenship Behavior, has a positive and significant influence on Employee Performance at the Office of Public Works and Spatial Planning (PUPR) of Parepare City.

- 2) **H5 : It is suspected that Organizational Citizenship Behavior is able to mediate the**

influence of Organizational Commitment on Employee Performance at the Office of Public Works and Spatial Planning (PUPR) of Parepare City.

The analysis result of the Indirect Effect for Organizational Commitment mediated by Organizational Citizenship Behavior on Employee Performance shows that the T-Statistic Value, as shown in Table 6, is 1.231, which is smaller than the T-Table Value = 1.96. This means that the relationship pattern of Organizational Commitment, after being mediated by Organizational Citizenship Behavior, has a positive direction but does not have an impact on Employee Performance.

Meanwhile, if referring to the significance level of the relationship pattern between Organizational Commitment mediated by Organizational Citizenship Behavior, it can also be said that it does not significantly provide an influence on Employee Performance. This statement can be proven by the obtained P Value of 0.219, which is greater than the Significance Level (α) = 0.05.

Based on the analysis results, it can be concluded that Organizational Commitment, when mediated by Organizational Citizenship Behavior, has a positive relationship pattern but cannot provide a significant influence on Employee Performance at the Office of Public Works and Spatial Planning (PUPR) of Parepare City.

d. R Square Test (Test of Determination)

Table 7
R Square Test (R^2)

	R Square	Adjusted R Square
Kinerja Pegawai (Y)	0.738	0.726
Organizational Citizenship Behavior (Z)	0.690	0.681

Source: Processed using SmartPLS 3.0

4.1 Key Findings

1) Determinant or Correlation of the Relationship between Organizational Culture and Organizational Commitment toward the Employee Performance Variable.

The analysis in Table 7 shows that the level of Determinant or Correlation of the Relationship between Organizational Culture and Organizational Commitment toward Employee Performance obtains a value of 0.738, meaning that the ability of each Independent variable to explain the influence relationship with the Dependent Variable is 73.5%. Meanwhile, when viewed from the Adjusted R Square value, the pure correlation value of the relationship between each variable is 0.726 or 72.6%.

Measuring the level of strength or reliability of the variables Organizational Culture and Organizational Commitment toward Employee Performance, if measured based on the statement described by Ghazali (2021), then the influence relationship can be said to be **Strong** because the R Square (R2) value obtained is greater than 0.67.

2) Determinant or Correlation of the Relationship between Organizational Culture and Organizational Commitment toward the Organizational Citizenship Behavior Variable.

The Determinant value indicated by Organizational Culture and Organizational Commitment toward Organizational Citizenship Behavior is **0.690**; this result can be

interpreted as the ability of each variable Organizational Culture and Organizational Commitment to explain Organizational Citizenship Behavior being **69.0%**. Meanwhile, the actual correlation value between each variable as shown by the Adjusted R Square analysis is 0.681 or 68.1%.

Ghozali's (2021) view states that if the Determinant value of an Independent variable is greater than **0.67**, then it can be said that the reliability level of Organizational Culture and Organizational Commitment to explain Organizational Citizenship Behavior can be categorized as **Strong** because the R Square (R²) value obtained is 0.690 or can be said to be greater than 0.67.

e. Overall/Combined Model Fit Test (Fit Test of Combination Model)

1) Model Fit Test using Goodness of Fit (GoF) Method in Direct Effect Analysis (Direct Relationship) of Independent Variable (X) to Dependent Variable (Y)

Table 8
Results of Goodness of Fit (GoF) Measurement for Direct Effect Analysis (Direct Relationship) of Variable (X) on Variable (Y)

	AVE	R ²	$\Sigma = (AVE \times R^2)$	GoF $= \sqrt{AVE \times R^2}$	Kriteria
Kinerja Pegawai (Y)	0.661	0.738	0.488	0.698	Kuat
Budaya Organisasi (X1)	0.696	0.738	0.514	0.717	Kuat
Komitmen Organisasi (X2)	0.720	0.738	0.531	0.729	Kuat

Source: Processed using SmartPLS 3.0

The Determinant Test results between variables in the study can be stated that the obtained values range from 0.698 to 0.729 or in accordance with the standard level of Model Fit or Goodness of Fit (GoF) according to Ghozali (2021), where if the GoF value is greater than 0.36, then the level of model fit applied is considered Very Strong. This can be interpreted that the level of fit for the overall model, namely the Outer Model Test and Inner Model Test used in the study, has a Very Strong fit.

Model Fit Test using the Goodness of Fit (GoF) Method on Indirect Effect Analysis (Indirect Relationship) of Independent Variable (X) on Dependent Variable (Z)

Table 9
Results of Goodness of Fit (GoF) Measurement for Indirect Effect Analysis (Indirect Relationship) of Variable (X) on Variable (Z)

	AVE	R ²	$\Sigma = (AVE \times R^2)$	GoF $= \sqrt{AVE \times R^2}$	Kriteria
Organizational Citizenship Behavior-(Z)	0.717	0.690	0.495	0.703	Kuat
Budaya Organisasi (X1)	0.696	0.690	0.480	0.693	Kuat
Komitmen Organisasi (X2)	0.720	0.690	0.497	0.705	Kuat

Source: Processed using SmartPLS 3.0

The Model Fit Test in analyzing the relationship pattern between the Independent Variable (X) and the Dependent Variable (Z) can be stated that the obtained values range from **0.693** to **0.705**, which is in accordance with the Model Fit or Goodness of Fit (GoF) standard according to Ghozali (2021), where if the GoF value is greater than **0.36**, then the applied model fit level is considered **Very Strong**. This means that the overall model fit, namely the Outer Model Test and Inner Model Test used in the study, has a **Very Strong fit**.

4.2 Interpretation of Results

The results of this study indicate that both organizational commitment and organizational culture have a significant positive effect on employee performance, with Organizational Citizenship Behavior (OCB) playing a mediating role in this relationship. This suggests that while strong commitment and a positive organizational culture directly enhance performance, their impact is further strengthened when employees voluntarily engage in behaviors beyond their formal job responsibilities, such as helping colleagues and demonstrating initiative. The findings imply that fostering a collaborative environment and encouraging OCB can serve as a strategic approach to maximize employee performance, especially in public sector organizations where formal procedures often limit flexibility. The relatively low expression of OCB in this context, despite high commitment, highlights the need to address cultural and structural barriers that may prevent employees from fully engaging in prosocial organizational behaviors.

5. Discussion

1. *Organizational Culture has a Positive Direction of Relationship and Significant Influence on Employee Performance at the Public Works and Spatial Planning Office (PUPR) of Parepare City.*

Organizational culture is a behavioral concept that contains norms, values, or habits from elements within the company, which then become unwritten rules but are mandatory for all elements to obey. Besides this concept, according to Seriati Ginting (2023), culture within an organization also contains expectations toward the organization.

Based on these concepts, the analysis results conducted on questionnaire responses from employees at the Public Works and Spatial Planning Office (PUPR) of Parepare City showed that the organizational culture in this office, besides being a norm or rule that has become a habit, is also hoped to be applied as a source of motivation to support the improvement of performance.

This description can be seen from the analysis results of the influence pattern of organizational culture on employee performance, where the questionnaire responses show that the direction of the relationship has a positive value and significantly influences employee performance. This condition is further reinforced by the Total Effect analysis results, which show that the relationship value between organizational culture and performance has the highest value among the relationship patterns between other variables toward performance. This means the better the culture applied in the organization, the higher the employee performance will be.

These results are in line with the statement put forward by May Nanda Hadinata (2024) that culture within an organization is able to provide a significant influence on an employee's performance. Meanwhile, several studies also show that culture indirectly influences employee performance, as stated by Ivan Fanani Qomusuddin (2022) that organizational culture can indirectly affect an employee's performance. This means the existence of culture according to the indicators used in this study, referring to the view of Luthans et al. (2021), will enable an employee to work according to applicable rules.

Meanwhile, some studies assess that culture, either directly or indirectly, has an insignificant impact on employee performance. This is explained by Kusuma Candra Kirana (2022) that culture has no relation to employee performance. Of course, this cannot be said that culture has no impact on performance at all because the analysis results by Sitio (2021) stated that the weakness in an employee's performance is because they cannot apply the culture developed by the organization. Thus, the statement that organizational culture does not impact performance is due to the fact that individually some employees are considered unable to adapt to the conditions within an organization.

2. Organizational Commitment has a Positive Direction of Relationship and Significant Influence on Employee Performance at the Public Works and Spatial Planning Office (PUPR) of Parepare City.

Organizational commitment is a form of manifestation of an employee's attitude who feels that they are part of the organization and has an obligation to develop it according to their capacity and ability. This is also emphasized by Wardhana, A. (2021) that commitment built from an employee is a form of willingness to be involved in organizational development.

This concept is reflected in the results of the analysis of the questionnaire filled out by employees at the Public Works and Spatial Planning Office (PUPR) of Parepare City, where they feel they have become part of the organization and always strive to improve their performance in order to achieve the goals expected by the organization where they work. Based on this condition, the analysis results show that organizational commitment has a positive direction of relationship and a significant influence on employee performance.

Similar views were also expressed by Irma Kusuma Fitri (2021), Sitio (2021), and Ivan Fanani Qomusuddin (2022), stating that the better an employee's organizational commitment, the more significant its impact on their performance toward the organization. Mega Pradipta (2024) also asserts that an employee's commitment will increase if their level of trust toward the organization is maintained.

Building commitment from an employee is not only based on a form of recognition but must also be able to be implemented toward the organization. Therefore, the role in improving employee commitment does not solely come from the employee but the role of the organization is also very necessary.

Armansyah A. (2020) in his book explains that building commitment in an employee requires active involvement from the organization. Loyalty will arise when there is an active relationship between the organization and the employee because, from this relationship pattern, psychologically, an individual employee will feel closer to the interests of the organization.

A similar assertion is also made by Wardhana, A. (2021) that when an employee has grown a sense of trust and can accept the conditions within the organization, their commitment will naturally emerge to give their best work for the continuity of the organization. Likewise, Rusmin and Yadi (2023) state that through the commitment an employee possesses, it will naturally affect the quality of their work.

3. Organizational Citizenship Behavior has a positive and significant influence on Employee Performance at the Public Works and Spatial Planning Office (PUPR) of Parepare City.

Culture and Organizational Commitment are manifestations of employee behavior within an organization, so from unwritten norms or values used as rules, gradually a sense of togetherness among all elements in the organization will form. From this behavior, commitment within a person will also be built.

Organizational Citizenship Behavior, literally interpreted according to Soni Harsono (2020), is a form of behavior from an employee that is not part of their main job responsibilities. Meanwhile, Parman (2020) views that aspects within Organizational Citizenship Behavior can drive the quality of an employee's work, particularly seen from the perspective of work discipline. Although this behavior is not a main measure of someone's performance, with discipline becoming a habit, this behavior naturally affects the area of responsibility.

Based on this view, the analysis through direct testing shows that Organizational Citizenship Behavior has a positive and significant influence on Employee Performance, meaning that behaviors based on norms provide a very large impact on a person's work pattern.

Made Darsana (2023) in his research gives a similar perspective that Organizational Citizenship Behavior, when viewed from its relationship pattern with Performance, may not have

a direct hierarchical relationship. However, behaviors that arise under the principles of Organizational Citizenship Behavior can become motivation for most employees to work well, due to the comfort and cooperation values built through emotional approaches.

This depiction is also stated by Parman (2022), that not all independence possessed by an employee leads to job satisfaction. Sometimes, employees with an independent spirit have difficulty adapting to the work environment. Thus, with such a mindset, they find it hard to accept help from others. This is also reinforced by Irma Kusuma Fitri (2021), stating that some employees do not consider Organizational Citizenship Behavior as a driving factor for organizational performance, because they avoid misunderstandings from others—though they want to help, they fear being misunderstood by those helped.

Based on this condition, Rusmin (2022) emphasizes the importance of the Work Environment in his study, stating that Organizational Citizenship Behavior can develop if supported by a conducive work environment. Meaning, behaviors of mutual help will emerge naturally if everyone can build togetherness at work. Likewise, other behaviors, even if not part of workload, become habits that cause the principles of Organizational Citizenship Behavior to trigger someone's performance.

4. *Organizational Citizenship Behavior mediates the positive and significant influence of Work Culture on Employee Performance at the Public Works and Spatial Planning Office (PUPR) of Parepare City.*

The analysis results in this study show that Organizational Citizenship Behavior can mediate Organizational Culture, creating a positive and significant relationship with Employee Performance. This relationship is also supported by correlation test results, where the relationship between Organizational Culture and Organizational Citizenship Behavior is much stronger compared to other variables.

Several studies support this finding, as stated by Muhammad Andi Prayogi (2021), Sitio (2021), and Ivan Fanani Qomusuddin (2022), that Organizational Culture significantly influences Employee Performance when mediated by Organizational Citizenship Behavior. Even Kusuma Candra Kirana (2022) and Michael Trisna Putra (2024) conclude that Organizational Culture only gives a significant influence on Employee Performance if mediated by Organizational Citizenship Behavior.

These studies show that the principles acting as indicators in Organizational Citizenship Behavior and Organizational Culture are very closely related. This is clearly stated by May Nanda Hadinata (2024), who argues that Organizational Citizenship Behavior will not have a large impact on performance without connection to the culture in an organization. In other words, when paired, they have a very significant influence on an employee's performance.

Parman (2022) and Rusmin (2023) explain that the main element to create performance starts from achieving job satisfaction. Job satisfaction is greatly influenced by the work environment conditions. To create a comfortable work environment for all parties, one practical step is to optimize Work Culture supported by principles of Organizational Citizenship Behavior.

This condition is evident in the Public Works and Spatial Planning Office (PUPR) of Parepare City, where almost all employees show accountable performance. Moreover, the work concept in this agency always requires togetherness, so principles of Organizational Citizenship Behavior must always be developed among employees.

5. *Organizational Commitment has a positive relationship after being mediated by Organizational Citizenship Behavior but does not significantly affect Employee Performance at the Public Works and Spatial Planning Office (PUPR) of Parepare City.*

Organizational Commitment is very important and greatly impacts an organization's

sustainability. Andra S. Alam (2020) stated that building commitment in employees is essential as it greatly influences loyalty values within the organization; the higher the loyalty among organizational elements, the easier it is to realize the organization's goals.

The analysis results in this study indicate that Organizational Citizenship Behavior cannot mediate Organizational Commitment toward Employee Performance. Similar findings are found in several studies, as described by Sitio (2021) and May Nanda Hadinata (2024), that Organizational Citizenship Behavior cannot significantly mediate Organizational Commitment on Employee Performance.

Irma Kusuma Fitri (2021) also provided a similar discussion, stating that the reason Organizational Citizenship Behavior does not have a significant impact as a mediator is that behaviors such as helping colleagues who need support or following organizational rules become part of the loyalty values when commitment is already established within the employee. Thus, principles in Organizational Citizenship Behavior are inseparable from loyalty values toward the organization.

It is different when within the scope of work, there are employees unable to adapt to the culture or habits in the organization. As stated by Sitio (2021), Organizational Citizenship Behavior can become meaningless or even have a negative impact if employees cannot adapt to their work environment, leading to discomfort in offering help due to fear of misunderstanding.

Parman (2022) also explains that independence in work, if positively perceived, indirectly becomes part of Organizational Citizenship Behavior indicators, where an employee continues to perform well even without supervision. However, independence will be perceived negatively if it does not open opportunities to collaborate with others.

Therefore, the findings in this study cannot state that Organizational Citizenship Behavior fails to mediate Commitment in employees. On the contrary, according to Mega Pradipta (2024) and Michael Trisna Putra (2024), Organizational Commitment has a very significant influence on forming behaviors within Organizational Citizenship Behavior.

5.1 Comparison with Prior Research

These results are in line with the statement put forward by May Nanda Hadinata (2024) that culture within an organization is able to provide a significant influence on an employee's performance. Meanwhile, several studies also show that culture indirectly influences employee performance, as stated by Ivan Fanani Qomusuddin (2022) that organizational culture can indirectly affect an employee's performance. This means the existence of culture according to the indicators used in this study, referring to the view of Luthans et al. (2021), will enable an employee to work according to applicable rules.

Similar views were also expressed by Irma Kusuma Fitri (2021), Sitio (2021), and Ivan Fanani Qomusuddin (2022), stating that the better an employee's organizational commitment, the more significant its impact on their performance toward the organization. Mega Pradipta (2024) also asserts that an employee's commitment will increase if their level of trust toward the organization is maintained.

5.2 Limitations

This study has several limitations that should be considered when interpreting the results. First, the research is conducted within a single local government agency—the Department of Public Works and Spatial Planning (PUPR) of Parepare City—which may limit the generalizability of the findings to other government departments or regions with different organizational contexts. Second, the use of cross-sectional survey data restricts the ability to infer causality between

organizational commitment, culture, OCB, and employee performance. Third, the reliance on self-reported questionnaires may introduce response biases such as social desirability or common method variance. Lastly, this study focuses primarily on internal organizational factors and does not consider external influences, such as political dynamics or resource constraints, which may also impact employee behavior and performance.

5.3 Future Research

Future research should involve broader samples across multiple government institutions or regions to enhance generalizability. Longitudinal studies are recommended to better understand the causal relationships among organizational commitment, culture, OCB, and employee performance. Additionally, future studies could explore other mediating or moderating variables, such as leadership style or job satisfaction, and consider qualitative methods to capture deeper insights into employee behavior. Examining external factors like political dynamics or resource constraints would also provide a more holistic view of performance drivers in the public sector

6. Conclusion

Based on the research findings and discussion regarding the effect of Organizational Commitment and Culture on Employee Performance through Organizational Citizenship Behavior as an Intervening Variable at the Department of Public Works and Spatial Planning (PUPR) of Parepare City, the following conclusions can be drawn:

1. Organizational Culture has a positive and significant effect on Employee Performance at the PUPR Office of Parepare City. This means that the cultural values established within the organization serve as one of the key elements in encouraging improved employee performance within the agency.
2. Organizational Commitment has a positive and significant effect on Employee Performance at the PUPR Office of Parepare City. This implies that the leadership in this agency understands the importance of building trust among employees toward the organization, which fosters loyalty values and drives them to deliver their best performance.
3. Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance at the PUPR Office of Parepare City. This indicates that behaviors aligned with the principles of OCB indirectly provide a sense of comfort for employees at work, enabling them to express their capabilities for organizational goals.
4. Organizational Citizenship Behavior is able to mediate Organizational Culture, resulting in a positive and significant influence on Employee Performance at the PUPR Office of Parepare City. This suggests that the principles within OCB are considered to support the cultural values that have been implemented in the agency.

Organizational Commitment shows a positive relationship direction when mediated by Organizational Citizenship Behavior; however, it does not have a significant impact on Employee Performance. This condition implies that the lack of significant influence may occur because the values of employee loyalty—which are elements of organizational commitment—are also inherent components of the principles in Organizational Citizenship Behavior itself

7. Recommendation

The following recommendations are proposed to the Department of Public Works and Spatial Planning (PUPR) of Parepare City:

1. The existing organizational culture should be further enhanced through family gathering approaches, allowing employees to feel a balance between their work and social environment.

This approach also provides space for employees to strengthen relationships with one another.

2. Employees' trust in the organization must be consistently maintained—and even improved—through various means, particularly by ensuring legal protection, so that employees are safeguarded from potential work-related issues.
3. To strengthen the application of Organizational Citizenship Behavior (OCB) principles, employees should also be given insightful guidance using psychological approaches, enabling them to better manage and balance their workload.

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