

How Culture, Commitment, and OCB Affect Employee Performance

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ARTICLE INFO	ABSTRACT
<p>Keywords: Organizational Culture, Organizational Commitment, Employee Performance, Organizational Citizenship Behavior (OCB).</p> <p>Kata Kunci: Budaya Organisasi, Komitmen Organisasi, Performansi Pegawai, Organizational Citizenship Behavior (OCB).</p>	<p>This study examines the impact of organizational culture and commitment on employee performance, moderated by Organizational Citizenship Behavior (OCB), within the Regional Secretariat of Central Lombok Regency. Employing a quantitative approach with the census method, the research involves all 107 employees as respondents. Data were collected using Likert-scale questionnaires and analyzed through outer model testing, inner model testing, and hypothesis testing. The findings indicate that both organizational culture and commitment positively and significantly influence employee performance. Moreover, OCB enhances these relationships, emphasizing its role in improving performance outcomes. These results underscore the necessity of fostering a robust organizational culture, strengthening employee commitment, and encouraging OCB to optimize performance. This study provides practical insights for human resource management in government institutions by highlighting strategies to enhance employee performance. Additionally, it contributes to the theoretical understanding of the interplay between culture, commitment, and OCB in shaping organizational success.</p>
<p>Corresponding author: muliadil046@gmail.com</p> <p>Copyright © 2025 by Authors, Published by IRJBS. This is an open access article under the CC BY-SA License</p> 	<p>SARI PATI</p> <p><i>Penelitian ini menguji pengaruh budaya organisasi dan komitmen terhadap kinerja pegawai yang dimoderasi oleh Organizational Citizenship Behavior (OCB) di lingkungan Sekretariat Daerah Kabupaten Lombok Tengah. Menggunakan pendekatan kuantitatif dengan metode sensus, penelitian ini melibatkan seluruh pegawai yang berjumlah 107 orang sebagai responden. Data dikumpulkan dengan menggunakan kuesioner berskala Likert dan dianalisis melalui uji outer model, uji inner model, dan uji hipotesis. Hasil penelitian menunjukkan bahwa budaya organisasi dan komitmen berpengaruh positif dan signifikan terhadap kinerja karyawan. Selain itu, OCB meningkatkan hubungan ini, menekankan perannya dalam meningkatkan hasil kinerja. Hasil ini menggarisbawahi perlunya membina budaya organisasi yang kuat, memperkuat komitmen karyawan, dan mendorong OCB untuk mengoptimalkan kinerja. Penelitian ini memberikan wawasan praktis untuk manajemen sumber daya manusia di lembaga pemerintah dengan menyoroti strategi untuk meningkatkan kinerja karyawan. Selain itu, penelitian ini juga memberikan kontribusi pada pemahaman teoritis tentang interaksi antara budaya, komitmen, dan OCB dalam membentuk keberhasilan organisasi</i></p>

INTRODUCTION

Organizations, both in the public and private sectors, need quality human resources (HR) to achieve their goals. According to Robbins and Judge (2017), organizational performance depends on the extent to which individuals within it are able to perform their roles well. Effective HR not only contributes to the achievement of organizational goals, but also creates synergies that support a productive work environment.

Employee performance is one of the main elements that determine the success of the organization. Rivai (2014) defines performance as the work achieved by a person based on predetermined standards. Furthermore, optimal performance is often influenced by various factors, including organizational culture and employee commitment. Performance is defined as “the achievement of results attained by an individual or a group within an organization, in accordance with their respective authority and responsibilities, to legitimately achieve the organization’s objectives, without violating the law and adhering to norms and ethics” (Anwar & Hermanto, 2020).

Organizational culture, according to Schein (2010), is a system of values and norms shared by members of an organization, which influences the way they act and work. A strong and positive culture can create a conducive work environment, encourage collaboration and increase productivity. Robbins and Judge (2017) added that organizational culture serves as a guide for organizational members in facing internal and external challenges. Widiyanto’s research (2018) shows that organizational culture has a positive and significant influence on employee performance. Organizational culture serves as the foundation and integrator of all management systems, procedures, practices, and behaviors within an organization, which are crucial for achieving organizational effectiveness (Schein, 1990, as cited in Sadeli, 2012).

In addition, organizational commitment is also

a key factor in improving performance. Meyer and Allen (1991) developed a three-dimensional commitment model, namely affective, normative, and continuance commitment. They state that employees with high affective commitment tend to have a strong emotional attachment to the organization, which contributes to better performance. Mathieu and Zajac’s (1990) research also found a positive relationship between organizational commitment and performance. Commitment is viewed both as an attitude (attitudinal) and as a behavior (behavioral). The attitude related to commitment reflects alignment between the organization’s goals and values and the individual’s goals and values (Nouriska et al. 2019).

Organizational Citizenship Behavior (OCB), as defined by Organ (1988), is voluntary behavior that goes beyond employees’ formal duties and supports organizational effectiveness. OCB plays an important role in strengthening the relationship between organizational culture, commitment, and performance. Podsakoff et al. (2000) explained that OCB can create a more harmonious work atmosphere, thus encouraging employees to make greater contributions. OCB refers to behavior where individuals are willing to go beyond their defined job responsibilities without expecting rewards. OCB encompasses actions that are not formally recognized by the reward system but contribute to organizational effectiveness (Setyowati et al. 2023).

Initial observations at the Regional Secretariat of Central Lombok Regency indicate a relationship between organizational culture, employee commitment, and OCB in influencing performance. The organizational culture in this agency was identified as collaborative and open, but the level of employee commitment still varied. Highly committed employees tend to show positive OCB behaviors, while those with low commitment tend to only carry out the minimum tasks.

The phenomenon of achieving service performance at the Regional Secretariat of Central Lombok

Regency during the 2019-2023 period shows the success of government adaptation in facing major challenges, especially due to the COVID-19 pandemic. The pandemic has had a significant impact on social, economic and administrative aspects, but this institution has been able to maintain and even improve its performance achievements.

Key indicators such as the percentage of government policies and people's welfare show successful adaptation, despite a decline from 100% in 2019 to 90% in 2020, and back to 100% in 2023. This indicates increased efficiency and commitment in serving the community, including through COVID-19 handling policies, social assistance distribution, and health protocol-based operational adjustments.

Digital transformation has been a major supporting factor, especially in archive services. The archive service index increased again to reach 100% in 2022 and was maintained in 2023, although it had decreased at the beginning of the pandemic. This success shows innovation and adaptation of technology-based services that facilitate community accessibility and maintain service continuity amid social limitations. Stability in archive document management at 100% also reflects professionalism and strong internal capacity.

In addition to quantitative achievements, cross-sector collaboration, innovation in technology, and human resource development are the foundations of success. The local government encouraged employee training to improve technology skills, despite the challenge of slow adjustment for some employees.

This phenomenon illustrates that organizational success is highly dependent on the quality of adaptive and competent human resources. With effective policy implementation and digital transformation, the Regional Secretariat of Central Lombok Regency managed to utilize the crisis as an opportunity to improve public services, making

it a model of success for other agencies.

Another phenomenon can be seen from the organizational culture at Setda which tends to be collaborative and open, with values of cooperation and mutual respect upheld. This is reflected in the training and development programs organized to improve employee competencies and create a positive work environment.

Although the organizational culture is supportive, the level of employee commitment still varies. Some employees show high commitment by actively engaging in organizational activities and demonstrating good OCB, such as helping colleagues without being asked and actively participating outside of their main duties. However, others only carry out the minimum tasks without more initiative.

Employee performance also varies. Employees with high OCB tend to achieve better performance targets through teamwork, sharing information and supporting colleagues. In contrast, employees with low OCB engagement face challenges in achieving targets, which impacts the overall performance of the organization.

This phenomenon is an important indicator that a strong organizational culture, high employee commitment, and positive OCB behavior are needed to improve performance within the Central Lombok Regency Secretariat.

Literature Review and Hypothesis Development

Organizational culture is important, because it is the habits that occur in the organizational hierarchy that represent the norms of behavior followed by the members of the organization. A productive culture is a culture that can make the organization strong and organizational goals can be accommodated (Rosyidah et. al., 2018). So that employees who are able to adjust to the organizational culture where the employee works will bring good performance to the organization.

According to Robbins and Judge (2017) organizational culture is a series of activities implemented by members of the organization together which distinguishes an organization from other organizations. Where it will affect the way a person acts and thinks so that it becomes the basis for assessing the good and bad actions of employees.

H1: Organizational culture has a positive and significant effect on employee performance.

According to Meyer and Allen (1991), organizational commitment can be understood through three main components, namely affective commitment, continuance commitment, and normative commitment. Affective commitment is related to employees' emotional attachment to the organization, while continuance commitment is based on awareness of the consequences that may occur if they leave the organization. Normative commitment, on the other hand, is the feeling of moral obligation to keep contributing to the organization. These three components play an important role in motivating employees to try harder in achieving organizational goals and in improving the performance of employees.

Mathieu and Zajac (1990) stated that high organizational commitment contributes positively to employee performance, because employees who feel emotionally and professionally attached to their organization will be more willing to put extra effort into their work. Highly committed employees show strong loyalty, which has a direct impact on organizational stability and the achievement of employee performance targets.

Nadapdap (2017) conducted a study showing that organizational commitment has a positive effect on employee performance, especially through increased loyalty and work responsibility. This study concluded that employees who have an emotional attachment to the organization are more

likely to have higher job satisfaction and be able to achieve better results. Similar research by Fauziah (2020) also found that organizational commitment can improve the efficiency and effectiveness of performance in the government sector.

H2: Organizational commitment has a positive and significant effect on employee performance.

According to Organ (1988), which states that voluntary behavior carried out by employees outside of formal duties and which is not directly recognized by the organization's reward system, but its contribution is important for organizational effectiveness. Organ emphasized that this behavior strengthens social interaction and solidarity between employees, thus creating a harmonious work environment that ultimately encourages more optimal performance.

Robbins and Judge (2015) also added that OCB is an important factor that supports organizational culture, especially in creating a cooperative and collaborative work atmosphere. With OCB, a strong and positive organizational culture becomes more effective in increasing employee productivity, because they feel encouraged to show behaviors that support the success of the organization.

Organizational commitment is very important in running an organization. Organizational commitment also plays an important role in success in achieving organizational goals (Fairuzha et al. 2024).

H3: OCB positively and significantly strengthens the influence of organizational culture on employee performance.

According to Meyer and Allen (1991), organizational commitment consists of three main components: affective commitment, continuance commitment, and normative commitment. All three have a significant influence on employee performance, especially when combined with high OCB.

Employees with a strong affective commitment to the organization are usually more motivated to contribute optimally to the achievement of organizational goals.

This theory is reinforced by Mathis and John (2012), who state that OCB serves as an element that strengthens the influence of commitment on employee productivity. With OCB, employees are more likely to perform beyond expectations and contribute to creating a work environment that supports overall organizational effectiveness.

H4: OCB positively and significantly strengthens the influence of organizational commitment on employee performance.

METHODS

This study used a quantitative approach with the census method, involving the entire population of employees at the Regional Secretariat of Central Lombok Regency of 107 people. Data collection was carried out through a Likert scale-based questionnaire, which was designed to measure the variables of organizational culture, organizational commitment, Organizational Citizenship Behavior (OCB), and employee performance. The data used in this study consisted of primary data, which was obtained directly from respondents through filling out questionnaires, and secondary data, which was taken from documents, official reports, and related literature.

Data analysis was conducted using various statistical methods to test the relationship between variables. This process includes an outer model test to ensure the validity and reliability of the research instrument, an inner model test to evaluate the relationship between latent variables, and a hypothesis test to identify direct and moderating effects between variables.

The variables in this study consist of independent variables, namely organizational culture and organizational commitment; dependent variable,

namely employee performance; and moderating variable, namely Organizational Citizenship Behavior (OCB). This study aims to analyze the effect of organizational culture and organizational commitment on employee performance, and examine the role of OCB as a variable that moderates the relationship.

RESULTS AND DISCUSSION

Outer Model Results

Outer Model Measurement Model Evaluation is often called (outer relation or measurement model) which defines how each indicator block relates to its latent variable. Blocks with reflexive indicators can be written as follows: Where x and y are variable indicators for exogenous and endogenous latent variables, while the loading matrix describes the simple regression coefficient, which connects the simple regression coefficient that connects the latent variable with its indicator. This can be seen from the validity and reliability tests.

Convergent Validity

Based on figure 1, it can be seen that the value of all statement items from each variable is > 0.7 (above 0.7) so that the constructs for all variables have been declared valid from the model, to then be included in the analysis using the SmartPLS application.

Reliability Test

The reliability test in PLS is used to measure the internal consistency of the measuring instrument. Reliability shows the accuracy, consistency and accuracy of a measuring instrument in making measurements. The reliability test in PLS can use two methods, namely Cronbach's alpha and composite reliability (Abdillah, 2015).

a. Composite Reliability

Composite reliability is used to measure the true value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb for composite reliability is > 0.6 (Abdillah and Jogiyanto, 2014).

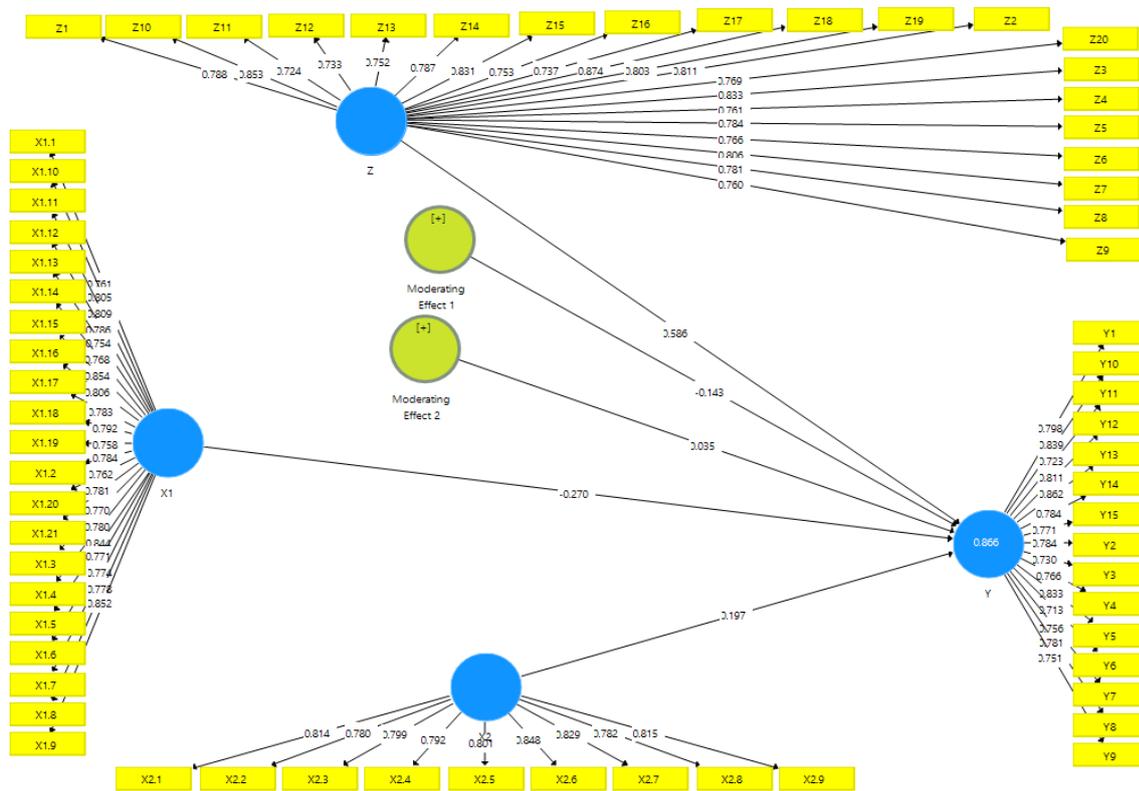


Figure 1. Structural Outer Model Diagram

b. Cronbach's Alpha

Cronbach's alpha is used to measure the lower limit of the reliability value of a construct and ensure the value of composite reliability. The rule of thumb for Cronbach's alpha is > 0.7 (Abdillah, 2015).

Reliability testing is carried out to determine whether the variables used in this study are reliable or not. Reliability testing uses Cronbach's Alpha and composite reliability values. The following are the results of reliability testing.

Based on the table above, it can be concluded that the constructs for all variables meet the criteria or are reliable. This is indicated by the Cronbach's Alpha and composite reliability values obtained from the SmartPLS estimation results. The resulting value is > 0.70 as recommended criteria.

Structural Model Evaluation (Inner Model)

The next stage in model evaluation is structural model evaluation or Inner Model. Inner model (inner relation, structural model and substantive

Table 1. Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability	Rule of Thumb	Model Evaluation
Organizational Culture (X1)	0.970	0.972	> 0.70	Reliable
Organizational Commitment (X2)	0.933	0.944		Reliable
Employee Performance (Y)	0.954	0.959		Reliable
OCB (Z)	0.967	0.970		Reliable

Source: Primary Data Processed by the Researcher, 2025

theory) describes the relationship between latent variables based on substantive theory. The structural model is evacuated using R-square for the dependent variable, Stone-Gisser Q-square test for predictive relevance and t-test and significance of the structural path parameter coefficients.

R-Square Value

Table 2. R-Square Results

Variabel	R Square	R Square Adjusted
Employee Performance	0.866	0.838

Source: Primary Data Processed by the Researcher, 2025

Based on the table 2, in principle, this study uses 1 variable which is influenced by other variables. The result of the R-Square value of the Employee Performance variable (Y) is 0.866 or 86.6%, meaning that the Organizational Culture and Organizational Commitment variables can substantially explain the Employee Performance variable at a level of 86.6% (model in the Strong category) while the rest is influenced by other factors that are not included in this research variable.

Q-Square Value

Table 3. Q-Square Results

Variable	Q-Square
Employee Performance	0,183

Source: Primary Data Processed by the Researcher, 2025

Based on the table above, the research Q-square value of 0.183 is greater than 0. This shows that the variables observed in this study have relevance and are able to predict the Employee Performance variable.

Path Coefficients

Path coefficients are a value that is useful in showing the direction of the relationship between variables, whether a hypothesis has a positive or negative direction, while the evaluation of path coefficients aims to see the significance of the influence of the independent variable on the dependent variable. The evaluation of path coefficients was carried out by calculation through Bootstrapping, and the following results were obtained:

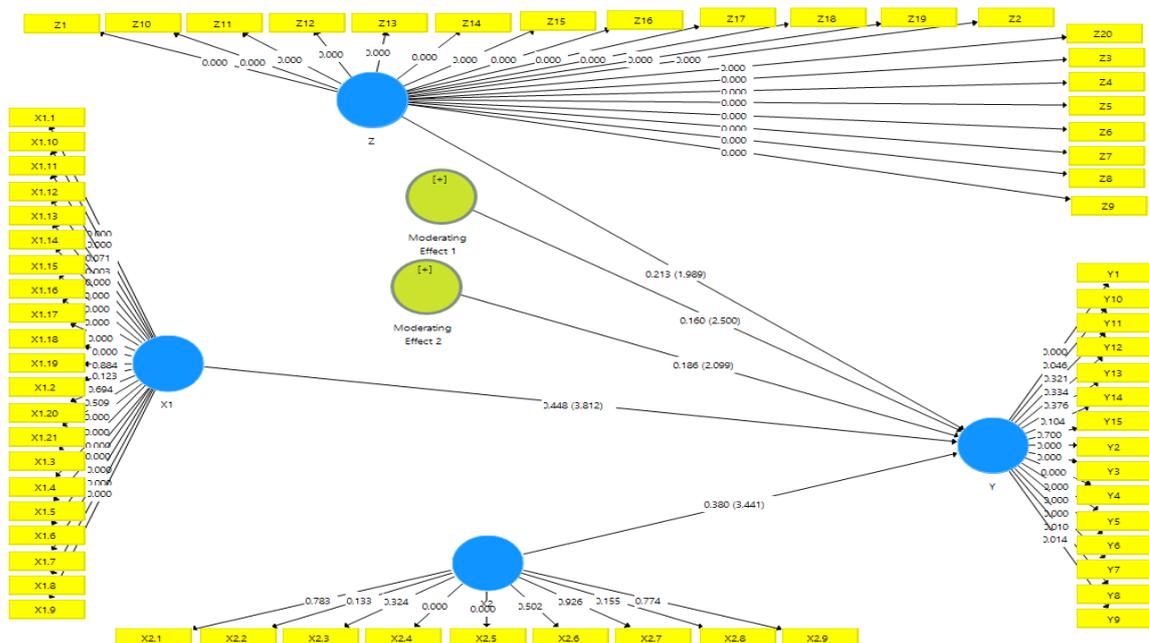


Figure 2. T-Statistics & Original Sample

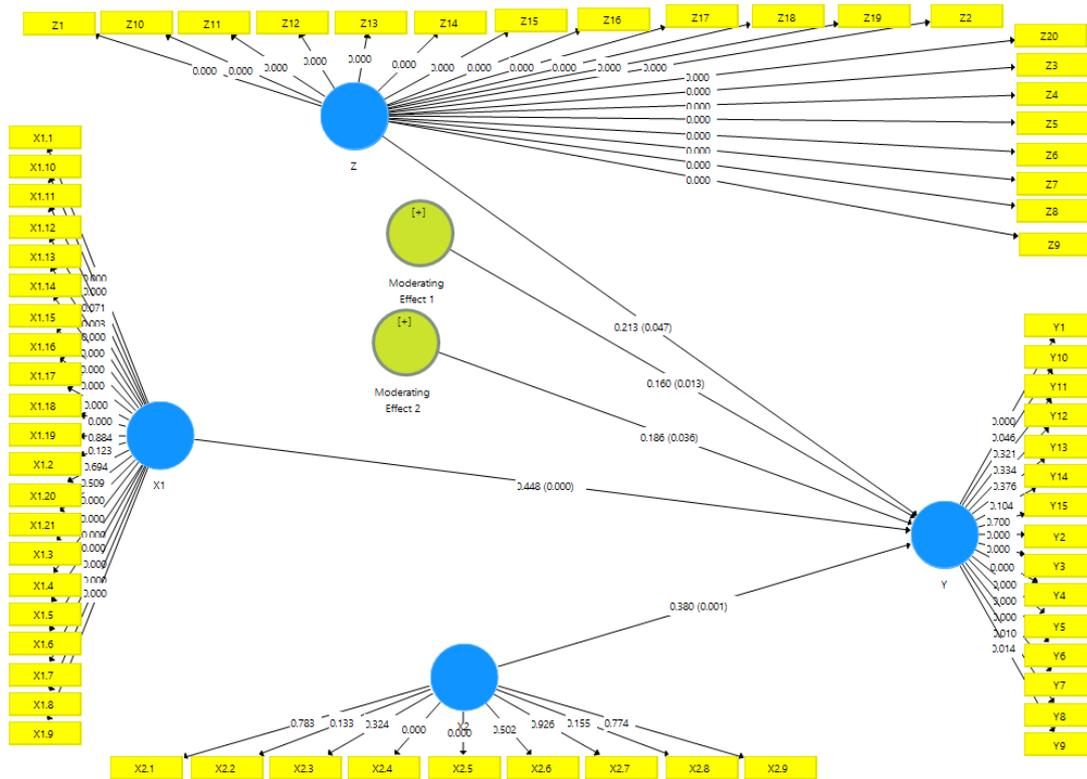


Figure 3. P-Values & Original Sample

Each latent variable is measured using several indicators, as shown in the figure above. The lines connecting these latent variables indicate causal relationships between the variables, all of which exhibit positive relationships, as reflected in the path coefficients.

hypothesis testing involves meeting several criteria, including the original sample value, t-statistic value, and probability value (p-value), obtained through Bootstrapping in PLS. Below are the original sample values, t-statistics, and p-values for each hypothesis tested in this study

Hypothesis Testing Results and Discussion

The purpose of hypothesis testing is to statistically evaluate the validity of a hypothesis or assumption and to draw conclusions on whether to accept or reject the hypothesis or assumption. In this study,

The Influence of Organizational Culture on Employee Performance

Based on the previous table and figure, the hypothesis regarding the influence of organizational culture on employee performance is accepted.

Table 4. Hypothesis Test Results

Hypothesis	Variable Relationship	Original Sample	t-Statistics	P-Values	Interpretation
H1	X1 -> Y	0.448	3.812	0.000	Accepted
H2	X2 -> Y	0.380	3.441	0.001	Accepted
H3	Moderating Effect 1 X1 -> Y	0.160	2.500	0.013	Accepted
H4	Moderating Effect 2 X2 -> Y	0.186	2.099	0.036	Accepted

Source: Primary Data Processed by the Researcher, 2025

This is supported by an Original Sample value of 0.448, a T-statistic of 3.812 (exceeding the threshold of 1.96), and a p-value of 0.000, which is smaller than the significance level of 0.05 (H1 Accepted). These results indicate that organizational culture has a positive and significant effect on employee performance. In other words, the stronger the organizational culture, the higher the employee performance. In this context, organizational culture encompasses various elements such as innovation, risk-taking, stability, and results orientation, all of which contribute to performance. When these cultural elements are optimally implemented, employees tend to work more focused and are motivated to achieve organizational goals.

Findings in this study also reveal that the aspect of innovation and risk-taking is highly valued within the organization. Employees feel fully supported by the organization to innovate and try new ideas without fear of high risks. This not only fosters creativity but also enhances employees' commitment to achieving organizational targets. Additionally, organizational stability provides a sense of security for employees, enabling them to perform their duties comfortably and focus on improving work quality. Results-oriented culture further motivates employees to meet performance targets, directly increasing productivity and overall performance.

These findings align with Schein's (2010) perspective, which states that organizational culture is a set of values, beliefs, and norms shared within an organization, serving as guidelines for the actions and behaviors of its members. This culture creates a structured and stable work environment, providing a sense of security and order for employees, thereby enhancing their motivation to work.

Furthermore, this statement aligns with the findings of research conducted by Maulani et al. (2015) which found that organizational culture significantly influences employee performance through the enhancement of OCB. The study highlighted that a supportive organizational culture fosters a sense

of ownership and responsibility among employees, motivating them to contribute more in their daily work.

Another study with similar findings was conducted by Susmianto et al. (2018), which demonstrated that organizational culture has a positive and significant effect on employee performance. Similar results were also reported by Sartika et al. (2021) and Setyorini et al. (2022), both of which stated that organizational culture positively and significantly impacts performance.

The Influence of Organizational Commitment on Employee Performance

Hypothesis analysis results indicate that organizational commitment has a positive and significant influence on employee performance. This is evidenced by the table and figure above, showing an Original Sample value of 0.380, a T-statistic of 3.441 (exceeding the threshold of 1.96), and a p-value of 0.001, which is smaller than the significance level of 0.05 (H2 Accepted). These findings suggest that higher employee commitment leads to improved performance. Employees who are committed to the organization tend to work harder and produce better results, as they feel a personal responsibility to support organizational goals. This commitment arises from loyalty, dependency, and shared values between employees and the organization, positively impacting performance.

Findings in this study reveal that most employees demonstrate high loyalty to the organization, characterized by a desire to remain with the organization in the long term. Many employees also find it difficult to leave the organization, indicating emotional and professional dependence. This loyalty motivates employees to contribute more and achieve optimal results in their work. Employees also show a willingness to contribute further to help the organization achieve its goals, reflecting their commitment to supporting the organization's overall success.

The findings are supported by Meyer and Allen's (1991) theory, which identifies three main components of organizational commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees' emotional attachment to the organization, while continuance commitment is based on an awareness of the potential consequences of leaving the organization. Normative commitment, on the other hand, represents a moral obligation to remain and contribute to the organization. These three components play a crucial role in motivating employees to work harder to achieve organizational goals and improve their performance.

These statements and research findings align with the studies conducted by Andika & Darmanto (2020), Jufrizen et al. (2021), and Jufrizen et al. (2022), which revealed that organizational commitment has a positive and significant effect on employee performance.

The Role of OCB in Moderating the Influence of Organizational Culture on Employee Performance

Based on the data from the table and figure above, it is evident that Organizational Citizenship Behavior (OCB) strengthens the moderating effect of organizational culture on employee performance. With an original sample value of 0.160, a T-statistic of 2.500 (greater than the t-table value of 1.96), and a p-value of 0.013 (less than the significance level of 0.05), the results indicate that when OCB levels are high, the impact of organizational culture on employee performance becomes stronger. This suggests that in work environments where a strong organizational culture is complemented by high levels of OCB among employees, performance improves significantly (H3 Accepted). In other words, organizational culture alone may not be sufficient to drive optimal performance. However, when employees demonstrate high OCB such as voluntarily assisting colleagues, showing responsibility toward organizational goals, and taking on additional tasks outside formal job descriptions the organizational culture becomes

more effective in motivating and enhancing individual and team performance.

The organizational culture implemented in the Regional Secretariat of Central Lombok Regency incorporates collaborative values and appreciation for individual contributions. When combined with high OCB, this creates a harmonious and productive environment. Employees who engage in OCB tend to exhibit greater concern for their organization, consistently support its success, and strive to improve the quality of public services. This fosters a conducive and beneficial work climate, where organizational culture is not merely a set of rules and values but is translated into concrete actions that support organizational goals.

Furthermore, OCB in the context of organizational culture strengthens employees' willingness to adapt to change and respond to new challenges with a positive attitude. With OCB, the organization's culture becomes more dynamic and functions as a unifying force, helping employees feel connected to one another in achieving shared organizational goals. Employees with high OCB often serve as role models for their peers, indirectly contributing to an inspiring and productive work environment.

A strong organizational culture supported by high levels of OCB among employees can enhance employee performance. This is evident from the OCB indicators voluntary actions and self-regulation which were among the highest-scoring indicators in respondents' answers. Additionally, the cultural indicator with the highest score was human orientation, where job assignments tailored to each employee help strengthen the culture, ultimately improving employee performance when reinforced by voluntary actions and self-regulation among employees in the Regional Secretariat.

These findings are supported by Organ (1988), who stated that voluntary behaviors performed by employees outside their formal duties, which are not directly recognized by the organization's

reward system, are nonetheless essential to organizational effectiveness. Organ emphasized that these behaviors enhance social interactions and solidarity among employees, creating a harmonious work environment that ultimately drives optimal performance. Robbins and Judge (2015) further added that OCB is a critical factor in supporting organizational culture, particularly in fostering a cooperative and collaborative work atmosphere. With OCB, a strong and positive organizational culture becomes more effective in increasing employee productivity, as employees feel motivated to exhibit behaviors that contribute to the organization's success.

The Role of OCB in Moderating the Influence of Organizational Commitment on Employee Performance

The hypothesis testing results from this study indicate that Organizational Citizenship Behavior (OCB) plays a role in moderating and strengthening the influence of organizational commitment on employee performance. With an original sample value of 0.186, a T-statistic of 2.099 (greater than the threshold of 1.96), and a p-value of 0.036 (less than the significance level of 0.05), it is evident that OCB enhances the effect of organizational commitment on employee performance in the Regional Secretariat of Central Lombok Regency (H4: Accepted). This demonstrates that employees who not only have a high level of commitment to the organization but also exhibit OCB such as helping colleagues, maintaining harmonious relationships, and taking initiative in organizational activities tend to be more productive and capable of achieving optimal performance.

The findings of this study show that employees with a high level of commitment are emotionally attached to the organization and are motivated to consistently perform their best. When this commitment is accompanied by OCB, it is translated from an abstract concept into tangible actions that directly impact performance. Employees exhibiting affective commitment, or a strong emotional bond

with the organization, are more likely to care about the organization's success and willingly go beyond their formal responsibilities. For example, they often voluntarily assist coworkers, attend organizational events outside working hours, and prioritize organizational interests over personal ones.

Furthermore, OCB fosters a broader willingness among employees to contribute, encouraging a collaborative spirit in achieving organizational goals. Employees with high organizational commitment and OCB are better equipped to face work challenges, solve problems, and deliver superior performance. Additionally, OCB strengthens the relationship between normative and continuance commitment and performance. Employees who feel a moral obligation to stay with the organization (normative commitment) or consider the costs and risks of leaving the organization (continuance commitment) are more likely to display proactive behaviors such as OCB. These employees not only aim to maintain their position but also strive to deliver high performance as a form of loyalty and active engagement with the organization.

The enhancement of organizational commitment, which positively impacts employee performance, is closely tied to the role of OCB in strengthening this relationship. This is evident from respondents' survey answers, where the highest-rated indicator of organizational commitment was normative commitment. Employees believe that working at the Regional Secretariat of Central Lombok Regency fulfills their expectations, which subsequently improves their performance. However, this relationship is supported by OCB, particularly the voluntary actions and self-regulation of employees. In essence, the self-discipline and voluntary attitudes of employees help increase their commitment to staying with the Regional Secretariat, ultimately boosting their performance.

According to Meyer and Allen (1991), organizational commitment consists of three main components: affective commitment, continuance commitment,

and normative commitment. All three significantly influence employee performance, particularly when paired with high OCB. Employees with strong affective commitment are usually more motivated to contribute maximally to achieving organizational goals. This theory is further reinforced by Mathis and John (2012), who stated that OCB functions as a critical element in strengthening the impact of commitment on employee productivity. With OCB, employees are more likely to exceed performance expectations and contribute to creating a work environment that supports the overall effectiveness of the organization.

MANAGERIAL IMPLICATIONS

The analysis shows that employee independence in completing tasks has the highest value, reflecting a good level of autonomy. To maximize this potential, organizations should implement training programs focused on developing both technical and managerial competencies, as well as conduct regular performance evaluations to provide constructive feedback. This will assist employees in enhancing their ability to face work challenges independently, ultimately strengthening employee performance and responsibility.

In organizational culture, result orientation reflects employees' focus on achieving organizational targets and goals. To strengthen this orientation, the Regional Secretariat of Central Lombok can reward employees who meet or exceed work targets, as well as enhance internal communication to ensure that all employees understand the shared objectives. Additionally, the human-oriented approach demonstrates the organization's attention to employees' needs, such as providing training to improve employees' skills in completing tasks. This motivates employees to complete tasks according to requirements and on time, ultimately boosting productivity and work outcomes.

Normative commitment is recorded as the highest indicator of organizational commitment, reflecting employees' emotional attachment and sense

of ownership towards the organization's goals. To maintain and enhance this commitment, organizations should create an inclusive work environment, involve employees in strategic decision-making, and strengthen relevant organizational values. Rewarding individuals who demonstrate high dedication can increase employee loyalty. The high score in this dimension indicates that the organizational culture has successfully instilled a sense of collective responsibility among employees, which is a crucial factor in sustaining and improving commitment to the organization.

The self-control indicator in the OCB variable reflects employees' voluntary spirit in helping colleagues. To optimize this, the organization can promote teamwork through collaborative projects and structured group training. Additionally, informal rewards such as verbal recognition or public appreciation for employees who demonstrate altruistic behavior can encourage others to participate. This approach will create a more supportive collaborative work environment, which in turn contributes to achieving organizational goals more effectively.

The Regional Secretariat of Central Lombok should provide continuous training programs, create a supportive work environment, and reward high-performing employees to motivate the achievement of higher targets. The local government must also support with strategic policies that strengthen organizational culture, such as budget allocation for human resource development and providing adequate work facilities. With active collaboration between employees, the organization, and the government, employee performance can be continuously improved to achieve organizational goals optimally. The high level of responsibility and discipline among employees, as evidenced by punctuality and willingness to work longer hours to complete tasks, demonstrates their strong commitment to supporting the organization's success.

CONCLUSION

Based on the analysis conducted, this study answers the research objectives and can be concluded as follows:

1. Organizational culture has a positive and significant influence on employee performance. This means that the stronger the organizational culture, the higher the employee performance will be.
2. Organizational commitment has a positive and significant influence on employee performance. This means that the higher the commitment among employees, the greater their contribution to improving employee performance.
3. OCB positively and significantly strengthens the impact of organizational culture and organizational commitment on employee

performance. This indicates that when OCB is high, the effect of organizational culture on employee performance is also stronger. The results show that in a work environment where a strong organizational culture is balanced with a high level of OCB among employees, performance will increase significantly. Additionally, OCB can strengthen the influence of organizational commitment on employee performance in the Regional Secretariat of Central Lombok Regency. This means that employees who not only have high commitment to the organization but also demonstrate OCB behaviors, such as helping colleagues, maintaining harmonious relationships, and taking initiative in organizational activities, tend to be more productive and capable of achieving optimal performance. ■

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