

The Role of Organizational Commitment in Strengthening Employee Performance at PT Angkasa Pura Indonesia

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Abstract

This study aims to analyze the role of organizational commitment in strengthening employee performance at PT Angkasa Pura Indonesia. Employee performance is considered an important factor in supporting organizational effectiveness and service quality in the aviation industry. Organizational commitment is believed to play a strategic role in encouraging employee loyalty, responsibility, and work productivity. In addition, organizational culture and work environment are considered important factors influencing organizational commitment and employee performance. This research employed a quantitative approach using explanatory research methods. Data were collected through questionnaires distributed to employees at the head office of PT Angkasa Pura Indonesia using a Likert scale measurement. The sampling technique used purposive sampling, while the data analysis technique applied Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results indicate that organizational culture and work environment have a positive and significant effect on organizational commitment and employee performance. Organizational commitment also has a positive and significant influence on employee performance. Furthermore, organizational commitment was proven to mediate the relationship between organizational culture, work environment, and employee performance. These findings demonstrate that strengthening organizational commitment can improve employee performance through the support of adaptive organizational culture and conducive work environment conditions.

Keywords: Organizational Commitment, Organizational Culture, Work Environment, Employee Performance,

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2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era

<https://proceeding.pancabudi.ac.id/index.php/ICIE/index>

Introduction

Employee performance is one of the most important factors in achieving organizational goals and maintaining competitiveness in the service industry. In the aviation sector, companies are required to provide effective, efficient, and high-quality services supported by competent human resources. Therefore, organizations must pay attention to factors that can improve employee performance, including organizational commitment, organizational culture, and work environment. Organizational commitment reflects employees' loyalty, emotional attachment, and willingness to contribute optimally to organizational success. Employees with high organizational commitment tend to demonstrate better performance, discipline, and responsibility in carrying out their duties [1], [2].

In modern organizations, organizational culture has become an essential element in shaping employee attitudes and behavior. A strong organizational culture can encourage employees to adapt to organizational values, improve teamwork, and increase productivity [3]. Conversely, weak organizational culture may create communication barriers, reduce employee motivation, and negatively affect performance [4]. Previous studies have shown that organizational culture significantly influences employee performance and organizational effectiveness [5], [6]. Thus, organizations need to create adaptive and innovative cultural values to strengthen employee commitment and improve overall performance.

In addition to organizational culture, the work environment also plays a significant role in influencing employee performance. The work environment includes physical and non-physical aspects such as workplace facilities, communication patterns, interpersonal relationships, and organizational climate [7]. A conducive work environment can create comfort, job satisfaction, and motivation among employees, leading to higher performance [8]. On the other hand, poor working conditions may reduce productivity and increase employee turnover intentions [9]. Therefore, organizations are expected to provide supportive working conditions to maintain employee morale and commitment.

Organizational commitment is often considered a mediating variable that strengthens the relationship between organizational factors and employee performance. Employees who feel emotionally attached to the organization are more likely to work effectively and remain loyal to the company [10]. Organizational commitment consists of affective commitment, continuance commitment, and normative commitment, which collectively influence employees' willingness to contribute to organizational objectives [11]. Several studies indicate that organizational commitment positively mediates the influence of organizational culture and work environment on employee performance [12], [13].

As one of the leading airport service companies in Indonesia, PT Angkasa Pura Indonesia faces challenges in maintaining employee performance amidst rapid changes in the aviation industry. Increasing service demands require employees to adapt quickly, work collaboratively, and maintain high professionalism. However, differences in organizational values, work pressure, and environmental conditions may affect employees' commitment and performance levels [14]. Therefore, strengthening organizational commitment is necessary to support employee productivity and organizational sustainability.

Previous research has widely discussed the relationship between organizational culture, work environment, organizational commitment, and employee performance. However, studies focusing on the aviation service industry, particularly at PT Angkasa Pura Indonesia, are still limited [15]. This study aims to analyze the role of organizational commitment in strengthening employee performance through organizational culture and work environment variables. The findings of this research are expected to provide theoretical contributions to human resource management studies and practical recommendations for organizations in improving employee performance and organizational effectiveness [16]–[20]

Literature Review

A. Organizational Culture

Organizational culture refers to a system of shared values, beliefs, norms, and behaviors that guide employees in carrying out organizational activities. According to Schein, organizational culture is a pattern of basic assumptions developed by a group to adapt to external and internal challenges [1]. A strong organizational culture can create employee discipline, improve communication, and encourage innovation within the organization [2].

Organizational culture also plays a significant role in influencing employee attitudes and work behavior. Employees who understand and implement organizational values tend to demonstrate higher loyalty and productivity [3]. In addition, organizational culture contributes to the creation of a positive organizational climate that supports organizational effectiveness [4]. Previous studies found that organizational culture positively and significantly affects employee performance and organizational commitment [5], [6]. Therefore, companies need to strengthen adaptive cultural values to maintain organizational sustainability.

B. Work Environment

The work environment is one of the important factors affecting employee performance and job satisfaction. The work environment includes physical aspects such as lighting, temperature, workspace layout, and facilities, as well as non-physical aspects such as communication, leadership, and interpersonal relationships [7]. A conducive work environment can improve employee comfort, motivation, and work enthusiasm [8].

A positive work environment encourages employees to work more effectively and efficiently. Conversely, an unfavorable work environment may lead to stress, low morale, and reduced productivity [9]. According to Sedarmayanti, organizations must create a comfortable and supportive work environment to achieve optimal employee performance [10]. Previous research has shown that the work environment has a significant effect on employee performance and organizational commitment [11], [12].

C. Organizational Commitment

Organizational commitment reflects the psychological attachment of employees to their organization. Meyer and Allen classify organizational commitment into three dimensions: affective commitment, continuance commitment, and normative commitment [13]. Employees with strong organizational commitment are more willing to remain in the organization and contribute positively to organizational goals [14].

Organizational commitment is closely related to employee loyalty, work discipline, and performance improvement. Employees who are emotionally attached to the organization tend to demonstrate higher responsibility and job involvement [15]. Furthermore, organizational commitment can reduce turnover intention and improve organizational stability [16]. Several studies indicate that organizational commitment significantly influences employee performance and acts as a mediating variable between organizational factors and employee outcomes [17], [18].

D. Employee Performance

Employee performance refers to the level of achievement attained by employees in carrying out their duties and responsibilities. Performance is generally measured based on quality, quantity, timeliness, effectiveness, and independence in work completion [19]. High employee performance is essential for organizational success because it contributes directly to productivity and service quality [20].

According to Mangkunegara, employee performance is influenced by ability and motivation factors [21]. Meanwhile, organizational culture, work environment, and organizational commitment are considered external factors that strongly affect employee performance [22]. Employees who work in a supportive environment and possess strong commitment tend to achieve better work outcomes [23]. Therefore, organizations must focus on strengthening human resource management strategies to improve employee performance.

E. Relationship Between Variables

Organizational culture and work environment are considered strategic factors influencing organizational commitment and employee performance. A strong organizational culture can increase employee emotional attachment to the organization, while a conducive work environment can enhance employee comfort and motivation [24]. Organizational commitment acts as an intervening variable that strengthens the relationship between organizational culture, work environment, and employee performance [25].

Previous studies found that organizational commitment positively mediates the influence of organizational culture and work environment on employee performance [26], [27]. This indicates that organizations with supportive cultural values and positive working conditions are more likely to develop committed employees who contribute optimally to organizational success. Therefore, strengthening organizational commitment becomes essential in improving employee performance within organizations, including PT Angkasa Pura Indonesia.

Research Methodology

A. Research Approach

This study employed a quantitative research approach using an explanatory research design. The quantitative approach was selected because this research aims to examine the causal relationship between organizational culture, work environment, organizational commitment, and employee performance. Explanatory research is appropriate for identifying the influence among variables and testing the proposed hypotheses empirically.

B. Research Location and Object

The research was conducted at the Head Office of PT Angkasa Pura Indonesia. The object of this study focuses on employee performance as the dependent variable, organizational culture and work environment as independent variables, and organizational commitment as the intervening variable.

C. Population and Sample

The population in this study consisted of all employees working at the Head Office of PT Angkasa Pura Indonesia. Due to the large population size, the sampling technique used was purposive sampling, in which respondents were selected based on specific criteria relevant to the research objectives. The criteria included employees who had worked for at least one year and were actively involved in organizational activities.

The sample size was determined using the Slovin formula with a tolerance error level of 5%, ensuring that the selected respondents represented the research population adequately.

D. Data Collection Techniques

The study used primary and secondary data sources. Primary data were collected directly from respondents through questionnaires distributed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire items were developed based on indicators from previous studies and relevant theories. Secondary data were obtained from company reports, journals, books, and related scientific publications.

The indicators used in this study include:

1. **Organizational Culture**
 - a) Innovation and risk-taking
 - b) Attention to detail
 - c) Outcome orientation
 - d) Team orientation
 - e) Stability

2. **Work Environment**
 - a) Workplace facilities
 - b) Lighting and temperature
 - c) Communication among employees
 - d) Relationship with supervisors
 - e) Workplace comfort
3. **Organizational Commitment**
 - a) Affective commitment
 - b) Continuance commitment
 - c) Normative commitment
4. **Employee Performance**
 - a) Quality of work
 - b) Quantity of work
 - c) Timeliness
 - d) Effectiveness
 - e) Responsibility

E. Data Analysis Technique

The data analysis technique used in this study was Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). PLS-SEM was selected because it is capable of analyzing complex relationships between latent variables and testing mediating effects simultaneously. Data processing was conducted using SmartPLS software.

The stages of data analysis include:

1. Descriptive statistical analysis
2. Validity and reliability testing
3. Outer model evaluation
4. Inner model evaluation
5. Hypothesis testing
6. Mediation effect testing using bootstrapping procedures

The significance level used in this study was 5% (0.05). Hypotheses were accepted if the t-statistic value exceeded 1.96 and the p-value was less than 0.05.

F. Research Framework and Hypotheses

This study proposes that organizational culture and work environment positively influence employee performance both directly and indirectly through organizational commitment. Based on the conceptual framework, the hypotheses are formulated as follows:

- H1: Organizational culture positively affects organizational commitment.
- H2: Work environment positively affects organizational commitment.
- H3: Organizational culture positively affects employee performance.
- H4: Work environment positively affects employee performance.
- H5: Organizational commitment positively affects employee performance.
- H6: Organizational commitment mediates the relationship between organizational culture and employee performance.
- H7: Organizational commitment mediates the relationship between work environment and employee performance.

Results

A. Respondent Characteristics

The respondents in this study were employees of the Head Office of PT Angkasa Pura Indonesia selected using purposive sampling techniques. Based on the distributed questionnaires, the majority of respondents were employees aged between 25–40 years with more than five years of working experience. Most respondents possessed undergraduate educational backgrounds and were actively involved in operational and administrative activities within the organization. These characteristics indicate that the respondents had sufficient

understanding of organizational culture, work environment, organizational commitment, and employee performance within the company.

B. Descriptive Statistical Analysis

The descriptive analysis showed that organizational culture at PT Angkasa Pura Indonesia was categorized as good. Employees perceived that the company had implemented organizational values emphasizing teamwork, discipline, innovation, and responsibility. The work environment variable also received positive responses, particularly regarding workplace comfort, communication among employees, and supporting work facilities.[28]

Furthermore, organizational commitment was classified as high, indicating that employees demonstrated loyalty and emotional attachment to the organization. Employee performance was also considered satisfactory, reflected in employees' ability to complete tasks effectively, maintain work quality, and achieve organizational targets.

C. Measurement Model Evaluation (Outer Model)

The outer model evaluation was conducted through validity and reliability testing. The results indicated that all indicator loading factor values exceeded 0.70, demonstrating good convergent validity. The Average Variance Extracted (AVE) values for all variables were above 0.50, confirming that each construct had adequate discriminant validity.

Reliability testing showed that the Cronbach's Alpha and Composite Reliability values of all variables exceeded 0.70, indicating that the research instruments were reliable and consistent for measuring the constructs. Therefore, all indicators used in this study were considered valid and reliable for further analysis.

D. Structural Model Evaluation (Inner Model)

The structural model evaluation showed that the coefficient of determination (R^2) value for organizational commitment was categorized as moderate, indicating that organizational culture and work environment contributed significantly to organizational commitment. Meanwhile, the R^2 value for employee performance was categorized as strong, indicating that organizational culture, work environment, and organizational commitment jointly explained employee performance effectively.[29]

The predictive relevance (Q^2) value was greater than zero, indicating that the research model had good predictive capability. Additionally, the Goodness of Fit (GoF) value demonstrated that the model was appropriate for explaining the relationships among the research variables.

E. Hypothesis Testing

The hypothesis testing results are summarized as follows:

1. Organizational culture had a positive and significant effect on organizational commitment. This finding indicates that stronger organizational values increase employee attachment and loyalty to the organization.
2. Work environment had a positive and significant effect on organizational commitment. A supportive and comfortable work environment enhances employees' emotional involvement within the company.
3. Organizational culture positively and significantly affected employee performance. Employees who understand and implement organizational values tend to perform better in completing their tasks.
4. Work environment positively and significantly affected employee performance. Comfortable workplace conditions and positive interpersonal relationships contribute to higher employee productivity.

5. Organizational commitment positively and significantly affected employee performance. Employees with high organizational commitment demonstrated stronger responsibility, discipline, and effectiveness in their work.
6. Organizational commitment significantly mediated the relationship between organizational culture and employee performance. This finding suggests that organizational culture can improve employee performance indirectly through strengthening organizational commitment.
7. Organizational commitment also significantly mediated the relationship between work environment and employee performance. A conducive work environment enhances employee commitment, which subsequently improves performance.

Discussion

The findings confirm that organizational culture and work environment are strategic factors influencing employee performance. Strong organizational culture encourages employees to align their behavior with organizational goals, while a supportive work environment creates comfort and motivation for employees.

Organizational commitment was proven to play an important mediating role in strengthening employee performance. Employees who possess emotional attachment and loyalty toward the organization are more likely to contribute positively to organizational success. Therefore, PT Angkasa Pura Indonesia needs to continuously strengthen organizational values, improve workplace conditions, and enhance employee commitment to achieve sustainable organizational performance.

Conclusion

Based on the results of the study, it can be concluded that organizational culture and work environment have positive and significant effects on organizational commitment and employee performance at the Head Office of PT Angkasa Pura Indonesia. A strong organizational culture encourages employees to adopt organizational values, improve teamwork, and increase responsibility in completing their tasks. Meanwhile, a conducive work environment creates comfort, motivation, and positive working relationships that support employee productivity.

The findings also reveal that organizational commitment has a positive and significant effect on employee performance. Employees with high organizational commitment tend to demonstrate greater loyalty, discipline, and dedication in achieving organizational goals. Furthermore, organizational commitment was proven to mediate the relationship between organizational culture, work environment, and employee performance. This indicates that strengthening employee commitment can enhance the effectiveness of organizational culture and work environment in improving performance.

Therefore, PT Angkasa Pura Indonesia is expected to continuously strengthen organizational values, improve workplace conditions, and implement human resource management strategies that foster employee commitment. These efforts are essential to maintaining sustainable employee performance and organizational competitiveness in the aviation service industry.

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