

The Effect of Organizational Culture and Perceived Organizational Support on Organizational Citizenship Behavior with Organizational Commitment as a Mediator at PT Kimia Farma TBK

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Abstract. This inquiry endeavors to elucidate the intricate dynamics underpinning the influence of Organizational Culture (OC) and Perceived Organizational Support (POS) on the enactment of Organizational Citizenship Behavior (OCB), with Organizational Commitment (OCM) conceptualized as a pivotal mediating mechanism, within the organizational milieu of PT Kimia Farma Tbk. Data acquisition was facilitated through a probabilistic sampling framework specifically, simple random sampling employing a cross-sectional research design operationalized via a self-administered digital questionnaire. The final analytic cohort comprised 187 employees affiliated with the Kimia Farma Veteran unit. Quantitative data were subjected to rigorous analysis utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM), a variance-based approach well-suited for modeling complex multivariate relationships among latent constructs. Empirical findings revealed that OC, POS, and OCM each exerted a statistically significant and positively valenced effect on OCB. Notably, OCM emerged as a salient mediating variable, significantly transmitting the effects of both OC and POS on OCB. These outcomes underscore the integral function of organizational commitment as a psychological conduit through which cultural norms and perceived institutional support are translated into elevated discretionary work behaviors. Theoretical and practical implications suggest that cultivating a commitment-centric organizational architecture may serve as a strategic lever to augment prosocial employee conduct, thereby enhancing overall organizational efficacy and resilience.

Keywords: Organizational Culture, Perceived Organizational Support, Organizational Commitment, Organizational Citizenship Behavior, Kimia Farma.

INTRODUCTION

The era of digital transformation and the complexity of globalization, organizations are required to be not only structurally adaptive but also culturally resilient. One of the greatest challenges in modern organizational management is ensuring proactive and voluntary employee behavior, known as *Organizational Citizenship Behavior* (OCB). This behavior has become a crucial indicator in achieving competitive advantage and organizational effectiveness amidst the uncertain global business environment (Farooq et al., 2022). Particularly in strategic industries such as pharmaceuticals, the demands for operational efficiency, human resource adaptability, and increased productivity have become even more pronounced post-COVID-19 pandemic. This is where organizational culture and perceived organizational support (*POS*) play a key role in shaping employee attitudes, loyalty, and extra-role behaviors.

Several underlying factors contribute to low OCB behavior in organizations, including negative perceptions of organizational attention and support, a non-inclusive work culture, and weak levels of organizational commitment. Employees who do not feel appreciated and do not see shared values with the organization tend to adopt a minimalist approach, performing only

formal tasks without contributing additional work (Eisenberger et al., 1986; Composto et al., 2023). At PT Kimia Farma Tbk, the results of the 2023 Employee Satisfaction Survey (ESS) and Employee Experience Survey (EES) showed that despite satisfaction with the leadership and organizational culture dimensions, dissatisfaction persisted with career paths, workload, and work-life balance. The results of an internal pre-survey also indicated low levels of *conscientiousness* in OCB and low levels of organizational commitment, particularly affective and continuance commitment.

When OCB is at a low level, the implications not only impact efficiency and productivity, but can also affect team coordination, work morale, and cross-functional innovation. In the context of Kimia Farma, although the company recorded sales growth, the cost of goods sold increased significantly, indicating the need for efficiency in terms of human resources. Low OCB also has the potential to increase turnover, absenteeism, conflict between employees, and resistance to organizational change, which ultimately threatens the sustainability (*going concern*) and the achievement of SDG 3 (*Good Health and Well-being*) and SDG 8 (*Decent Work and Economic Growth*) as implemented by Kimia Farma.

This study focuses on four main variables: *Organizational Culture (OC)* , *Perceived Organizational Support (POS)* , *Organizational Commitment (OCM)* as mediating variables, and *Organizational Citizenship Behavior (OCB)* as the dependent variable. OC reflects the values, norms, and practices that shape collective organizational behavior (Robbins & Judge, 2015), while POS reflects the extent to which employees feel cared for and valued by the organization (Rhoades & Eisenberger, 2002). OCM, as proposed by Meyer and Allen (1997), includes affective, continuance, and normative commitments that are indicators of loyalty and belonging to the organization. Meanwhile, OCB is an extra-role behavior that is voluntary, independent of formal rewards, but very important for overall organizational performance (Bateman & Organ, 1983).

The uniqueness of this study lies in its empirical context and the integration of variables that have not been thoroughly studied in the national pharmaceutical industry. Most previous studies are fragmented, only partially examining the relationship between two or three variables, without considering the mediating effect of organizational commitment. This study also pioneers a comprehensive study of OCB within PT Kimia Farma Tbk, using the *Partial Least Squares Structural Equation Modeling (PLS-SEM) approach* and focusing on the Kimia Farma Veteran business unit. This provides a theoretical contribution to the development of a model of the relationship between OC, POS, OCM, and OCB within a unified and applicable framework.

The urgency of this research is not only driven by the need to improve voluntary work behavior for organizational effectiveness, but also by Kimia Farma's strategic need to build HR-based competitiveness. Amidst operational cost pressures and efficiency demands, strengthening OCB is a tactical alternative to maintain company performance without adding structural burdens. Furthermore, the implementation of the AKHLAK BUMN values that are the cultural identity of Kimia Farma's organization must be transformed into concrete, measurable behaviors. This research is expected to be a reference for management in formulating work culture development policies and talent management strategies that are data-based and relevant to the current context. The specific objective of this research is to analyze

the direct influence of Organizational Culture on Organizational Citizenship Behavior.

METHOD

This study employs a quantitative research design, in which data processing and statistical analysis were conducted using the Partial Least Squares (PLS) method with the assistance of the SmartPLS software. A descriptive–correlational approach was adopted, as it enables the identification and explanation of the relationships among the research variables, namely: the independent variables Organizational Culture (OC) and Perceived Organizational Support (POS); the mediating variable Organizational Commitment (OCM); and the dependent variable Organizational Citizenship Behavior (OCB).

This research design aims to address the issues identified in the previous chapter, namely the low level of employee OCB at PT Kimia Farma Tbk, which is rooted in weak perceptions of organizational support and suboptimal organizational commitment. Therefore, the methodological strategy in this study is directed at exploring the correlations and pathways of influence between variables to provide in-depth empirical evidence relevant to the organizational context.

The population in this inquiry comprised all employees of PT Kimia Farma Tbk who worked in the Kimia Farma Veteran unit. Based on the available personnel data, the total number of employees registered as active at the time of the study was 351. From this population, a sample of 187 employees was determined using the Slovin formula and selected through a simple random sampling technique. This technique was employed to ensure that each member of the population had an equal chance of being chosen as part of the sample, thereby allowing the findings of this study to be generalized more objectively and representatively to the entire population.

This sample size meets the minimum requirements for *Partial Least Squares Structural Equation Modeling* (PLS-SEM)-based statistical analysis, which ideally requires at least 5–10 times the number of indicators in the measurement model. The instrument used in this study was a closed-ended questionnaire based on a 5-point Likert scale, developed from indicators that have been theoretically and empirically validated in previous studies. This instrument was designed to measure respondents' perceptions of each variable, with a scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Based on the research hypothesis, statistical data analysis was conducted using Smart-PLS through outer models and inner models.

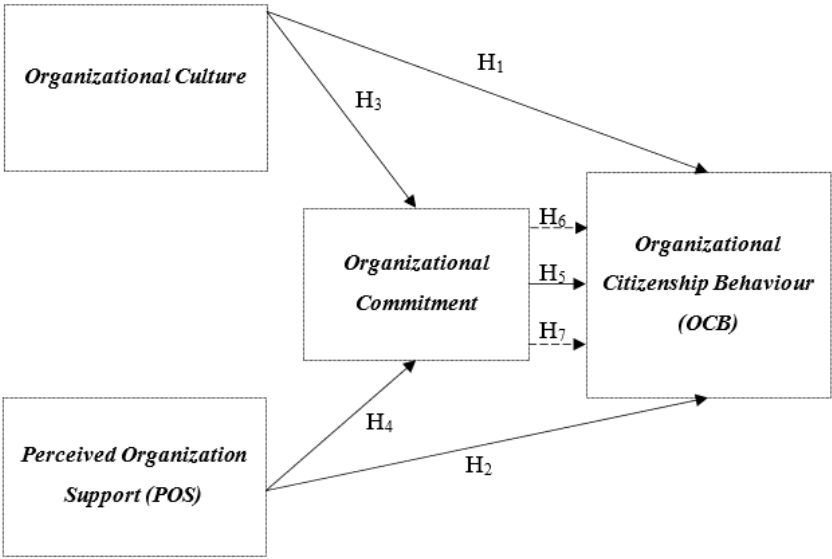


Figure 1. Conceptual Framework
Source: Research Results

RESULTS AND DISCUSSION

Reliability

Reliability testing is conducted to evaluate the extent to which a measuring instrument can produce consistent data in measuring a concept. This testing focuses on the stability and consistency of measurement results. Therefore, reliability is necessary to ensure the reliability of the items used in the research instrument. In this study, testing was conducted using SEM software, which provides features for measuring reliability through Cronbach's alpha and composite reliability. Cronbach's alpha is used to assess the internal consistency of a construct, where a low value indicates an insufficient level of reliability. Meanwhile, a composite reliability value exceeding 0.700 is considered to meet reliability standards. In confirmatory studies, values above this threshold indicate that the construct has good reliability (Ghozali, 2020). The results of the reliability test in this study are presented as follows:

Table 1. Reliability Test

Variable	Dimension	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Organizational Commitment	OCM	0.943	0.944	0.955
	OCM_1	0.835	0.836	0.924
	OCM_2	0.848	0.848	0.929
	OCM_3	0.825	0.826	0.920
Organizational Citizenship Behavior	OCB	0.977	0.978	0.979
	OCB_1	0.912	0.915	0.935
	OCB_2	0.896	0.897	0.927
	OCB_3	0.894	0.898	0.922
	OCB_4	0.908	0.911	0.936
	OCB_5	0.844	0.863	0.908
	OC	0.960	0.961	0.964
Organizational Culture	OC_1	0.828	0.829	0.921
	OC_2	0.796	0.802	0.907
	OC_3	0.884	0.885	0.945
	OC_4	0.845	0.845	0.928
	OC_5	0.819	0.819	0.917
	OC_6	0.807	0.807	0.912
	OC_7	0.844	0.847	0.928
Perceived Organizational Support	POS	0.940	0.942	0.950
	POS_1	0.839	0.848	0.903
	POS_2	0.812	0.817	0.914
	POS_3	0.855	0.855	0.912

Source: Processed by researchers, 2025

Referring to Table 1, the reliability test results show that all variables have Cronbach's Alpha and Composite Reliability values that each exceed 0.700. Thus, all constructs in this study can be relevant to the reliability data.

Structural Model Test Results (Inner Model)

The inner model analysis in this study aims to evaluate the relationships between latent constructs. The structural model is assessed to identify the extent to which the relationships between latent variables can be predicted by the model. This process involves measuring the proportion of explained variance in the endogenous latent constructs, as indicated by the R-square value. The initial stage in evaluating the structural model begins with examining potential collinearity between constructs. Next, model testing refers to the extent to which the

endogenous latent constructs and their indicators can be explained by the model (Hair et al., 2021). Hypothesis testing using SmartPLS is conducted through path coefficient analysis with a bootstrapping approach, which aims to measure the direction and strength of the influence of independent variables on the dependent variable. A relationship is considered significant if the p-value is less than 0.05 (Hair et al., 2021). The inner model evaluation is conducted through two main stages: R-square analysis and path coefficient analysis.

The following are the tests carried out on the Inner Model (structural model), which can be analyzed using VIF, R-square, and path coefficient values.

Variance Influence Factor (VIF)

Multicollinearity testing tests the Variance Influence Factor (VIF) value, where this test is considered to have no indication of multicollinearity between research variables if the VIF value is less than 10. In this study, the results obtained are as in table 4.20.

Table 2. Multicollinearity Analysis Results

Dimension	
Correlation	VIF
OCM -> OCM_1	1.000
OCM-> OCM_2	1.000
OCM -> OCM_3	1.000
OCM -> OCB	6.276
OCB -> OCB_1	1.000
OCB -> OCB_2	1.000
OCB -> OCB_3	1.000
OCB -> OCB_4	1.000
OCB -> OCB_5	1.000
OC -> OCM	2.086
OC -> OCB	6.061
OC -> OC_1	1.000
OC -> OC_2	1.000
OC -> OC_3	1.000
OC -> OC_4	1.000
OC -> OC_5	1.000
OC -> OC_6	1.000
OC -> OC_7	1.000
POS -> OCM	2.086
POS -> OCB	2.244
POS -> POS_1	1.000
POS -> POS_2	1.000
POS -> POS_3	1.000

Source: Processed by researchers, 2025

Based on the calculation of the results of the multicollinearity test in the table 2 above, it can be stated that all research variables have a value of less than 10 with a range of 1,000 – 6,276 which still indicates that the VIF value is within a good value.

Coefficient of Determination / R-square Test

The evaluation of the structural model begins by examining the R-square value for each endogenous latent variable, which serves as an indicator of the model's predictive ability. The R-square value is used to assess the model's goodness-of-fit. Changes in this value reflect the substantial contribution of the exogenous latent variables in influencing the endogenous latent variables.

The level of predictive power of the model against endogenous latent variables can be interpreted through the R-Square value, where a figure of 0.75 indicates high power, 0.50 indicates a moderate level, and 0.25 reflects low power. This interpretation refers to general guidelines in structural model analysis to assess the extent to which the model is able to explain the variance of the observed construct (Ghozali & Latan, 2015).

Table 3. R-square

Variable	Dimension	R-Square	R-Square adjusted
Organizational Commitment	OCM	0.841	0.839
	OCM_1	0.915	0.915
	OCM_2	0.935	0.935
	OCM_3	0.868	0.867
	OCB	0.938	0.937
Organizational Citizenship Behavior	OCB_1	0.926	0.925
	OCB_2	0.931	0.931
	OCB_3	0.957	0.956
	OCB_4	0.879	0.878
	OCB_5	0.894	0.894
Organizational Culture	OC_1	0.791	0.790
	OC_2	0.713	0.711
	OC_3	0.857	0.856
	OC_4	0.762	0.760
	OC_5	0.742	0.740
	OC_6	0.800	0.799
	OC_7	0.714	0.712
Perceived Organizational Support	POS_1	0.892	0.891
	POS_2	0.872	0.872
	POS_3	0.931	0.931

Source: Processed by researchers, 2025

Based on Table 3, the test results show that the R-square value for the Organizational Commitment variable is 0.841, which is included in the strong category. This result indicates that 84.1% of OCM can be explained by the OC and POS variables. Meanwhile, for the OCB variable, the R² value obtained is 0.938, a strong category. This finding explains that 93.8% of the variation in OCB can be explained by OC, POS, and OCM.

Path Coefficient Hypothesis Testing

The path coefficient represents the strength and direction of the relationship between constructs in a model being tested. The value of this coefficient ranges from -1 to +1, where values closer to +1 indicate a strong positive relationship, while values closer to -1 indicate a strong negative relationship. Conversely, a coefficient closer to zero indicates a weak or even insignificant relationship between constructs (Hair et al., 2021). In the context of formative measurement models, the significance of the path coefficient is tested using the bootstrapping method to ensure the statistical validity of the obtained estimates.

This study used the bootstrapping method through PLS software to test the hypotheses, generating t-statistics for each relationship between constructs. Hypothesis testing was conducted at a 5% significance level, with the hypothesis accepted if the p-value was below 0.05. The results of the data analysis related to the hypothesis testing are presented in the following table:

Table 4. Direct Hypothesis Testing (Direct Effect)

	Dimension	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Hypothesis 1	OC -> OCB	0.341	0.338	0.089	3.824	0.000
Hypothesis 2	POS -> OCB	0.078	0.078	0.034	2.314	0.021
Hypothesis 3	OC -> OCM	0.796	0.794	0.055	14.524	0.000
Hypothesis 4	POS -> OCM	0.159	0.160	0.058	2.733	0.006
Hypothesis 5	OCM -> OCB	0.588	0.591	0.089	6.615	0.000

Source: Processed by researchers, 2025

Based on table 4 above the results of the direct hypothesis testing between variables, the following conclusions are obtained from the results of the path coefficient direct effect hypothesis testing:

H1: Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior. The results of the analysis show that the OC construct has an effect on OCB with a path coefficient value of 0.341. The t-statistic value obtained is 3.824, higher than the t-table threshold of 1.973, and the p-value is 0.000 which is below the 0.05 significance level. These findings indicate that the effect of OC on OCB is statistically significant. Therefore, the hypothesis stating that there is a positive and significant effect between OC on

OCB is accepted.

H2: Perceived Organization Support has a positive and significant effect on Organizational Citizenship Behavior. The results of the analysis show that POS has an effect on OCB with a path coefficient value of 0.078. The t-statistic value of 2.314 exceeds the critical limit of the t-table of 1.973, and the p-value of 0.021 is below the significance level of 0.05. This indicates that the influence of POS on OCB is statistically significant. Thus, the hypothesis stating that POS has a positive and significant influence on OCB is accepted.

H3: Organizational Culture has a positive and significant influence on Organizational Commitment. The test results show that OC influences OCM with a path coefficient value of 0.796. The t-statistic value of 14.524 far exceeds the critical limit of the t-table of 1.973, and the p-value of 0.000 is below the significance level of 0.05. These findings indicate that the influence of OC on OCM is statistically significant. Thus, the hypothesis stating that OC has a positive and significant influence on OCM can be accepted.

H4: Perceived Organizational Support has a positive and significant effect on Organizational Commitment. The analysis results show that POS has an effect on OCM with a path coefficient value of 0.159. The t-statistic value of 2.733 exceeds the t-table value of 1.973, and the p-value of 0.006 is below the significance threshold of 0.05. This indicates that the effect of POS on OCM is statistically significant. Thus, the hypothesis that POS has a positive and significant effect on OCM can be accepted.

H5: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. The test results show that OCM has a positive effect on OCB with a path coefficient value of 0.588. The t-statistic value of 6.615 exceeds the t-table value of 1.973, and the p-value of 0.000 is below the significance limit of 0.05. These findings indicate that the effect of OCM on OCB is statistically significant. Thus, the hypothesis stating that OCM has a positive and significant effect on OCB can be accepted.

The indirect effect is used to examine the extent to which the intervening variable plays a role in bridging the relationship between the independent and dependent variables. In this study, testing the indirect effect was conducted using the bootstrapping method in SmartPLS software. This technique allows identifying the significance of the mediating effect by evaluating the t-statistic and p-value. Based on the data processing results, the following findings were obtained:

Table 5. Indirect Hypothesis Testing (Indirect Effect)

Variable	Dimension	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Hypothesis 6	OC -> OCB	0.468	0.470	0.083	5.653	0.000
Hypothesis 7	POS -> OCB	0.093	0.094	0.036	2.606	0.009

Source: Processed by researchers, 2025

Based on table 5 above, the results of the indirect hypothesis testing of the career development variable mediation on the influence of the independent variable on the dependent variable, the following conclusions are obtained from the results of the path coefficient indirect

effect hypothesis testing:

H6: Organizational Culture has a significant and positive effect on Organizational Citizenship Behavior mediated by Organizational Commitment. The results of the indirect effect test indicate that OCM significantly mediates the relationship between OC and OCB. This is indicated by the path coefficient value of 0.468, the t-statistic value of 5.653 which is greater than the t-table value of 1.973, and the p-value of 0.000 which is below the 0.05 significance level. Thus, the hypothesis stating that OCM mediates the effect of OC on OCB can be accepted. This finding confirms that OCM has a role as an intervening variable that strengthens the influence of OC on increasing employee OCB behavior.

H7: Perceived Organization Support has a significant and positive effect on Organizational Citizenship Behavior mediated by Organizational Commitment. The results of the indirect effect test indicate that OCM significantly mediates the relationship between POS and OCB. This is indicated by the path coefficient value of 0.088, the t-statistic value of 2.702 which is greater than the t-table value of 1.973, and the p-value of 0.009 which is below the 0.05 significance level. Thus, the hypothesis stating that OCM mediates the effect of POS on OCB can be accepted. This finding indicates that OCM plays a role as an intervening variable that bridges the influence of POS on increasing employee OCB behavior.

Discussion

The Influence of Organizational Culture (OC) on Organizational Citizenship Behavior (OCB)

The results of testing the influence of OC on OCB using a direct effect approach indicate that OC has a positive and significant influence on OCB at PT Kimia Farma. This finding indicates that the stronger and more positive the organizational culture implemented in the company, the greater the tendency of employees to voluntarily display work behaviors that go beyond their formal responsibilities, in order to support the achievement of organizational goals. These results are consistent with previous research by Satyawati et al. (2022), which also concluded that organizational culture contributes significantly positively to the formation of OCB behavior. A well-internalized organizational culture can shape the behavior of organizational members to be more productive. These forms of behavior include a willingness to help coworkers, voluntary participation in additional activities, the ability to avoid interpersonal conflict, and the encouragement to safeguard organizational assets and comply with applicable regulations, because these rules have been considered as basic values inherent in individual attitudes and behaviors in the work environment.

The Influence of Perceived Organization Support (POS) on Organizational Citizenship Behavior (OCB)

Testing the influence of POS on OCB using a direct effect approach shows that POS has a positive and significant impact on OCB at PT Kimia Farma. This finding indicates that the higher employee perceptions of organizational concern for their well-being and appreciation for their contributions, the more it will encourage the emergence of work behaviors that go beyond formal responsibilities. This behavior is carried out voluntarily as a form of support for achieving organizational performance. These results are in line with a previous study by Tawil,

MR, Mattalatta, Baharudin, and Umar, A. (2023), which showed that organizational support perceived by employees positively contributes to increasing OCB.

The Influence of Organizational Culture (OC) on Organizational Commitment (OCM)

Testing the influence of OC on OCM using a direct effect approach shows that OC has a positive and significant influence on OCM at PT Kimia Farma. This finding indicates that the stronger the organizational culture implemented, the higher the level of emotional attachment, self-identification, and employee participation in the organization. These results are consistent with previous research conducted by Tawil et al., 2023, which found that organizational culture has a significant positive impact on increasing employee commitment to the organization.

A culture that emphasizes the values of integrity, innovation, professionalism, and service to the community creates a positive and supportive work environment at PT. Kimia Farma, so that employees feel valued, respected, and an important part of the company's goals. When the organizational culture is consistent and aligned with the needs and aspirations of employees, this strengthens emotional attachment (affective commitment), reduces the desire to change jobs (continuance commitment), and builds a sense of moral responsibility to continue contributing (normative commitment). Thus, a strong organizational culture at PT. Kimia Farma is the main foundation in forming and increasing employee loyalty and commitment to the company.

The Influence of Perceived Organization Support (POS) on Organizational Commitment (OCM)

Based on the results of testing the influence of POS on OCM using the direct effect approach, it was found that POS has a positive and significant influence on OCM at PT Kimia Farma. This finding indicates that the higher the employee's perception of organizational attention and appreciation for their contributions, the greater the level of commitment demonstrated by employees in the form of emotional attachment, self-identification, and active involvement in the organization.

POS plays a crucial role in improving employee engagement. When employees perceive that the company values their contributions and cares about their well-being, they reciprocate by increasing their emotional attachment, loyalty, and sense of responsibility towards the organization. A work culture that emphasizes appreciation, attention to employee needs, and support for career development at PT Kimia Farma Tbk strengthens affective commitment, reduces the desire to leave, and fosters a sense of moral obligation to continue contributing. Thus, the perception of strong organizational support encourages Kimia Farma employees to be more committed to achieving the company's vision and mission.

The Influence of Organizational Commitment (OCM) on Organizational Citizenship Behavior (OCB)

Testing the influence of Organizational Commitment (OCM) on Organizational Citizenship Behavior (OCB) using a direct effect approach shows that OCM has a positive and significant influence on OCB at Kimia Farma Veteran. This finding indicates that the higher the level of commitment an employee has to the organization, the greater their tendency to

demonstrate work behavior that goes beyond formal responsibilities voluntarily to support organizational performance. This result is consistent with findings in previous research conducted by Sudrajat, D., Solahudin, A., and Wibowo, SN (2022), which also showed that organizational commitment plays an important role in encouraging the emergence of organizational citizenship behavior.

The importance of developing Organizational Citizenship Behavior (OCB) is inseparable from employee commitment to the organization. Organizational commitment plays a significant role in encouraging the emergence of OCB behavior (Sihombing et al., 2023). One form of commitment that has a significant influence is affective commitment, where an increased sense of belonging to the organization can strengthen employees' emotional involvement, so that they are encouraged to actively participate in various organizational activities to achieve common goals (Rhoades et al., 2001). The relationship between organizational commitment (OCM) and OCB is also strengthened by social exchange theory, which explains that employees with high levels of commitment tend to make extra contributions voluntarily as a form of reciprocity for the positive treatment they receive from the organization (Blau, 1964).

The Influence of Organizational Culture (OC) on Organizational Citizenship Behavior (OCB) through Organizational Commitment (OCM)

The results of the indirect effect test with the intervening variable showed that OC had an influence on OCB through OCM at PT. Kimia Farma. This indicates that OCM is a variable that can mediate the influence of OC on OCB.

A strong OC within a company, emphasizing the values of integrity, professionalism, innovation, and community service, creates a solid foundation for building employee OCM. When corporate culture is valued and consistently implemented, employees feel more valued, emotionally connected, and have a sense of responsibility to the organization. This level of commitment whether in the form of affective, continuance, or normative commitment encourages employees to develop OCB behaviors, namely voluntary behaviors that go beyond their primary duties. Through OCM as a mediator, a positive organizational culture indirectly strengthens employees' tendency to help coworkers, carry out tasks diligently, support change, and actively participate in various organizational activities. Thus, at PT Kimia Farma, the influence of organizational culture on employee OCB is not only direct but also significantly strengthened through increased levels of employee commitment to the company (Rahmawaty & Johaness Lo, 2021).

The Influence of Perceived Organization Support (POS) on Organizational Citizenship Behavior (OCB) through Organizational Commitment (OCM)

The results of the indirect effect test with the intervening variable showed that POS had an influence on OCB through OCM at PT. Kimia Farma. This indicates that OCM is a variable that can mediate the influence of POS on OCB.

The support employees perceive from the organization plays a significant role in shaping OCM. When employees perceive that the organization values their contributions, cares about their well-being, and provides fair support, their emotional attachment to the organization

increases. This sense of appreciation strengthens employee commitment, whether in the form of affective, normative, or continuance commitment. Strong OCM makes employees feel like an important part of the organization, encouraging them to contribute beyond their formal duties. OCB is a type of performance that supports the social and psychological environment in which “extra-role” behavior occurs. This behavior influences performance, benefiting both the organization and its members without formal rewards (Organ, 1997). According to Eisenberger et al. (2001), a sense of comfort and role fit at work can be enhanced by organizational support, motivating employees to make greater contributions in line with organizational goals. Gaudet & Tremblay (2017) state that affective commitment can act as a mediator between the influence of POS and OCB.

CONCLUSION

This inquiry examined the influence of Organizational Culture (OC) and Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB), with Organizational Commitment (OCM) as a mediating variable, within PT Kimia Farma Tbk. The results show that OC significantly affects OCB, with result orientation as the strongest dimension, while attention to detail had the weakest effect. The findings also reveal that OCM mediates the relationship between OC and OCB, indicating that a constructive culture enhances commitment, which subsequently fosters discretionary behaviors such as collaboration, helping colleagues, and supporting organizational goals. In addition, OCM mediates the relationship between POS and OCB. Employees who perceive strong organizational support not only exhibit OCB directly but also develop stronger affective commitment, which motivates voluntary positive behaviors. These results highlight the importance of building a constructive organizational culture and strengthening perceived support as key strategies to enhance commitment and foster OCB, reinforcing the relevance of Organizational Support Theory and Social Exchange Theory in the pharmaceutical industry context.

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