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Organizational Commitment and Organizational Citizenship Behavior as Predictors of Employee Performance

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Abstract

Understanding the factors that enhance employee performance has become increasingly important amid continuous organizational transformation. This study investigates the role of organizational commitment and Organizational Citizenship Behavior (OCB) in shaping employee performance at a leading power company in Indonesia that is experiencing rapid digital and structural changes. Using a quantitative research design, data were collected through a structured questionnaire involving 150 respondents and analyzed using inferential statistical methods. This study employed Structural Equation Modeling with Partial Least Squares (SEM-PLS) as the data analysis technique, utilizing a second-order construct model to capture higher-order latent variables. The results showed that all variables—organizational commitment and OCB—contributed positively and significantly to improved employee performance. Employees who are emotionally committed to the organization, can effectively balance professional and personal responsibilities, and voluntarily engage in organizational citizenship behaviors tend to exceed performance expectations. These findings not only enrich the theoretical discourse in human resource management but also provide practical strategies for organizations seeking to build a resilient and high-performing workforce in an increasingly complex environment.

Keywords

Employee Performance, Organizational Citizenship Behavior, Organizational Commitment, Organizational Transformation.

1. Introduction

The era of post-COVID-19 organizational transformation has drastically changed the way of working. Many companies have gone bankrupt and have been forced to shift to digital business models in response to major changes in consumer behavior. Amid increasingly complex global uncertainties, such as the geopolitical impact of the Israeli-Palestinian conflict and economic pressures, companies need to have high resilience and strong adaptability skills in order to survive. In 2022, the BANI concept (Brittle, Anxious, Nonlinear, Incomprehensible) was introduced by Jamais to describe the current conditions (Jamais, 2022). Currently, companies are not only facing instability and volatility, but also the need to manage fragile, tense, nonlinear, and incomprehensible systems. To deal with this, companies need human resources who not only have technical expertise, but also soft skills such as collaboration, creativity, empathy, and high psychological resilience (Kusuma & Sarma, 2023)

In the middle of this dynamic, employee's performance becomes the main indicator of a company's success. This performance not only reflects the employees' effectiveness in finishing a task, but also the contribution to the company's strategic goals. Employees with exceeding performance become valuable assets for the company, even more so in today's competitive climate, which requires sustainable efficiency and innovation (Vuong & Nguyen, 2022). PT PLN through their main unit (Pusdiklat) as a service provider on education and training for PLN employees across Indonesia, have a high importance on preparing each employee with whatever they need to face the digital transformation and the usage of renewable energy. As with the fast transformation process, employees are also faced with a dynamic regulatory system, improved systems, and a high demand for mobility. To keep employee's performance in check, PLN Pusdiklat gives a wide variety of facilities, ranging from financial to nonfinancial. It is done as a sign of support from the company. But even then, the effort of raising employees's performance would not be as effective as it is without the commitment from the employees themselves to push forward and make that extra contribution (Ali, 2021; Dwijayanti et al., 2023).

Organizational Commitment has become one of the most important factors in elevating employees' performance. A Company's commitment reflects how far employees feel bound emotionally, having those responsibilities, and the desire to keep contributing f the company's goals. A few previous research have shown that high commitment positively correlates with performance (Latifah et al., 2024; Patwary et al., 2023; Lestari et al., 2023; Supartina & Muttaqin, 2023; Wiguna et al., 2022; Meyer & Allen, 1991), And some research didn't find a significant correlation (Batilmurik, 2021; Baihaqi & Saifudin, 2021). These difference in findings shows the urgency for an empirical retesting. Besides that, Organizational Citizenship Behavior (OCB) is also acknowledged as an important predictor of performance. OCB is an employees' voluntary actions that are outside of a formal job description, such as helping coworkers, being loyal to the company, and showing initiative at work. A lot of studies have shown that OCB significantly contributes to individual and team performance (Ayu Putu Widani Sugianingrat et al., 2019; Gogia et al., 2024; Kissi et al., 2019). In the context of work culture in PLN that emphasizes the value of *AKHLAK* (*Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif*), OCB's behavior has become a relevant and strategic practice. The abbreviation for Akhlak is Amanah, Competent, Harmonious, Loyal, Adaptive and Collaborative.

Phenomena that happened in PLN Pusdiklat have shown that even though the company has provided the optimal support, employees' performance that exceeded target, is still considered below the company's standard. Based on internal report data, the high-level performances only range from 27% to 32,5%, while the company's target is 35%. These gaps indicate the need to re-evaluate factors that can

improve employees' performance significantly. Taking into account the gap between prior empirical studies and the existing organizational realities, this research seeks to examine how organizational commitment and Organizational Citizenship Behavior (OCB) influence employee performance. A quantitative research design is employed, with data analyzed using the Structural Equation Modeling technique supported by Partial Least Squares (SEM-PLS) software. Furthermore, this study is intended to enrich the academic discourse on human resource management and offer practical insights for companies aiming to enhance employee performance amid the challenges of increasingly dynamic organizational transformation.

2. Literature Review

2.1. Organizational Commitment

Organizational commitment has long been recognized as a central theme in organizational behavior research, playing a key role in influencing employee attitudes, behaviors, and performance outcomes. Defined as the psychological attachment an individual feels toward their organization, organizational commitment reflects the degree to which employees identify with organizational goals, feel emotionally connected, and are motivated to contribute to the organization's success. Among the most widely accepted conceptual frameworks is the three-component model (Meyer & Allen, 1991), which distinguishes between affective, continuance, and normative commitment. Affective commitment stems from emotional attachment and value congruence; continuance commitment is driven by the perceived costs of leaving the organization; and normative commitment is based on a moral obligation to stay.

Recent empirical studies continue to support the strong influence of affective commitment on positive workplace outcomes such as increased job satisfaction, lower turnover intentions, and higher levels of Organizational Citizenship Behavior (OCB) (Latifah et al., 2024; Patwary et al., 2023). Employees who are emotionally invested in their organization are more likely to exhibit initiative, resilience, and voluntary efforts beyond formal job requirements. In contrast, continuance commitment—while contributing to retention—may not always translate into enhanced performance, as it is often driven by necessity rather than genuine motivation. Normative commitment, although rooted in a sense of duty, has shown varied effects across cultural and organizational contexts, with some studies suggesting its association with loyalty and compliance, and others highlighting its potential to induce stress under unsupportive management structures (Wright & Bonett, 2002).

In the evolving landscape of modern organizations, the relevance of organizational commitment has been further emphasized by the increasing need for agility, emotional engagement, and proactive behavior among employees (Kusuma et al., 2023; Sunarsih & Kumala, 2024). Several recent studies have explored how organizational support, leadership style, and employee empowerment shape the development of commitment, suggesting that commitment is not only an individual disposition but also a product of contextual and relational factors. This highlights the strategic importance of fostering a work environment that encourages trust, recognition, and alignment of values to build long-term organizational commitment. Ultimately, understanding the multidimensional nature of commitment offers valuable insights for both scholars and practitioners aiming to enhance workforce sustainability and organizational effectiveness.

2.2. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) describes voluntary actions undertaken by employees that go beyond their formal job responsibilities and are

typically not compensated through formal reward systems. Despite their unofficial nature, such behaviors significantly contribute to improving organizational performance and streamlining internal processes (Organ, 1988; Podsakoff et al., 2000). Drawing on the framework of Social Exchange Theory (SET), OCB is seen as a symbolic form of reciprocity, where employees engage in prosocial acts in response to organizational care, trust, and acknowledgment (Organ & Ryan, 1995).

These extra-role behaviors are instrumental in strengthening collaboration, fostering a supportive work environment, and elevating overall team output. OCB serves as a catalyst for building a constructive workplace culture that encourages mutual support and shared responsibility. In this context, Williams and Anderson (1991) differentiate between two primary categories of OCB: OCBI, which targets assistance and support toward other individuals within the workplace, and OCBO, which reflects actions benefiting the organization as a whole. Both OCBI and OCBO have been extensively linked to heightened levels of employee performance and organizational success (Takeuchi et al., 2018; Williams & Anderson, 1991).

The construct of OCB comprises five principal dimensions: altruism, referring to voluntary assistance provided to colleagues; conscientiousness, reflecting a high level of diligence and adherence to organizational norms; sportsmanship, denoting the ability to maintain a positive attitude despite workplace challenges; courtesy, characterized by interpersonal sensitivity and efforts to prevent conflict; and civic virtue, which reflects employees' active involvement in organizational governance and concern for its long-term viability. These dimensions underscore the moral and social engagement of employees in their work, contributing to the development of a supportive and high-performing organizational climate. In SET's framework, OCB is seen as an immaterial exchange when employees feel respected and supported by the organization (Blau, 1964; Organ & Ryan, 1995). OCB has proven itself to strengthen team dynamics, enhance operational efficiency, and serve as a key, albeit informal, indicator of employee performance (Gogia et al., 2024; Kissi et al., 2019; Takeuchi et al., 2018).

2.3. Employees' Performance

Employee performance can be viewed as a multidimensional construct shaped by an individual's technical expertise, ability to adapt, and interpersonal effectiveness. Task performance involves the execution of core job duties as outlined in one's official job role. It focuses on how efficiently and effectively employees carry out essential tasks, emphasizing factors such as competence, autonomy, enthusiasm, and the ability to meet deadlines. This element serves as the bedrock of job performance, illustrating how well an employee delivers on primary responsibilities. Meanwhile, adaptive performance captures an individual's capacity to respond constructively to workplace changes—whether in technology, procedures, or organizational demands. In today's dynamic work environments marked by digital disruption and global competition, adaptability is increasingly viewed as vital for long-term success and organizational agility. The third dimension, contextual performance, refers to discretionary efforts that enhance the broader social and psychological fabric of the organization. Often linked with Organizational Citizenship Behavior (OCB), it includes initiatives such as teamwork, positive communication, receptiveness to feedback, and a cooperative attitude. These behaviors, though not formally required, significantly influence morale, cohesion, and overall group productivity. Taken together, these dimensions provide a holistic view of employee performance—one that goes beyond traditional output metrics by incorporating adaptability and social contributions, which are essential in today's complex, knowledge-driven workplace ecosystems.

3. Conceptual Framework and Research Hypothesis

Employees who demonstrate strong affective commitment often show heightened dedication, passion for their roles, and a readiness to go beyond the boundaries of their formal duties (Hendri, 2019; Patwary et al., 2023). Numerous studies have supported this notion, revealing that organizational commitment is positively associated with improved individual performance and stronger team outcomes (Djastuti & Lestari, 2023; Latifah et al., 2024; Soomro & Shah, 2019; Supartina & Muttaqin, 2023; Wiguna et al., 2022).

Nevertheless, this relationship is not always linear or consistent across all organizational contexts. In high-demand environments or under prolonged work stress, high levels of commitment may inadvertently lead to emotional exhaustion, thereby diminishing performance (Wright & Bonett, 2002). Additionally, in organizations where support structures and adequate resources are lacking, the influence of commitment on performance may be weak or statistically insignificant (Batilmurik, 2021; Widyaningrum & Rachman, 2019). Therefore, while there is substantial evidence pointing to a positive link between organizational commitment and employee performance, this dynamic is highly contingent upon contextual factors and the predominant form of commitment present. Based on this conceptual and empirical framework, the following hypothesis is proposed:

H1: Organizational commitment has a positive effect on employee performance.

Organizational commitment reflects the psychological and emotional bond employees form with their organization and is commonly divided into three distinct dimensions: affective, normative, and continuance commitment (Meyer & Allen, 1991). Affective commitment arises from genuine emotional attachment, prompting individuals to align their personal goals with organizational success and willingly engage in actions beyond their formal roles—such as supporting teammates or protecting the organization’s image. Normative commitment, driven by a sense of moral responsibility, similarly encourages prosocial behaviors, as employees feel compelled to repay the organization’s support and trust through acts that promote a cooperative and productive work environment.

Conversely, continuance commitment, which is rooted in financial considerations or a lack of alternative employment options, has been found to exhibit a weaker association with OCB (Riketta, 2002). Employees who remain with an organization due to functional necessity, rather than emotional attachment or moral duty, are less likely to demonstrate proactive or discretionary behaviors beyond their formal roles.

A substantial body of empirical research supports the positive relationship between organizational commitment (particularly its affective and normative forms) and OCB. Employees who are emotionally and morally engaged with their organization are more likely to display proactive, altruistic behaviors and contribute to a collaborative and harmonious work environment (Fitrio et al., 2019; Hermania et al., 2023; Jehanzeb & Mohanty, 2020; Kartika & Pienata, 2020; Soelton, 2023a; Tan et al., 2019). Based on this conceptual framework and empirical evidence, the following hypothesis is proposed:

H2: Organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB) is characterized by voluntary employee actions that are not formally required but significantly support organizational effectiveness, such as helping fellow employees, adhering to ethical norms, and fostering a sense of shared responsibility for the organization’s success (Podsakoff et al., 2000). Although not explicitly defined in formal job descriptions,

OCB has been widely recognized as a key contributor to organizational effectiveness, as well as to enhanced individual and team performance outcomes.

OCB fosters a more cooperative, responsive, and efficient work environment. Employees who actively engage in OCB often support operational continuity through informal means—resolving interpersonal conflicts, sharing critical information, or temporarily covering duties for absent colleagues. These behaviors not only reinforce team solidarity but also minimize coordination barriers, ultimately leading to improved overall employee performance (Organ, 1988; Podsakoff et al., 2000). A substantial body of empirical research supports the positive and significant relationship between OCB and employee performance. Employees who consistently demonstrate OCB are frequently rated as high performers, not solely based on the achievement of individual targets, but also due to their broader contribution to team efficiency and organizational success (Soelton, 2023). Accordingly, OCB is not merely indicative of commitment and a positive work attitude—it also serves as a critical predictor within comprehensive performance evaluations. Based on this theoretical rationale and empirical support, the following hypothesis is proposed:

H3: Organizational Citizenship Behavior (OCB) has a positive effect on employee performance.

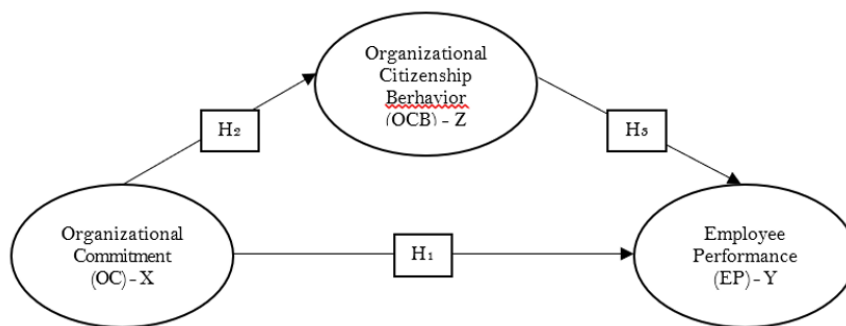


Figure 1. Research Framework

4. Methods

This research utilized a quantitative methodology, applying Structural Equation Modeling with Partial Least Squares (SEM-PLS) to assess a second-order construct framework that explores the impact of organizational commitment and Organizational Citizenship Behavior (OCB) on employee performance. The population consisted of 337 employees of PT PLN (Persero) Pusdiklat located across Java Island, each with a minimum tenure of three years. A total of 150 respondents were selected through simple random sampling using a random number generator. This sampling criterion was chosen to ensure that the collected data reflected a competitive work environment with demographically diverse characteristics.

Data collection was carried out through an online survey utilizing a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The instrument contained items designed to assess the constructs of organizational commitment, Organizational Citizenship Behavior (OCB), and employee performance. The dataset was analyzed using SmartPLS version 4, with emphasis on evaluating the outer model, inner model, and Average Variance Extracted (AVE). To examine the strength and significance of the relationships among variables, the analysis incorporated path coefficients, coefficient of determination (R^2).

5. Results

The initial step involved constructing the path model diagram (see Figure 2). Indicators with loading factors below 0.60 were eliminated, in line with the minimum threshold recommended to ensure the validity of the indicators used in the analysis (Hair & Alamer, 2022). Once the base model was established, the second-order construct analysis was performed, in which each latent variable was operationalized through its underlying dimensions (see Figure 2). The convergent validity test for the second-order constructs are presented in Figure 3.

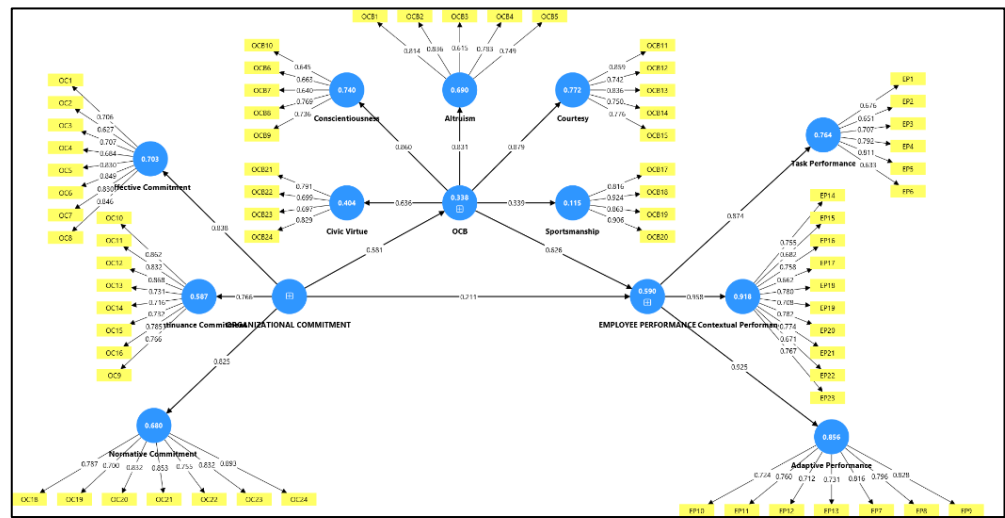


Figure 2. Validity Of Convergent Testing Result

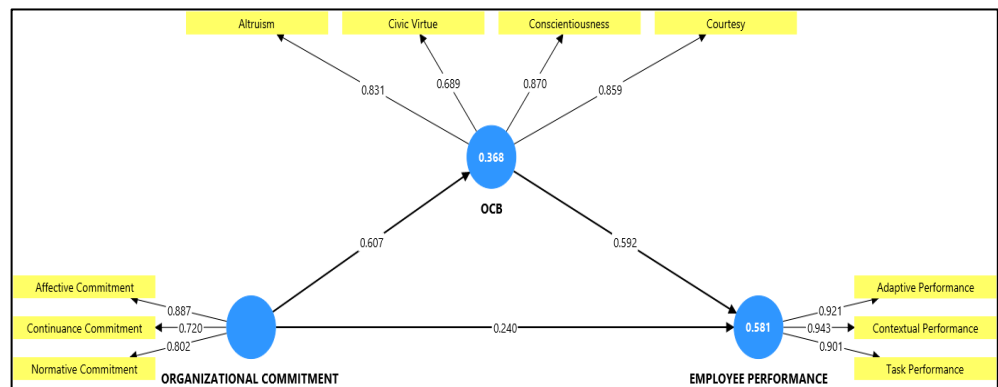


Figure 3. Validity Of Second-Order Convergent Result

Discriminant validity was assessed using three complementary approaches. First, HTMT ratio was examined, with all values falling below the threshold of 0.90, indicating that the model meets the criteria for discriminant validity (see Table 1). Second, the findings of applying the Fornell-Larcker criterion likewise supported discriminant validity, as shown in Table 2. Third, the cross-loadings analysis demonstrated that each indicator loaded more strongly on its associated construct than on others, further supporting the model’s discriminant validity (see Table 3).

Furthermore, the construct reliability test showed that all constructs' Average Variance Extracted (AVE) values were higher than the suggested minimum of 0.50(see Table 4). This suggests that each set of indicators accounts for more than 50% of the variance in its respective construct, thereby confirming that the model exhibits good reliability.

Table 1. Heterotrait-Monotrait Ratio (HTMT)

Dimension	Heterotrait-monotrait ratio
Organizational Commitment -> Employee Performance	0,683
Organizational Commitment -> OCB	0,732
OCB-> Employee Performance	0,843

Table 2. Validity Of Discriminant Test Result

Variable	EP	OCB	OC	Ket
Employee Performance	0.922			Valid
OCB	0.738	0.815		Valid
Organizational Commitment	0.600	0.607	0.806	Valid

Table 3. Validity of Discriminant Test Result

Dimension	Employee Performance	OCB	Organizational Commitment
Adaptive Performance	0.921	0.651	0.530
Contextual Performance	0.943	0.734	0.567
Task Performance	0.901	0.651	0.561
Altruism	0.626	0.831	0.469
Civic Virtue	0.475	0.689	0.417
Conscientiousness	0.655	0.870	0.565
Courtesy	0.633	0.859	0.518
Affective Commitment	0.643	0.631	0.887
Continuance Commitment	0.336	0.368	0.720
Normative Commitment	0.387	0.397	0.802

Table 4. Reliability Test Result

Variable	Cronbach's alpha	Composite reliability	Composite reliability	AVE
Employee Performance	0.911	0.915	0.944	0.850
OCB	0.829	0.844	0.887	0.665
Organizational Commitment	0.739	0.829	0.846	0.649

Subsequent analysis of the structural model was conducted by examining the R-squared (R^2) values, which reflect the explanatory power of the model. The construct Employee Performance yielded an R^2 value of 0.581, while the Organizational Citizenship Behavior (OCB) construct recorded an R^2 value of 0.368 (see Table 5). An R^2 value of 0.581 indicates that 58.1% of the variance in employee performance is explained by the model, with the remaining 41.9% accounted for by variables outside the model. Similarly, the R^2 value of 0.368 for OCB suggests that 36.8% of the variance in OCB is explained by the independent variables in the model, while 63.2% is influenced by external factors not included in the present study.

Based on these results, it can be concluded that the research model demonstrates adequate validity, reliability, and explanatory power to capture the relationships among the constructs. Therefore, the model is deemed appropriate for further hypothesis testing, by the recommended criteria (Hair et al., 2017).

Table 5. Hypothesis Test Result

Hypothesis	Original sample	Sample mean	Std. deviation	T statistics	P values
H1: OC -> EP	0.240	0.239	0.083	2.904	0.004
H2: OC -> OCB	0.607	0.611	0.056	10.817	0.000
H3: OCB -> EP	0.592	0.595	0.074	8.032	0.000

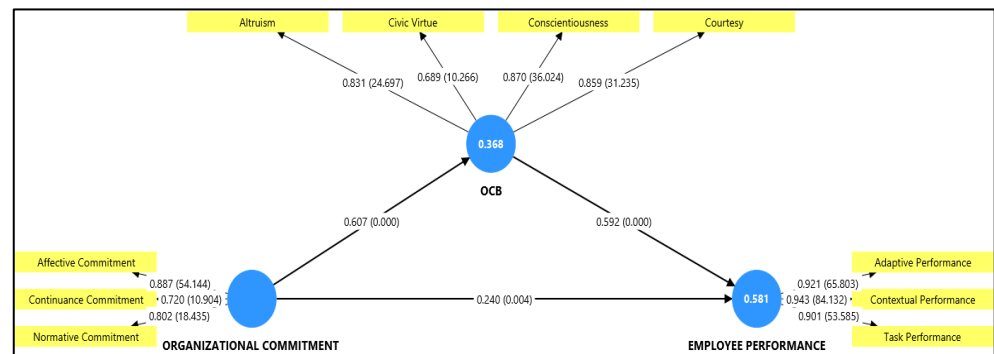


Figure 4. Path Hypotesis Test Result

First, organizational commitment was found to have a positive and significant effect on employee performance, with a path coefficient of 0.240, t-statistic of 2.904, and p-value of 0.004. This result suggests that higher levels of employee commitment—whether affective, normative, or continuance—are associated with higher performance levels. Consequently, Hypothesis 1 (H1) is supported. Second, the relationship between organizational commitment and Organizational Citizenship Behavior (OCB) was also significant, with a path coefficient of 0.359, t-statistic of 5.618, and p-value of 0.000. These findings confirm that organizational commitment serves as a strong antecedent to discretionary workplace behavior that, while not formally required, contributes positively to team dynamics and organizational effectiveness. Thus, Hypothesis 2 (H2) is accepted.

Third, OCB was found to significantly enhance employee performance, with a path coefficient of 0.592, t-statistic of 8.032, and p-value of 0.000. This indicates that positive behaviors beyond formal job roles (such as helping colleagues, upholding organizational ethics, and supporting collective goals) have a direct and substantial impact on both individual and group performance. Accordingly, Hypothesis 3 (H3) is accepted. In addition, mediation analysis revealed that OCB functions as a partial mediator in the relationship between organizational commitment and employee performance. This was evidenced by the continued significance of both the direct path from organizational commitment to performance and the indirect path through OCB. These findings suggest that organizational commitment impacts performance both directly and indirectly by fostering OCB. This provides empirical support for the notion that strong commitment not only influences performance through formal mechanisms but also by cultivating a culture of voluntary, collaborative behavior that strengthens team dynamics and organizational productivity.

6. Discussion

The findings of this research highlight the significant influence of organizational commitment on employee performance. Employees who experience a strong emotional and ethical connection to their organization tend to demonstrate behaviors that go beyond their formal job requirements. This outcome is consistent with the principles of Social Exchange Theory, which suggests that mutual exchanges between employees and organizations foster increased willingness to contribute meaningfully toward collective objectives.

Among the three components of commitment, the affective dimension emerged as particularly influential. Employees at PT PLN, particularly within the Pusdiklat division, do not merely regard their work as a contractual obligation; rather, they interpret it as a moral duty to contribute to the continuity of public service. This is reflected in the respondent profile, dominated by mature and experienced professionals who exhibit psychological stability and a strong alignment between personal values and organizational missions. The generally high educational attainment of respondents also reinforces their strategic capacity to understand and actualize corporate visions.

These findings not only underscore the significance of emotional attachment but also highlight the managerial imperative to nurture and sustain such commitment. An organizational culture that values diversity, encourages participation, and promotes inclusive leadership serves as a fertile environment for the growth of employee loyalty. Beyond implementing formal reward systems, it is equally vital to embed practices and values that uphold trust and a sense of belonging. Interestingly, the study also demonstrates that OCB acts not only as an outcome of organizational commitment but also as a critical pathway to enhanced performance. Employees who are emotionally and morally invested in their organizations naturally exhibit discretionary behaviors (such as assisting peers, maintaining team harmony, and safeguarding organizational interests) that contribute to performance outcomes.

The role of OCB as a partial mediator reinforces the argument that a positive work culture is not a peripheral factor but a structural component underpinning long-term productivity. In this context, OCB should not be viewed as an optional or supplemental behavior, but as a reflection of a healthy organizational culture that is responsive to dynamic change. Overall, this study highlights that the interactions among commitment, OCB, and performance form a mutually reinforcing cycle, with each element contributing to the creation of a productive and supportive work environment. In the context of a public organization like PT PLN, which must balance stability with adaptability, these three constructs constitute strategic social capital essential for sustaining performance and enhancing human resource resilience. The study not only reinforces prior findings but also contributes novel insights by positioning OCB as a central variable in the organizational performance ecosystem.

7. Conclusion

This research provides valuable insights into how organizational commitment and Organizational Citizenship Behavior (OCB) interact to influence employee performance, with a specific focus on public sector institutions like PLN. The findings reveal that organizational commitment—especially affective commitment—not only serves as a direct driver of performance but also provides a foundational basis for fostering discretionary work behavior. OCB is shown to act as a mediating mechanism that amplifies the impact of commitment on performance. Accordingly, OCB should not be viewed merely as an expression of positive workplace attitude, but rather as an integral component of a sustainable performance-enhancement strategy.

The managerial implications of these findings are substantial. First, organizations must actively develop and sustain all dimensions of commitment, particularly affective commitment, through initiatives that cultivate emotional attachment and meaningful engagement at work. Employees who perceive themselves as valuable members of the organization are more likely to display higher dedication and willingly engage in behavior that goes beyond their formal responsibilities. Therefore, HR policies must transcend administrative structures and compliance, focusing instead on psychological empowerment and shared value integration.

Second, an organizational climate that nurtures OCB should be deliberately cultivated and maintained. This can be achieved by recognizing informal contributions, providing participatory spaces in decision-making, and reinforcing reciprocal work norms that promote solidarity and collaboration. Through such an approach, OCB can evolve into a core element of organizational culture, rather than remaining an incidental behavior. Third, leadership plays a central role in orchestrating the interplay between commitment, OCB, and performance. Leadership development programs must therefore extend beyond technical and managerial competencies to include relational capabilities such as empathy, inclusiveness, and trust-building. A value-based leadership style has been shown to foster psychological safety and encourage voluntary engagement among team members.

Fourth, to sustain a healthy organizational culture, organizations must implement structured internal monitoring systems. Periodic assessments of commitment levels, OCB intensity, and performance indicators can be carried out through workplace climate surveys, loyalty indices, and behavior-based evaluations. These data provide a critical foundation for adaptive policy development in response to dynamic field conditions. Nevertheless, this study is not without limitations. The cross-sectional design restricts the ability to trace causal relationships over time, thereby limiting insight into behavioral changes in the long term. Moreover, the use of self-reported instruments introduces the potential for perceptual bias. Despite these limitations, the model's validity was statistically confirmed through rigorous reliability and construct validity testing, ensuring that the findings retain a high degree of credibility.

For future research and practical development, further studies are recommended to explore contextual variables that may moderate or mediate the relationships examined. Variables such as leadership style, workload pressure, or role clarity could offer deeper insights into the dynamics between commitment, OCB, and performance. Additionally, qualitative approaches or comparative studies across organizational units may provide a more nuanced understanding of organizational behavior. In summary, the results of this study affirm that human resource management grounded in commitment and shared values is not only relevant but also strategically vital for cultivating productive, adaptive, and sustainable public organizations.

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