Enrichment: Journal of Management, 15 (4) (2025)

Published by: Instiute of Computer Science (IOCS)

Enrichment: Journal of Management

Journal homepage: www.enrichment.iocspublisher.org

Factors to improve organizational performance in PT Victorindo Pratama Mandiri in Medan

Dennis Widjaja[1], Alex P. Karo-karo[2], Martinus Tj[3], Elisha Sunijati[4], Anton[5]

[1,5] International Trade, Institut Bisnis Informasi Teknologi dan Bisnis, Medan, Indonesia

[2]Alex P. Karo-karo, Management, Universitas Wirahusada, Medan, Indonesia

[3]Management, Institut Bisnis Informasi Teknologi dan Bisnis, Medan, Indonesia

[4]Enterpreneurship, Institut Bisnis Informasi Teknologi dan Bisnis, Medan, Indonesia

R T I C L E I N F O

Article history:

Received Jul 5, 2025
Revised Jul 20, 2025
Accepted Aug 15, 2025

Keywords:

Leadership style;
Organizational Citizenship Behavior (OCB);
Organisation Culture;
Organization Performance.

ABSTRACT

This study aims to see the improvement of employee performance influenced by leadership style and organizational culture where OCB (Organizational Citizenship Behavior) as an intervening variable because OCB is the behavior of employees who help each other where they work beyond their formal job responsibilities to support coworkers and improve the overall effectiveness of the company. Examples include offering assistance to coworkers, covering tasks during absences, and fostering a cooperative work environment. This study was conducted at PT. Victorindo Pratama Mandiri in Medan using a quantitative approach. The sample consisted of 153 employees selected through a random sampling technique based on the Slovin formula. Data collection was carried out using a survey, and This study was implemented with the Partial Least Squares Structural Equation Modeling method in - Path model expression modeling. The findings indicate that organizational culture and leadership style have a positive impact on leadership effectiveness, with OCB serving as a mediating variable. The model reveals a positive relationship between the variables, supporting the proposed hypothesis and aligning with the established theoretical framework.

Corresponding Author:

Karo-karo Alex P. (Corespondensi)
Management,
Universitas Wirahusada Medan,
TB Simatupang No. 148 Sunggal, Medan, 20127, Indonesia
Email: apermatantakaro2@gmail.com

INTRODUCTION

Unhealthy organizational culture is seen from the lack of values of togetherness, trust, and open communication as well as the lack of appreciation for initiatives or contributions outside of formal duties, which can affect the company's declining performance as experienced by PT Victorindo Pratama Mandiri, which has decreased by 10% in income since the last 3 years starting from 2022 to 2024. This is seen from weak leadership with an authoritarian style or not caring about employee needs, resulting in low employee motivation and loyalty, and if employees only work according to their job descriptions without extra enthusiasm, it means that employees have no sense of belonging to the organization. Thus, performance is shaped not only by individual abilities, but

also by environmental and organizational factors. One key factor is leadership style, which is closely related to organizational culture. According to Daswanto (2020), there is a positive and significant relationship between leadership style and organizational culture together on employee performance. Meanwhile, according to Sri (2020), organizational culture includes the systems and infrastructure around employees, and these elements influence their ability to carry out assigned tasks effectively. A supportive culture increases employee motivation and contributes to better performance. And according to Gunawan et al. (2018), better leadership leads to higher quality results through increased employee motivation. In addition to motivation and culture, OCB also plays an important role in performance. Fitri (2022) defines organizational culture as a sense of satisfaction and responsibility that encourages individuals to fulfill their duties and achieve meaningful goals. Therefore, the role of OCB can improve the situation because Organizational Citizenship Behavior (OCB) is voluntary employee behavior that goes beyond the formal demands of the job, such as helping coworkers without being asked, maintaining a positive work environment, Providing ideas or solutions even if it is not directly responsible. Because OCB can be a catalyst for strengthening organizational culture. When many employees demonstrate OCB, a supportive work climate is created. According to Rahayu Ningtyas (2021), OCB has a significant influence on employee performance and can be a major determinant of organizational effectiveness. So, while organizational culture and leadership can be the cause of declining performance, OCB can be a restorative force. When employees demonstrate loyalty and selfless initiative, they create positive energy that can improve the system from within. Rahayu Ningtyas (2021) In her research at the East Java Provincial Public Works Agency, Ningtyas stated that: OCB is a voluntary behavior that supports organizational effectiveness and can be a major determinant of performance, especially when organizational culture and leadership are not optimal.

RESEARCH METHOD

This research began in January 2025 at PT. Victorindo Pratama Mandiri, with a target population of 210 employees. Through the application of random sampling and the Slovin formula, a representative sample of 153 participants was selected. Data collection was carried out using a structured questionnaire based on a standard five-point Likert response format. Before proceeding with the analysis, this research instrument underwent a validity and reliability assessment to ensure its precision and consistency. The collected data were then examined using basic statistical descriptors that include the average trend and variability to provide an in-depth picture of the data distribution. For inferential analysis, this study used the Partial Least Squares (PLS) technique. The reason for choosing Smart PLS is because it is suitable for exploratory and predictive models and aims to predict relationships between latent variables, and is capable of handling complex models because it can test direct and indirect relationships (mediation and moderation) in one structural model. It does not require the assumption of data normality. Relatively Small Sample Size because Smart PLS can still produce valid estimates even with small sample sizes (e.g., <100 respondents). Evaluation indicators such as AVE, Composite Reliability, R^2, Q^2, and path coefficient are very helpful in assessing model quality. They provide t-statistics and p-values without assuming a normal distribution.

The operationalization of the variables is as follows:

1. Leadership

Independent Variable Leadership: Conceptual Definition: A leader's ability to influence, direct, and motivate organizational members to achieve common goals. Operational Definition: Measured through employee perceptions of leadership style. Indicators: Inspiration, Motivation, Decision-Making, Effective Communication, and Concern for Subordinates. According to Bass & Avolio (1994),

2. Organizational Culture

Conceptual Definition: A system of values, norms, and practices shared by members of an organization that shapes work behavior. Operational Definition: Measured through employee perceptions of the dominant values within the organization. Indicators: Orientation toward innovation, Commitment to quality, Teamwork, Compliance with internal rules, Schein (1985).

3. Dependent Variable: Organizational Performance

Conceptual Definition: The level of achievement of organizational goals as measured by effectiveness, efficiency, and productivity. Operational Definition: Measured through employee work outcomes that reflect contributions to organizational goals. Indicators: Work targets achieved, Time and cost efficiency, Quality of work output, Satisfaction of internal/external stakeholders. According to Robbins & Coulter (2012),

4. Moderating Variable: Organizational Citizenship Behavior (OCB)

Conceptual Definition: Voluntary employee behavior that goes beyond formal duties and contributes to organizational effectiveness. Operational Definition: Measured by the frequency and intensity of prosocial behaviors employees engage in without direct reward. Indicators: Helping coworkers in need (Altruism), Discipline, punctuality, and working beyond minimum standards (Conscientiousness), Not complaining about small things, remaining positive (Sportsmanship), Providing information or warnings to prevent conflict (Courtesy), Actively participating in organizational activities and policies (Civic Virtue). According to Organ (1988).

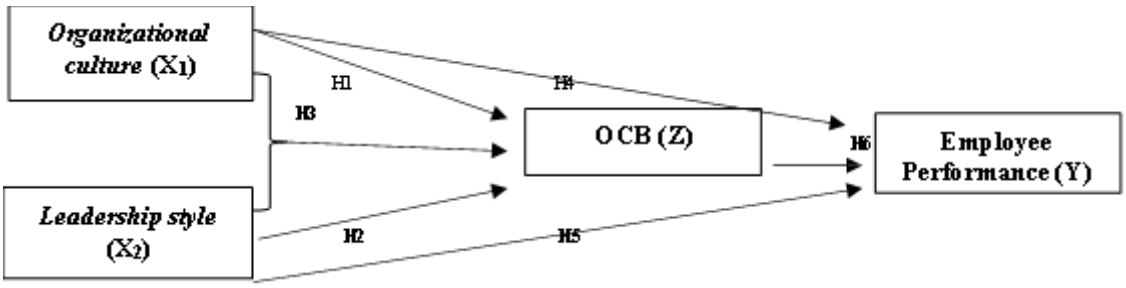

Figure 1. Conceptual Framework

Hypothesis

A hypothesis serves as a proposed explanation for specific behaviors, phenomena, or challenges— whether they have already occurred or are anticipated. It represents a focused statement that outlines the expected relationship between variables within a study. In research, a hypothesis functions as a preliminary assumption or predictive claim regarding how an independent variable may influence a dependent variable. This assumption is formulated prior to data collection and must be empirically tested to determine its validity.H1: Organizational culture Affects OCB at PT. Victorindo pratama mandiri .

H1: Organizational Culture affects OCB at PT. Victorindo pratama mandiri

H2: Leadership style Affects OCB at PT. Victorindo pratama mandiri

H3: Combined Influence of Organizational Culture and Leadership Style on Performance Through OCB at PT Victorindo pratama mandiri

H4: Organizational culture Affects Employee Performanceat PT. Victorindo pratama mandiri

H5: Leadership style Affects Employee Performance at PT. Victorindo pratama mandiri .

H6: OCB Affects Employee Performance at PT. Victorindo pratama mandiri.

RESULTS AND DISCUSSIONS

Statistical Assumption

In this study, hypothesis testing was conducted using t-statistics, applying a significance level of 0.05. The t-values, generated through SmartPLS version 4.0.9.6, are

referred to as Critical Ratios (CR). The evaluation process involved analyzing both the CR and the corresponding p-values derived from the data. These values were then assessed against established statistical benchmarks to determine the significance of the relationships within the model.CR values should exceed 1.96, and p-values should be below 0.05 for a hypothesis to be considered statistically significant. To evaluate the overall model fit simultaneously, the Goodness of Fit Index (GOFI) was used. GOFI helps assess whether the combined structural and measurement models meet the required fit criteria. According to Ghozali (2020), if the GOFI value satisfies the necessary standards, the overall hypothesis can be considered accepted. Once the data meet these criteria, the proposed hypotheses are reviewed and interpreted sequentially, following the predefined order in the research framework.

Validity and Reliability

Validity

The credibility of outer model was analyzed using two crucial criteria: *convergent validity* and *discriminant validity*. - The AVE value served as the basis for evaluating convergent validity, with indicators regarded as valid when their AVE is above the cutoff point. To establish convergent validity, the Average Variance Extracted (AVE) was utilized; indicators meeting the AVE benchmark are classified as valid 0.50. This threshold shows that the dominant share of variance is represented in the indicators is captured by the latent construct, affirming internal consistency and construct validity. The AVE results for this study are presented below to support the validity of the measurement model.

Table 1. AVE value After modification

Variabel	AVE Score	Value Limit AVE	Decision
Organizational Culture (X1)	0,557	0,5	fulfilled
Leadership Style (X2)	0,686	0,5	fulfilled
OCB (Z)	0,578	0,5	fulfilled
Employee Performance (Y)	0,643	0,5	fulfilled

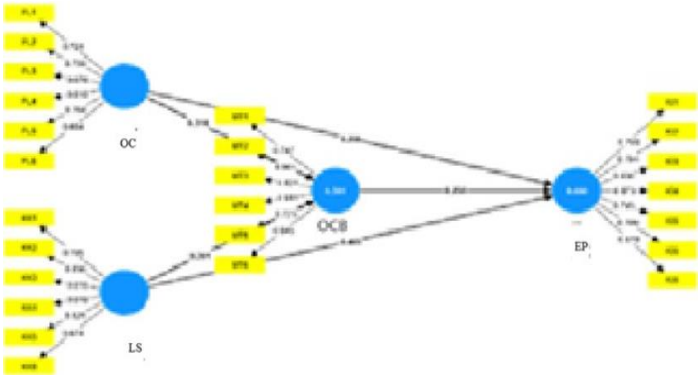

Figure 2: Structural Result Model

Reliability Test

Reliability testing for indicators in Partial Least Squares (PLS) involving reflective constructs is based on the *outer loading* value. This value represents the correlation between individual item scores (or component scores) and the construct they are intended to measure.A high outer loading indicates that an indicator strongly reflects the underlying construct. Typically, outer loading values should exceed 0.70 to be considered strongly correlated. However, according to Chin as cited in Imam Ghozali, outer loading values between 0.50 and 0.60 are still acceptable for establishing convergent validity, particularly in exploratory research settings. The

results of outer loading in this study are described and explained using The framework developed to illustrate the links between indicators and constructs.

Table 2 *Composite Reliability*

Variabel	Construct Reliability (rho_a)	Construct Reliability (rho_c)
Organizational culture	0,841	0,877
Leadership Style	0,876	0,906
Employee Performance	0,896	0,915
OCB	0,924	0,928

As shown in Table 2, all constructs exhibit composite reliability values greater than 0.7, thereby fulfilling the criteria for acceptable consistency within the measurement model. Structural Model (Inner Model) the assessment of the inner prtotype involves estimating the path coefficients that represent the relationships between latent constructs. These coefficients serve as key parameters for review the strength and direction of influence among variables. A positive path coefficient reflects a direct and favorable impact, suggesting that a negative coefficient implies opposing variable movement. The magnitude of the coefficient determines the intensity with respect to the effect—larger coefficients indicate more pronounced influence between the associated constructs.Direct Effects To find out the direct contribution of exogenous inputs to endogenous responses, see the following table 3:

Table 3. Values of Direct Efect

	Original sample (O)
Organizational culture (X1) => Performance (Y)	0,214
Organizational culture (X1) => OCB (Z)	0,316
Leadership style (X2) => Performance (Y)	0,478
Leadership style (X2) => OCB (Z)	0,388
OCB (Z) => Performance (Y)	0,275

Table 3 outlines the outcomes of the structural model's path analysis. In assessing employee performance (Y), both Organizational Culture (X1) and Leadership Style (X2) exhibit a direct and positive impact. The path coefficient from Organizational Culture to Performance is 0.214, while Leadership Style demonstrates a stronger direct effect with a coefficient of 0.478. This comparison (0.214 < 0.478) suggests that Leadership Style contributes more substantially to performance than Organizational Culture. In relation to (Z), X1 and X2 also show positive influences. the standardized estimate from Organizational Culture (X1) to OCB is 0.388, slightly higher than the coefficient from Leadership Style (X2), which is 0.361 indicating that Organizational Culture plays a marginally greater role in shaping OCB (0.388 > 0.361). Furthermore, OCB (Z) has a d This finding implies that increased levels of citizenship behavior are associated with enhanced performance outcomes. To determine the significance of these relationships, the study employed t-statistics and p-values generated using SmartPLS version 4.0.9.6. In this software, the t-value is referred to as the Critical Ratio (CR). Hypothesis testing was conducted by comparing CR and p-values against conventional statistical thresholds: CR values exceeding 1.96 and p-values below 0.05 indicate statistically significant relationships. Model fit was assessed using Fit quality measure to examine the general outcome adequacy of the theoretical and empirical dimensions models. Based on Ghozali (2020), if the GOFI meets the required standards, the structural model is deemed acceptable, and the proposed hypotheses are supported. A summary of the path coefficients and their statistical significance is presented in Table 4.

Tabel 4. Direct Effects Value

	T Test	P values
Organizational culture (X1) => Performance (Y)	2,190	0,026
Organizational culture (X1) => OCB (Z)	2,522	0,019
Leadership style (X2) => Kinerja (Y)	6,318	0,000
Leadership style (X2) => OCB (Z)	2,717	0,010
OCB (Z) => Performance (Y)	3,456	0,002

According to Haryono (2017), decisions in hypothesis testing can be made using two approaches:

Based on the T-test value (significance level of 0.05):

Accept H_0 if T-statistics < 1.96 → *No significant effect* Reject H_0 if T-statistics ≥ 1.96 → *There is a significant effect*

Based on the p-value:

Accept H_0 if p-value > 0.05 → *No significant effect*

Reject H_0 if p-value ≤ 0.05 → *There is a significant effect*

Hypothesis Test Interpretation

direct and positive effect on employee performance (Y), with a path coefficient of 0.275. The alternative hypothesis (H_1) states that the company's culture shapes employee outcomes. This is supported by the test results:

T-statistics = 2.190, which is goes beyond the significance boundary value of 1.96 p-value = 0.026, which is Lower than 0.05

Therefore, H_0 is ruled out and H_1 is accepted, indicating that organizational culture significantly influences performance.

The results of hypothesis testing indicate the following:

1. Organizational Culture → OCB

   Organizational culture significantly influences Organizational Citizenship Behavior (OCB), as shown by a t-test of 2.522 (is above the cutoff level the t-table value of 1.96) and a p- value of 0.019 (less than 0.05). Therefore, H_0 is ruled out and H_a is supported —indicating a meaningful effect.

2. Leadership Style → Performance

   Leadership style contributes meaningfully to on employee performance, with a t-count of 6.318 and a p-value of 0.000. Since both values meet the criteria, H_0 is rejected and H_a is supported —confirming a strong influence.

3. Leadership Style → OCB

   Leadership style also contributes meaningfully to OCB, supported by a t-count of 2.717 and a p- value of 0.010. Thus, H_0 is rejected and H_a is accepted—there is a clear effect.

4. OCB → Performance

   OCB significantly contributes to employee performance, with a t-count of 3.456 and a p- value of 0.001. Again, H_0 is rejected and H_a is accepted—indicating a positive influence.

Indirect Effects

To determine the magnitude of the **indirect effect** of independent variables on the dependent variable through an intervening variable, refer to **Table 5**, which presents the calculated values for these mediated relationships.

Tabel 5 Nilai *indirect Effects*

	Original sample (O)
Organizational culture (X1) □ Performance (Y)	0,087
Leadership style (X2) □ Performance (Y)	0,663

Table 5 presents the magnitude of the secondary impact of organizational culture on performance (Y) through Organizational Citizenship Behavior (OCB) (Z), which is 0.087. This value is derived by multiplying the direct effect of X1 on Z (0.316) with the direct effect of Z on Y (0.275), resulting in 0.316 × 0.275 = 0.087. Similarly, the indirect effect of Leadership Style (X2) on Performance (Y) through OCB (Z) is 0.107, calculated as 0.388 × 0.275 = 0.107. Comparatively, the indirect effect of Leadership Style (X2) on Performance (Y) through OCB (Z) is greater than that of Organizational Culture (X1) (0.107 > 0.087). This analysis highlights that both variables— Organizational Culture and Leadership Style—exert influence on Performance not only directly but also indirectly through OCB. The strength of these effects is reflected in the coefficient values, which indicate the degree of impact. To determine whether the mediation variable (OCB) effectively mediates the interconnection among predictor variables (X1 and X2) and the dependent variable (Y), the indirect effect output is examined. According to Sofyani (2013:27), if the P-value is less than 0.05, it confirms that the independent variable significantly contributes to changes in the dependent construct through the mediation variable—indicating a valid mediation effect

Tabel 6. Nilai *indirect Effects*

	T Test	P values
(X1) □ (Y)	2,034	0,046
(X2) □ (Y)	2,087	0,042

1. Organizational Culture → Performance (via OCB)
2. Organizational culture has a significant indirect effect on performance through OCB. This is supported by a t-count of 2.034, which exceeds the critical value of 1.96, and a p-value of 0.046, which is below the significance threshold of 0.05. Therefore, H_0 is rejected and H_a is accepted, indicating a meaningful influence.
3. Leadership Style → Performance (via OCB)
   Leadership style also shows a significant indirect impact on performance through OCB, a t-count of 2.087 and a p-value of 0.042. Since both values meet the criteria, H_0 is rejected and H_a is accepted, confirming the presence of an effect.

Total Effects

To determine the aggregate influence of each the causal relationships between exogenous and endogenous variables via direct and indirect paths refer to **Table [X]** (as mentioned). This table presents the **total effect values**, which combine the direct influence and the mediated effect through OCB.

Tabel 7 Nilai *Total Effects*

	Original sample (O)
Leadership style (X2) => Performance (Y)	0.557
Leadership (X2) => OCB (Z)	0.361

Total Influence and Mediation Analysis Interpretation

Table 7 presents the total effect of the independent variables on performance (Y), both directly and indirectly through the mediating variable Organizational Citizenship Behavior (OCB) (Z): The total influence of Organizational Culture (X1) on Performance (Y) through OCB is 1.083, calculated by summing the direct effect (X1 → Y = 0.214) and the indirect effect (X1 → Z → Y= 0.869). The total influence of Leadership Style (X2) on Performance (Y) through OCB is 1.141, derived from the direct effect (X2 → Y = 0.478) and the indirect effect (X2 → Z → Y = 0.663).

Direct vs. Indirect Effects

For Organizational Culture (X1): Direct effect on Performance (Y): 21.4% Indirect effect through OCB (Z): 86.9%. For Leadership Style (X2): Direct effect on Performance (Y): 47.8% Indirect effect through OCB (Z): 10.8%. These results indicate a semi-mediation pattern, where the direct causal link demonstrates higher magnitude than the indirect routesuggesting that OCB partially mediates the linkage between the independent variables and performance.

Mediation Type

Based on further analysis, the mediation is classified as partial mediation. This means that the independent variables (Organizational Culture and Leadership Style) still exert a direct influence on the dependent variable (Performance), even without the involvement of the mediating variable (OCB).

Tabel 8 Nilai *Total Effects*

	T statistics (|O/STDEV|)	P values
Organizational culture (X1) => Performance (Y)	3.042	0.004
Leadership style (X2) => Performance (Y)	5.272	0.000

Organizational Culture →Performance (mediated by OCB) The analysis reveals a significant indirect effect of organizational culture on performance through OCB. This is supported by a t-count of 3.042, which exceeds the critical value of 1.96, and a p-value of 0.004, which is below the significance threshold of 0.05. Therefore, H_0 is rejected and H_a is accepted, indicating a eaningful influence. The positive coefficient suggests that improvements in both organizational culture and OCB lead to enhanced performance. Leadership Style →Performance (mediated by OCB) Leadership style also demonstrates a significant indirect impact on performance via OCB, with a t-count of 5.272 and a p-value of 0.000. These values confirm that H_0 is rejected and H_a is accepted, affirming a strong influence. The positive coefficient indicates that better leadership practices and stronger OCB contribute positively to performance outcomes.

Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) is used to assess how well exogenous variables (such as organizational culture and leadership style) explain the variance in endogenous variables (such as performance). According to Ghozali (2014): $R^2 < 0.25$ → Weak explanatory power, $R^2 < 0.50$ → Moderate explanatory power, $R^2 < 0.70$ → Strong explanatory power

A higher R^2 value indicates that the exogenous variables have a greater ability to predict or influence the endogenous variable, thereby improving the overall quality of the structural model. The following section presents the R^2 output values, which quantify the predictive strength of the model.

Tabel 9. Hasil *R Square*

	R-square	R-square adjusted
Performance (Y)	0,765	0,649
OCB (Z)	0,492	0,379

The R-square value for the Performance variable is 0.765, indicating that 64.9% of the variation in performance can be explained by the combined influence of Organizational Culture, Leadership Style, and Organizational Citizenship Behavior (OCB). The remaining 35.1% is attributed to other factors not included in the current model.Based on this value, the model demonstrates a moderate level of explanatory power. The R-square value for the Organizational Citizenship Behavior (OCB) variable is 0.492, indicating that approximately 37.9% of the variation in OCB can be attributed to

changes in Organizational Culture and Leadership Style. The remaining 62.1% is influenced by other factors not included in the current model.Based on this result, the model demonstrates a relatively low level of explanatory power for OCB.

B. Effect size (F2)

To assess the extent to which the endogenous latent variable is affected by the exogenous latent variable, one may refer to the F^2 effect size values. According to Ghozali and Latan (2015:81), an F^2 value of 0.02 indicates a weak effect, 0.15 reflects a moderate effect, and 0.35 signifies a substantial influence exerted by the exogenous latent variable. The corresponding output is presented below.

Table 10. F^2 Result

Indicator	Performance (Y)	Leadership Style (X2)	OCB (Y)	Organizational Cultura (X1)
Performance (Y)				
Leadership Style (X2)	0,345		0,201	
OCB (Z)	0,124			
Organizational Culcure (X1	0,062		0,088	

Referring to the statistical outcomes in Table 10 The Leadership Style variable has a *medium effect* on Performance, with an F Square value of 0.345. The Leadership Style variable has a *small effect* on Organizational Citizenship Behavior (OCB), with an F Square value of 0.201. The OCB variable has a *small effect* on Performance, with an F Square value of 0.124. The Organizational Culture variable has a *small effect* on Performance, with an F Square value of 0.062. The Organizational Culture variable has a *small effect* on OCB, with an F Square value of 0.088.

C. Goodness of Fit Index (GoF)

The GoF index serves as a unified metric to assess the overall performance of both the measurement model and the structural model. This is evaluated using the SRMR (Standardized Root Mean Square Residual) value from the SmartPLS output. SRMR represents the average residual covariance, calculated by transforming the sample cov matrix into a relationship matrix. According to Henseler et al. (2014), an SRMR value below 0.10 indicates a good model fit. The output results are as follows:

Table 11 Model Fit Test Results

	Saturated model	Estimated model
SRMR	0,091	0,091

In light of the data in Table 11, the **SRMR value is 0.091**, indicating that the model exhibits sufficient goodness-of-fit.

Predictive Relevance (Q^2)

The PLSpredict/CVPAT report was used to evaluate the model's forecasting capability derived from the formulated PLS model by evaluating it in relation to a linear regression (LM) model. Predictive power is evaluated using RMSE and MAE. If the PLS model yields lower RMSE and MAE values than the LM model, it is considered to have good predictive power. The PLS predict/CVPAT procedure was conducted using 10-fold cross-validation, repeated 10 times, with a fixed seed setting. The results show that almost all endogenous variables (such as satisfaction and OCB) in the constructed PLS approach

outperform the linear model in terms of error minimization. Therefore, the proposed PLS model demonstrates medium predictive power.

Discussion

Examining the Impact of Organizational Culture on OCB (Hypothesis 1)

The data analysis indicates that Organizational Culture significantly and contributes to the development of citizenship behaviorsas shown by a t-value of 2.522 (>1.96) and a p-value of 0.019. Associated with the theory of Bass & Avolio (1994) which states that leaders who are able to inspire and provide individual attention will increase employee intrinsic motivation, which has an impact on performance.

Influence of Leadership Style on OCB (Hypothesis 2)

Leadership Style also has a significant positive impact on OCB, supported by a t-value of 2.717 and a p-value of 0.010. Based on Schein's opinion (1985) which emphasizes that organizational values and norms will shape work behavior and create operational stability.

Combined Influence of Organizational Culture and Leadership Style on Performance Through OCB (Hypothesis 3)

According to Angga (2023), a mediating variable is considered effective if its total indirect effect exceeds the direct effect. Based on the results, only Organizational Culture meets this criterion, indicating that OCB successfully mediates the relationship between Organizational Culture and Performance. In contrast, OCB does not mediate the effect of Leadership Style on Performance. This outcome is consistent with findings from Dedy's research

Influence of Organizational Culture on Employee Performance (Hypothesis 4)

Organizational Culture contributes positively to employee performance, with a t-value of 2.190 and a p-value of 0.026. This finding supports the alternative hypothesis (H_1) and rejects the null (H_0), in line with studies by Andi et al. (2022) and Ria (2020), which found that Organizational Culture partially enhances performance. Based on Schein's opinion (1985) which emphasizes that a supportive and inclusive culture increases employees' sense of belonging and loyalty.

Influence of Leadership Style on Employee Performance (Hypothesis 5)

There is a strong positive correlation between Leadership Style and Performance, evidenced by a t-value of 6.318 and a p-value of 0.000. This result supports H_1 and rejects H_0, consistent with findings from Wiwin (2022) and Sian (2022), who emphasized that effective leadership directly boosts employee performance. Based on the opinion of Bass & Avolio, 1994, good leadership increases work motivation, job satisfaction, and organizational commitment, all of which have a positive impact on performance.

Influence of OCB on Employee Performance (Hypothesis 6)

OCB positively influences performance, as reflected in a t-value of 3.456 and a p-value of 0.002. This supports H_1 and rejects H_0. Previous research by Endah (2018) and Juanita (2023) also highlighted OCB's role in enhancing individual work outcomes

CONCLUSION

Research conducted at PT. Victorindo Pratama Mandiri shows that organizational culture and leadership style have a strong influence on employee performance, with organizational citizenship behavior (OCB) acting as a mediating variable. A communicative, inspirational, and responsive

leadership style has been proven to improve employee performance. Meanwhile, an organizational culture that emphasizes values, norms, and cooperation also contributes to work effectiveness. The results of this study also show that OCB is not merely an independent variable, but can strengthen the relationship between organizational culture and leadership style with employee performance. From a practical perspective, the results of this study emphasize the importance of developing a leadership style that is oriented towards empathy, effective communication, and inspiration for employees. Companies also need to foster a work culture based on collaboration, innovation, and commitment to quality, while creating a work environment that encourages OCB behavior through non-financial recognition, flexibility, and empowerment. With this strategy, employee performance can be continuously improved. For future research, it is recommended to include the variable of job satisfaction as a factor that can influence the relationship between organizational culture, leadership style, OCB, and employee performance.

References

Agustina, H. C., Arum, A. S., Fatimah, I. N., Akil, A. N., & Pamastutiningtyas, T. S. (2024). Literature review: Pengaruh return on assets (ROA), return on equity (ROE) dan return on investment (ROI) terhadap nilai perusahaan. *Jurnal Mirai Management*, *9*(2), 493–507.

Anggraeni, P., Afriyani, R., & Setiaji, W. R. (2023). *2218-Article Text-7206-1-10-20231017*. *1*(4).

Arrigo, A. A. (2021). *The impact of Sustainability on the Cost of Equity capital of business firms*. 152. https://www.politesi.polimi.it/bitstream/10589/179412/3/2021_10_Arrigo.pdf

Bian, Y., Gao, H., Wang, R., & Xiong, X. (2023). Sustainable development for private equity: Integrating environment, social, and governance factors into partnership valuation. *Business Strategy and the Environment*, *32*(6), 3359–3370. https://doi.org/10.1002/bse.3304

Chen, Y., & Yue, J. (2022). *ESG practices and the cost of capital : Evidence from CA100 + companies*. 1–75.

Conference, N., Perspectives, E., & Dated, T. (2023). *National Conference on " Emerging Perspectives & Challenges in Commerce & Management " Organized by Bharata Mata College, Thrikkakara Dated: 20/02/2023*.

Economics, S. F., & Spiering, F. E. (2023). *Environmental effects on shareholder value through oil and gas divestitures following the Paris Agreement*. *March*.

EIKV - Schriftenreihe zum Wissens - und Wertemanagement ESG in Private Equity and other alternative asset classes : What the industry has accomplished so far regarding Jens Hoellermann. (2020).

Eka Puspita Sari, & Ferry Santoso. (2024). Pengaruh Return on Asset Dan Debt To Equity Ratio Terhadap Nilai Perusahaan Pada Perusahaan Sub Sektor Property Dan Real Estate Yang Terdaftar Di Bursa Efek Indonesia Tahun 2020-2022. *Seminar Nasional Pariwisata Dan Kewirausahaan (SNPK)*, *3*(April), 542–550. https://doi.org/10.36441/snpk.vol3.2024.270

Grinspoon, S. K., Fitch, K. V., Zanni, M. V., Fichtenbaum, C. J., Umbleja, T., Aberg, J. A., Overton, E. T., Malvestutto, C. D., Bloomfield, G. S., Currier, J. S., Martinez, E., Roa, J. C., Diggs, M. R., Fulda, E. S., Paradis, K., Wiviott, S. D., Foldyna, B., Looby, S. E., Desvigne-Nickens, P., … Douglas, P. S. (2023). Pitavastatin to Prevent Cardiovascular Disease in HIV Infection. *New England Journal of Medicine*, *389*(8), 687–699. https://doi.org/10.1056/nejmoa2304146

Hoi Hin, L., & Liu, M. (2023). The Impact of ESG Scores on Corporate Performance - A-Share Banks and Securities Firms. *SHS Web of Conferences*, *163*, 02029. https://doi.org/10.1051/shsconf/202316302029

Indrawan, B., & Kaniawati Dewi, R. (2020). Pengaruh Net Interest Margin (NIM) Terhadap Return on Asset (ROA) Pada PT Bank Pembangunan Daerah Jawa Barat Dan Banten Tbk Periode 2013-2017. *Jurnal E-Bis (Ekonomi-Bisnis)*, *4*(1), 78–87. https://doi.org/10.37339/e-bis.v4i1.239

Kusjono, G., & Aryanti, F. (2021). Pengaruh Return On Asset Dan Earning Per Share Terhadap Harga Saham Pada Pt Bank Central Asia Tbk Periode 2010-2019. *Jurnal Disrupsi Bisnis*, *4*(6), 541. https://doi.org/10.32493/drb.v4i6.15252

Nair, A., & Prajapati, N. (2025). *GAP iNTERDISCIPLINARITIES FINANCIAL PERFORMANCE ANALYSIS OF SELECT LISTED ELECTRIC VEHICLE MANUFACTURERS IN INDIA GAP iNTERDISCIPLINARITIES*. *March*, 1–10.

Neuenroth, K., & Zureck, A. (n.d.). *The Influence of ESG Ratings on the Performance of Listed Companies in Germany during Crisis Katharina Neuenroth, Alexander Zureck*.

Nurapiah, N., Rukhyati, R., Qosim, N., & Latoki, L. (2024). Pengaruh Return On Asset (ROA),Return On Equity (ROE),Return On Investment(ROI), danEarning Per Share (EPS)Terhadap Nilai Perusahaan pada industri

Otomotif dan Komponennya yang tercatat di BEI. *Jurnal Sinar Manajemen*, *11*(2), 114–126.

Priem, R., & Gabellone, A. (2024). The impact of a firm's ESG score on its cost of capital: can a high ESG score serve as a substitute for a weaker legal environment. *Sustainability Accounting, Management and Policy Journal*, *15*(3), 676–703. https://doi.org/10.1108/SAMPJ-05-2023-0254

Robin, D., & Lam, A. (2025). *Monetary Policy , Carbon Transition Risk , and Firm Valuation*. 1–72.

Sari, A. K., & Elizabeth, S. M. (2024). Pengaruh ROE Dan CR Terhadap Return Saham Indeks LQ45. *3rd MDP Student Conference (MSC)*, 509–515.

Sari, F. D. S., & Nasution, R. (2024). Pengaruh Return on Equity (ROE), Debt to Equity Ratio (DER), dan Current Ratio (CR) terhadap Return Saham pada Perusahaan Subsektor Pertambangan Batu Bara Periode 2016-2022. *Jurnal Ilmiah Wahana Pendidikan*, *10*(4), 297–307. https://doi.org/10.5281/zenodo.10516470

Sunzenauer, P. (2024). How Sustainable Is Private Equity? Unlocking the Impact of Private Equity on Asset-Level Sustainability: An Empirical Investigation. *Junior Management Science*, *9*(1), 1100–1122.

Tarvainen, S. (2021). *The relationship between environmental sustainability and cost of capital*. https://lutpub.lut.fi/handle/10024/163309

Yamin Antt Zaw. (2022). Batch april, 2022. *Customer Satisfaction and Repurchase Intention on Foodpanda*.

Zakharkina, L., & Abramchuk, M. (2018). the Correctness of the Capm-Model Application in the Ukrainian Reality in Terms of Investors Financial Security. *Baltic Journal of Economic Studies*, *4*(1), 163–168. https://doi.org/10.30525/2256-0742/2018-4-1-163-168

Zhang, G., & Bi, S. (2023). Inhibition or promotion: the impact of carbon emission trading on market structure: evidence from China. *Frontiers in Energy Research*, *11*(October), 1–19. https://doi.org/10.3389/fenrg.2023.1238416