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## Determinants of Organizational Transformation, Corporate Culture, On Corporate Performance Mediated By Organizational Citizenship Behavior At PT. Angkasa Pura Aviassi

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**Abstract:** This study aims to identify and analyze the determinants of Organizational Transformation and Corporate Culture on Corporate Performance with Organizational Citizenship Behavior as an intervening variable at PT Angkasa Pura Aviassi. The sample in this study was determined using the Slovin formula, resulting in a total of 232 employees of PT Angkasa Pura Aviassi as respondents. Data collection techniques used in this study included questionnaires and interviews, while the research approach was quantitative and employing SEM-PLS statistical analysis. The data was processed using SmartPLS 3.3.3 software. The results of the study demonstrate that Organizational Transformation has a direct positive and significant effect on Corporate Performance with a path coefficient value of 0.873, P-Values = 0.000, T-statistic = 32.568. Corporate Culture also has a direct positive and significant effect on Corporate Performance with a path coefficient value of 0.157, P-Values = 0.002, T-statistic = 2.935. The influence of Organizational Transformation on Organizational Citizenship Behavior shows a path coefficient value of 0.180, P-Values = 0.000, and T-statistic = 7.256. The influence of Corporate Culture on Organizational Citizenship Behavior has a path coefficient value of 0.157, P-Values = 0.000, and T-statistic = 3.6374. The influence of Organizational Transformation on Corporate Performance through Organizational Citizenship Behavior shows a path coefficient value of -0.009, P-Values = 0.248, and T-statistic = 0.681. The influence of Corporate Culture on Corporate Performance through Organizational Citizenship Behavior shows a path coefficient value of -0.042, P-Values = 0.236, and T-statistic = 0.721. Finally, the influence of Organizational Citizenship Behavior on Corporate Performance shows a path coefficient value of -0.052, P-Values = 0.235, and T-statistic = 0.722.

**Keywords:** Organizational Transformation, Corporate Culture, Organizational Citizenship Behavior, Corporate Performance.

## INTRODUCTION

Business transformation refers to significant changes implemented by a company adapting its operational methods to increase efficiency and speed. In accordance with advances that occur in the world of business and technology, or market demands that are always transforming. The main goal of business transformation is to increase competitiveness, optimize operations, and create value for customers, employees, and other stakeholders. Business transformation is not a one-time action, but a series of continuous steps. Business leaders need to identify opportunities and challenges, plan appropriate strategies, and lead their teams to implement change effectively. This process can be risky, and the success of a business transformation depends largely on how a company deals with change, engages employees, and adapts to market trends. Adaptability is an indicator of the strength of a company's competitiveness. Therefore, company performance can be measured from the company's competitiveness in an increasingly competitive business environment, such as the airport business.

Airports are important economic engines for the economy of a country or region. Airports are business communities that balance land and air transportation (Field, 2019). Indonesia has several airports, including Kualanamu International Airport (KNO), a commercial airport managed by PT. Angkasa Pura Aviassi related to airport services. Kuala Namu International Airport (KNO) in Deli Serdan first started operating on July 7 2013 replacing Polonia Airport in Medan. Medan Polonia Airport is no longer ideal because it only has a capacity of 0.9. passengers per year and cannot be expanded because it is located in the middle of Medan city. Polonia Airport has an area of 144 Ha, while Kualanamu International has an area of 1,369 Ha. In 2018, PT Angkasa Pura II (AP II) as the management concession holder of the KNO owner decided to establish a subsidiary (SPV) which would later become a joint venture company in the Kualanamu international airport strategic partnership program and focus on management, development and performance improvement KNO, namely PT Angkasa Pura Aviassi (AP Aviassi). This company has three main business areas, namely (1) airport activities; (2) services related to airport activities; and (3) optimizing company resources.

In November 2021, PT Angkasa Pura II announced that GMR Airports Consortium won the tender for management of Kualanamu International Airport, which will later own a 49% stake. This strategic partnership program will combine the resources of PT Angkasa Pura II and the GMR Airport Consortium to accelerate the development of Kualanamu Airport into a major international hub and gateway as well as a business area for the western region of Indonesia. However, the biggest challenge at the start of this strategic partnership was considered very difficult: the corona virus pandemic (PT AVI, 2021).

Organizational performance is a reflection or result of management activities. Sales is an indicator for measuring the performance of a company (Slavkovic & Babic, 2013). This step is taken to evaluate how effective or not a company is, which will ultimately describe its performance in the specified period. This means that corporate performance is achieved if tasks or work are carried out effectively and efficiently. Likewise, according to (Rino, 2020), in his research, the main determinant of a corporation's success in achieving effective performance lies in human management within a corporation. Therefore, managing human resources in a corporation is very important in managing organizational resources. In other words, corporate performance is also determined by the performance of employees in a corporation. Corporate companies strive to create a productive work environment for organizational sustainability (Susanto et al., 2024).

Corporate performance is influenced by many factors explained by many references. Among them, according to (Rino, 2020), factors that influence corporate performance include (1) External Environment, (2) Internal employees, (3) Internal corporate environment in which

there is "organizational transformation & corporate culture", (4) Work behavior employee. Likewise, according to (Ni Kadek Suryani & Jhon E.H.J, 2018) who argue that corporate performance is influenced by several factors, including (1) Human resource management, (2) The important role of line manager support, (3) Justice in the organization, (4) ) Organizational effectiveness.

Based on the opinion above, it shows that organizational transformation is one of the factors that influences corporate performance. This opinion is also supported by research results (Armynas, 2020; Endry & Ertambang, 2017) which state that organizational transformation has an effect on corporate performance.

Next, apart from organizational transformation, corporate culture also influences corporate performance. This is also confirmed by previous research conducted by (Khoiruddin, 2020; Dika Farezha & Dudi Pratomo, 2021) which explains that corporate culture has a big influence on corporate performance.

Likewise, organizational transformation through organizational citizenship behavior also influences corporate performance. This is also confirmed by previous research conducted by (Eva Edina, 2023; Vivin Maharani, et al, 2013) which explains that organizational transformation influences corporate performance through organizational citizenship behavior.

Likewise, corporate culture through organizational citizenship behavior also influences corporate performance, this is reinforced by previous research conducted by (Tewodros Tedla, 2016; Joy Wangui, 2014) which explains that corporate culture influences corporate performance through organizational citizenship behavior.

Organizational citizenship behavior is also a factor that influences company performance. Research conducted by (Ni Kadek Suryani and Jhon E. HJ, 2018) provides evidence that organizational citizenship behavior has an impact on corporate performance. Then, research from (Sandika & Sobandi, 2018) states that corporate performance is influenced by organizational citizenship behavior.

The company performance of PT Angkasa Pura Aviassi is very dependent on management skills in managing company culture effectively and adapting to changes, such as in the era of industrial revolution 4.0 which is currently taking place (Kaswan, 2019). " However, at the end of 2019, the whole world was shocked by the emergence of the COVID-19 outbreak which resulted in various problems in the business sector, both in terms of products and services. COVID-19 is an infectious disease caused by a new type of corona virus. Based on the latest report from WHO at the end of 2022, the total number of individuals infected with this virus reached 651 people. 402 (WHO, 2022). "The COVID-19 pandemic began to hit Indonesia at the beginning of 2020, especially in March, and the government took steps to limit the movement of people through a number of regulations, which had a major impact on various business sectors, including the transportation sector, both land, sea and air. . In the air transportation sector, especially Kualanamu International Airport, the COVID-19 pandemic has had a very significant impact on company performance, which can be seen from PT Angkasa Pura Aviassi's income report.

**Table 1. PT Angkasa Pura Aviassi Company Management Report**

KNO	LAPORAN PENDAPATAN			
	2019	2020	2021	2022
Aero	654.433	244.623	189.383	264.136
Non Aero	149.420	79.498	77.316	70.492
Kargo	13.464	13.404	15.254	6.069
Total	817.317	337.525	281.953	340.697

- 2019 : Normal condition
- 2020 & 2021 : Pandemic conditions
- 2022 : Recovery conditions and management by PT. AVI
- Sumber : Monitoring & Evaluating Unit PT. AVI

Based on the table listed above, PT. Angkasa Pura Aviassi revealed that there was a decline from 2020 to 2022 (during the pandemic) when compared to 2019 (before the pandemic). This indicates that the performance of PT. Angkasa Pura Aviassi did not run optimally during the pandemic. Apart from the challenges of COVID-19, PT. Angkasa Pura Aviassi also faces new challenges, namely the organizational transformation process through the formation of a Joint Venture Company. A Joint Venture Company is a partnership between two or more business entities that run a business together for a certain period of time based on an agreement. Previously, Kualanamu International Airport was managed by PT. Angkasa Pura II, but has now transformed into PT. Angkasa Pura Aviassi through Joint Venture cooperation (JVCO) with a company from India, GMR Group, which officially started on July 7 2022.

Currently, PT. Angkasa Pura Aviassi operates as an independent entity and is no longer part of PT. Angkasa Pura II. Based on the table above, PT. Angkasa Pura Aviassi announced a decrease in 2020 to 2022 (during the pandemic) compared to 2019 (before the pandemic). This shows the performance of PT. Angkasa Pura Aviassi has not shown maximum performance during the pandemic. Despite the challenges of COVID-19, PT. Angkasa Pura Aviassi is also facing a new challenge: the organizational transformation process through the formation of a joint venture. A joint venture is a partnership between two or more entities that carry out business together for a certain period of time based on a contract. Previously Kualanamu International Airport was managed by PT. Angkasa Pura II, but then transformed into PT. Angkasa Pura Aviassi was officially launched on July 7 2022 through a joint venture (JVco) with the Indian company GMR Group. Currently, PT. Angkasa Pura Aviassi operates as an independent organization and is not part of PT. Angkasa Pura II



**Figure 1. Share Ownership of PT. Angkasa Pura Aviassi**

Thus, the formation of a joint venture will result in an innovative business work model, such as an increase in the number of managerial positions which will result in increased corporate responsibility. In the same way at PT. Angkasa Pura Aviassi conducted a study or evaluation of the company culture within the organization, in order to assess whether PT. Angkasa Pura Aviassi is classified as a company that performs well according to survey results or corporate culture evaluations. The following is a description regarding the types of corporate culture at PT. Angkasa Pura Aviassi.

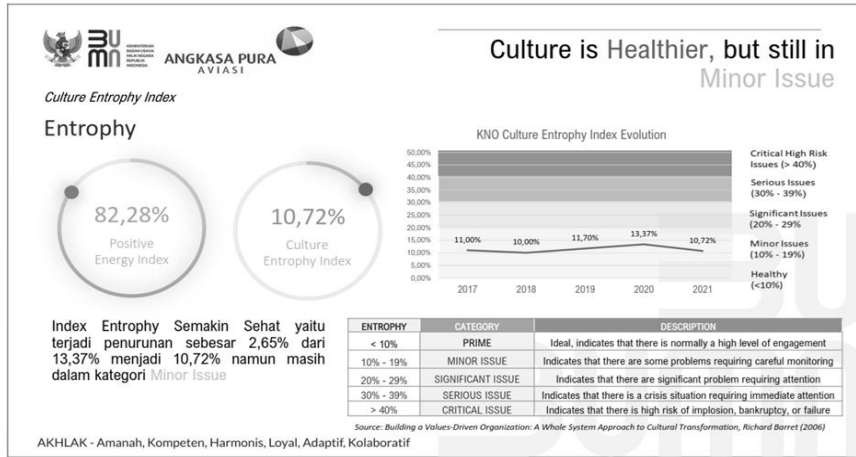


Figure 2. PT corporate culture survey. Angkasa Pura Aviassi

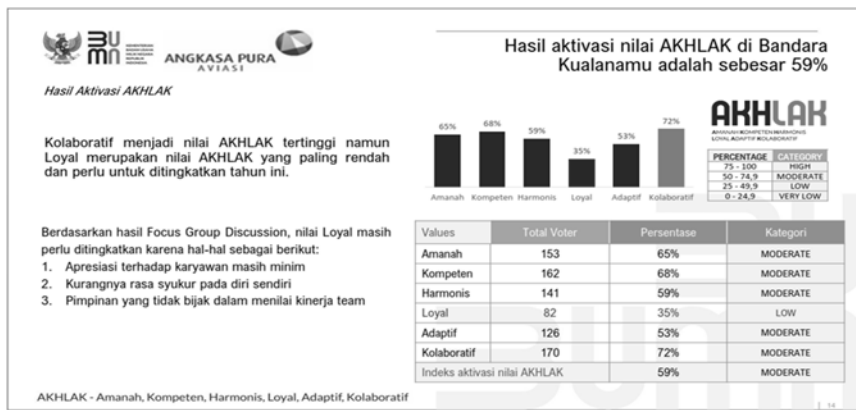


Figure 3. PT corporate culture survey. Angkasa Pura Aviassi

Based on the results of the survey that has been conducted, it can be concluded that the company culture at PT. Angkasa Pura Aviassi cannot yet be categorized as "healthy" because it is still included in the "minor issue" category. This is also explained in more detail in the next picture which shows that leadership, appreciation and gratitude are things that are considered minor in the PT environment. Angkasa Pura Aviassi. Likewise within the scope of PT. Angkasa Pura Aviassi is conducting research on employee behavior within the PT environment. Angkasa Pura Aviassi.



Figure 4. PT OCB Survey. Angkasa Pura Aviassi



Based on the survey that has been conducted, it is explained that organizational citizenship behavior (OCB) in the context of PT. Angkasa Pura Aviassi is not yet operating optimally. This can be seen from a number of phenomena, such as apathy, lack of information communication, and individual self-development.

## METHOD

This research was conducted at PT Angkasa Pura Aviassi Kualanamu International Airport which is located on Jl. Kualanamu Pasar VI International Airport, Kec. Beringin, Deli Serdang Regency, North Sumatra 20552.

According to various experts, the definition of population is presented by Silaen (2018), which states that a population is a total of objects or individuals that have certain characteristics that will be analyzed. This research includes employees who work in the airport business. The criteria for the subjects to be researched are employees of PT. Angkasa Pura Aviassi has a population of 551 people from all levels and functions who are divided into: (1) Employees whose employment status is as permanent employees at Angkasa Pura Aviassi or seconded employees from PT. Angkasa Pura II. (2) Work for a minimum of 6 (six) months as a permanent employee of PT Angkasa Pura Aviassi or a secondment employee from PT. Angkasa Pura II.

One of the experts' opinions regarding the definition of a sample is that a sample is part of the totality and characteristics possessed by a population (Sugiyono, 2018). In this research, the sampling method applied uses the Slovin formula (Riduwan, 2005), which is explained as follows:

$$n = N / (1 + (N \times e^2))$$
$$n = 551 / (1 + 551 \times 0.05^2)$$
$$n = 231.7$$
$$n = 232$$

n is the number of samples sought  
N is the population  
e is the tolerable margin of error.

Based on Slovin's calculations above, the number of samples in this study was 232 employees at PT Angkasa Pura Aviassi. Where sampling will use an online form, where the survey link will be provided via company employee social media which will be opened within 4 working calendar days.

Data types based on their origin are divided into two categories, namely primary sources and secondary sources. In this research, the type of data used consists of primary data and secondary data. Based on (Sugiyono, 2018), primary data sources are locations that directly supply information to data collectors. Secondary data sources refer to entities that do not directly present information, for example through intermediaries such as other individuals or certain documents (Sugiyono, 2018). In this research, information was obtained through interviews conducted with employees of PT. Angkasa Pura Aviassi has distributed questionnaires to six employees who have positions relevant to the research to be carried out, as well as collecting several documents from the company. Angkasa Pura Aviassi required in this study.

## RESULTS AND DISCUSSION

R-square is a measure of the rate of change in values (endogenous) that influence and can be explained by influencing variables (exogenous). This helps predict whether the model is good or bad. The criteria for R-Square are: (1) if the value (adjusted) = 0.75 → the model is substantial (strong); (2) if value (adjusted) = 0.50 → moderate model (medium); (3) if the (adjusted) value = 0.25 → the model is weak (bad) (Juliandi, 2018).

Based on data processing that has been carried out using SmartPLS 3.3.3 software, the R-Square value is obtained which can be seen in the table below:

**Tabel 2. R-Square**

	R Square	R Square Adjusted
<b>Y</b>	0,823	0,821
<b>Z</b>	0,758	0,756

Source: Smart PLS 3.3.3, 2024

The conclusion from testing the R-Square value above is as follows: R-Square Adjusted model path I = 0.821 This means that the ability of variable (strong); and (2) R-Square Adjusted Path II model = 0.756, meaning that the ability of the variables X Organizational Transformation and Organizational Culture to explain Z (Organizational Citizenship Behavior) is 75.6%, thus the model is classified as substantial (strong).

F-square is a measure used to assess the relative impact of an influencing variable (exogenous) on the influenced variable (endogenous) (Juliandi, 2018). The criteria for drawing conclusions are if the  $f^2$  value is 0.02 then there is a small (weak) effect of the exogenous variable on the endogenous, the  $f^2$  value is 0.15 then there is a moderate effect of the exogenous variable on the endogenous, the  $f^2$  value of 0.35, then there is a large effect of the exogenous variable on the endogenous (Juliandi, 2018)

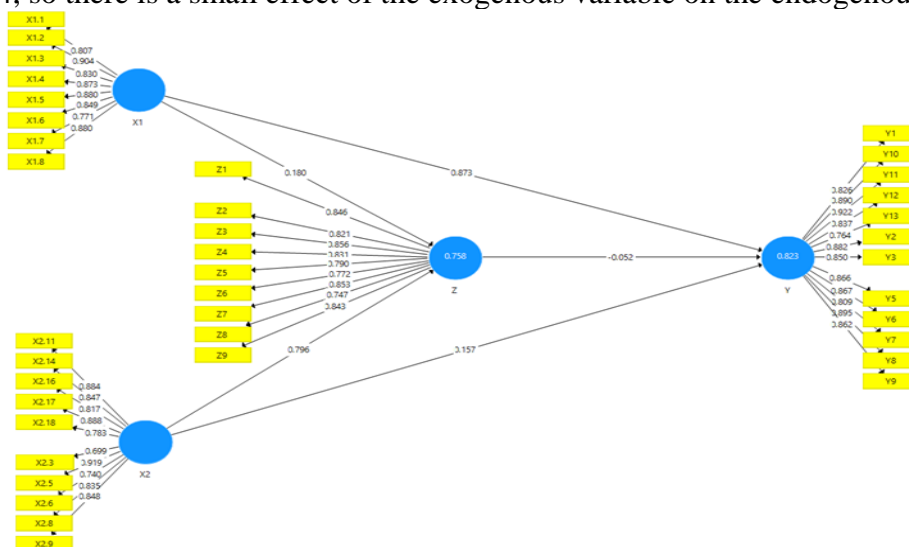
**Table 3 F-Square**

	X1	X2	Y	Z
<b>X1</b>			3,444	0,120
<b>X2</b>			0,037	2,352
<b>Y</b>				
<b>Z</b>			0,004	

Sumber: Smart PLS 3.3.3, 2024

The conclusion that the f-square value can be seen in table 2 above is as follows:

- 1) Variable
- 2) The variable
- 3) The variable X2 (Corporate Culture) on Y (Corporate Performance) has a value = 0.037, so the exogenous variable has a small effect on the endogenous variable.
- 4) Variable
- 5) The variable Z (Organizational Citizenship Behavior) on Y (Corporate Performance) has a value = 0.004, so there is a small effect of the exogenous variable on the endogenous.



**Figure 1. Model Smart PLS**

This research has several objectives, namely analyzing the direct influence of Organizational Transformation (independent variable) on Corporate Performance (dependent variable), the direct influence of Corporate Culture (independent variable) on Corporate Performance (dependent variable), the influence of Organizational Transformation (independent variable) on Citizenship Behavior Organization (intervening variable), the direct influence of Corporate Culture (independent variable) on Organizational Citizenship Behavior (intervening variable), the influence of Organizational Citizenship Behavior (intervening variable) on Corporate Performance (variable dependent), the influence of Organizational Transformation (independent variable) on Corporate Performance (dependent variable) which is mediated by Organizational Citizenship Behavior (intervening variable) and the influence of Corporate Culture (independent variable) on Corporate Performance (dependent variable) which is mediated by Organizational Citizenship Behavior (variable intervening).

### **The Effect of Organizational Transformation on Corporate Performance**

Organizational Transformation in Corporate Performance which was tested partially, from Organizational Transformation to Corporate Performance. This is in line with previous research conducted by (Wiwik Supratiwi, Dian Agustia, 2019); (Ertambang Nahartyo, Endry, 2017); (Evara Yuliana, et al, 2020) and (Akhmad Mustain, 2019) who concluded that Organizational Transformation influences Corporate Performance.

This positive value can be used as a prediction that if Organizational Transformation increases, the Corporate Performance value will also increase and have a significant effect. This significant value indicates that the value of Organizational Transformation has a large contribution to improving Corporate Performance.

### **The Influence of Corporate Culture on Corporate Performance**

Corporate Culture in Corporate Performance which was tested partially, from Corporate Culture to Corporate Performance. This is in line with previous research conducted by (Resty, 2013), (Eko Boedhi Santoso, et al, 2018), (Dika Farezha & Dudi Pratomo, 2021) which concluded that Corporate Culture influences Corporate Performance.

These positive aspects can be used as an indication that improving Corporate Culture will be directly proportional to increasing Corporate Performance scores and have a significant impact. This important value shows that company culture has a big impact in improving company performance.

### **The Influence of Organizational Transformation on Organizational Citizenship Behavior**

Organizational Transformation in Organizational Citizenship Behavior which was tested partially, the significance of Organizational Transformation on Organizational Citizenship Behavior. This is in line with previous research conducted by (Hariyono Utomo, 2011), (Isnjar Budiarti & Cucu Cahyati, 2017), (Mohammed Alshahrani, 2019) which concluded that Organizational Transformation influences Organizational Citizenship Behavior.

Organizational Transformation has an important role for the sustainability of a company, because with this Organizational Transformation it is hoped that a company can achieve company targets and company programs optimally. Organizational transformation is a form of adaptation, meaning adjustments to various phenomena that are occurring currently and predictions of phenomena that will occur in the future (Kaswan, 2019).

### **The Influence of Corporate Culture on Organizational Citizenship Behavior**

Corporate Culture in Organizational Citizenship Behavior which was tested partially, The significance of Corporate Culture on Organizational Citizenship Behavior. This is in line



with previous research conducted by (Harikumar Pallathadka, 2020), (Dinan Almas, et al, 2020) which concluded that corporate culture influences organizational citizenship behavior.

Corporate culture makes an important contribution to the further development of human resources, work practices and higher quality results. To achieve better quality improvement, it is hoped that this can be achieved through the actions of every individual in the company. Company culture comes from the workplace or company itself. In other words, the formation of corporate culture occurs when the work environment or learning organization faces various challenges, including those related to organizational problems. Corporate culture aims to transform traditional communication into more modern management behavior, thereby creating trust, a strong spirit of cooperation and a high level of discipline. According to the perspective regarding the benefits of Corporate Culture, it can be concluded that the benefits of Corporate Culture aim to improve the quality of human resources and increase the quality and quantity of work output so that it meets expectations.

### **The Influence of Organizational Citizenship Behavior on Corporate Performance**

Organizational Citizenship Behavior in Corporate Performance which was tested partially, Z against Y with a TStatistics(|O/STDEV|) value of 0.722 and P-Value = 0.235 with a significance level of  $0.235 > 0.05$ . From this value it can be concluded that there is no influence from Behavior. Organizational Citizenship on Corporate Performance. This is not in line with previous research conducted by (Jhon Ugoani, 2020), (Asikhia & Ariyo Gabriel, 2021) which stated that there is a significant influence of organizational citizenship behavior on corporate performance.

Based on the distribution of respondents' answers to the Organizational Citizenship Behavior variable, it is known that the dominant answer is "strongly agree" in several parts of the questionnaire, for example (I try seriously to follow the rules and procedures set by the company) and also the statement "strongly agree" as well. can be seen in the statement (I feel that I always maintain an attitude of remaining professional under any circumstances). From this information it can be concluded that the indicators of Organizational Citizenship Behavior, namely "sportsmanship and conscientiousness, are good at PT. Angkasa Pura Aviassi.

The success of a company depends not only on employee actions in accordance with prescribed tasks (in-role behavior), but also on employee behavior that is outside their official responsibilities (extra-role behavior). Citizenship behavior in an organization refers to individual actions undertaken voluntarily and clearly, which receive recognition from official reward systems, and contribute positively to the overall operational effectiveness of the organization.

In order to obtain the expected work results, there is a need for commitment from the organization which is felt by employees (Rejeki & Wulansari, 2015). Through dedication from the organization, employees can develop a sincere attitude to engage in activities outside their primary responsibilities, which is known as Organizational Citizenship.

### **The Influence of Organizational Transformation on Corporate Performance through Organizational Citizenship Behavior.**

Based on the results of simultaneous testing of the influence of Organizational Transformation on Corporate Performance through Organizational Citizenship Behavior, It can be concluded that there is no influence between Organizational Transformation on Corporate Performance through Organizational Citizenship Behavior. This means that the mediating variable (Organizational Citizenship Behavior) does not mediate between Organizational Transformation and Corporate Performance.

An employee who carries out various tasks outside the specified job boundaries, not solely for personal gain, but is driven by personal initiative which makes him feel satisfied

when he can provide assistance and carry out additional things that contribute to increasing organizational effectiveness. This condition is known as Organizational Citizenship Behavior (Mahendra & Surya, 2017). Organizational Citizenship Behavior within employees has a positive impact on the company which arises from employee satisfaction with the Organizational Transformation of the company. Employees who feel satisfaction with Organizational Transformation will work optimally in completing their work, even doing things that may be outside of their duties. Organizational citizenship behavior among employees is important for companies to pay attention to because it can improve company performance.

Organizational Transformation implemented wisely at PT. Angkasa Pura Aviasi and accompanied by positive changes in employee behavior can have a positive impact on company performance. Good employee behavior and effective adaptation to Organizational Transformation can contribute to increasing Corporate Performance productivity at PT. Angkasa Pura Aviasi.

### **The Influence of Corporate Culture on Corporate Performance through Organizational Citizenship Behavior**

Based on the results of simultaneous testing of the influence of Corporate Culture on Corporate Performance through Organizational Citizenship Behavior, It can be concluded that there is no influence between Corporate Culture on Corporate Performance through Organizational Citizenship Behavior. This means that the mediating variable (Organizational Citizenship Behavior) does not mediate between Corporate Culture and Corporate Performance.

Corporate Culture can be a major instrument of competitive advantage, namely if Corporate Culture supports the organization, and if Corporate Culture can answer or overcome environmental challenges quickly and precisely. Corporate culture will develop in a company and will characterize the company as different from other companies. The corporate culture that is formed will influence style, organizational citizenship behavior, and motivation which in turn will have an impact on corporate performance (Arip Rahman, 2021).

### **CONCLUSION**

Based on the data obtained in this research from 232 respondents, then analyzed, the following conclusions can be drawn:

1. Organizational Transformation has a positive and significant effect on Corporate Performance at PT. Angkasa Pura Aviasi.
2. Corporate Culture has a positive and significant effect on Corporate Performance at PT. Angkasa Pura Aviasi.
3. Organizational Transformation has a positive and significant effect on Organizational Citizenship Behavior at PT. Angkasa Pura Aviasi.
4. Corporate Culture has a positive and significant effect on Organizational Citizenship Behavior at PT. Angkasa Pura Aviasi.
5. Organizational Citizenship Behavior has no effect on Corporate Performance at PT. Angkasa Pura Aviasi.
6. Organizational Transformation has no effect on Corporate Performance through Organizational Citizenship Behavior. This means that Organizational Citizenship Behavior does not act as a mediator.
7. Corporate Culture has no effect on Corporate Performance through Organizational Citizenship Behavior. This means that Organizational Citizenship Behavior does not act as a mediator.

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