Analysis of Organizational Culture, Organizational Commitment, and Work Behavior on Employee Performance Mediated by Work Ethics

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Abstract: *The purpose of this study is to develop hypotheses related to factors that influence employee performance, especially in aviation companies in Indonesia. The approach used in this literature review study is descriptive qualitative. The data collection technique used is a literature study or review of relevant previous articles published between 2021 and 2026. The technique used in this literature review is comparative analysis. The data used in this descriptive qualitative approach came from previous studies relevant to this study and sourced from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Q2-Q4 Emerald, Elsevier, Sage, Web of Science, Sinta 2-5 Journal, DOAJ, EBSCO, Google Scholar, Copernicus, and digital reference books. The results of this literature review are: 1) Organizational Culture s employee work ethics in aviation companies; 2) Organizational Commitment influences employee work ethics in aviation companies; 3) Work Behavior influences employee work ethics in aviation companies; 4) Organizational Culture influences employee performance in aviation companies; 5) Organizational Commitment influences the Performance of airline company employees; 6) Work Behavior influences the Performance of airline company employees; 7) Work Ethics influence the Performance of airline company employees; 8) Organizational Culture influences Employee Performance through the Work Ethics of airline companies; 9) Organizational Commitment influences Employee Performance through the Work Ethics of airline companies; 10) Work Behavior influences Employee Performance through the Work Ethics of airline companies.*

Keywords: *Employee Performance; Organizational Commitment; Organizational Culture; Work Behavior; Work Ethics*

1. BACKGROUND

The aviation sector is a multifaceted industry that plays a vital role in the global economy, tourism, and the environmental landscape. It encompasses various activities, including airlines, airports, and support services, and significantly contributes to the local, regional, and national economies, with tourism ratios exceeding 90% (Papatheodorou & Poulaki, 2022).

The global aviation industry, characterized by its high-risk nature, requires exceptional employee performance driven by behavioral factors and work values, which are crucial for organizational sustainability. Additionally, the implementation of environmental management systems (EMS) and compliance with standards such as ISO 14001 are vital in engaging employees and enhancing their commitment to environmental management practices (Macit & Macit, 2025).

In Indonesia, airlines experience suboptimal employee performance. This can be attributed to several fundamental issues related to organizational culture, organizational commitment, work behavior, and internalization of employee work ethic. Organizational culture plays an important role in shaping employee performance, as evidenced by research showing its positive impact in various aviation-related organizations. For example, at PT XYZ, a strong organizational culture significantly influences employee performance, contributing 58.8% of the variance in performance results (Adilinga, 2023).
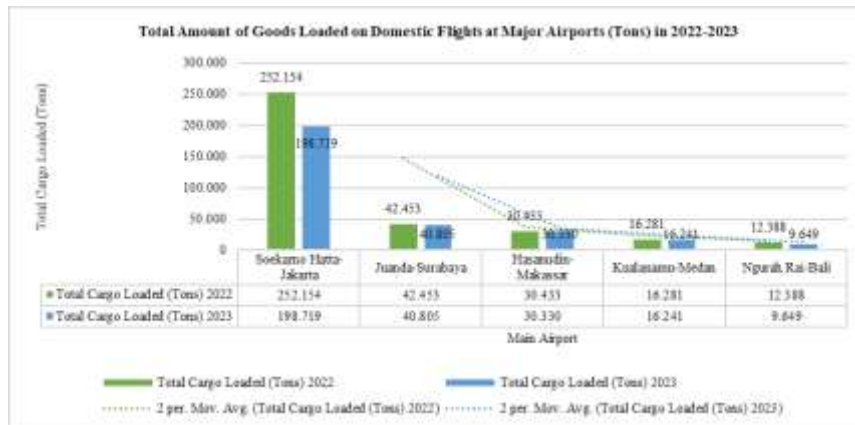
Figure 1. Data on the Number of Goods Loaded on Domestic Flights at Major Airports (Tons) in 2022-2023

Source: (Central Statistics Agency, 2023)

Figure 1 shows the development of the number of goods loaded on domestic flights at major airports in Indonesia during the 2022–2023 period. In general, this data shows that although domestic air cargo activity remains an important part of national flight operations, there was a decrease in the number of goods loaded at five major airports between 2022 and 2023.

The decline in cargo volume at several major airports can be seen as an indication of employee performance, especially in units directly involved in cargo operations, such as ground handling, logistics, and flight operations coordination. Suboptimal employee performance, for example in terms of work discipline, punctuality, team coordination, and compliance with operational procedures, has the potential to cause delays, load restrictions, or inefficient loading processes, thereby reducing the amount of goods that can be transported. In the aviation industry, which is highly dependent on precision and teamwork, a decline in individual or group performance can be directly reflected in operational outputs such as cargo volume (Jumawan & Susanto, 2022).

Furthermore, this phenomenon emphasizes the importance of airline management paying attention to employee work behavior and work ethics. The decline in the number of

goods loaded at five major airports shows that employee performance is not only measured by operational continuity, but also by the ability to maintain consistent productivity. Therefore, strengthening work ethics such as integrity, honesty, and a sense of responsibility, as well as establishing professional work behavior, are key factors in preventing a decline in operational performance and ensuring that cargo capacity can be optimally utilized over time (P. C. Susanto et al., 2021).

Based on the background of the problem above, the research question for this literature review is: Do organizational culture, organizational commitment, and work behavior affect employee performance both directly and indirectly through work ethics among employees of airlines in Indonesia?

2. THEORETICAL STUDY

Based on the background and research question above, the theoretical review of this study is as follows:

Employee Performance

Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Mvuyisi & Mbukanma, 2023). Essentially, performance is not only about the end result (output), but also about the process, behavior, and efficiency in achieving these targets. Performance is a reflection of the abilities, motivation, and opportunities possessed by employees (P. C. Susanto, Supardi, et al., 2024).

The indicators included in Employee Performance are: 1) Quality: Assessing the extent to which work results approach perfection or meet the standards set by the company. This includes accuracy, neatness, and the level of errors in work; 2) Quantity: Measuring the amount or volume of work completed in a certain period. This relates to the efficiency of output produced compared to the given target; 3) Timeliness: The ability of employees to complete tasks according to the predetermined schedule or *deadline* without reducing the quality of work results (Rachman et al., 2025).

Employee Performance Variables are relevant to previous studies conducted by: (Carvalho et al., 2020), (P. C. Susanto, Sawitri, et al., 2024), (Yagil et al., 2023).

Work Ethics

Work ethics are a set of moral values and principles that guide employees in their attitudes, behavior, and decision-making in a professional environment (Artha et al., 2022). Work ethics reflect a person's inner character; how they view work not as a burden, but as a moral obligation that must be fulfilled with the highest quality standards for the common good and their own honor (Usman et al., 2021).

The indicators found in Work Ethics include: 1) Integrity: Consistency between words and actions; 2) Honesty: Ethical employees will be honest in reporting work progress and will not manipulate data for personal gain; 3) Sense of Responsibility: Employees' willingness to accept the consequences of their work, whether success or failure, and their commitment to correcting mistakes (Ferine et al., 2021a).

Work Ethics variables are relevant to previous studies conducted by: (Wangloan et al., 2022), (Sari et al., 2021), (Yunita, 2025).

Organizational Culture

Organizational culture is a system of values, beliefs, norms, and basic assumptions shared by members of an organization, which then become distinctive characteristics that differentiate one company from another (Silitonga, 2023). This culture functions as a social glue that unites all employees, provides a collective identity, and provides guidance on how to act, communicate, and solve problems in the work environment (P. C. Susanto, Simarmata, et al., 2024).

Indicators found in Organizational Culture include: 1) Innovation: The extent to which the company encourages employees to be creative and try new things; 2) Team Orientation: Focus on collaboration rather than individual competition. This dimension measures whether work activities are organized based on teams or only individual interests; 3) Results Orientation: The extent to which management focuses on the end *results* rather than just the techniques or processes used to achieve those results (Putri et al., 2023).

Organizational Culture variables are relevant to previous studies conducted by: (Wartulas et al., 2022), (A. Susanto, 2023), (Ferine et al., 2021b).

Organizational Commitment

Organizational commitment is the level of loyalty and emotional attachment an employee has to the organization where they work (Marta et al., 2021). This refers to the extent to which an individual identifies with the organization's goals and has a strong desire to remain a member of the organization. Commitment is not just about staying because there is no other

choice, but about a sincere desire to contribute to the success of the company (Budi Raharjo et al., 2023).

The indicators found in Organizational Commitment include: 1) Affective Commitment: Employees' emotional attachment, where they stay because they want to; 2) Continuance Commitment: Economic considerations. Employees stay because they need to (feel financially disadvantaged or lose benefits if they have to leave and find a new job); 3) Normative Commitment: A sense of moral obligation. Employees stay because they feel they must (feel indebted or feel it would be unethical to leave the company at this time) (P. C. Susanto, 2022).

The Organizational Commitment variable is relevant to previous studies conducted by: (Duyen et al., 2023), (Faruque, 2024), (Nugraha et al., 2022).

Work Behavior

Work behavior is a series of actions, responses, and patterns of interaction exhibited by employees while in the work environment. Unlike performance, which focuses on results, work behavior emphasizes how a person acts. This includes everything from compliance with procedures, how to communicate with colleagues, to responses to pressure and change (Kumar et al., 2022).

Indicators of Work Behavior include: 1) Task Proficiency: The technical ability to perform the main tasks in the job description effectively and efficiently; 2) Organizational Citizenship Behavior (OCB): Voluntary behavior beyond the job description, such as helping colleagues without being asked or maintaining harmony in the office environment without expecting anything in return; 3) Personal Discipline: The ability to control oneself from negative behaviors, such as avoiding unnecessary conflicts, not misusing facilities, or not frequently skipping work (Bati & Ekowati, 2024).

Work Behavior variables are relevant to previous studies conducted by: (Rahnjen et al., 2023), (Ridwan et al., 2020), (Hur et al., 2022).

Previous Research

Table 2. Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1.	(Fauziah et al., 2023)	Organizational Culture and Work Environment Variables on Employee Work Ethics at PT. Bumi Mineral Sulawesi	This article has similarities in examining Organizational Culture variables as independent variables and examining Work Ethics variables as dependent variables.	The difference with previous studies is in the research object, which was conducted at PT. Bumi Mineral Sulawesi
2.	(Anik & Arifuddin, 2003)	Organizational Commitment and Work Engagement variables influence Work Ethics	This article has similarities in examining the Organizational Commitment variable as an independent variable and examining the Work Ethics variable as a dependent variable.	The difference lies in the other independent variables studied, including the Work Engagement variable.
3.	(Subianto, 2021)	Work Behavior Variables Influence Employee Work Ethics in the Mineral Processing Sub-Division of the tekMIRA Research and Development Center in Bandung	This article has similarities in examining the Work Behavior variable as an independent variable and examining the Work Ethics variable as a dependent variable.	The research object is the Mineral Processing Sub-Division of the tekMIRA Bandung Research and Development Center
4.	(Suardani et al., 2021)	Individual Characteristics, Competence, and Organizational Culture Variables Affect Employee Performance at PT. Gapura Angkasa Denpasar Branch	This article has similarities in examining the Organizational Culture variable as an independent variable and examining the Employee Performance variable as a dependent variable.	-The difference lies in the other independent variables studied, including Individual Characteristics and Competence variables -The research object is PT. Gapura Angkasa Denpasar Branch
5.	(Situmorang et al., 2023)	The variables of Competence, Organizational Commitment, and Digitalization affect the Employee Performance of the Airport Maintenance Division of PT. Angkasa Pura II Kualanamu International Airport	This article has similarities in examining the Organizational Commitment variable as an independent variable and examining the Employee Performance variable as a dependent variable	-The difference lies in the other independent variables, including the variables of Competence and Digitalization -The research was conducted on the

				Airport Maintenance Division of PT. Angkasa Pura II Kualanamu International Airport
6.	(Timothy et al., 2024)	Work Environment, Workload, and Work Behavior variables affect Employee Performance	This article has similarities in examining the Work Behavior variable as an independent variable and examining the Employee Performance variable as a dependent variable	Differences in other independent variables include the variables of Environment and Workload
7.	(Killok et al., 2025)	Work Ethics and Work Quality Variables on Employee Performance at Injourney Airports El Tari Kupang Airport	This article has similarities in examining the Work Ethics variable as an independent variable and examining the Employee Performance variable as a dependent variable	-Differences in other independent variables include the Work Quality variable -The research was conducted at Injourney Airports El Tari Kupang Airport
8.	(Nurhawani & Supardam, 2024)	The variables of Organizational Culture, Leadership Style, and Leader Professionalism influence Employee Performance through Work Ethics.	This article has similarities in examining the independent variable of Organizational Culture, the dependent variable of Employee Performance, and the intervening variable of Work Ethics	The difference lies in the other independent variables, including Leadership Style and Leader Professionalism
9.	(Pratama et al., 2022)	Organizational Culture and Organizational Commitment Variables Influence Organizational Performance through Work Ethics at PT. PLN (Persero) UPDK Belawan	This article has similarities in examining the independent variable of Organizational Commitment, the dependent variable of Employee Performance, and the intervening variable of Work Ethics	The research object was conducted at PT. PLN (Persero) UPDK Belawan
10.	(Naeem & Rashid, 2023)	The variables of Job Satisfaction and Work Behavior influence Employee Performance through Work Ethics	This article has similarities in examining the independent variable of Work Behavior, the dependent variable of	The difference lies in the other independent variables, including the Job Satisfaction variable

	Employee Performance, and the intervening variable of Work Ethics.

3. RESEARCH METHOD

The approach used in this study is descriptive qualitative with a literature review design. The purpose of this approach is to explore and synthesize previous findings related to factors that influence Employee Performance in Indonesian airlines, which include Organizational Culture, Organizational Commitment, Work Behavior, and Work Ethics. The research data was obtained from secondary sources in the form of international and national academic publications, such as Scopus, Web of Science, Springer, Taylor & Francis, Elsevier, Emerald (Q2–Q4), Sage, Thomson Reuters, DOAJ, EBSCO, Copernicus, Google Scholar, and Sinta 2–5 journals. In addition to articles, additional sources such as digital books and policy documents were also used to enrich the analysis (Boulton, M. J., & Houghton, 2021).

The data collection procedure was carried out through literature searches using *keywords* such as Employee Performance, Work Ethics, Organizational Culture, Organizational Commitment, and Work Behavior. Articles published within the last five years were selected to ensure that the findings studied remained relevant. Selection was carried out by reading the title, abstract, and full text to ensure compliance with the inclusion criteria, while duplicate and irrelevant articles were excluded.

Data analysis was conducted using comparative analysis, which involves comparing and synthesizing findings across studies to identify consistent patterns, differences, and research gaps. The credibility of the results was maintained through data triangulation, by comparing findings from various databases and types of publications and verifying the consistency of the results with frequently referenced literature (Vebrianto et al., 2020).

4. RESULTS AND DISCUSSION

Based on the problem formulation, literature review, and relevant previous studies above, the results and discussion of this study are as follows:

The Influence of Organizational Culture on Employee Work Ethics in Aviation Companies

Based on the literature review and several relevant previous studies, it can be concluded that Organizational Culture influences the Work Ethics of employees in aviation companies in Indonesia.

To achieve and improve employee work ethics in Indonesian airlines, airline management or leaders can implement or pay attention to organizational culture, which includes: 1) Innovation: Implementing a digital reporting system that makes it easy for employees to report potential hazards or procedural errors without fear; 2) Team orientation: Implementing Crew Resource Management (CRM) protocols thoroughly and removing rigid hierarchies in critical situations so that even junior staff dare to provide input if they see irregularities; 3) Results orientation: Setting balanced *Key Performance Indicators* (KPIs). We appreciate crews who land on time, but we give even higher appreciation to crews who choose to delay a flight for technical safety reasons.

If management or leaders of Indonesian airlines can implement these three aspects of Organizational Culture, it will have an impact on Work Ethics, which includes: 1) Integrity: Employees will have the integrity to follow every point on *the Checklist* before flying, even when they are in a hurry. They adhere to standard operating procedures (SOPs) because they understand that procedural innovations are designed to protect them and passengers; 2) Honesty: If a technician accidentally misses a step in the checklist, they will honestly report it to the team so that it can be corrected immediately, rather than covering it up to avoid sanctions; 3) Sense of responsibility: Every individual feels that passenger safety is their responsibility. *Check-in* staff feel responsible for ensuring accurate baggage weight because they know it affects the aircraft's balance.

The results of this study are in line with previous research conducted by (Fauziah et al., 2023), which states that there is an influence between Organizational Culture and Employee Work Ethics in aviation companies in Indonesia.

The Influence of Organizational Commitment on Employee Work Ethics in Aviation Companies

Based on a review of the literature and several relevant previous studies, it can be concluded that Organizational Commitment influences Employee Work Ethics in Indonesian airlines.

To achieve and improve employee work ethics in Indonesian airlines, airline management or leaders can implement or pay attention to organizational commitment, which includes: 1) Affective commitment: Building affective commitment by creating emotional

bonds between employees and the company. This is done through a fair work culture, open communication between leaders and employees, recognition of performance, and humanistic and inspirational leadership; 2) Continuance commitment: Providing a clear career system, competitive compensation, welfare guarantees, and continuous investment in training and certification. The aviation industry requires special expertise and expensive certification; 3) Normative commitment: Built through the internalization of company values, code of ethics, and safety culture. It also instills a sense of moral obligation in employees that working ethically is not only a company requirement but also a professional and social responsibility.

If management or leaders of aviation companies in Indonesia can implement these three aspects of Organizational Commitment, it will have an impact on Work Ethics, which includes: 1) Integrity: Employees demonstrate consistency between values, words, and actions, particularly in implementing safety procedures, complying with aviation regulations, and using authority responsibly; 2) Honesty: Employees are honest in reporting operational conditions, aircraft maintenance, and passenger service, so that potential risks can be detected and addressed early on; 3) Sense of responsibility: Employees have a high awareness of the consequences of their actions, whether in relation to flight safety, coworkers, or the company's image, so that they work in a disciplined and careful manner.

The results of this study are in line with previous studies conducted by (Anik & Arifuddin, 2003), which state that there is an influence between Organizational Commitment and Employee Work Ethics in aviation companies in Indonesia.

The Influence of Work Behavior on Employee Work Ethics in Aviation Companies

Based on a review of the literature and several relevant previous studies, it can be concluded that Work Behavior influences the Work Ethics of employees in Indonesian airlines.

To achieve and improve employee work ethics in Indonesian airlines, airline management or leaders can implement or pay attention to work behavior, which includes: 1) Task proficiency: Implementing *a Continuous Learning Program*, in which every technician, pilot, and cabin crew member is required to undergo periodic simulation training that exceeds the minimum regulatory standards. Then, ensuring that each individual masters *the Standard Operating Procedure* (SOP) until it becomes instinctive, not just memorization; 2) Organizational Citizenship Behavior: Giving awards to *ground handling* staff who are willing to help the cabin crew in emergency situations, or administrative staff who proactively improve the reporting system without being asked. OCB eliminates the sectoral ego that often becomes an obstacle in large airlines; 3) Personal discipline: Implementing a Self-Regulation Monitoring

system and encouraging employees to manage their own time and physical readiness (such as ensuring adequate rest time before flying).

If management or leaders of Indonesian airlines can implement these three Work Behaviors, it will have an impact on Work Ethics, which includes: 1) Integrity: Employees who are skilled at their jobs will not look for shortcuts. They have the integrity to continue to carry out all 50 technical checks even if the plane has to depart immediately, because they understand the technical risks; 2) Honesty: Through the spirit of OCB, a mutually supportive environment is created, rather than one of mutual undermining, which encourages honesty. If there is an error in refueling or baggage placement, employees will report it immediately because they prioritize the safety of the team and passengers over covering up personal mistakes; 3) Sense of responsibility: High personal discipline creates a sense of ownership. They feel fully responsible for the comfort of passengers from *check-in* to baggage claim. This responsibility is the foundation of public trust in our airline.

The results of this study are in line with previous research conducted by (Subianto, 2021), which states that there is an influence between Work Behavior and Work Ethics of employees in aviation companies in Indonesia.

The Influence of Organizational Culture on Employee Performance in Aviation Companies

Based on a review of the literature and several relevant previous studies, it can be concluded that organizational culture influences employee performance in Indonesian airlines.

To achieve and improve employee performance in Indonesian airlines, airline management or leaders can implement or pay attention to organizational culture, which includes: 1) Innovation: Encouraging every technician and cabin crew member to actively provide input on operational efficiency. Innovation here means finding safer and smarter ways of working; 2) Team orientation: Strengthening Crew Resource Management (CRM) and removing hierarchical barriers that hinder communication. At the head office and on the apron, instilling the principle that the failure of one department is the failure of the airline. Cross-functional coordination meetings are held every morning to ensure synchronization between *ground handling*, catering, and flight crew; 3) Results orientation: Setting highly specific and measurable targets. Celebrating the success of teams that achieve fuel efficiency targets without compromising safety protocols in any way.

If management or leaders of airlines in Indonesia can implement these three aspects of organizational culture, it will have an impact on employee performance, including: 1)

Quality: Employees will no longer work mechanically. They will produce precise work quality, like technicians who perform maintenance with accuracy in every detail of their tasks; 2) Quantity: Employees are able to handle a larger volume of work without feeling overwhelmed, because the work system has been optimized; 3) Punctuality: With a strong team orientation, every employee understands that a 5-minute delay in loading baggage will disrupt the entire crew's flight schedule. As a result, a culture of mutual support is created in order to achieve punctuality in departures and arrivals.

The results of this study are in line with previous studies conducted by (Suardani et al., 2021), (Ansar et al., 2025), which state that there is an influence between Organizational Culture and Employee Performance in aviation companies in Indonesia.

The Influence of Organizational Commitment on Employee Performance in Aviation Companies

Based on a review of the literature and several relevant previous studies, it can be concluded that organizational commitment affects employee performance in Indonesian airlines.

To achieve and improve employee performance in Indonesian airlines, airline management or leaders can implement or pay attention to organizational commitment, which includes: 1) Affective commitment: Building affective commitment by creating a conducive, fair, and mutually respectful work environment. Employees are encouraged to feel proud and emotionally attached to the company through open communication, recognition of achievements, and supportive leadership; 2) Continuance commitment: Through the provision of competitive compensation, welfare guarantees, and clear and sustainable career development paths. The aviation industry demands special competencies and certifications that require significant investment from companies; 3) Normative commitment: Employees are given the understanding that working optimally is not only a contractual obligation but also a moral responsibility towards flight safety, coworkers, and the wider community.

If management or leaders of aviation companies in Indonesia can implement these three organizational commitments, it will have an impact on employee performance, including: 1) Quality: Employees are able to produce accurate work that complies with operational standards and aviation regulations, with minimal errors, especially in terms of safety and service; 2) Quantity: Employees demonstrate high productivity, are able to complete their workload according to targets without neglecting quality and operational safety aspects; 3) Punctuality: Employees work in a disciplined and efficient manner, so that they are able to

complete tasks on time, support flight schedule accuracy, and reduce the potential for operational delays.

The results of this study are in line with previous studies conducted by (Situmorang et al., 2023), (Hasiah & Fauziah, 2021) , which state that there is an influence between Organizational Commitment and Employee Performance in aviation companies in Indonesia.

The Influence of Work Behavior on Employee Performance in Aviation Companies

Based on a review of the literature and several relevant previous studies, it can be concluded that work behavior affects employee performance in Indonesian airlines.

To achieve and improve employee performance in Indonesian airlines, airline management or leaders can implement or pay attention to work behavior, which includes: 1) Task proficiency: Implementing the SOP Mastery Program, in which employees (pilots, technicians, and *ground staff*) are not only trained once, but are tested periodically through emergency situation simulations. We ensure that they have technical skills that *are up-to-date* with the latest aircraft technology; 2) Organizational Citizenship Behavior: Building a "One Crew, One Goal" culture and giving special appreciation to flight attendants who help ground staff when there is a passenger backlog or technicians who share their knowledge with juniors without being asked. OCB reduces bureaucratic barriers and speeds up problem solving; 3) Personal discipline: Implementing a Self-Leadership System and instilling the understanding that discipline is not just about being supervised by superiors. This includes time discipline, discipline in the use of personal protective equipment (PPE), and discipline in maintaining physical and mental health before duty.

If management or leaders of Indonesian airlines can implement these three work behaviors, it will have an impact on employee performance, including: 1) Quality: High task proficiency ensures that *safety standards* are met. The result is zero technical incidents and premium cabin service (minimal customer complaints); 2) Quantity: OCB enables teams to work more effectively. When everyone helps each other, heavy workloads (such as during the Eid al-Fitr *peak season* or holidays) can be completed with a higher service volume without causing excessive fatigue; 3) Punctuality: Disciplined employees ensure that every activity, from *cleaning* and *catering* to *boarding*, is completed on time.

The results of this study are in line with previous studies conducted by (Rous, 2024), (Timothy et al., 2024), which state that there is an influence between work behavior and employee performance in Indonesian airlines.

The Influence of Work Ethics on Employee Performance in Aviation Companies

Based on a review of the literature and several relevant previous studies, it can be concluded that work ethics influence employee performance in Indonesian airlines.

To achieve and improve employee performance in Indonesian airlines, airline management or leaders can implement or pay attention to work ethics, which include: 1) Integrity: Implementing "SOP Over Convenience" and providing protection for employees who choose to delay flights if they find technical irregularities, even if it is detrimental to operational costs; 2) Honesty: Building a "Just Culture," where employees are encouraged to honestly report their own mistakes (*human error*) without fear of being fired; 3) Sense of responsibility: Implementing a "Task Ownership Program," where each work unit is given full authority over their area of responsibility. For example, baggage *loading* staff are given full authority to stop the process if they feel that the aircraft's load distribution is unbalanced.

If management or leaders of Indonesian airlines can implement these three work ethics, it will have an impact on employee performance, including: 1) Quality: Integrity ensures that every technical check is carried out with 100% precision. The result is *zero accidents* and consistent cabin service in line with the airline's premium standards; 2) Quantity: Responsibility makes employees work more effectively without the need for constant supervision. They are able to handle more tasks in a single *shift* because every process is done correctly from the start (*Right first time*), thereby minimizing rework; 3) Punctuality: Honesty in reporting obstacles (e.g., catering delays) allows management to make quick decisions for mitigation. This keeps our *On-Time Performance* (OTP) at the highest level.

The results of this study are in line with previous studies conducted by (Hasan, 2022), (Killok et al., 2025), which state that there is an influence between work ethics and employee performance in aviation companies in Indonesia.

The Influence of Organizational Culture on Employee Performance through Employee Work Ethics in Aviation Companies

Based on a review of the literature and several relevant previous studies, it can be concluded that Organizational Culture influences Employee Performance through the Work Ethics of employees of Indonesian airlines.

To achieve and improve employee performance in Indonesian airlines, airline management or leaders can implement or pay attention to organizational culture and work ethics, which include: 1) Innovation: Encouraging a culture of innovation by providing space for employees to convey ideas for process improvement, technology utilization, and service

enhancement; 2) Team orientation: Instilling a team orientation through solid coordination, open communication, and mutual trust between work units, so that each employee understands their role in shared success; 3) Results orientation: Setting clear and measurable performance targets in terms of safety, service, and operational efficiency; 4) Integrity: Employees are expected to act consistently between their values, words, and actions, especially in implementing safety procedures and complying with aviation regulations; 5) Honesty: Emphasizing honesty in every operational report, aircraft maintenance, and interaction with passengers; 6) Sense of responsibility: Building a sense of responsibility through internalization that every employee's action has consequences for flight safety, company reputation, and public trust.

If management or leaders of aviation companies in Indonesia can implement these six aspects of Organizational Culture and Work Ethics, it will have an impact on Employee Performance, which includes: 1) Quality: Employees are able to produce accurate work, in accordance with operational standards and regulations, and minimize errors that could potentially disrupt safety and service; 2) Quantity: Employees demonstrate optimal productivity by completing their workload according to targets without compromising quality and work safety; 3) Punctuality: Employees work in a disciplined and efficient manner, thereby supporting flight schedule accuracy, reducing operational delays, and increasing passenger satisfaction.

The results of this study are in line with previous studies conducted by (Nurhawani & Supardam, 2024), which state that there is an influence between Organizational Culture and Employee Performance through Work Ethics in Indonesian airlines.

The Influence of Organizational Commitment on Employee Performance through Employee Work Ethics in Aviation Companies

Based on a review of the literature and several relevant previous studies, it can be concluded that Organizational Commitment influences Employee Performance through the Work Ethics of employees of Indonesian airlines.

To achieve and improve Employee Performance in Indonesian airlines, airline management or leaders can implement or pay attention to Organizational Commitment and Work Ethics, which include: 1) Affective commitment: Building affective commitment by creating a supportive, fair, and appreciative work environment; 2) Continuance commitment: Strengthening through the provision of a competitive compensation system, welfare guarantees, and clear and sustainable career development paths; 3) Normative commitment:

Instilling internalization of company values, code of ethics, and safety culture; 4) Integrity: Emphasizing in every operational activity, expected consistency between values, words and actions, especially in carrying out standard operating procedures; 5) Honesty: Instilling the value of honesty in technical, operational, and service reporting; 6) Sense of responsibility: Built through the understanding that every employee's action has a direct impact on safety, flight schedules, and the company's image.

If management or leaders of aviation companies in Indonesia can implement these six aspects of Organizational Commitment and Work Ethics, it will have an impact on Employee Performance, which includes: 1) Quality: Employees are able to produce accurate, reliable work that complies with safety standards and aviation regulations, thereby minimizing errors and improving service quality; 2) Quantity: Employees demonstrate optimal productivity by completing their workload in accordance with operational targets without compromising quality and safety; 3) Punctuality: Employees work efficiently and with discipline, supporting flight schedule accuracy, reducing delays, and increasing passenger satisfaction.

The results of this study are in line with previous research conducted by (Pratama et al., 2022), which states that there is an influence between Organizational Commitment and Employee Performance through Work Ethics in Indonesian airlines.

The Influence of Work Behavior on Employee Performance through the Work Ethics of Aviation Companies

Based on a review of the literature and several relevant previous studies, it can be concluded that Work Behavior affects Employee Performance through the Work Ethics of airline employees in Indonesia.

To achieve and improve employee performance in Indonesian airlines, airline management or leaders can implement or pay attention to Work Behavior and Work Ethics, which include: 1) Task proficiency: Ensuring that every employee has high task proficiency through continuous training, certification, safety simulations, and periodic competency evaluations; 2) Organizational Citizenship Behavior: Encouraging OCB behavior by building a culture of mutual assistance, cross-functional awareness, and willingness to contribute beyond formal job descriptions; 3) Personal discipline: Ensuring that every task is carried out on time and according to procedure, thereby reducing the risk of delays and operational disruptions; 4) Integrity: Carrying out safety procedures, technical reporting, and the use of authority responsibly; 5) Honesty: Enabling management to make the right decisions and prevent safety risks; 6) Sense of responsibility: Building an understanding that every

employee's role has a direct impact on flight safety, passenger satisfaction, and the company's reputation.

If management or leaders of Indonesian airlines can implement these six Work Behaviors and Work Ethics, it will have an impact on Employee Performance, which includes: 1) Quality: Employees produce work that is accurate, reliable, and in accordance with safety standards and flight service quality; 2) Quantity: Employees are able to complete their workload in accordance with operational targets with optimal productivity without compromising quality and safety; 3) Punctuality: Employees work in a disciplined and efficient manner, supporting flight schedule accuracy, reducing delays, and increasing passenger satisfaction.

The results of this study are in line with previous research conducted by (Naeem & Rashid, 2023), which states that there is an influence between Work Behavior and Employee Performance through Work Ethics in Indonesian airlines.

Conceptual Framework

Based on the problem formulation, relevant previous research, and the results and discussion of the above research, among others:
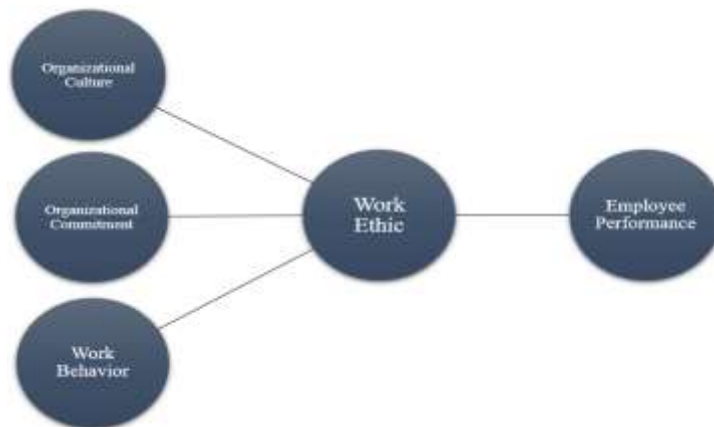
Figure 2. Conceptual Framework

Based on figure 2 above, Organizational Culture, Organizational Commitment, and Work Behavior influence Employee Performance through Employee Work Ethics in Indonesian airlines. In addition to the above independent variables that influence the dependent variable (Employee Performance), there are other variables that influence Employee Performance in the transportation sector, including:

a) Leadership Style: (P. C. Susanto, Agusinta, et al., 2023), (Mahaputra & Saputra, 2021), (Sudiantini & Saputra, 2022).

b) Workload: (Ali et al., 2022), (Soesanto et al., 2023), (Saputra et al., 2023), (Priyono & Tampubolon, 2023).

c) Work Motivation: (Siagian et al., 2023), (P. C. Susanto, Syailendra, et al., 2023), (Pamungkas et al., 2022).

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the research question, results, and discussion above, the conclusion of this study on companies in the aviation sector in Indonesia is:

1) Organizational culture influences the work ethics of airline company employees. A corporate culture that prioritizes innovation and teamwork provides a foundation for employees to work with high integrity and honesty.

2) Organizational commitment influences the work ethics of airline employees. Employee loyalty and emotional attachment to the airline encourage them to carry out their duties with a sense of responsibility and adherence to moral rules.

3) Work behavior influences the work ethics of airline employees. Technical skills and personal discipline demonstrated by employees in their daily work reinforce the internalization of their professional ethical values.

4) Organizational culture influences the performance of airline employees. An organizational environment that focuses on results and cross-functional collaboration directly improves service quality and operational timeliness.

5) Organizational commitment influences the performance of airline employees. Employees who are proud and feel a sense of belonging to the company tend to produce a higher volume of work with a higher level of accuracy.

6) Work behavior influences the performance of airline employees. Voluntary actions to help colleagues (OCB) and mastery of procedures are very effective in completing the airline's heavy workload.

7) Work ethic influences the performance of airline employees. Upholding the principles of integrity and honesty ensures the achievement of absolute safety standards (*zero accidents*) and consistent customer satisfaction.

8) Organizational culture affects employee performance through airline work ethics. Where a culture of innovation creates a transparent system, which then fosters employee integrity, resulting in more precise operational performance.

9) Organizational commitment influences employee performance through airline work ethics. A sense of moral obligation arising from normative commitment encourages employees to work honestly and responsibly, ultimately minimizing operational errors.

10) Work behavior influences employee performance through airline work ethics. Personal discipline at work fosters a strong sense of ownership of tasks, enabling each work unit to achieve optimal productivity targets.

The results of this study imply that airline management needs to strategically strengthen organizational culture, increase employee commitment, and shape professional work behavior by instilling work ethics as a core value in order to maintain and improve employee performance in a sustainable manner, particularly in supporting flight safety and operational reliability.

This study provides a theoretical contribution by enriching human resource management studies through the integration of organizational culture, organizational commitment, and work behavior into a conceptual model mediated by work ethics, as well as a practical contribution by providing a framework that airline management can use in strategic decision-making related to employee performance management.

This study has limitations because it uses a literature review approach and does not involve primary empirical data from airline employees, which limits the study's ability to draw statistical causal conclusions.

Recommendations

Further research is recommended to use quantitative empirical methods, with analysis tools such as SEM SmartPLS, AMOS, and Lisrel. This would involve airline employees as direct respondents and consider other variables such as leadership, workload, and reward systems to enrich the understanding of the factors that influence employee performance.

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