

# Supporting Commitment and Competence to Develop Organizational Citizenship Behavior in the Air Force Logistics

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**Abstract:** This study analyzes the role of commitment, competence, and Organizational Citizenship Behavior (OCB) in the Indonesian Air Force Base Logistics Service. This study uses a qualitative approach with a frequency description method based on SPSS. The research sample consisted of 100 respondents who were active logistics service personnel. The results of the analysis show that commitment, competence, and OCB. The dimension of commitment interacts with and strengthens the dedication of members of the Logistics Service of the Abdul Rahman Saleh Malang Air Force Base. Affective commitment is the basis for emotional involvement, continuous commitment affirms rational considerations, while normative commitment strengthens the moral and ideological dimensions. The synergy of these three aspects is crucial for maintaining sustainability, efficiency, and logistics readiness in a military environment. The competence of Abdul Rahman Saleh Malang Air Force Logistics Service members is an important foundation in supporting the success of military operations and logistics management. OCB forms a framework of excellent behavior that is highly relevant to the characteristics of the Abdul Rahman Saleh Malang Air Force Logistics Service. OCB behavior strengthens team cohesion and productivity, creating a professional, adaptive, and combat-ready military work culture. Logistics performance at the Abdul Rahman Saleh Malang Air Force Logistics Service can be comprehensively measured through five key indicators that reflect delivery reliability, strategic collaboration, budget efficiency, and knowledge integration. This research's contributions consist of theoretical and practical implications, as well as implications for further research, based on the model and discussion in the research on commitment and logistics competence through OCB at the Abdul Rahman Saleh Malang Air Force Logistics Service. This research provides practical implications for military human resource development and logistics management, particularly at the Abdul Rahman Saleh Air Force Base in Malang. The leadership of the logistics unit is advised to strengthen members' commitment through organizational value development, career path provision, and creating a work climate that values loyalty and moral responsibility.

**Keywords:** Commitment, Competence, Organizational Citizenship Behavior, Logistics Performance.

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## INTRODUCTION

Recently, several researchers have identified the relationship between *human resource management* and performance, but the mechanism behind this relationship has not been widely studied (Gardner *et al.*, 2001). This situation has changed, as many studies now discuss performance issues (Jiang *et al.*, 2012), with *human resource management* providing evidence of its relevance to employee performance, explaining the influence of *human resource management* practices on

performance. Chuang & Liao (2010) consider the important elements that influence an organization's performance to be competence and commitment within the organization. Abubakar *et al.*, (2019) consider performance closely related to the job, the results, what must be done, and how to achieve it. In the era of defense modernization and increased military readiness, logistics performance has become the backbone of unit operational success, including in the Indonesian Air Force Logistics Service (Takib *et al.*, 2019). One crucial

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element that influences the quality of logistics personnel performance is organizational commitment. Recent research shows that organizational commitment, particularly affective commitment, can increase personnel loyalty, sense of belonging, and dedication to achieving organizational goals (Putra *et al.*, 2021).

Logistics performance in the military environment, particularly in the Indonesian Air Force Logistics Service, plays a strategic role in supporting the success of the country's primary defense tasks (Sari & Hadi, 2021). A reliable logistics system will ensure the availability of equipment, spare parts, and other operational support in a timely and targeted manner. Delays or inefficiencies in logistics in a military context can directly impact combat readiness and unit resilience. Sari & Hadi (2021) explain that logistics is not only a supporting function but also a determinant of the success of military operations in training and tactical tasks. Studies on logistics performance in the Indonesian Air Force, particularly at the base level, are still limited. Most of the literature focuses more on defense policy or logistics in a general context. Lestari & Nugroho (2020) note that the measurement of HR-based logistics performance in the military has not been widely discussed academically, even though HR is a determining variable for the success of logistics operations. Commitment is crucial in leadership, including for the Head of Logistics (Kadislog). Commitment in these roles can drive the effectiveness and efficiency of organizational operations.

The commitment of Kadislogistik to developing strategies and innovations is significant in improving efficiency and timeliness in every stage of the logistics supply chain (Takib *et al.*, 2019). This is in line with the Minister of Transportation's emphasis on the importance of innovation in the logistics supply chain to face challenges in transportation and logistics. Research on commitment to Kadislog can provide deep insights into how such commitment affects various operational aspects (Novruzov, 2024). Competence in Kadislogistik plays a role in ensuring the effectiveness and efficiency of organizational operations. A competent Kadislogistik can manage the supply chain efficiently, from planning to distribution. This is important considering that logistics involves many stakeholders, and logistics human resources must understand the processes among stakeholders (Rahmawati & Abidin, 2022). Personnel competency is also an important factor in determining the effectiveness of logistics performance. Competencies that include technical knowledge, interpersonal skills, and professional attitudes have been proven to increase productivity and decision-making in the logistics process (Hidayat & Nugroho, 2020).

Competent logistics managers can adapt to technological changes and apply innovations in the logistics process. OCB is a voluntary work behavior that goes beyond formal obligations and has been proven to

strengthen synergy between individuals in an organization. Prasetyo & Arifin (2022) emphasize that OCB can link internal employee aspects and organizational performance, including logistics and public service functions. Sandhika & Sobandi (2018) researched OCB in logistics officers, providing insights into how voluntary behavior and extra employee contributions can be enhanced through effective leadership, ultimately improving overall organizational performance and effectiveness. In military organizations such as the Indonesian Air Force Logistics Service, the influence of personnel commitment and competence on logistics performance is not always direct. Many recent studies show that organizational citizenship behavior (OCB) often strengthens *this relationship* as a mediating variable that bridges individual characteristics with organizational performance outcomes. Based on the background and previous issues, this study aims to examine the influence of commitment and competence on logistics performance through *organizational citizenship behavior* at the Abdul Rahman Saleh Malang Air Force Base Logistics Service. The objectives of this study are as follows: To describe commitment, competence, *organizational citizenship behavior*, and logistics performance at the Abdul Rahman Saleh Malang Air Force Base Logistics Service. The expected benefits of this research, if the research objectives are achieved, are as follows: The results of this study can be used as a source of information and to improve competence, *organizational citizenship behavior*, and logistics performance. The results of this study can be used as input for policymakers in terms of commitment and competence to improve logistics performance through *organizational citizenship behavior*.

## LITERATURE REVIEW

Theoretical Framework: *The grand theory* underlying this research is *organizational behavior theory*, which emphasizes how individual and social factors influence organizational performance (Robbins & Judge, 2017). This theory is used to understand the relationship between commitment, competence, and logistics performance through *organizational citizenship behavior* (OCB). This theory views that individual motivation, values, and beliefs can influence voluntary behavior that supports organizational effectiveness. In this study, OCB acts as an additional behavior that can improve logistics performance even though it is not covered in an individual's official duties (Robbins & Judge, 2017). Schein (2010) defines *organizational behavior theory* as a field of study that examines how individuals and groups act in organizations and how organizations can be structured and managed to improve employee performance and satisfaction. This theory focuses on understanding individual behavior, group dynamics, leadership styles, organizational culture, and communication processes to influence organizational outcomes (Schein, 2010). Robbins & Judge (2017) state that organizational behavior theory also explores how people interact in groups and teams, including dynamics

such as group decision-making, power, conflict, and cooperation. Schein (2010) states that organizational behavior theory is important for improving organizational efficiency, increasing employee motivation, encouraging teamwork, and promoting effective leadership. This theory is widely applied in the business, healthcare, government, and nonprofit sectors to optimize organizational performance and employee well-being.

According to Robbins & Judge (2012, 555), performance is the quality and quantity of results an individual achieves in carrying out their duties based on their responsibilities. Thus, performance (work performance) is the quality and quantity of work an employee achieves in carrying out their duties according to their responsibilities. Robbins & Judge (2012) measure performance using work quality, quantity, timeliness, and effectiveness indicators. Work quality is a specific requirement to produce work that meets the quality expected by the company. Every job has specific quality standards that employees must comply with. Employees will perform well if they do their jobs according to quality standards. Robbins & Judge (2012) state that work quantity refers to the work produced by each individual. Each job has different requirements, so employees are required to work according to their abilities and expertise. Based on these requirements, companies can determine the number of employees needed to perform tasks and the number of units that can be completed. Timeliness in work has a deadline for completion. If the work is not completed within the specified time, it will hinder other work. This can affect the quantity and quality of the work results. Robbins & Judge (2012) state that a specific type of product can only be used until a certain time limit, which requires it to be completed on time, because it affects its use. In this dimension, employees are required to complete their work on time. Work effectiveness is good performance in completing work, which can be assessed by collaborating with colleagues.

Logistics performance results from activities through optimization, cost minimization, and maximizing productivity to meet organizational goals (Chow *et al.*, 1994, p. 55). According to Kirono *et al.*, (2019), logistics performance is measured using five indicators: on-time delivery, knowledge *sharing* with partners, product development cost sharing, collaboration to improve logistics support, and reduction of delivery costs. Cooperating with coworkers can shape performance in terms of specific work activities. Sonnentag & Frese (2002) have stated that performance is a stage of realization that occurs due to individual work.

## METHOD

### Research Variables

This study uses the following variables: exogenous variables are commitment ( $X_1$ ) and

competence ( $X_2$ ). *Organizational citizenship behavior* (OCB) variable ( $Y_1$ ).

### Research Population and Sample

The population is a collection of elements that exhibit specific characteristics that can be used when making conclusions (Sanusi, 2011; Chandrarin, 2017). The population in this study is all members of the logistics service at the Abdul Rahman Saleh Air Force Base in Malang. The criteria were determined based on experience in the field so that commitment and competence could be assessed, and the level of *organizational citizenship behavior* and logistics performance could be measured. Details of the sample in this study are provided in the appendix (attached). The sampling technique used was census *sampling* (saturated sampling), which is a technique for determining the sample because all 151 members of the population were included.

### Research Instruments

A research instrument is a tool used to measure natural or social phenomena (Sanusi, 2011). The research instrument used in this study was a questionnaire.

### Data Analysis Techniques

Descriptive analysis can assess characteristics using *univariate* statistics such as mean, median, mode, standard deviation, variance, etc. Descriptive analysis aims to determine the description or distribution of sample or population data, such as educational background, age, length of service, etc.

## RESULTS AND DISCUSSION

This study explains respondents' perceptions of commitment, competence, *organizational citizenship behavior*, and logistics performance. The discussion is directed at answering the main research question: the influence of commitment and competence on logistics performance through *organizational citizenship behavior*. The study results are explained in sequence according to the research objectives.

### Research Results

The Abdul Rahman Saleh Air Force Base, located in Malang, East Java, is one of the main bases belonging to the Indonesian Air Force. This base plays an important role in supporting the operational readiness of military aircraft, training activities, and humanitarian and defense missions. One of the strategic units at this base is the Logistics Service, which is led by the Head of Logistics (Kadislog). The Logistics Service (Dislog) ensures adequate and timely logistical support for all unit operational activities.

The research focused on the Head of Logistics (Kadislog) and covered logistics planning, distribution, and supervision responsibilities, including warehouse management, spare parts, technical equipment, and inter-

unit coordination. This study also examines logistics performance as measured by indicators such as delivery timeliness, cost efficiency, collaboration between parties, and the effectiveness of logistics resource management. This study highlights the importance of personnel competence, military work culture, and innovative capabilities in supporting a reliable and adaptive logistics system. By understanding the managerial and operational dynamics carried out by Kadislog, this study is expected to contribute theoretically and practically to developing military logistics strategies that are more professional, efficient, and responsive to complex operational challenges. A descriptive analysis of the socio-demographic characteristics of Kadislogistik at the Abdul Rahman Saleh Air Force Base in Malang was conducted on 151 respondents. This included a description of gender, age, and the highest level of education. The study's results show the socio-demographic characteristics of the 151 respondents in the study. Based on gender, most respondents were male, 145 (96%), while only 6 (4%) were female, indicating that the respondents were predominantly male. In terms of age, 45 respondents (30%) were in the 20-30 age range, 46 respondents (30%) were between 30-40 years old, and the remaining 60 respondents (40%) were over 40 years old.

Based on the questionnaire analysis, the data show the descriptive values of each variable as follows: Based on the frequency distribution of respondents' answers regarding the commitment variable, it can be interpreted that the level of respondents' commitment to the organization in general is relatively high. The average overall score for the commitment variable was 4.49, which indicates that the respondents agreed with the commitment to Kadislogistik at the Abdul Rahman Saleh Air Force Base in Malang. This commitment was analyzed through three leading indicators: affective, sustainable, and normative. In the affective indicator, which reflects an individual's emotional attachment to the organization, the average score obtained was 4.55, the highest among the three other indicators. Respondents showed love for the organization with a mean of 4.56 and felt proud to be part of the organization with a mean of 4.54. Most respondents strongly agreed with this statement and were considered to represent the affective aspect of the Logistics Division at the Abdul Rahman Saleh Air Force Base in Malang.

The sustainability indicator, which reflects the desire to remain in the organization due to rational considerations, had an average score of 4.45. The statement "remaining in the organization" obtained a mean of 4.47, while "working for the advancement of the organization" obtained a mean of 4.44. This shows respondents intended to continue their involvement in the organization and contribute to its progress. Most respondents agreed with this statement, which is considered to represent a sustainable commitment to the Logistics Division at the Abdul Rahman Saleh Air Force

Base in Malang. The normative indicator, which reflects a sense of moral obligation to remain in the organization, had an average score of 4.49. Most respondents felt concerned about the organization's future, with a mean score of 4.48, and felt obligated to organizational rules, with a mean score of 4.50. This shows that respondents feel responsible for remaining in the organization. Most respondents agreed with this statement, which represents the norm at the Logistics Division at the Abdul Rahman Saleh Air Force Base in Malang. The average commitment score of 4.49 indicates that respondents have a high level of commitment to the organization. This positive commitment takes the form of moral obligations and rational considerations for remaining in the organization. Overall, this data indicates that respondents have strong organizational commitment, both emotionally, rationally, and morally, as reflected in the high percentage of positive responses and average scores on each indicator. These findings support the hypothesis that employee commitment in the organizational environment at the Abdul Rahman Saleh Air Force Base in Malang is excellent. Based on the frequency distribution of respondents' answers regarding competence, the average competence variable score was 4.43, indicating that the respondents' competence level was in the high category. This value explains that the respondents agreed with the existence of competence at the Logistics Service at the Abdul Rahman Saleh Air Force Base in Malang. Competence was measured through four primary indicators, namely motive, self-concept, knowledge, and expertise.

The motive indicator includes the statement item, namely role in activities, with a mean value of 4.48, and self-image of activities with a mean value of 4.40. Most respondents to this statement agreed with the motive indicator, which shows that respondents have a strong internal drive to carry out their roles and maintain their self-image in the work environment at the Logistics Office at the Abdul Rahman Saleh Air Force Base in Malang. The self-concept indicator includes two statements, namely neat appearance, with a mean of 4.51, while self-esteem has a mean value of 4.54. These high scores reflect that the respondents have a favorable view of themselves, which is reflected in their professional appearance and high self-confidence. Most respondents strongly agreed with this statement and were considered to represent the self-concept of the Logistics Division at the Abdul Rahman Saleh Air Force Base in Malang.

The knowledge indicator also showed positive results, with the statements on learning and experience information each obtaining a mean value of 4.42. This indicates that the respondents have sufficient knowledge from formal learning processes and work experience. This statement indicates that the respondents agree and are considered to represent the knowledge at the Logistics Command at the Abdul Rahman Saleh Air Force Base in Malang. In the skill indicator, the statements "proficient" and "skilled" obtained a mean



score of 4.35. This score is slightly lower than the other indicators, but it is still in the high category and shows that the respondents have adequate technical skills to carry out their duties. This statement indicates that respondents agree and are considered to represent the expertise at the Logistics Division at the Abdul Rahman Saleh Air Force Base in Malang.

The average competency variable score of 4.43 indicates that respondents have a high level of competency. This indicates that respondents have adequate motivation, knowledge, and skills to perform their duties. Overall, this data indicates that the respondents in the study have a good level of competence in terms of motivation, self-understanding, knowledge, and work skills. The high scores on each indicator support the finding that competence is an important factor in supporting individual performance and contribution in an organization, especially in the context of the Abdul Rahman Saleh Air Force Base in Malang. Based on the frequency distribution of respondents' answers regarding *organizational citizenship behavior* (OCB), a grand mean value of 4.37 was obtained, indicating that the organizational citizenship behavior of the respondents was in the high category. This value explains that the respondents agree with *organizational citizenship behavior* at the Logistics Command at the Abdul Rahman Saleh Air Force Base in Malang. OCB in this study was measured through five indicators: altruism, awareness, politeness, kindness, and sportsmanship. These indicators all reflect voluntary behavior outside of basic duties but support the continuity and performance of the organization. Respondents showed a willingness to help colleagues and solve problems voluntarily on the altruism indicator, with mean values of 4.15 and 4.28, respectively. Although the values were slightly lower than other indicators, most respondents agreed and were considered to represent altruism at the Logistics Office at the Abdul Rahman Saleh Air Force Base in Malang. The awareness indicator, which includes statements about arriving early for work, obtained a mean value of 4.11, and the statement about arriving on time obtained a mean value of 4.26, indicating that most respondents have good time discipline.

Compared to other dimensions, awareness had the lowest average score of 4.18, which may be a concern for improving internal discipline. This statement indicates that respondents agreed and can be considered representative of awareness at the Logistics Command at the Abdul Rahman Saleh Air Force Base in Malang. The politeness indicator obtained the highest score with an average of 4.54, where the statement "follows regulations" had the highest mean score of 4.60, and "is friendly" had a mean score of 4.49. This shows that most respondents have excellent work ethics and manners in the work environment. This statement indicates that respondents agree and are considered to represent politeness at the Logistics Office at the Abdul Rahman

Saleh Air Force Base in Malang. On the kindness indicator, the statement "actively participates" received a mean score of 4.38, while "willing to take responsibility" received a higher score of 4.46. This reflects the respondents' willingness to voluntarily participate in organizational activities and take responsibility for their assigned tasks. This statement indicates that respondents agree and are considered to represent kindness at the Logistics Office at the Abdul Rahman Saleh Air Force Base in Malang.

The sportsmanship indicator showed a mean value of 4.52, consisting of a statement of respect of 4.54 and a statement of friendship of 4.50. This shows that the respondents have harmonious working relationships and respect their colleagues positively. This statement indicates that respondents agree and are considered to represent sportsmanship at the Logistics Command at the Abdul Rahman Saleh Air Force Base in Malang. The average value of the *organizational citizenship behavior* (OCB) variable of 4.37 shows that respondents have generally demonstrated high voluntary work behavior outside of their formal duties. This indicates a positive tendency to help colleagues and demonstrate time discipline. Overall, this data shows that the respondents in the study have a high level of *organizational citizenship behavior*. Respondents tend to exhibit voluntary behavior, be responsible, and maintain good relationships with fellow members of the organization, all of which contribute to a positive and productive work climate, especially in a military environment such as the Abdul Rahman Saleh Air Force Base in Malang.

## Discussion

*Organizational behavior theory* emphasizes understanding how individuals and groups behave and how these behaviors affect the organization's overall effectiveness (Robbins & Judge, 2017). In the Air Force Base Logistics Service context, *organizational behavior theory* is the basis for assessing how commitment, competence, and OCB contribute to achieving optimal logistics performance. Through the perspective of *organizational behavior theory*, it can be concluded that organizational behavior in the Logistics Service of the Indonesian Air Force Base is formed through the interaction between commitment, competence, and OCB, which together create a strong foundation for improving the organization's logistics performance. Organizational commitment is important in maintaining military members' integrity, performance, and professionalism, including those in the Indonesian Air Force Logistics Service. This commitment is reflected in three main dimensions: affective, continuance, and normative (Kaur *et al.*, 2018; Meyer & Allen, 1991). Affective commitment reflects the emotional bond of members to the organization. Members with high affective commitment will show loyalty because they feel proud to be part of the unit.

This can be seen from the willingness of logistics service members to voluntarily carry out tasks with high dedication, develop strategic logistics ideas, and create a supportive work atmosphere. Continuance commitment refers to awareness of the consequences of leaving the organization regarding career and finances. Considerations of job stability, benefits, and rank can trigger commitment to the military environment. Logistics service members tend to maintain their positions because they understand the long-term value of a military career and their attachment to complex logistics structures and systems. Normative commitment describes members' moral obligation to remain in the organization due to values, ethics, and responsibility. The values of the Indonesian Air Force are highly relevant to the struggle and dedication to the country. Members feel that remaining in the logistics unit is a form of ethical responsibility to support the operational readiness of the entire air defense system. These three dimensions of commitment interact and strengthen the dedication of Indonesian Air Force Base Logistics Service members. Affective commitment forms the basis of emotional involvement, sustained commitment affirms rational considerations, while normative commitment strengthens the moral and ideological dimensions. The synergy of these three aspects is essential for maintaining sustainability, efficiency, and logistical readiness in the military environment.

Competence is a combination of knowledge, skills, attitudes, and values that directly influence the effectiveness of individual performance in an organization. The members' competence is crucial because they ensure that operational logistics support runs on time, accurately, and efficiently. Spencer & Spencer (2020) identified four leading competence indicators: motive, self-concept, knowledge, and expertise. Motivation reflects a person's drive to act or behave consistently in certain situations. Logistics service members with high motivation will show initiative, dedication, and fighting spirit in carrying out their duties, especially when facing logistical emergencies or military operations that require quick and accurate decisions. Self-concept encompasses an individual's values, attitudes, and self-image in their work role. Indonesian Air Force members with a positive self-concept will feel proud to be part of the logistics unit and internalize military values such as discipline, integrity, and dedication. This will strengthen their commitment to strategic logistics responsibilities. Knowledge refers to the theoretical and practical understanding needed to perform tasks effectively. In a logistics environment, knowledge includes inventory management, military distribution systems, procurement procedures, and logistics information technology (*e-logistics*).

This knowledge is essential to ensure the efficiency and security of operational logistics. Expertise refers to the technical and interpersonal skills used in

performing work. Expertise includes developing distribution plans, managing supply chains, operating logistics equipment, and collaborating in cross-functional teams. The competence of Indonesian Air Force Logistics Service members is an important foundation in supporting the success of military operations and logistics management. With strong motivation, a positive self-concept, in-depth knowledge, and competent skills, members can carry out their duties professionally, adaptively, and responsibly in any situation. OCB is a voluntary behavior by members of an organization who do not directly receive formal rewards but contribute significantly to the organization's effectiveness. In the Indonesian Air Force Logistics Service context, OCB is important in supporting logistics units' efficiency, resilience, and operational readiness. Altruism refers to an individual's willingness to help colleagues without being asked. In a military logistics environment, this is evident when members help colleagues complete distribution or transportation tasks, share information about the latest procedures or electronic logistics systems, and provide technical assistance to new personnel (Organ, 1988).

Awareness refers to compliance with rules and diligence beyond minimum standards. Members with high awareness will: Report logistics needs promptly, maintain inventory data accuracy, and work overtime when there is a surge in military operational needs (Podsakoff *et al.*, 2000). Courtesy means preventing conflicts by maintaining good communication. Inform relevant parties of changes to delivery schedules, provide polite feedback during briefings or evaluations, and avoid giving rude or rushed instructions (Organ, 1988). Good citizenship describes active involvement in organizational life and concern for the unit's progress (Graham, 1991). Sportsmanship is the ability to accept less-than-ideal working conditions without complaining. Sportsmanship members will remain enthusiastic even with limited logistical equipment, focus on finding solutions rather than blaming the system, and be positive in facing sudden task adjustments (Organ, 1988). These five OCB indicators form a framework of excellent behavior that is highly relevant to the characteristics of the Indonesian Air Force Logistics Service. OCB behavior strengthens team cohesion and productivity, creating a professional, adaptive, and combat-ready military work culture.

## CONCLUSION

Based on the analysis of commitment, competence, and *organizational citizenship behavior* in logistics, conclusions can be drawn that answer the research objective: the description of variables. The dimension of commitment interacts with and strengthens the dedication of members of the Logistics Service of the Abdul Rahman Saleh Air Force Base in Malang. Affective commitment forms the basis of emotional involvement, continuous commitment emphasizes rational considerations, while normative commitment

strengthens the moral and ideological dimensions. The synergy of these three aspects is essential to maintain sustainability, efficiency, and logistics readiness in the military environment. The competence of Abdul Rahman Saleh Malang Air Force Logistics Service members is an important foundation in supporting the success of military operations and logistics management. OCB forms a framework of excellent behavior that is highly relevant to the characteristics of the Abdul Rahman Saleh Malang Air Force Logistics Service. OCB behavior strengthens team cohesion and productivity, creating a professional, adaptive, and combat-ready military work culture. Logistics performance at the Abdul Rahman Saleh Malang Air Force Logistics Service can be comprehensively measured through five key indicators that reflect delivery reliability, strategic collaboration, budget efficiency, and knowledge integration.

Based on a conceptual model that examines the influence of commitment and competence through *organizational citizenship behavior*, several important suggestions can be conveyed for further research and practical implementation, particularly in the context of the Abdul Rahman Saleh Malang Air Force Base Logistics Service. Strengthening member commitment to foster OCB. Researchers are advised to develop internal programs that strengthen member commitment, particularly in terms of affective commitment through recognition and appreciation, normative commitment through reinforcing values of struggle and responsibility, and sustainable commitment through incentives and clarity of career paths. The research contribution consists of theoretical implications, practical implications, and implications for further research, based on the model and discussion in the research on commitment and logistics competence through OCB at the Abdul Rahman Saleh Malang Air Force Base Logistics Service. This research provides practical implications for military human resource development and logistics management, particularly at the Abdul Rahman Saleh Air Force Base in Malang. The leadership of the logistics unit is advised to strengthen members' commitment through organizational value development, the provision of career paths, and the creation of a work climate that values loyalty and moral responsibility. Improving technical and non-technical competencies through training, job rotation, and continuous evaluation will strengthen members' confidence and initiative in facing logistical challenges.

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