

ABSTRAK

Mariadi, Carolus I Nyoman (2025). *Peran Organizational Citizenship Behavior Memediasi Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan (Studi Kasus Pada PT Bank Negara Indonesia (Persero) Tbk. Kantor Cabang Kupang)* Tesis, Ilmu Manajemen, Program Pascasarjana, Universitas Pendidikan Ganesha.

Tesis ini sudah disetujui dan diperiksa oleh Pembimbing I: Prof. Putu Indah Rahmawati, SST.Par.,M.Bus.,Ph.D dan Pembimbing II Dr Ni Luh Sayang Telagawathi, S.E., M.Si.

Kata-kata kunci: *Organizational citizenship behavior*, budaya organisasi, komitmen organisasi, kinerja karyawan.

Penelitian ini bertujuan untuk menganalisis pengaruh budaya organisasi dan komitmen organisasi terhadap kinerja karyawan dengan *Organizational Citizenship Behavior* (OCB) sebagai variabel pemediasi pada PT Bank Negara Indonesia (Persero) Tbk Kantor Cabang Kupang. Penelitian ini menggunakan metode kuantitatif dengan pendekatan asosiatif. Sampel ditentukan dengan teknik non-probability sampling terhadap karyawan BNI Cabang Kupang. Pengumpulan data dilakukan melalui penyebaran kuesioner kepada 118 responden. Analisis data menggunakan Partial Least Square (PLS) dengan bantuan perangkat lunak SmartPLS 4.0. Hasil penelitian menunjukkan bahwa: (1) Budaya organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan; (2) Komitmen organisasi tidak berpengaruh signifikan terhadap kinerja karyawan; (3) Budaya organisasi berpengaruh positif dan signifikan terhadap OCB; (4) Komitmen organisasi berpengaruh positif dan signifikan terhadap OCB; (5) OCB berpengaruh positif dan signifikan terhadap kinerja karyawan; (6) OCB memediasi secara parsial pengaruh budaya organisasi terhadap kinerja karyawan; dan (7) OCB memediasi secara penuh pengaruh komitmen organisasi terhadap kinerja karyawan. Sejalan dengan penelitian sebelumnya, hasil ini mempertegas bahwa budaya organisasi merupakan faktor penting dalam meningkatkan OCB karyawan. Secara praktis, temuan penelitian ini memberikan implikasi bagi BNI Cabang Kupang bahwa peningkatan kinerja karyawan dapat dicapai dengan memperkuat budaya organisasi, komitmen organisasi, serta mendorong perilaku OCB secara konsisten.

ABSTRACT

Mariadi, Carolus I Nyoman (2025). "The Mediating Role of Organizational Citizenship Behavior in the Influence of Organizational Culture and Organizational Commitment on Employee Performance (A Case Study at PT Bank Negara Indonesia (Persero) Tbk, Kupang Branch Office)"

Thesis, Management Science, Graduate Program, Ganesha University of Education. This thesis has been approved and reviewed by First Advisor: Prof. Putu Indah Rahmawati, SST.Par.,M.Bus.,Ph.D and Second Dr. Ni Luh Wayan Sayang Telagawathi, S.E., M.Si.,.

Keywords: Organizational citizenship behavior, organizational culture, organizational commitment on employee performance

This study aims to analyze the influence of organizational culture and organizational commitment on employee performance with Organizational Citizenship Behavior (OCB) as a mediating variable at PT Bank Negara Indonesia (Persero) Tbk, Kupang Branch Office. This quantitative research employed an associative approach. The sample was selected using a non-probability sampling technique involving the employees of BNI Kupang Branch. Data were collected through questionnaires distributed to 118 respondents. The data analysis technique used Partial Least Square (PLS) with the assistance of SmartPLS 4.0 software. The results indicate that: (1) Organizational culture has a positive and significant effect on employee performance; (2) Organizational commitment does not significantly affect employee performance; (3) Organizational culture has a positive and significant effect on OCB; (4) Organizational commitment has a positive and significant effect on OCB; (5) OCB has a positive and significant effect on employee performance; (6) OCB partially mediates the influence of organizational culture on employee performance; and (7) OCB fully mediates the influence of organizational commitment on employee performance. Consistent with previous studies, these findings reaffirm that organizational culture plays a crucial role in enhancing employees' OCB. Practically, the results imply that improving employee performance at BNI Kupang Branch can be achieved through strengthening organizational culture, reinforcing organizational commitment, and fostering consistent OCB behaviors.