

ABSTRAK

Wahyuni, Luh Ria (2026), Determinan Kinerja Organisasi yang Dimoderasi Budaya Organisasi Berbasis THK pada Kantor Regional X BKN. Tesis, Ilmu Manajemen, Program Pascasarjana, Universitas Pendidikan Ganesha.

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Kata-kata kunci: budaya organisasi berbasis *Tri Hita Karana*, kinerja organisasi, *leader member exchange*, *organizational citizenship behaviour*.

Penelitian ini mengeksplorasi sinergi antara faktor perilaku, kepemimpinan, dan budaya lokal spesifik dalam mencapai kinerja organisasi publik. Kinerja organisasi sektor publik sangat penting untuk menjamin proses pelayanan yang memadai. Penelitian ini bertujuan untuk menguji pengaruh *organizational citizenship behaviour* dan *leader member exchange* terhadap kinerja organisasi yang dimoderasi budaya organisasi berbasis Tri Hita Karana pada Kantor Regional X BKN. Pendekatan yang digunakan adalah asosiatif kausal kuantitatif dengan teknik pengambilan sampel jenuh yang melibatkan 118 responden. Data dikumpulkan melalui kuesioner yang dibagikan kepada seluruh pegawai selaku responden di lingkungan Kantor Regional X BKN. Analisis data dilakukan dengan *Structural Equation Modeling Partial Least Squares* (SEM-PLS) menggunakan SmartPLS versi 4. Hasil penelitian menunjukkan bahwa secara parsial, *organizational citizenship behaviour* dan *leader member exchange* berpengaruh positif signifikan terhadap kinerja organisasi. Budaya organisasi berbasis Tri Hita Karana tidak mampu memoderasi pengaruh *organizational citizenship behaviour* terhadap kinerja organisasi, sedangkan budaya organisasi berbasis Tri Hita Karana memoderasi atau memperkuat pengaruh positif pengaruh *leader member exchange* terhadap kinerja organisasi.

ABSTRACT

Wahyuni, Luh Ria (2026), Determinants of Organizational Performance Moderated by THK-Based Organizational Culture at Regional Office X of the National Civil Service Agency (BKN). Thesis, Management Science, Postgraduate Program, Ganesha University of Education.

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Keywords: leader-member exchange, organizational citizenship behaviour, organizational performance, Tri Hita Karana-based organizational culture.

This study explores the synergy between behavioral factors, leadership, and specific local cultures in achieving public organizational performance. The performance of public sector organizations is crucial to ensuring adequate service processes. This study aims to examine the effect of organizational citizenship behaviour and leader-member exchange on organizational performance moderated by Tri Hita Karana-based organizational culture at Regional Office X of the National Civil Service Agency (BKN). The approach used was a quantitative causal associative approach with a saturated sampling technique involving 118 respondents. Data were collected through questionnaires distributed to all employees as respondents in the BKN Regional Office X. Data analysis was carried out using Structural Equation Modeling Partial Least Squares (SEM-PLS) using SmartPLS version 4. The results of the study indicate that partially, organizational citizenship behavior and leader member exchange have a significant positive effect on organizational performance. Tri Hita Karana-based organizational culture is unable to moderate the effect of organizational citizenship behavior on organizational performance, while Tri Hita Karana-based organizational culture moderates or strengthens the positive effect of leader member exchange on organizational performance.