

## ABSTRAK

Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh budaya organisasi, motivasi kerja dan komitmen organisasi terhadap kinerja karyawan di PT. PLN (Persero) Rayon Mukomuko dengan *organizational citizenship behavior* sebagai variabel intervening. Metode yang digunakan adalah Analisis *structural Equation Modeling* (SEM) Dengan *Partial Least Square* (PLS). Dengan mengedarkan kuesioner sebanyak 83 responden.

Berdasarkan hasil penelitian menunjukkan bahwa budaya organisasi berpengaruh positif dan signifikan terhadap *organizational citizenship behavior*, maka H<sub>1</sub> pada penelitian ini diterima. Motivasi kerja tidak berpengaruh positif dan signifikan terhadap *organizational citizenship behavior*, maka H<sub>2</sub> pada penelitian ini ditolak. Komitmen organisasi tidak berpengaruh positif dan signifikan terhadap *organizational citizenship behavior*, maka H<sub>3</sub> pada penelitian ini ditolak. Budaya organisasi tidak berpengaruh positif dan tidak signifikan terhadap kinerja karyawan, maka H<sub>4</sub> pada penelitian ini ditolak. Motivasi kerja tidak berpengaruh positif dan signifikan terhadap kinerja karyawan, maka H<sub>5</sub> pada penelitian ini ditolak. Komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan, maka H<sub>6</sub> pada penelitian ini diterima. *Organizational citizenship behavior* berpengaruh positif dan signifikan terhadap kinerja karyawan, maka H<sub>7</sub> pada penelitian ini diterima. Budaya organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan melalui *organizational citizenship behavior*, maka H<sub>8</sub> diterima. Motivasi kerja tidak berpengaruh positif dan signifikan terhadap kinerja karyawan melalui *organizational citizenship behavior*, maka H<sub>9</sub> ditolak. Komitmen organisasi tidak berpengaruh positif dan signifikan terhadap kinerja karyawan melalui *organizational citizenship behavior*, maka H<sub>10</sub> ditolak.

**Kata Kunci : Budaya Organisasi, Motivasi Kerja, Komitmen Organisasi, *Organizational Citizenship Behavior*, Kinerja Karyawan**

## **ABSTRACT**

*This study aims to determine how much influence organizational culture, work motivation and organizational commitment have on employee performance at PT. PLN (Persero) Rayon Mukomuko with organizational citizenship behavior as an intervening variable. The method used is Structural Equation Modeling (SEM) Analysis with Partial Least Square (PLS). By circulating a questionnaire as many as 83 respondents.*

*Based on the research results show that organizational culture has a positive and significant effect on organizational citizenship behavior, then H1 in this study is accepted. Work motivation has no positive and significant effect on organizational citizenship behavior, so H2 in this study was rejected. Organizational commitment has no positive and significant effect on organizational citizenship behavior, so H3 in this study was rejected. Organizational culture has no positive and insignificant effect on employee performance, so H4 in this study is rejected. Work motivation has no positive and significant effect on employee performance, so H5 in this study is rejected. Organizational commitment has a positive and significant effect on employee performance, so H6 in this study is accepted. Organizational citizenship behavior has a positive and significant effect on employee performance, so H7 in this study is accepted. Organizational culture has a positive and significant effect on employee performance through organizational citizenship behavior, then H8 is accepted. Work motivation has no positive and significant effect on employee performance through organizational citizenship behavior, so H9 is rejected. Organizational commitment has no positive and significant effect on employee performance through organizational citizenship behavior, so H10 is rejected.*

**Keywords:** *Organizational Culture, Work Motivation, Organizational Commitment, Organizational Citizenship Behavior, Employee Performance*