

**PENGARUH KOMITMEN ORGANISASI DAN BUDAYA ORGANISASI
TERHADAP KINERJA PEGAWAI MELALUI *ORGANIZATIONAL
CITIZENSHIP BEHAVIOR* SEBAGAI VARIABEL INTERVENING PADA
POLITEKNIK PENERBANGAN MEDAN**

ABSTRAK

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Penelitian ini bertujuan untuk mengetahui apakah Komitmen Organisasi dan Budaya Organisasi berpengaruh terhadap Kinerja melalui *Organizational Citizenship Behavior* sebagai variabel intervening pada pegawai Politeknik Penerbangan Medan. Penelitian dilakukan terhadap pegawai tetap pada Politeknik Penerbangan Medan. Populasi dalam penelitian ini sebanyak 90 orang. Dikarenakan jumlah populasi sedikit, maka teknik pengambilan sampel pada penelitian ini yaitu sampel jenuh dengan jumlah sampel sebanyak 90 orang. Teknik pengumpulan data yang digunakan adalah data primer berupa kuesioner dan data sekunder yang diperoleh melalui studi dokumentasi. Teknik analisis data menggunakan data kuantitatif yang diolah dengan program SPSS versi 25, yaitu uji t, uji sobel dan analisis jalur. Hasil yang didapat dalam penelitian ini menunjukkan 1) terdapat pengaruh positif dan signifikan antara Komitmen Organisasi terhadap *Organizational Citizenship Behavior*, 2) terdapat pengaruh positif dan signifikan antara Budaya Organisasi terhadap *Organizational Citizenship Behavior*, 3) terdapat pengaruh positif dan signifikan antara Komitmen Organisasi terhadap Kinerja, 4) terdapat pengaruh positif dan signifikan antara Budaya Organisasi terhadap Kinerja, 5) terdapat pengaruh positif dan signifikan antara *Organizational Citizenship Behavior* terhadap Kinerja, 6) Terdapat pengaruh antara Komitmen Organisasi terhadap Kinerja melalui *Organizational Citizenship Behavior* sebagai variabel intervening, 7) Terdapat pengaruh antara Budaya Organisasi terhadap Kinerja melalui *Organizational Citizenship Behavior* sebagai variabel intervening.

Kata Kunci: Budaya Organisasi, Kinerja, Komitmen Organisasi, dan *Organizational Citizenship Behavior*.

**THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND
ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE
THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS AN
INTERVENING VARIABLE IN POLITEKNIK PENERBANGAN MEDAN**

ABSTRACT

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This research aims to determine whether Organizational Commitment and Organizational Culture influence Performance through Organizational Citizenship Behavior as an intervening variable in Politeknik Penerbangan Medan employees. The research was conducted on permanent employees at the Politeknik Penerbangan Medan. The population in this study was 90 people. Due to the small population, the sampling technique in this study was a saturated sample with a sample size of 90 people. The data collection technique used is primary data in the form of a questionnaire and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely the t test, Sobel test and path analysis. The results obtained in this research show 1) there is a positive and significant influence between Organizational Commitment on Organizational Citizenship Behavior, 2) there is a positive and significant influence between Organizational Culture on Organizational Citizenship Behavior, 3) there is a positive and significant influence between Organizational Commitment on Performance, 4) there is a positive and significant influence between Organizational Culture on Performance, 5) there is a positive and significant influence between Organizational Citizenship Behavior on Performance, 6) There is an influence between Organizational Commitment on Performance through Organizational Citizenship Behavior as an intervening variable, 7) There is an influence between Culture Organization on Performance through Organizational Citizenship Behavior as an intervening variable.

Keywords: Organizational Citizenship Behavior, Organizational Commitment, Organizational Culture and Performance.