

## ABSTRAK

Persaingan globalisasi yang penuh tantangan mendorong setiap organisasi untuk dapat mengolah sumber daya dengan sebaik mungkin khususnya sumber daya manusia. Sumber daya manusia menjadi salah satu kunci utama penggerak organisasi, pengelolaan sumber daya manusia yang baik mampu meningkatkan keefektifan suatu organisasi. Organisasi dapat maju apabila memiliki karyawan yang mampu memberikan kontribusi kerja yang positif. Maka perlu untuk mengetahui faktor-faktor yang dapat mempengaruhi kinerja karyawan dalam organisasi. Penelitian ini bertujuan untuk menguji pengaruh *Intentional Organizational Citizenship Behavior*, *Intentional Counterproductive Work Behavior*, dan *Ethical Leadership of Supervisor* terhadap *Employee Performance*, serta bagaimana variabel *Ethical Leadership of Supervisor* berperan sebagai moderasi. Penelitian ini dilakukan pada PT. Perkebunan Nusantara X Surabaya unit PG. Kremboong. Sampel yang digunakan adalah karyawan kontrak yang telah bekerja minimal tiga bulan. Metode penelitian yang digunakan adalah metode kuantitatif dan pengolahan data menggunakan SPSS versi 22.0. Pengumpulan data dilakukan dengan penyebaran kuesioner sebanyak 50, lima diantaranya tidak memenuhi syarat sehingga hanya terdapat 45 data yang dapat dipakai. Terdapat lima hipotesis yang diajukan dan hanya tiga hipotesis yang diterima yaitu pengaruh *Intentional Organizational Citizenship Behavior*, *Intentional Counterproductive Work Behavior*, dan *Ethical Leadership of Supervisor* terhadap *Employee Performance* dengan nilai koefisien masing-masing 0.411, -0.510, dan 0.478. Dan dua hipotesis yang ditolak yaitu pengaruh *Ethical Leadership of Supervisor* memperkuat hubungan *Intentional Organizational Citizenship Behavior* terhadap *Employee Performance* sebesar -0.16. Serta pengaruh *Ethical Leadership of Supervisor* memperlemah hubungan *Intentional Counterproductive Work Behavior* terhadap *Employee Performance* sebesar -0.628.

**Kata Kunci:** *Intentional Organizational Citizenship Behavior, Intentional Counterproductive Work Behavior, Ethical Leadership of Supervisor Employee Performance*

## ABSTRACT

The challenging competition of globalization encourages every organization to process all the resources especially in human resources. Human resources become one of the key that drive organization, the good human resource management can improve effectiveness in the organization. Organizations can advance if they have employees who are able to contribute positive work. So, it is necessary to know the factors that can affect the performance of employees in the organization. This study aims to examine the effect of Intentional Organizational Citizenship Behavior, Intentional Counterproductive Work Behavior, and Ethical Leadership of Supervisor to Employee Performance, and how variable Ethical Leadership of Supervisor acts as moderation. This research was conducted at PT. Perkebunan Nusantara X Surabaya PG. Kremboong. This research used contract employees who has worked for at least three months for being the sample. The research used quantitative method and the data collecting using SPSS version 22.0. The data were collected with 50 questionnaires, which were five of them are not eligible, so only 45 data could be used. There are five hypotheses proposed and there are only three accepted hypothesis that is the influence of Intentional Organizational Citizenship Behavior, Intentional Counterproductive Work Behavior and Ethical Leadership of Supervisor to Employee Performance with coefficient value 0.411, 0.510, and 0.478. Two hypothesis rejected by the influence of Ethical Leadership of Supervisor strengthens the relationship between Intentional Organizational Citizenship Behavior to Employee Performance of -0.16. And the influence of Ethical Leadership of Supervisor weaken the relationship between Intentional Counterproductive Work Behavior to Employee Performance of -0.628.

**Keywords: Intentional Organizational Citizenship Behavior, Intentional Counterproductive Work Behavior, Ethical Leadership of Supervisor Employee Performance**