

## ABSTRAK

**Roland Sibuea (02619230035)**

**ANALISIS PENGARUH *LEARNING ORGANIZATION* DAN *PERCEPTIONS OF DIVERSITY MANAGEMENT* TERHADAP *EMPLOYEE PERFORMANCE* DIMEDIASI OLEH *JOB SATISFACTION* DAN *ORGANIZATIONAL COMMITMENT* PADA BUMN XYZ DI KOTAMOBAGU**  
(xiv + 125 halaman; 26 tabel; 12 gambar; 11 lampiran)

Perusahaan sering menghadapi keadaan sulit dimana tidak mampu mencapai ataupun meningkatkan kinerja karyawan. Terjadinya penurunan kinerja karyawan pada Perusahaan BUMN XYZ di Kotamobagu Sulawesi Utara. Penurunan kinerja karyawan akan menghambat tercapainya target perusahaan. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh *learning organization* dan *perceptions of diversity management* terhadap *employee performance* dengan *job satisfaction* dan *organizational commitment* sebagai mediasi. Dalam penelitian ini, metode *cross-sectional* digunakan untuk mendapatkan data kuantitatif dari kuesioner *online*. Kuesioner dimodifikasi berdasarkan pertanyaan yang sudah ada dari literatur sebelumnya. Data dikumpulkan dari semua anggota populasi yang dijadikan sampel sejumlah 94 karyawan pada Perusahaan BUMN XYZ di Kotamobagu Sulawesi Utara yang telah bekerja setidaknya satu tahun dengan menggunakan teknik pengambilan sampel jenuh atau sensus. Data kemudian dianalisis menggunakan perangkat lunak PLS-SEM. Hasil penelitian menunjukkan bahwa terdapat hubungan positif antara *learning organization*, *perceptions of diversity management*, *job satisfaction*, dan *organizational commitment* terhadap *employee performance*, akan tetapi *learning organization* dan *job satisfaction* tidak menunjukkan hubungan yang signifikan, sedangkan *job satisfaction* tidak memediasi hubungan antara *learning organization* dan *perceptions of diversity management*, *organizational commitment* memediasi hubungan *perceptions of diversity management* dengan *employee performance*, tetapi tidak memediasi hubungan *learning organization* dengan *employee performance* pada karyawan Perusahaan BUMN XYZ di Kotamobagu. Hasil penelitian ini dapat menghasilkan implikasi manajerial yang akan membantu Perusahaan BUMN XYZ dalam meningkatkan *employee performance*. Terdapat beberapa keterbatasan pada penelitian ini, dan diikuti dengan rekomendasi untuk penelitian selanjutnya.

**Keywords:** *learning organization, perceptions of diversity management, job satisfaction, organizational commitment, employee performance*

Referensi: 65 (2014-2024)

## **ABSTRACT**

**Roland Sibuea (02619230035)**

***ANALYSIS OF THE INFLUENCE OF LEARNING ORGANIZATION AND PERCEPTIONS OF DIVERSITY MANAGEMENT ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON BUMN XYZ AT KOTAMOBAGU***

*(xiv + 125 pages; 26 tables; 12 figures; 11 appendices)*

*Companies often face challenging situations where they struggle to achieve or improve employee performance. A decline in employee performance has occurred at BUMN XYZ Company in Kotamobagu, North Sulawesi. This decline hinders the company from achieving its targets. The purpose of this study is to examine the influence of learning organization and perceptions of diversity management on employee performance, with job satisfaction and organizational commitment as mediating variables. This study employed a cross-sectional method to collect quantitative data through online questionnaires. The questionnaires were adapted from pre-existing questions in prior literature. Data were gathered from the entire population, totaling 94 employees at BUMN XYZ Company in Kotamobagu, North Sulawesi, who had worked for at least one year, using a saturated or census sampling technique. The data were then analyzed using PLS-SEM software. The results showed a positive relationship between learning organization, perceptions of diversity management, job satisfaction, organizational commitment, and employee performance. However, learning organization and job satisfaction did not exhibit significant relationships, and job satisfaction did not mediate the relationship between learning organization and perceptions of diversity management. Meanwhile, organizational commitment mediated the relationship between perceptions of diversity management and employee performance but did not mediate the relationship between learning organization and employee performance at BUMN XYZ Company in Kotamobagu. These findings provide managerial implications that can help BUMN XYZ Company improve employee performance. The study also highlights several limitations and offers recommendations for future research.*

**Keywords:** *learning organization, perceptions of diversity management, job satisfaction, organizational commitment, employee performance*

**References:** 65 (2014-2024)