

ABSTRAK

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“AKHLAK” *CORPORATE CULTURE*, *PERSON-JOB FIT*, *EMPLOYEE WELLBEING* DAN *AFFECTIVE COMMITMENT* TERHADAP PENGARUH *INCLUSIVE LEADERSHIP* PADA *EMPLOYEE PERFORMANCE* DI BANK XYZ KANTOR CABANG MANADO

(xiii + 196 halaman; 20 tabel; 3 gambar; 6 lampiran)

Penelitian ini mengeksplorasi peran mediasi budaya kerja "AKHLAK," *Person-Job Fit*, *employee well-being*, dan *Affective Commitment* terhadap pengaruh kepemimpinan inklusif (*inclusive leadership*) pada kinerja karyawan di Kantor Cabang Bank XYZ (XYZ) Manado. Dengan pendekatan kuantitatif berbasis paradigma positivisme, penelitian ini melibatkan 80 responden yang dianalisis menggunakan metode Structural Equation Modeling (SEM) dengan pendekatan Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa sebagian besar hipotesis mengenai pengaruh mediasi tidak didukung secara signifikan. *Inclusive leadership* tidak memiliki pengaruh signifikan terhadap *employee well-being*, *Person-Job Fit*, maupun budaya korporasi "AKHLAK." Namun, *Affective Commitment* ditemukan sebagai mediator yang signifikan antara *inclusive leadership* dan kinerja karyawan. Jalur mediasi lainnya, termasuk peran budaya "AKHLAK" melalui *Affective Commitment* terhadap kinerja karyawan, tidak menunjukkan hasil yang signifikan. Penelitian ini mengindikasikan bahwa hubungan langsung antar variabel lebih dominan dibandingkan dengan efek mediasi. Implikasi praktisnya adalah bahwa intervensi tambahan diperlukan untuk memperkuat hubungan antara kepemimpinan inklusif dan kinerja karyawan, termasuk melalui peningkatan kesejahteraan karyawan, lingkungan kerja, serta keseimbangan antara pekerjaan dan kehidupan pribadi. Temuan ini memberikan kontribusi teoretis dan praktis dalam konteks pengelolaan sumber daya manusia di sektor perbankan BUMN di Indonesia.

Kata Kunci : *Inclusive leadership*, Budaya Kerja "AKHLAK," *Person-Job Fit*, *Employee well-being*, *Affective Commitment*, Kinerja Karyawan.

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ABSTRACT

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"MORALS" CORPORATE CULTURE, PERSON-JOB FIT, EMPLOYEE WELLBEING AND AFFECTIVE COMMITMENT TO THE INFLUENCE OF INCLUSIVE LEADERSHIP ON EMPLOYEE PERFORMANCE AT BANK XYZ MANADO BRANCH OFFICE

(xiii + 196 pages; 20 tables; 3 figure; 6 appendices)

This study explores the mediating role of "AKHLAK" corporate culture, Person-Job Fit, employee well-being, and Affective Commitment in the relationship between inclusive leadership and Employee performance at Bank XYZ (XYZ) Manado Branch. Utilizing a quantitative approach based on the positivism paradigm, the study involved 80 respondents analyzed through Structural Equation Modeling (SEM) with the Partial Least Square (PLS) method. The findings reveal that most hypotheses regarding mediation effects were not supported significantly. Inclusive leadership does not significantly influence employee well-being, Person-Job Fit, or the "AKHLAK" corporate culture. However, Affective Commitment was found to be a significant mediator between inclusive leadership and Employee performance. Other mediation pathways, including the role of "AKHLAK" culture through Affective Commitment on Employee performance, showed no significant results. This research indicates that direct relationships among variables are more dominant than mediation effects. Practical implications suggest that additional interventions are required to strengthen the relationship between inclusive leadership and Employee performance, such as improving employee well-being, work environment, and work-life balance. These findings contribute both theoretically and practically to human resource management in the state-owned banking sector in Indonesia.

Keywords: Inclusive leadership, Work Culture "AKHLAK," Person-Job Fit, Employee well-being, Affective Commitment, Employee Performance.

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