

ABSTRAK

Persaingan organisasi yang semakin dinamis menuntut perusahaan dan instansi publik untuk meningkatkan kualitas sumber daya manusia guna mencapai kinerja yang optimal. Kinerja karyawan merupakan faktor penting yang menentukan keberhasilan organisasi, termasuk pada Perum Perhutani KPH Jember. Peningkatan kinerja karyawan dipengaruhi oleh berbagai faktor, di antaranya kepemimpinan transformasional, Organizational Citizenship Behavior (OCB), komunikasi internal, dan persepsi dukungan organisasi. Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional, OCB, komunikasi internal, dan persepsi dukungan organisasi terhadap kinerja karyawan Perum Perhutani KPH Jember. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei melalui penyebaran kuesioner kepada 52 karyawan sebagai responden. Teknik analisis data yang digunakan meliputi uji instrumen, uji asumsi klasik, analisis regresi linear berganda, uji koefisien determinasi (R^2), dan uji t. Hasil penelitian menunjukkan bahwa secara parsial kepemimpinan transformasional, OCB, komunikasi internal, dan persepsi dukungan organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan. Secara simultan, keempat variabel independen juga berpengaruh positif dan signifikan terhadap kinerja karyawan. Variabel persepsi dukungan organisasi merupakan variabel yang memiliki pengaruh paling dominan terhadap kinerja karyawan. Hasil uji koefisien determinasi menunjukkan nilai R Square sebesar 0,581, yang berarti bahwa 58,1% variasi kinerja karyawan dapat dijelaskan oleh kepemimpinan transformasional, OCB, komunikasi internal, dan persepsi dukungan organisasi, sedangkan sisanya sebesar 41,9% dipengaruhi oleh faktor lain di luar model penelitian, seperti motivasi kerja, kepuasan kerja, kompensasi, disiplin kerja, lingkungan kerja, budaya organisasi, komitmen organisasi, kompetensi karyawan, pelatihan dan pengembangan, stres kerja, beban kerja, serta sistem penghargaan (reward). Penelitian ini diharapkan dapat memberikan kontribusi teoritis dalam pengembangan ilmu manajemen sumber daya manusia, khususnya terkait faktor-faktor yang memengaruhi kinerja karyawan, serta menjadi bahan pertimbangan bagi Perum Perhutani KPH Jember dalam meningkatkan kinerja karyawan melalui penguatan kepemimpinan transformasional, peningkatan perilaku OCB, efektivitas komunikasi internal, dan dukungan organisasi yang berkelanjutan.

Kata Kunci: Kepemimpinan transformasional, *organizational citizenship behavior (OCB)*, komunikasi internal, persepsi dukungan organisasi, kinerja karyawan.

ABSTRACT

The increasingly dynamic organizational competition requires companies and public institutions to improve the quality of their human resources in order to achieve optimal performance. Employee performance is a crucial factor that determines organizational success, including at Perum Perhutani KPH Jember. Employee performance is influenced by various factors, including transformational leadership, Organizational Citizenship Behavior (OCB), internal communication, and perceived organizational support. This study aims to analyze the influence of transformational leadership, OCB, internal communication, and perceived organizational support on the employee performance of Perum Perhutani KPH Jember. This study employed a quantitative approach using a survey method by distributing questionnaires to 52 employees as respondents. The data analysis techniques included instrument testing, classical assumption testing, multiple linear regression analysis, the coefficient of determination (R^2) test, and the t-test. The results indicate that, partially, transformational leadership, OCB, internal communication, and perceived organizational support have a positive and significant effect on employee performance. Simultaneously, all four independent variables also have a positive and significant effect on employee performance. Among these variables, perceived organizational support has the most dominant influence on employee performance. The coefficient of determination test yielded an R Square value of 0.581, indicating that 58.1% of the variation in employee performance can be explained by transformational leadership, OCB, internal communication, and perceived organizational support, while the remaining 41.9% is influenced by other factors outside the research model, such as work motivation, job satisfaction, compensation, work discipline, work environment, organizational culture, organizational commitment, employee competence, training and development, job stress, workload, and reward systems. This study is expected to contribute theoretically to the development of human resource management, particularly regarding the factors influencing employee performance. Furthermore, it is expected to serve as a reference for Perum Perhutani KPH Jember in improving employee performance through strengthening transformational leadership, enhancing Organizational Citizenship Behavior (OCB), improving the effectiveness of internal communication, and providing sustainable organizational support

Keywords: *Transformational leadership, organizational citizenship behavior (OCB), internal communication, perceived organizational support, employee performance.*