**ABSTRAK**

Manajemen sumber daya manusia (MSDM) akhir – akhir ini menjadi isu kritis di lembaga atau organisasi publik. Salah satunya Dinas Pendidikan, Pemuda dan Olahraga Kabupaten Brebes yang memiliki fungsi vital terhadap peningkatan Indeks Pembangunan Manusia (IPM) melalui pendidikan, namun tidak mampu mencapai target dan menunjukan inkonsistensi hasil kinerja selama 3 (tiga) tahun terakhir. Oleh karena itu, tujuan utama penelitian ini untuk menganalisis kinerja pegawai melalui konstruk yang dianggap memiliki pengaruh, seperti: kepuasan kerja, *organizational citizenship behaviour* dan iklim organisasi. Penelitian dilakukan menggunakan metode kuantitatif, dimulai dari pengumpulan data menggunakan metode *probability sampling* dengan menerapkan teknik *simple random sampling.* Sebanyak 90 pegawai dijadikan responden melalui penyebaran angket yang dianalisis menggunakan *SmartPLS* dengan model SEM-PLS berdasarkan *grand theory* perilaku organisasi. Hasil studi menunjukan bahwa:1) *organizational citizenship behaviour* tidak berpengaruh terhadap kinerja pegawai, 2) iklim organisasi tidak berpengaruh terhadap kinerja pegawai, 3) *organizational citizenship behaviour* berpengaruh positif terhadap kepuasan kerja, 4) iklim organisasi berpengaruh positif terhadap kepuasan kerja, 5) kepuasan kerja tidak berpengaruh terhadap kinerja pegawai, 6) kepuasan kerja tidak mampu memediasi pengaruh *organizational citizenship behaviour* terhadap kinerja pegawai, 7) kepuasan kerja tidak mampu memediasi pengaruh iklim organisasi terhadap kinerja pegawai. Temuan hasil penelitian menjadi pengembangan teori dan rekomendasi praktis bagi manajemen dalam pengambilan keputusan untuk mengembangkan organisasi di Dinas Pendidikan, Pemuda dan Olahraga Kabupaten Brebes.

**Kata kunci:** manajemen sumber daya manusia (MSDM), *organizational citizenship behaviour,* iklim organisasi, kepuasan kerja, dan kinerja pegawai.

***ABSTRACT***

*Human resource management (HRM) has recently become a critical issue in public institutions or organizations. One of them is the Education, Youth and Sports Office of Brebes Regency, which has a vital function in increasing the Human Development Index (HDI) through education, but has been unable to achieve targets and show inconsistencies in performance results for the last 3 (three) years. Therefore, the main purpose of this study is to analyze employee performance through constructs that are considered to have an influence, such as: job satisfaction, organizational citizenship behavior and organizational climate. The research was conducted using quantitative methods, starting from data collection using probability sampling method by applying simple random sampling technique. A total of 90 employees were used as respondents through distributing questionnaires which were analyzed using SmartPLS with the SEM-PLS model based on the grand theory of organizational behavior. The study results show that: 1) organizational citizenship behavior has no effect on employee performance, 2) organizational climate has no effect on employee performance, 3) organizational citizenship behavior has a positive effect on job satisfaction, 4) organizational climate has a positive effect on job satisfaction, 5) job satisfaction has no effect on employee performance, 6) job satisfaction is not able to mediate the effect of organizational citizenship behavior on employee performance, 7) job satisfaction is not able to mediate the effect of organizational climate on employee performance. The research findings become theory development and practical recommendations for management in making decisions to develop organizations in the Dinas Pendidikan, Pemuda, dan Olahraga Brebes Regency.*

***Keywords:*** *human resource management (HRM), organizational citizenship behaviour, organizational climate, job satisfaction, and employee performance.*