

**MEMBANGUN ORGANIZATIONAL CITIZENSHIP BEHAVIOR
PEGAWAI PADA INDUSTRI RITEL INDONESIA: PERAN
KEPEMIMPINAN TRANSFORMASIONAL, PERCEIVED
ORGANIZATIONAL SUPPORT DIMEDIASI LINGKUNGAN KERJA**

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A B S T R A K

Penelitian ini mengkaji mekanisme pengaruh Kepemimpinan Transformasional (KT) dan Perceived Organizational Support (POS) terhadap Organizational Citizenship Behavior (OCB) karyawan pada industri ritel modern di Kota Depok, Indonesia, dengan Lingkungan Kerja (LK) sebagai variabel mediasi. Sampel sebanyak 272 karyawan ritel dari Alfamart, Indomaret, dan Hypermart diambil menggunakan probability sampling proporsional dan dianalisis dengan SEM-PLS menggunakan SmartPLS 4.0. Hasil penelitian menunjukkan bahwa KT berpengaruh positif signifikan terhadap LK ($\beta = 0,641$; $p < 0,001$) namun tidak berpengaruh langsung terhadap OCB ($\beta = 0,102$; $p = 0,154$), sedangkan POS berpengaruh signifikan terhadap LK ($\beta = 0,314$; $p = 0,001$) dan OCB ($\beta = 0,270$; $p < 0,001$). LK berpengaruh signifikan terhadap OCB ($\beta = 0,568$; $p < 0,001$) serta memediasi secara parsial hubungan $KT \rightarrow OCB$ ($VAF = 76,5\%$) dan $POS \rightarrow OCB$ ($VAF = 39,8\%$). Model struktural menjelaskan 74,2% varians LK dan 79,7% varians OCB dengan relevansi prediktif baik ($Q^2 > 0$). Temuan ini menegaskan peran sentral LK dalam menyalurkan pengaruh kepemimpinan dan dukungan organisasi menjadi perilaku kewargaan organisasi karyawan ritel.

Kata kunci: Kepemimpinan Transformasional; Perceived Organizational Support; Lingkungan Kerja; Organizational Citizenship Behavior; SEM-PLS; Industri Ritel

**BUILDING EMPLOYEE ORGANIZATIONAL CITIZENSHIP
BEHAVIOR IN THE INDONESIAN RETAIL INDUSTRY: THE ROLE
OF TRANSFORMATIONAL LEADERSHIP AND PERCEIVED
ORGANIZATIONAL SUPPORT MEDIATED BY WORK
ENVIRONMENT**

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A B S T R A C T

This study examines the mechanisms by which Transformational Leadership (TL) and Perceived Organizational Support (POS) influence employees' Organizational Citizenship Behavior (OCB) in the modern retail industry in Depok City, Indonesia, with Work Environment (WE) as a mediating variable. A sample of 272 retail employees from Alfamart, Indomaret, and Hypermart was drawn via proportional probability sampling and analyzed using PLS-SEM in SmartPLS 4.0. Results indicate that TL has a significant positive effect on WE ($\beta = 0.641$; $p < 0.001$) but no direct effect on OCB ($\beta = 0.102$; $p = 0.154$), whereas POS significantly predicts both WE ($\beta = 0.314$; $p = 0.001$) and OCB ($\beta = 0.270$; $p < 0.001$). WE significantly affects OCB ($\beta = 0.568$; $p < 0.001$) and partially mediates the effects of TL→OCB (VAF = 76.5%) and POS→OCB (VAF = 39.8%). The structural model explains 74.2% of the variance in WE and 79.7% in OCB, with good predictive relevance ($Q^2 > 0$). These findings underscore the critical role of a conducive work environment in channeling leadership and organizational support into discretionary, citizenship behaviors among retail employees.

Keywords: Transformational Leadership; Perceived Organizational Support; Work Environment; Organizational Citizenship Behavior; SEM-PLS; Retail Industry