

**Pengaruh *Work Environment* Dan *Employee Engagement*
Terhadap *Organizational Citizenship Behavior* Dengan
Organizational Trust Sebagai Variabel Moderasi (Studi Kasus
Pada Kantor Pusat Telkom Property)**

By Rangga Adi Pratama

ABSTRACT

In a highly dynamic organizational environment, employees are expected not only to perform their formal job responsibilities but also to demonstrate extra-role behaviors that support organizational effectiveness, known as Organizational Citizenship Behavior (OCB). However, the emergence of OCB is often influenced by organizational conditions such as the work environment, employee engagement, and the level of trust employees place in their organization. This study aims to examine the effect of work environment and employee engagement on OCB, with organizational trust as a moderating variable, among employees at the Head Office of PT Telkom Property. This research employed a quantitative approach using a survey method. Data were collected from 109 respondents selected through purposive sampling and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS. The findings indicate that work environment and employee engagement have a positive and significant effect on OCB. Furthermore, organizational trust significantly moderates the relationship between work environment and OCB. However, organizational trust does not moderate the effect of employee engagement on OCB. These results highlight the importance of creating a supportive work environment and strengthening employee engagement to foster organizational citizenship behavior.

Keywords: *Work Environment., Employee Engagement, Organizational Citizenship Behavior, Organizational Trust*

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ABSTRAK

Dalam lingkungan organisasi yang semakin dinamis, karyawan tidak hanya dituntut untuk menjalankan tugas formalnya, tetapi juga diharapkan menunjukkan perilaku ekstra yang mendukung efektivitas organisasi atau *Organizational Citizenship Behavior* (OCB). Munculnya perilaku tersebut dipengaruhi oleh berbagai faktor organisasi, seperti lingkungan kerja, keterikatan karyawan, serta tingkat kepercayaan terhadap organisasi. Penelitian ini bertujuan untuk menganalisis pengaruh *work environment* dan *employee engagement* terhadap OCB dengan *organizational trust* sebagai variabel moderasi pada karyawan Kantor Pusat PT Telkom Property. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data diperoleh dari 109 responden yang dipilih menggunakan teknik *purposive sampling* dan dianalisis dengan metode *Partial Least Squares–Structural Equation Modeling* (PLS-SEM) menggunakan SmartPLS. Hasil penelitian menunjukkan bahwa *work environment* dan *employee engagement* berpengaruh positif dan signifikan terhadap OCB. Selain itu, *organizational trust* terbukti mampu memoderasi pengaruh *work environment* terhadap OCB, namun tidak memoderasi pengaruh *employee engagement* terhadap OCB. Temuan ini menegaskan pentingnya lingkungan kerja yang kondusif dan keterikatan karyawan dalam mendorong perilaku kewargaan organisasi.

Kata Kunci: *Work Environment*., *Employee Engagement*, *Organizational Citizenship Behavior*, *Organizational Trust*