

Pengaruh Inklusivitas Lingkungan Kerja terhadap Organizational Citizenship Behavior (OCB) dengan Kepuasan Kerja sebagai Mediator pada karyawan di Perusahaan X = The Impact of Workplace Inclusivity on Organizational Citizenship Behavior (OCB) Mediated by Job Satisfaction among Employees of Company X

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Abstrak

Organizational Citizenship Behavior (OCB) merupakan perilaku sukarela karyawan yang melampaui tuntutan formal pekerjaan dan berperan penting dalam membangun lingkungan kerja yang suportif. Dalam konteks kesejahteraan pekerja, Organizational Citizenship Behavior (OCB) menjadi indikator adanya hubungan kerja yang harmonis, saling menghargai, dan rasa memiliki terhadap organisasi. Penelitian ini dilatarbelakangi oleh pentingnya menciptakan lingkungan kerja yang tidak hanya produktif, tetapi juga menjamin kesejahteraan sosial karyawan melalui praktik inklusif dan adil. Penelitian ini bertujuan untuk menganalisis pengaruh inklusivitas lingkungan kerja terhadap Organizational Citizenship Behavior (OCB), dengan kepuasan kerja sebagai variabel mediasi. Penelitian dilakukan dari Januari hingga Juni 2025. Pendekatan yang digunakan adalah kuantitatif dengan teknik Partial Least Squares Structural Equation Modeling (PLS-SEM), berdasarkan data survei terhadap 155 karyawan tetap di Perusahaan X. Teknik pengambilan sampel menggunakan convenience sampling. Hasil analisis menunjukkan bahwa inklusivitas lingkungan kerja berpengaruh signifikan terhadap kepuasan kerja (path coefficient = 0,856; $p < 0,05$), yang menandakan bahwa semakin inklusif suatu lingkungan kerja, semakin tinggi tingkat kepuasan karyawan. Kepuasan kerja juga berpengaruh signifikan terhadap Organizational Citizenship Behavior (OCB) (path coefficient = 0,568; $p < 0,05$), memperkuat peran kesejahteraan psikososial sebagai pendorong perilaku sukarela karyawan. Sebaliknya, pengaruh langsung inklusivitas terhadap Organizational Citizenship Behavior (OCB) tidak signifikan ($p = 0,084$), namun pengaruh tidak langsung melalui kepuasan kerja sangat signifikan ($p < 0,001$), dengan nilai Variance Accounted For (VAF) sebesar 49,9%. Hal ini menunjukkan bahwa kepuasan kerja memediasi secara substansial hubungan antara inklusivitas dan Organizational Citizenship Behavior (OCB). Temuan ini menggarisbawahi bahwa menciptakan lingkungan kerja yang inklusif tidak hanya berdampak pada persepsi keadilan dan keterlibatan, tetapi juga menjadi landasan bagi kesejahteraan sosial. Organizational Citizenship Behavior (OCB), dalam hal ini, bukan sekadar kontribusi tambahan, tetapi refleksi dari kondisi kerja yang sehat dan bermakna secara relasional.

.....Organizational Citizenship Behavior (OCB) refers to employees' voluntary behavior that goes beyond formal job requirements and plays a crucial role in creating a supportive and socially healthy work environment. In the context of employee well-being, Organizational Citizenship Behavior (OCB) serves as an indicator of a harmonious working relationship, mutual respect, and a sense of belonging to the organization. This study is motivated by the importance of building a workplace that is not only productive but also ensures employees' social well-being through inclusive and fair practices. The purpose of this study is to analyze the influence of workplace inclusivity on Organizational Citizenship Behavior (OCB), with job satisfaction as a mediating variable. The research was conducted from January to June 2025 using a quantitative approach and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM),

based on survey data from 155 permanent employees at Company X. The sampling technique used was convenience sampling. The results show that workplace inclusivity has a significant positive effect on job satisfaction (path coefficient = 0.856; $p < 0.05$), indicating that the more inclusive a work environment is, the higher employees' job satisfaction tends to be. Job satisfaction also significantly influences Organizational Citizenship Behavior (OCB) (path coefficient = 0.568; $p < 0.05$), reinforcing the role of psychosocial well-being in driving voluntary employee behavior. Conversely, the direct effect of workplace inclusivity on Organizational Citizenship Behavior (OCB) is not significant ($p = 0.084$), but the indirect effect through job satisfaction is highly significant ($p < 0.001$), with a Variance Accounted For (VAF) value of 49.9%. This suggests that job satisfaction substantially mediates the relationship between workplace inclusivity and Organizational Citizenship Behavior (OCB). These findings emphasize that creating an inclusive work environment not only impacts perceptions of fairness and engagement but also serves as a foundation for social well-being that encourages employees to behave prosocially. In this context, Organizational Citizenship Behavior (OCB) is not merely an extra-role contribution, but a reflection of a healthy and meaningful relational work condition.