

**THE ROLE OF EMPLOYEE WORK ENGAGEMENT AS INTERVENING  
VARIABLE ON THE INFLUENCE OF INCLUSIVE LEADERSHIP AND  
REWARD SYSTEM TOWARDS ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR (OCB) IN PT.WAHANAPATRA  
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**ABSTRACT**

This research was conducted with the aim of knowing the role of Employee Work Engagement (Z) as an intervening variable on the influence of Inclusive Leadership (X1) and Reward Systems (X2) towards Organizational Citizenship Behavior (Y) at PT Wahanapatra. The populations used in this study were all employees from all divisions at PT Wahanapatra in Pontianak which has a total of 125 employees. The sampling technique used in this study is the saturated sampling technique (census) in which all populations becomes the sample for the research. Data collection uses interviews to find out in-depth information about the phenomena that occur at PT Wahanapatra and through questionnaires that was distributed to all respondents who are the sample in this research. The data analysis in this research is processed by using Smartpls 3.2.9 software. This study uses the Structural Equation Modeling Partial Least Square (SEMPLS) analysis method. The analysis includes Discriminant Validity (Cross Loading), Convergent Validity (Loading Factor and AVE), and Reliability Test (Cronbach's Alpha and Composite Reliability). The results showed that the variable of Inclusive Leadership had a positive effect and significant result on Employee Work Engagement, the Reward System had a positive effect and significant result on Employee Work Engagement, Inclusive Leadership had a positive effect and significant result on Organizational Citizenship Behavior (OCB), the Reward System had a positive effect and significant result on Organizational Citizenship Behavior (OCB), and Employee Work Engagement had a positive effect and significant result on Organizational Citizenship Behavior (OCB). In addition, the role of Employee Work Engagement as an intervening variable on the influence of Inclusive Leadership and Reward System towards Organizational Citizenship Behavior (OCB) shows a positive effect and significant result.

**Keywords:** Inclusive Leadership, Reward System, Employee Work Engagement, Organizational Citizenship Behavior (OCB)

**PERAN KETERLIBATAN KERJA KARYAWAN SEBAGAI VARIABEL  
INTERVENING TERHADAP PENGARUH KEPEMIMPINAN INKLUSIF  
DAN SISTEM PENGHARGAAN PADA ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR (OCB) DI PT.WAHANAPATRA  
WILA SYOLA GRECIA  
MANAJEMEN**

**ABSTRAK**

Penelitian ini dilakukan dengan tujuan untuk mengetahui peran keterlibatan kerja karyawan (Z) sebagai variabel intervening terhadap pengaruh kepemimpinan inklusif (X1) dan sistem penghargaan (X2) terhadap Organizational Citizenship Behavior (Y) di PT Wahanapatra. Populasi yang digunakan dalam penelitian ini adalah seluruh karyawan dari semua divisi yang ada di PT Wahanapatra di Pontianak yang memiliki total 125 karyawan. Teknik pengambilan sampel yang digunakan dalam penelitian ini adalah teknik sampling jenuh (sensus) yang dimana semua populasi menjadi sampel dalam penelitian. Pengumpulan data menggunakan wawancara guna untuk mengetahui informasi mendalam mengenai fenomena yang terjadi di PT Wahanapatra dan melalui kuisioner yang didistribusikan ke seluruh responden yang menjadi sampel dalam penelitian ini. Pengolahan analisis data yang digunakan dalam penelitian ini adalah menggunakan software Smartpls 3.2.9. Penelitian ini menggunakan metode analisis *Structural Equation Modelling Partial Least Square* (SEMPLS). Analisis meliputi uji validitas diskriminan (*Cross Loading*), uji konvergen (*Loading Factor* dan *AVE*), dan uji reliabilitas (*Cronbach Alpha* dan *Composite Reliability*). Hasil penelitian menunjukkan bahwa variabel Kepemimpinan Inklusif berpengaruh positif dan signifikan terhadap Keterlibatan Kerja Karyawan, Sistem penghargaan berpengaruh positif dan signifikan terhadap Keterlibatan Kerja Karyawan, Kepemimpinan Inklusif berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior (OCB), Sistem Penghargaan berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior, dan Keterlibatan Kerja Karyawan berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior (OCB). Selain itu, peran Keterlibatan Kerja Karyawan sebagai variabel intervening dalam pengaruh Kepemimpinan Inklusif dan Sistem Penghargaan terhadap Organizational Citizenship Behavior (OCB) menghasilkan pengaruh yang positif dan signifikan.

**Kata Kunci:** Kepemimpinan Inklusif, Keterlibatan Kerja Karyawan, Sistem Penghargaan, Organizational Citizenship Behavior (OCB)