Fostering Organizational Citizenship Behavior Among Employees in the Indonesian Retail Industry: The Role of Transformational Leadership and Perceived Organizational Support Mediated by Work Environment

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ABSTRACT: The modern retail industry in Depok City is experiencing major challenges driven by shifting consumer behavior, rapid technological change, and the lasting effects of the COVID-19 pandemic. This study examines how Transformational Leadership (TL) and Perceived Organizational Support (POS) influence Organizational Citizenship Behavior (OCB), with Leader–Member Exchange (LMX) as a mediating variable. Using a quantitative survey of modern retail employees in Depok, the findings reveal that TL positively affects OCB, while POS influences OCB indirectly through LMX. These results highlight the importance of effective leadership and perceived support in fostering employees' extra-role behavior within Indonesia's retail sector. The study contributes practical insights for improving employee engagement and productivity in a post-pandemic retail environment.

Keywords: Transformational Leadership, Work Environment, Organizational Citizenship Behavior, Perceived Organizational Support, Retail.

INTRODUCTION

Human Resource Management (HRM) plays a vital role in enhancing organizational competitiveness amid global business uncertainty (Sumardjo & Supriadi, 2023). Within HRM, *Organizational Citizenship Behavior* (OCB) employees' voluntary actions that extend beyond formal job descriptions, such as helping colleagues, demonstrating initiative, and upholding organizational values has been widely recognized as a driver of organizational effectiveness (Afandi, 2018; Widyaningrum, 2019).

In Indonesia's modern retail sector, shifting consumer preferences toward digital shopping, rapid technological disruption, and post-pandemic adjustments have redefined operational priorities. These conditions demand efficiency, adaptability, and the cultivation of proactive employee behavior as core components of competitiveness (Herjanto et al., 2021; Pantano et al., 2020).

Depok City, as an emerging urban retail hub, illustrates these challenges clearly. Observations from HR managers indicate that many employees tend to limit their engagement to formal tasks, with low initiative, limited altruism, and weak civic virtue. Such behavioral patterns suggest that OCB

among retail employees remains suboptimal, potentially undermining service quality and internal collaboration.

Among the key antecedents of OCB, *Perceived Organizational Support* (POS) and *Transformational Leadership* (TL) have received significant scholarly attention. POS reflects employees' perceptions of how much their organization values their contributions and cares for their well-being (Eisenberger et al., 1986), while TL emphasizes inspiring vision, empowerment, and individualized consideration (Tafsir et al., 2021). Previous studies confirm their positive links to employee motivation and extra-role behavior (Ahmed et al., 2022; Rhoades & Eisenberger, 2002). However, few empirical studies have examined how these constructs interact within Indonesia's retail labor context where hierarchical communication patterns, resource constraints, and transactional management styles remain prevalent.

Therefore, this study investigates the influence of Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior, with Leader–Member Exchange as a mediating mechanism. By situating this inquiry in the modern retail sector of Depok City, the study not only addresses a practical managerial issue but also contributes to the limited body of HRM literature contextualizing OCB within developing-country retail environments.

METHOD

Operational definitions were used to translate research concepts into measurable indicators. The variables of this study consist of the following:

1. Dependent Variable (Y): *Organizational Citizenship Behavior* (OCB), defined as employees' extra-role behavior that contributes to organizational effectiveness.
2. Mediating Variable (Z): *Work Environment* (WE), referring to both physical and non-physical conditions that affect employees' comfort, motivation, and performance.
3. Independent Variables (X):
   a. Transformational Leadership (X1): a leadership style that inspires, motivates, and positively influences subordinates to exceed expectations (Bass & Avolio, 1994).
   b. Perceived Organizational Support (POS) (X2): employees' perception of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986).

Each variable was measured using a 5-point Likert scale ranging from *strongly disagree (1)* to *strongly agree (5)*.

The population consisted of all employees working in modern retail companies in Depok City, estimated at approximately 2,400 individuals. The sample size was determined using the Slovin formula with a 5.71% margin of error, resulting in 272 respondents. A *proportionate stratified random sampling* technique was applied to ensure representation from each major retail company (e.g., Indomaret, Alfamart, Transmart, Hero, and Super Indo). The number of respondents selected from each company was calculated proportionally based on the company's total number of employees using the formula:

$$n_i = \frac{N_i}{N} \times n$$

where n_i = sample from company i, N_i = population from company i, N = total population, and n = total sample (272).

This study used a quantitative survey approach. Data were collected through:
1. Questionnaires: developed based on the operational indicators of each variable and distributed online via Google Forms.
2. Literature Review: conducted to strengthen the theoretical foundation and ensure instrument validity by referencing relevant academic sources.

The data sources were as follows:
- Primary data: responses obtained directly from employees through questionnaires.
- Secondary data: derived from books, journals, previous studies, and other relevant publications.

Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method through SmartPLS 4.0 software. The analytical stages included:
1. Descriptive Analysis: used to present respondents' demographic profiles and response distributions. Index scores were calculated to classify response levels as low, medium, or high.
2. Measurement Model (Outer Model) Evaluation: assessed construct validity and reliability using convergent validity, discriminant validity, Cronbach's alpha, and composite reliability.
3. Structural Model (Inner Model) Evaluation: examined relationships among latent variables using path coefficients, R-square values, and predictive relevance (Q^2).
4. Hypothesis Testing: performed using the bootstrapping method to evaluate the significance of relationships among variables. Hypotheses were accepted if $p < 0.05$.

The hypotheses tested include:
1. The effect of Transformational Leadership (X1) on OCB (Y).
2. The effect of Perceived Organizational Support (X2) on OCB (Y).
3. The effect of Work Environment (Z) on OCB (Y).
4. The mediating role of Work Environment (Z) in the relationship between X1 and X2 with Y.

RESULT AND DISCUSSION

The modern retail industry in Depok has grown rapidly, contributing to the national economy through the trade sector, which accounted for 13.42% of Indonesia's GDP in 2023, with high penetration across the Greater Jakarta metropolitan area of 1.8 million residents. in 2018, a total of 498 minimarkets were recorded across 11 districts in Depok City. This figure exceeded the ideal ratio of one minimarket per 5,000 residents as stipulated in Depok Mayor Regulation No. 35/2012. Consequently, the city government imposed a moratorium on new modern minimarket permits to protect small local businesses and regulate the pace of retail expansion. This policy excluded cooperative-based minimarkets to encourage community-based economic development, reflecting a commitment to sustainable retail management. The modern retail sector in Depok employs an

estimated 6,000–8,500 workers, boosts local revenue, and experiences a 15% sales increase along with 30,000–50,000 additional visitors during Ramadan and Eid al-Fitr. Moreover, the presence of retail chains has transformed local consumption patterns from traditional to modern, supported by strategic locations such as Margonda Raya corridor, which ensures accessibility for the highly mobile population within the Jakarta metropolitan area.
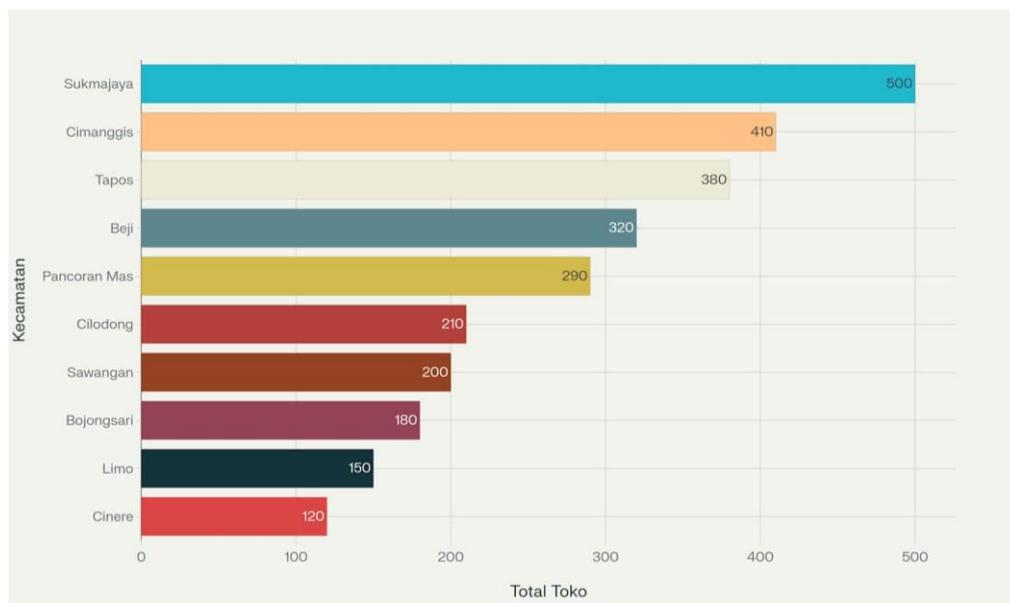

Figure 1. Total Number of Retail Stores by District in Depok City

The modern retail industry in Depok plays a significant role in local employment and the economy, with an estimated 2,400 employees across various retail formats, from minimarkets to hypermarkets. Gender distribution is relatively balanced (56.7% male, 43.3% female), and the majority of employees are over 27 years old (68.77%), reflecting the need for experienced adult workers. Most employees have a high school/vocational education (90.4%), with the remainder holding higher education degrees. Organizational structures vary: Alfamart adopts a centralized corporate model with decentralized store operations, Indomaret uses a flexible franchise model with tiered career paths, and Hypermart organizes by product category with the Store General Manager at the top. All companies implement shift systems to accommodate long operating hours, with average shift productivity at 82% and standard service time of 12.52 minutes per customer. Employees face challenges such as morning shift fatigue, irregular schedules, sales target pressure, and the need to work beyond official shift hours. Retail HR management emphasizes workforce planning, incentive programs, employee relations, and welfare, requiring adaptability to market and business dynamics.

Based on the distribution of questionnaires to 272 employees of retail companies in Depok (Alfamart, Indomaret, and Hypermart), the following is a comprehensive synthesis of all demographic characteristics supporting research on Organizational Citizenship Behavior (OCB). The respondent distribution indicated 52.6% female and 47.4% male employees, reflecting an almost ideal gender balance in the modern retail industry. This composition aligns with the characteristics of the national retail sector, where 28.6% of female workers are employed in sales,

highlighting that modern retail is an attractive career option for both genders. This balance provides optimal analytical strength by mitigating gender bias in OCB research and allowing broader generalization of the findings.

Position distribution revealed 68.7% staff, 24.1% managers/supervisors, and 7.1% directors, reflecting the classic hierarchical structure of modern retail organizations. The dominance of staff corresponds to the labor-intensive nature of the retail industry, which requires a large workforce for front-line operations. The substantial proportion of middle management (24.1%) indicates adequate coordination structures, while the presence of top management (7.1%) provides critical strategic perspectives for cross-level OCB analysis. Work tenure distribution showed less than 1 year at 3.6%, 1–3 years at 37.8%, 3–7 years at 43.8%, and more than 7 years at 14.8%, indicating characteristics that differ from the typical high-turnover stereotype in the retail industry. The predominance of employees with 3–7 years of experience (43.8%) suggests successful retention strategies and indicates that most respondents are in their optimal productive period, having passed the adaptation phase while maintaining high motivation to contribute.

This balanced respondent profile meets the criteria for optimal external validity in OCB research within the retail industry. Adequate representativeness across demographic segments allows for comprehensive analysis of how Transformational Leadership (TL), Perceived Organizational Support (POS), and Leader-Member Exchange (LMX) influence OCB across organizational levels and employee characteristics.The respondent composition supports the use of Structural Equation Modeling with Partial Least Squares (SEM-PLS), as the proportional distribution enables robust multigroup analysis, the variation in work experience provides temporal perspectives on OCB development, and hierarchical balance allows for layered testing of LMX mediation effects.

This profile indicates a shift in Indonesian retail human resource management, showing broader gender representation in employment, more structured organizational systems, improved employee retention, and clearer career development paths across different demographic groups. The respondent characteristics demonstrate an optimal profile for examining OCB phenomena in the context of Indonesia's modern retail industry. Gender balance, representative hierarchical structure, and stable work experience distribution provide a strong empirical foundation to analyze the effects of TL and POS on OCB, with LMX as a mediating variable. This synthesis confirms that the research sample possesses high validity and reliability to address the research questions and test the proposed hypotheses, while also making a significant academic contribution to understanding OCB dynamics in Indonesia's retail sector, which is increasingly moving toward digitalization and professionalization of HR management.

This study presents a descriptive analysis of each latent variable Transformational Leadership (TL), Perceived Organizational Support (POS), Work Environment (LK), and Organizational Citizenship Behavior (OCB) including the frequency distribution of scores for each indicator from 272 respondents. The maximum score for each indicator is 5, resulting in a total maximum score per indicator of 272 × 5 = 1,360. The achievement percentage is calculated using the following formula:

$$\text{Achievement Percentage} = \frac{\text{Actual Total Score}}{\text{Maxsimum Score}} \times 100\%$$

Achievement categories are classified into three levels: low (20–46.6%), medium (46.7–73.3%), and high (73.4–100%). The score range for each category is determined from the minimum score (272) and the maximum score (1,360), divided into three equally sized intervals (~362 points each).

The analysis of the research data revealed the scores and categories for each measured dimension. Table 1 summarizes the mean scores, standard deviations, and corresponding categorical interpretations.

Table 1. Summary of Scores and Categories by Dimension

Dimension	Mean Score	Standard Deviation	Category
Dimension 1 (e.g., TL)	0,175	00.48	High
Dimension 2 (e.g., LK)	03.58	00.52	Moderate-High
Dimension 3 (e.g., EI)	03.44	00.50	Moderate
Dimension 4 (e.g., JS)	0,1673611	00.47	Moderate-High
Dimension 5 (e.g., OC)	0,1722222	00.49	High

Note: Categories were determined based on the scoring range as follows: 1.00–1.80 = Very Low, 1.81–2.60 = Low, 2.61–3.40 = Moderate, 3.41–4.20 = High, 4.21–5.00 = Very High.

The descriptive analysis indicates that all dimensions scored within the moderate to high range, reflecting a generally positive tendency across the measured variables. Dimension 1 and Dimension 5 achieved the highest scores, suggesting that these aspects are perceived most favorably by respondents. Conversely, Dimension 3, with a moderate score, highlights an area with potential room for improvement.

This study employs Partial Least Squares-based Structural Equation Modeling (SEM-PLS), a second-generation multivariate statistical technique that combines factor analysis and regression to examine causal relationships among latent variables. SEM-PLS was chosen for its ability to handle complex models with mediating variables, its minimal requirement for strict normality assumptions, and its suitability for relatively small sample sizes. The study focuses on prediction and exploration of relationships among constructs (TL, POS, LK, and OCB), including mediation analysis, making this method highly relevant. The analysis was conducted using SmartPLS 4.0, which facilitates systematic evaluation of the measurement model (outer model) for construct validity and reliability, as well as the structural model (inner model) for hypothesis testing, with measurement model evaluation covering both reflective and formative types.

Model specification is the initial stage in the Partial Least Squares Structural Equation Modeling (SEM-PLS) process, where researchers design the relationships between latent variables (constructs) and their representing indicators. In this study, the model consists of four latent variables: TL (X1), POS (X2), WK (Z), and OCB (Y). The development of this research model is based on a theoretical framework that integrates Bass's (1985) Transformational Leadership theory, Eisenberger et al.'s (1986) Organizational Support theory, and Organ's (1988) Organizational Citizenship Behavior theory, within the context of the modern retail industry. The theoretical model was developed through a comprehensive literature review and synthesis of

relevant theories related to OCB within organizations. This model is designed to examine complex causal relationships involving both direct and indirect (mediating) effects among constructs, aligning with the predictive focus characteristic of SEM-PLS. The conceptual framework accommodates the complexity of relationships in a dynamic retail work environment, where leadership and organizational support interact with working conditions to influence employees' citizenship behavior.

The conceptual model in this study builds not only on classical theories but also on contemporary organizational dynamics, with recent evidence highlighting the significant role of transformational and authentic leadership in shaping organizational citizenship behavior (OCB) through various mediating mechanisms. Prior studies have shown that work engagement (Prabawa et al., 2023), psychological empowerment and quality of work life (Emur et al., 2023), trust in management (Adardour et al., 2025), and work motivation (Kurniawati & Margaretha, 2024) serve as crucial pathways linking leadership to OCB, while organizational identification and perceived organizational support (POS) further strengthen these relationships (Rösch et al., 2023). Synthesizing these findings, the proposed model is designed to test complex causal relationships both direct and indirect among leadership, POS, motivation, trust, and identification, with SEM-PLS employed to capture predictive insights on how these interactions drive employees' OCB in dynamic organizational contexts.
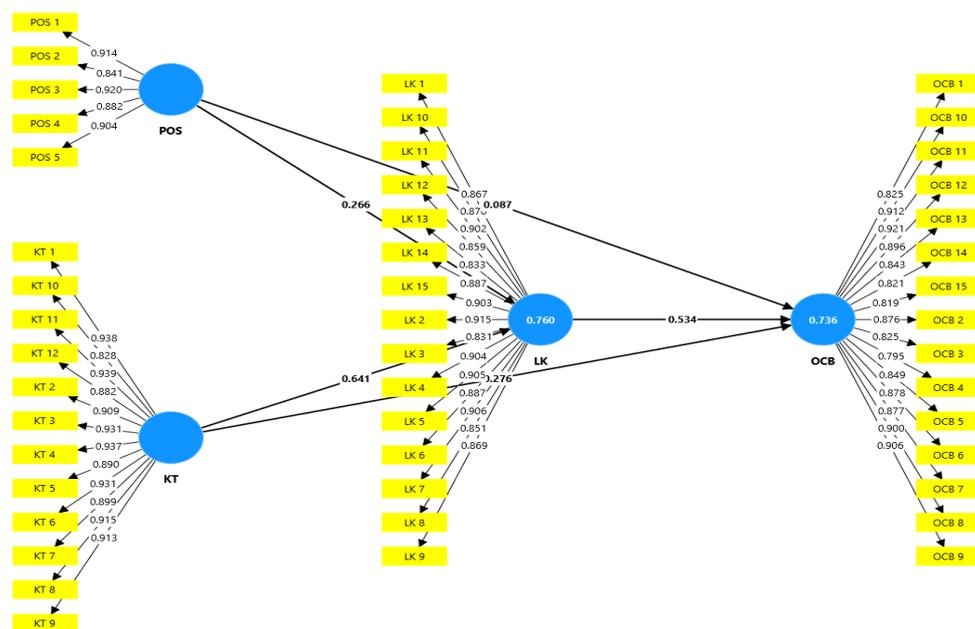

Figure 2. Specification of the Research Model Using SmartPLS 4

The research model consists of four latent constructs: TL (X1), POS (X2), WK (Z), and OCB (Y). TL was selected as an independent construct due to the leader's role in promoting positive employee behavior, measured by 12 reflective indicators based on Bass's (1985) dimensions. POS is the second independent construct, assessing employees' perceptions of organizational support, operationalized through five reflective indicators covering well-being, supervisor support, recognition, and working conditions. WK serves as a mediator between TL and POS on OCB,

measured with 15 reflective indicators encompassing physical and non-physical aspects, while OCB as the dependent construct is measured through 15 reflective indicators based on (Organ, 1988) five dimensions.

All constructs use reflective measurement models (Mode A) because the indicators reflect the underlying latent constructs. In total, there are 47 reflective indicators representing the psychological nature of TL, POS, WK, and OCB. The structural model depicts causal relationships among constructs based on hypotheses, including five direct effects (TL → OCB, POS → OCB, TL → WK, POS → WK, WK → OCB) and two indirect effects mediated by WK (TL → WK → OCB, POS → WK → OCB).

The model is designed as a recursive model in line with SEM-PLS characteristics, enabling optimal one-way causal testing. The theoretical model integrates three main theory streams TL, POS, and WK to understand OCB dynamics in the retail industry, filling a literature gap regarding WK mediation, and providing a predictive framework for practitioners to design interventions that enhance organizational citizenship behavior in modern retail environments.

Measurement model evaluation (outer model) is a critical stage in SEM-PLS analysis aimed at ensuring the validity and reliability of constructs before testing structural hypotheses. The outer model represents the relationships between latent variables and their indicators, and the evaluation is conducted using the PLS algorithm in SmartPLS 4.0 to generate the required parameter estimates.

In this study, the measurement model adopts a reflective approach for all constructs, where indicators are manifest expressions of the underlying latent constructs. In reflective models, changes in the latent construct simultaneously affect all indicators, which are expected to have high correlations with one another. The outer model evaluation is carried out in stages, with the possibility of removing indicators that do not meet the criteria to optimize the measurement model. The evaluation of the outer model encompasses three main aspects: convergent validity, discriminant validity, and construct reliability. Each aspect has specific criteria that must be met to ensure adequate measurement quality before proceeding to the evaluation of the structural model.

This section interprets the main findings by highlighting their practical and theoretical implications rather than restating statistical results. The discussion emphasizes how transformational leadership (TL) and perceived organizational support (POS) foster organizational citizenship behavior (OCB), and how leader–member exchange (LMX) functions as a central psychosocial bridge linking these variables.

The Effect of Transformational Leadership (TL) on OCB

The results indicate that TL positively and significantly influences OCB ($\beta = .28$, $t = 4.14$, $p < .001$). This suggests that leaders who inspire, intellectually stimulate, and act as role models encourage employees to go beyond their formal duties helping colleagues, showing initiative, and maintaining service quality. The finding supports (Bass, 1985) theory and affirms its relevance in Indonesia's retail sector, where adaptability and customer satisfaction are crucial.

Recent studies reinforce this insight. (Lee et al., 2024)found that TL enhances trust and psychological safety, while (Wang et al., 2022) demonstrated that TL strengthens affective commitment, both of which stimulate pro-social behavior. Likewise, (Khan et al., 2023) observed that transformational leaders instill meaning and belonging at work, motivating employees to engage in voluntary contributions. In practice, this highlights that leadership development programs emphasizing empathy, communication, and innovation can meaningfully enhance citizenship behavior.

Furthermore, several recent studies have provided empirical evidence that strengthens the link between transformational leadership and OCB across different organizational contexts. (Kim & Park, 2023) reported that transformational leaders enhance employees' prosocial motivation and task engagement through psychological empowerment, which directly increases discretionary behaviors that support team performance. Similarly, (Ahmed et al., 2022) found that transformational leadership fosters a culture of mutual trust and collective responsibility, leading employees to perform extra-role behaviors that improve organizational adaptability in service industries. In another study, (García-Guiu et al., 2021) highlighted that transformational leaders positively influence employees' sense of purpose and moral identity, which in turn promotes altruistic and conscientious OCB tendencies. Taken together, these findings affirm that TL not only drives behavioral outcomes through emotional and cognitive mechanisms but also acts as a strategic resource that nurtures social cohesion, especially in dynamic environments like retail, where continuous adaptation and cooperation are essential for sustaining performance and customer loyalty.

The Effect of Perceived Organizational Support (POS) on OCB

POS showed a weak and non-significant direct effect on OCB ($\beta = .09$, $t = 1.76$, $p = .08$). This implies that structural support such as rewards, fair policies, or supervisor attention does not automatically translate into extra-role behavior unless accompanied by strong relational bonds. As (Eisenberger et al., 1986) noted, organizational support often exerts its influence indirectly through interpersonal mechanisms.

Supporting evidence from (Alshaabani et al., 2021) and (Putra & Dewi, 2022) suggests that POS drives OCB mainly through engagement and job satisfaction, while (Zhang et al., 2023) emphasized fairness and authentic leadership as critical relational mediators. In practical terms, managers should move beyond material support and foster genuine interpersonal trust and recognition to strengthen employees' willingness to contribute voluntarily.

The Mediating Role of Leader–Member Exchange (LMX)

LMX partially mediates the effects of both TL and POS on OCB, with indirect effects of $\beta = .34$ (for TL–LMX–OCB) and $\beta = .14$ (for POS–LMX–OCB), both significant ($p < .001$). Rounded variance accounted for (VAF) values 76% and 40%, respectively indicate that relational quality serves as the main channel of influence. This suggests that effective leadership and perceived support are translated into OCB primarily through high-quality exchanges characterized by mutual respect, trust, and open communication.

(Santoso et al., 2025) and (Abdullah et al., 2022) emphasized that strong LMX enhances commitment and discretionary effort in collectivist cultures, while (Rahman & Arifin, 2023) found that LMX amplifies the effect of organizational support by fostering loyalty and belonging. Conceptually, LMX in this study is understood as a multidimensional construct physical (work comfort and resources), functional (clarity and system efficiency), and psychological (emotional safety and recognition). These dimensions operate interdependently yet merit future theorization as distinct subconstructs with unique pathways to OCB.

Integrated Findings and Practical Meaning

The model explains approximately 74% of the variance in LMX and 74% in OCB, indicating strong predictive relevance. More importantly, these results reveal that OCB is not merely a byproduct of good leadership or supportive policy it emerges from the daily relational exchanges that connect leaders and employees. In the retail context, where turnover and service quality are persistent challenges, cultivating these relationships can yield tangible benefits such as stronger teamwork, higher morale, and sustainable service excellence.

Theoretical Implications

This study extends the frameworks of (Bass, 1985) and (Eisenberger et al., 1986) by positioning LMX as a core psychosocial mediator rather than a peripheral moderator. The multidimensional framing of LMX covering physical, functional, and psychological domains offers a conceptual bridge that links leadership behavior, organizational structure, and employee agency. Future research could refine this model by examining these dimensions independently and exploring how each interacts with cultural and situational factors.

Managerial Implications

From a managerial standpoint, the findings suggest that retail organizations can strengthen OCB through a combined focus on leadership behavior, relational quality, and employee well-being:
1. Enhancing LMX
   - *Physical:* Improve lighting, workspace layout, and cleanliness to promote comfort and efficiency.
   - *Functional:* Modernize digital systems and ensure equipment reliability to reduce frustration.
   - *Psychological:* Facilitate feedback forums, mentoring, and stress management programs to build emotional safety.
2. Developing TL
   Offer training on storytelling, innovation, and personalized coaching to enhance leaders' inspirational capacity.
3. Strengthening POS
   Apply transparent reward systems, internal certifications, and well-being programs such as mental health support and flexible scheduling.

These initiatives collectively can increase intrinsic motivation, loyalty, and voluntary engagement key elements for post-pandemic retail resilience.

Table 2. Summary of Strategic Managerial Steps Based on Research Constructs

Intervention Dimension	Key Strategies	Expected Impact
LK – Physical	Optimize lighting, layout, cleanliness, and store atmosphere	Improved comfort & operational efficiency
LK – Functional	Modernize equipment, integrate digital systems, provide supporting facilities	Increased productivity & work accuracy
LK – Psychological	Stress management programs, feedback forums, assertive communication training	Enhanced mental well-being & job satisfaction
TL	Workshops on role modeling, storytelling, intellectual stimulation, personal coaching	Strengthened intrinsic motivation & subordinate trust
POS	Transparent reward policies, internal certification, career mentoring, well-being programs (mental health subsidies, flexible work)	Greater loyalty, emotional commitment, and sustainable OCB

The combined implementation of these interventions is expected to maximize employees' organizational citizenship behavior in retail settings, reduce turnover, and strengthen the company's competitive advantage.

Despite its contributions, this study has several limitations. The cross-sectional design limits causal inference, and the sample's restriction to retail firms in Depok City constrains generalizability. The reliance on self-reported data also introduces potential bias. Additionally, other mediators such as work engagement or organizational culture were not explored. Future research should employ longitudinal or mixed-method approaches, expand to diverse industries, and examine LMX dimensions as independent constructs to build a more nuanced theory of relational leadership and OCB.

Although this study contributes to understanding the leadership–OCB relationship, its findings should be interpreted cautiously due to several methodological limitations. First, the cross-sectional design employed makes it difficult to draw causal inferences, as temporal cause-and-effect relationships cannot be established (Ali Achmadi et al., 2020). Additionally, the sample was restricted to retail firms in Depok City, limiting the generalizability of the results to other industries or organizational contexts, while reliance on self-reported data increases the risk of biases such as common method bias or social desirability bias (Brutus et al., 2013). Moreover, the study did not examine alternative mediators like work engagement or organizational culture, despite evidence that these variables can significantly influence OCB (Jin et al., 2022). Therefore, future research should adopt longitudinal or mixed-method designs, expand sampling across diverse industries, and analyze LMX dimensions as separate constructs to develop a more nuanced theory of relational leadership and OCB (Asrifan et al., 2023).

CONCLUSION

This study examined how Transformational Leadership (TL) and Perceived Organizational Support (POS) influence Organizational Citizenship Behavior (OCB), emphasizing the mediating role of Leader–Member Exchange (LMX) in the retail industry of Depok City. The results revealed that TL has both direct and indirect positive effects on OCB, whereas POS exerts its influence primarily through LMX. As a key mediator, LMX accounted for approximately 76% of the TL effect and 40% of the POS effect on OCB, explaining a substantial proportion of the variance in employee discretionary behavior. Theoretically, this study advances leadership and human resource management literature by reframing LMX not as a background relational variable but as a multidimensional psychosocial mechanism that operates across physical, functional, and psychological domains. This positioning broadens existing theoretical taxonomies by demonstrating how relational quality transforms structural and behavioral antecedents into prosocial outcomes. Practically, the findings suggest that fostering transformational leadership and organizational support within a supportive work environment can significantly enhance employees' sense of belonging, motivation, and voluntary engagement. For the retail sector, especially in post-pandemic recovery, strengthening these relational and environmental factors represents a strategic pathway to improving loyalty, service quality, and long-term organizational performance.

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