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The Mediated Role of Organizational Citizenship Behavior on The Influence of Situational Leadership and Workload on Turnover Intention

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ABSTRACT

This study aims to analyze the effects of Situational Leadership and Workload on Turnover Intention as mediated by Organizational Citizenship Behavior. The population consists of 71 employees, and the sampling technique used a saturated sampling method, involving 71 employees. This study employs a quantitative approach using a survey method with a Likert 5 scale questionnaire, Data were analyzed by using SEM-PLS with the help of Smart-PLS 4.0 programs for Windows. The results of this study show that Situational Leadership has a negative and significant effect on Turnover Intention and Organizational Citizenship Behaviour; Workload has a positive and significant effect on Organizational Citizenship Behaviour, but has a negative and significant effect on Turnover Intention. Organizational Citizenship Behaviour mediates the effect of both Situational Leadership and Workload on employee Turnover Intention.

Keywords: Situational Leadership; Workload; Turnover Intention; Organizational Citizenship Behavior (OCB).

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RESEARCH BACKGROUND

A company is an entity that produces goods or services to meet the needs of society for the purpose of making a profit. In Indonesia, the form of a company is divided into legal entities such as PTs, Foundations, and Cooperatives, as well as non-legal entities such as Firms and Joint Venture (Putri, 2020). Company development is highly dependent on competent human resources (HR), because human resources play an important role in determining the success and competitiveness of the company (Muhani & Yuliantini, 2019).

Distributor companies act as intermediaries in distributing products from producers to end consumers. The existence of a distributor company allows manufacturers to focus on the production process without being burdened with distribution and marketing matters. This role is increasingly important in the digital era, including in wearable device products such as smartwatches, which are now an important part of people's lives thanks to their function as a timekeeper as well as a multifunctional tool to monitor health, fitness, and communication. This development creates a great opportunity for distributor companies to play a role in the supply chain of technology products (Marcella & Ie, 2022).

PT VIP Store Jakarta is an electronics distributor company that sells smartwatches. The company offers innovative products with a wide range of models, provides a convenient shopping experience, and seeks to expand the market to reach more consumers. During interviews with 2 officials at PT VIP Store Jakarta, it was known that there was a problem with employee turnover. The company's internal data related to three-year employee turnover is presented as follows:

Table 1. Employee Turnover Data of PT VIP Store Jakarta

Year	Number of Employees				Turnover %
	Early Year	Log in	Exit	Year-End	
2021	61	3	5	59	8,3
2022	59	5	6	58	10,2
2023	58	9	3	64	4,9

Source: PT VIP Store Jakarta Personnel, 2021-2023

From Table 1 above, it is known that the turnover of employees of PT VIP Store Jakarta for the 2021–2023 period fluctuated between 8.3%, 10.2%, and 4.9%. Although the turnover rate is still within normal limits (Kennedy et al., 2020; Sari et al., 2021). However, employee turnover remains a problem in this company because the company's leadership wants that if possible there will be no more employees leaving PT VIP Store Jakarta.

The researchers also conducted a pre-research questionnaire survey of 20 permanent employees who have worked at the company for more than one year to further ascertain whether there are employee turnover problems and factors that are suspected of causing fluctuations in employee turnover. The results of the pre-survey are presented in table 2 below.

Table 2. Pre-Survey Results

Situational Leadership Survey Results					
No.	Statement	Quantity		Number of Employees	Percentage
		Yes	No		
1.	My leader gives a clear explanation of his duties to his subordinates in completing a job.	3	12	15	100
Workload Survey Results					
2.	I feel that the workload given is too excessive.	14	1	15	100
Results of the Organizational Citizenship Behavior (OCB) Survey					
3.	I am happy to train new employees even though it is not my responsibility	2	13	15	100
Turnover Intention Results Survey					
4.	I feel dissatisfied with my current job	14	1	15	100

Source: Data processed, 2024

Based on the results of the pre-survey that has been presented, the author feels the need to conduct more in-depth research to prove the significant influence between Situational Leadership, Workload, Organizational Citizenship Behavior (OCB), and Turnover Intention.

LITERATURE REVIEW

Human resource management (HRDM) is the process of managing the workforce in an organization, including planning, recruitment, selection, training, career development, compensation, work safety, and industrial relations, to achieve company goals and improve the welfare of stakeholders (Devi & Efendi, 2018; Kasmir, 2018; Sutrisno, 2016).

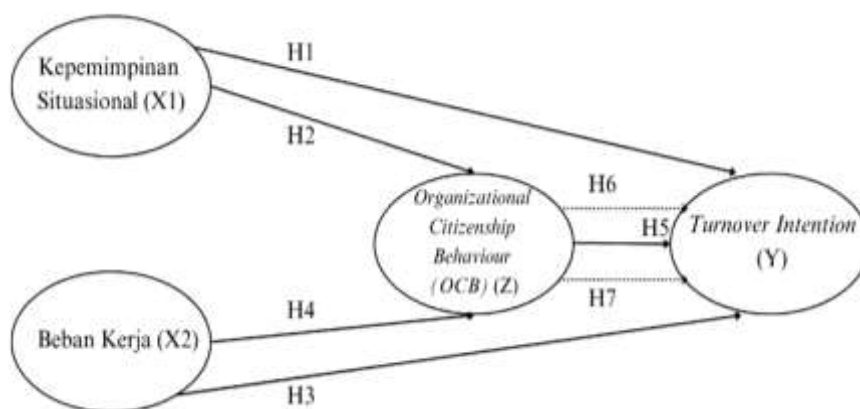
Turnover intention is the voluntary intention of employees to leave the organization in search of a new job, which is influenced by various factors such as job satisfaction, organizational commitment, and individual characteristics (Hair et al., 2019; Muhani & Yuliantini, 2019; Soelton et al., 2021). According to Sari et al. (2021), the standard of employee turnover in a company that is said to be normal is 10%. Jang & Park (2011) in Romadhon & Kusuma (2020) state that organizations with a history of high employee turnover based on various reasons, tend to make other employees leave the organization as well.

Leadership is the whole activity to influence the will of others in order to achieve a common goal (Terry, 2017). Nikmat (2022) states that leadership style is a pattern of behavior of a leader in terms of influencing his followers.

Each job has its own burden and employees are sure to be able to complete these burdens according to their skills. Workload is several steps or work that is done by employees at a predetermined duration (Bragg, 2020).

According to Ihwanudin et al. (2020) in Adiawaty & Daso (2023), Organizational Citizenship Behavior is a voluntary behavior of individuals (in this case employees) that is not directly related to the reward system but contributes to the effectiveness of the organization. Utomo et al. (2021) stated that Organizational Citizenship Behavior is a unique aspect of an individual's activities in the workplace.

Figure 1. Conceptual Framework



In Figure 1, the conceptual framework in this study explains that situational leadership and workload affect turnover intention, both directly and through Organizational Citizenship Behavior. Organizational Citizenship Behavior acts as a mediating variable that can strengthen or weaken the relationship between independent variables and turnover intention. Thus, this model emphasizes the importance of the role of Organizational Citizenship Behaviour in explaining the mechanisms of influence of situational leadership and workload on turnover intention.

METHOD

This study uses a quantitative approach with a survey method. The purpose of the study was to analyze the influence of situational leadership and workload on turnover intention with Organizational Citizenship Behavior as a mediating variable in employees of PT VIP Store Jakarta. The quantitative approach was chosen because it allows researchers to test hypotheses based on statistically analyzed numerical data (Sugiyono, 2022).

The research population is all permanent employees of PT VIP Store Jakarta which totals 75 people. The sampling technique uses the saturated sampling or census method, where all members of the population are used as research samples (Sugiyono, 2022). The consideration for using this technique is the relatively small number of populations, thus allowing for comprehensive data collection.

Data was collected through questionnaires that were distributed to respondents directly. The research instrument was developed based on indicators that have been tested in previous research, namely:

1. Situational leadership refers to Hersey & Blanchard's theory in Basir et al. (2013) which consists of telling, selling, participating, and delegating indicators.
2. Workload is measured based on the dimensions of physical load, mental load, and time load (Pujiyanto et al., 2016).
3. Organizational Citizenship Behavior is measured by the five dimensions of Lee (2009), namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.
4. Turnover intention is measured by indicators of thoughts to quit, desire to leave, and desire to find another job (Hyršlová et al., 2011; Kartono, 2017).

Each statement is measured on a 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). The instrument has gone through validity and reliability tests to ensure the accuracy and consistency of the data of the research instruments used.

The data was processed with Structural Equation Modeling - Partial Least Squares (SEM-PLS) using SmartPLS software. The analysis includes the evaluation of the measurement model (outer model) to test the validity and reliability, as well as the evaluation of the structural model (inner model) to test the relationship between variables. The test of whether or not the mediating role of Organizational Citizenship Behavior is carried out according to the procedure recommended by Hair Jr. et al. (2021).

RESULTS AND DISCUSSION

Data collection in this study was carried out through the distribution of questionnaires to 71 respondents of PT VIP Store Jakarta PT VIP Store Jakarta. All questionnaires distributed have been returned. In the first part of the questionnaire, questions related to the identity of the respondents were presented to describe the demographic profile. The characteristics of the respondents in this study can be seen in the following table.

Table 3. Characteristics Respondents by Gender		
Characteristics of Respondents by Gender		
Gender	Frequency	Percentage %
Male	50	70,4
Characteristics of Respondents by Age		
Age (Years)	Frequency	Percentage %
< 25 Years	22	31
26 - <30 Years	22	31
Characteristics of Respondents at the Education Level		
Age (Years)	Frequency	Percentage %
Bachelor	49	69
Characteristics of Long-Time Working Respondents		
Long Time Working	Frequency	Percentage %
1 - <5 Years	39	54,9
Total	71	100

Source: Data processed, 2025

Table 3 shows that out of 71 respondents, 50 respondents (70%) were male and 21 respondents (29.6%) were female. Based on this explanation, it can be seen that employees at PT VIP Store Jakarta are dominated by male employees. This is in accordance with the type of work in the company in the form of physical work with high mobility such as transporting goods to store technicians which are generally male jobs.

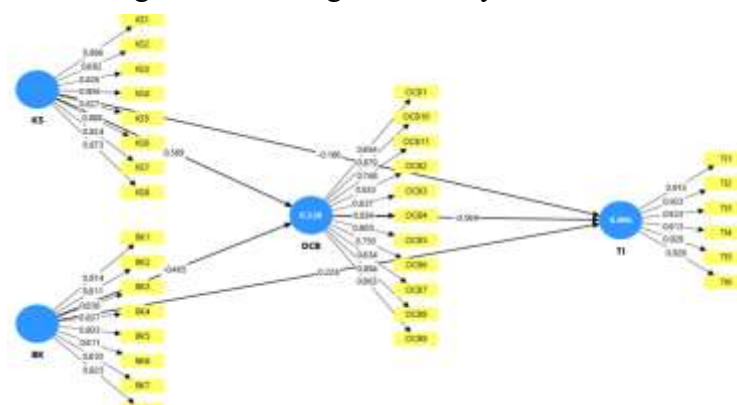
Table 3 shows that out of 71 respondents, 22 respondents (31%) were under 25 years old, there were 22 respondents (31%) aged 26-30 years, and 38% were over 30 years old. It was concluded that PT VIP Store Jakarta was dominated by respondents under the age of 30. This is in line with the establishment of companies that tend to recruit employees from the productive age group who are more energetic, adaptive, and ready to work with a dynamic rhythm - in accordance with the needs of the retail and technology industries.

Table 3 above shows that there are 49 respondents (69%) with a bachelor's education level, the remaining 21% below the bachelor's level, and there are 7 respondents (10%) postgraduate. It was concluded that PT VIP Store Jakarta was dominated by respondents with a bachelor's degree in education. This can be explained because most of the respondents are in the management, marketing, and operations department of stores, which require analytical, communication, and mastery of technology skills that are generally obtained from the undergraduate level and above.

Table 3 shows that 39 respondents (55%) have been employed for 1-5 years. Based on this data, it is concluded that PT VIP Store Jakarta is dominated by respondents who have worked for 1-5 years. This can be explained because companies are in a period of expansion and need a workforce that is adaptive, productive, and ready to grow.

The Convergent Validity test on the measurement model with reflective indicators was carried out by looking at the correlation between the item score or component score and the construct score calculated using Smart-PLS. An indicator is declared valid if the correlation value exceeds 0.70. However, in studies that are still in the scale development stage, the loading factor value between 0.50 and 0.60 is still considered acceptable.

Figure 2. Convergent Validity Test Results



Based on Figure 2, it can be seen that all indicators have met convergent validity) because they have an outer loading factor value >0.50 .

Table 4. Average Variance Extracted (AVE) Test Results

Variable	Average Variance Extracted (AVE)
Workload	0.678
Situational Leadership	0.747
Organizational Citizenship Behavior (OCB)	0.695
Turnover Intention	0.849

Source: Smart PLS Output 4, 2025

Based on Table 4, the results of the AVE test show that all variables are declared valid, as each has an AVE value above 0.5.

Table 5. Discriminant Validity Test Results (Fornell Larcker Criterion)

	Workload (x2)	Situational Leadership (X1)	Organizational Citizenship Behavior (OCB) (Z)	Turnover Intention (Y)
Workload (x2)	0,823			
Situational Leadership (X1)	0,823	0,823		
Organizational Citizenship Behavior (OCB) (Z)	0,823	0,823	0,823	
Turnover Intention (Y)	0,503	-0,526	-0,809	0,921

Source: Smart PLS Output 4, 2025

From Table 5, it can be seen that the results of the discriminant validity test on each construct are higher than the correlation values between other constructs in the model. This indicates that each construct in the tested model has met the discriminant validity criteria.

Table 6. Composite Reliability and Cronbach's Alpha

	Composite Reliability	Cronbach's Alpha	Remarks
Workload (x2)	0,944	0,932	Reliable
Situational Leadership (X1)	0,959	0,951	Reliable
Organizational Citizenship Behavior (OCB) (Z)	0,961	0,956	Reliable
Turnover Intention (Y)	0,971	0,964	Reliable

Source: Smart PLS Output 4, 2025

From Table 6, the results of the composite reliability and Cronbach's alpha tests show good values, as all latent variables have a value of ≥ 0.70 . Therefore, all latent variables in the model are declared reliable.

Table 7. R-Square Value Test Results

	R-Square
Organizational Citizenship Behavior (Z)	0,538
Turnover Intention (Y)	0,696

Source: Smart PLS Output 4, 2025

Based on Table 7, the R-Square value for the Organizational Citizenship Behavior variable is 0.538 which can be interpreted as 53.8% of the OCB variation can be explained by the previous variables in the model. The remaining 46.2% was influenced by other factors outside of this study. Meanwhile, the Turnover Intention variable has an R-Square value of 0.696 which means that 69.6% of the variation in Turnover Intention is influenced by independent variables (Workload and Situational Leadership). The remaining 30.4% was explained by other variables outside of this study.

Table 8. Predictive-relevance (Q^2) Test Results

	Q-Square
Organizational Citizenship Behavior (OCB)	0,419
Turnover Intention	0,481

Source: Smart PLS Output 4, 2025

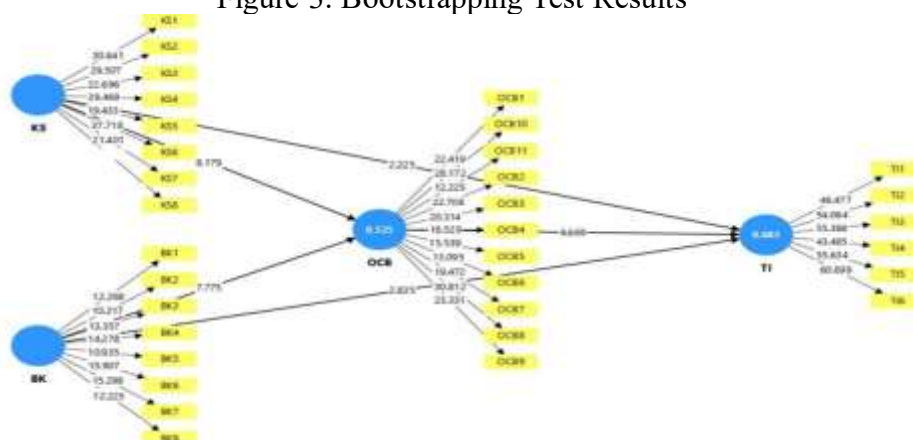
Based on the results of the predictive relevance (Q^2) test, the Q^2 value in the Organizational Citizenship Behavior variable of 0.419 indicates that the situational leadership and workload variables are able to predict OCB with a good level of predictive relevance. Furthermore, the Q^2 value of the turnover intention variable of 0.481 indicates that the variables of situational leadership, workload, and OCB simultaneously have good predictive ability of turnover intention. The Q^2 value that exceeds 0 in both variables confirms that this research model has adequate predictive capabilities, with a higher rate of predictive turnover intention than OCB.

Table 9. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P- Value	Remarks
Situational Leadership -> Turnover Intention	-0,186	-0,185	0,079	2,352	0,019	Negatives Significant
Situational Leadership -> Organizational Citizenship Behavior	0,569	0,567	0,065	8,794	0,000	Positive Significant
Workload -> Turnover Intention	0,226	0,226	0,074	3,062	0,002	Positive Significant
Workload -> Organizational Citizenship Behaviour	-0,465	-0,468	0,057	8,193	0,000	Negatives Significant
Organizational Citizenship Behaviour -> Turnover Intention	-0,599	-0,598	0,084	7,152	0,000	Negatives Significant
Mediation						
Situational Leadership -> Organizational Citizenship Behaviour -> Turnover Intention	-0,341	-0,339	0,062	5,524	0,000	Mediation Partial
Workload -> Organizational Citizenship Behaviour -> Turnover Intention	0,279	0,28	0,05	5,603	0,000	Mediation Partial
Total Impact						
Situational Leadership -> Turnover Intention + (Situational Leadership -> Organizational Citizenship Behaviour -> Turnover Intention)					-0,527	
Workload -> Turnover Intention + (Workload -> Organizational Citizenship Behavior -> Turnover Intention)					0,505	

Source: Smart PLS Output 4, 2025

Figure 3. Bootstrapping Test Results



Based on the results of the value of the total influence in Table 9, the workload variable has a significant positive but smaller influence on turnover intention with a value of 0.505; Meanwhile, situational leadership has a significant negative influence, and is greater on turnover intention with a value of -0.527. Therefore, suggestions for improving the problem of employee turnover intention are prioritized by improving situational leadership, then workload.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Situational leadership has a significant negative effect on turnover intention and significantly positive on Organizational Citizenship Behavior, this indicates that an adaptive leadership style can suppress exit intentions and encourage employee voluntary behavior.
2. Workload has a significant positive effect on turnover intention and significantly negative on Organizational Citizenship Behavior, meaning that excessive workload increases exit intention and decreases employee voluntary contributions.
3. Organizational Citizenship Behavior has a significant negative effect on turnover intention, this shows that employees with high Organizational Citizenship Behavior tend to be more loyal.
4. Organizational Citizenship Behavior plays a role in mediating the influence of situational leadership and workload on turnover intention.

Recommendations

Based on the results of the research, company leaders are advised to maintain leadership practices that value employee contributions, while improving leaders' communication skills in order to provide clearer and structured direction to their subordinates. The workload should be managed with realistic deadlines, as well as pay attention to physical comfort through ergonomic work facilities. Company leaders also need to create a competitive, comfortable, and supportive work environment to improve employee retention. To the next researchers, it is recommended to use more diverse variables, sampling methods, and research locations so that the results are more comprehensive. For employees, it is expected to be able to increase awareness of the importance of positive behavior in the workplace and actively participate in creating a conducive work atmosphere

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