

# The Influence of Organizational Citizenship Behavior, Workload, and Compensation on Turnover Intention at CV. Maju Bersama Kisaran

Feriani Astuti Tarigan<sup>1</sup>, Robin<sup>2</sup>, Philip<sup>3</sup>

Program Studi Manajemen STMB Multi Smart  
Email : ferianiastitutitime@gmail.com

The purpose of this study was to determine the effect of organizational citizenship behavior, workload, and compensation on turnover intention at CV. Maju Bersama Kisaran. The research methodology used was a quantitative descriptive method. The type of data used in this study was quantitative data, namely data obtained in the form of numbers. The data sources consisted of primary data and secondary data. Primary data were obtained through questionnaires distributed to respondents, while secondary data were obtained from documents and literature related to the research problem. The population in this study consisted of all 79 employees working at CV. Maju Bersama Kisaran. Since the population only consisted of 79 employees, the sampling technique used was saturated sampling, where the entire population was used as the research sample. Based on the results of the study, it can be concluded that organizational citizenship behavior had a negative and significant effect on turnover intention, while workload had a positive and significant effect on employee turnover intention at CV. Maju Bersama Kisaran. In addition, compensation also affected turnover intention, and organizational citizenship behavior, workload, and compensation simultaneously affected employee turnover intention at CV. Maju Bersama Kisaran. The company is expected to use the results of this study as evaluation material to improve organizational citizenship behavior, manage workload proportionally, and improve the compensation system in order to reduce employee turnover intention.

**Keywords:** Organizational; Citizenship Behavior; Workload; Compensation; Turnover Intention

This is an open access article under the [CC BY-NC](#) license



## Corresponding Author:

Feriani Astuti Tarigan  
Program Studi Manajemen STMB Multi Smart  
ferianiastitutitime@gmail.com

## 1. Introduction

Human resources are the most important asset in a company because they serve as the primary driving force behind all organizational activities (Sofyan et al., 2022). The success of a company is determined not only by capital, technology, and infrastructure, but also by the quality of its human resources (Naza et al., 2025). Employees play roles as planners, implementers, and controllers of various company policies and strategies (Robin, Denni, et al., 2024). Therefore, companies need to manage human resources optimally so that organizational goals can be achieved effectively and efficiently (Robin, Simamora, et al., 2024). High-quality human resources are capable of enhancing a company's competitiveness in facing increasingly intense business competition (Robin, Devi, et al., 2024).

One of the main challenges in human resource management is turnover intention, namely the desire of employees to leave the company (Hendi & Robin, 2023). Turnover intention has become a serious issue because it can disrupt the operational stability of a company and result in various financial and non-financial losses (Honkley et al., 2025). High turnover intention forces companies to incur additional costs for recruitment, selection, training, and adaptation processes for new employees (Herfianti et al., 2025). In addition, this condition can reduce work productivity and disrupt teamwork within the organization (Susanto, 2025). Furthermore, turnover intention refers to employees' tendency to plan to leave the organization due to psychological factors, work environment conditions, and job opportunities elsewhere (Harinto, 2024).

The phenomenon of turnover intention occurs not only in large companies but also in small and medium-sized enterprises in Indonesia (Syaifuddin, Rezeki, et al., 2024). One company experiencing this condition is CV. Maju Bersama Kisaran, a distributor of Fast Moving Consumer Goods (FMCG) products that supplies various daily necessities to the community. The company has a relatively large business scale in the Kisaran area and serves as one of the employment providers for the local community. However, despite its business growth, the company faces a fairly high turnover intention problem among its employees.

Based on the researcher's observations, many employees of CV. Maju Bersama choose to leave the company because they perceive other job opportunities offering better conditions in terms of compensation, workload, and career development opportunities. This condition is exacerbated by the increasing number of job opportunities in Kisaran City, making it easier for employees to move to other workplaces. High turnover intention causes the company to experience losses in the form of increased recruitment costs, decreased work productivity, and disrupted operational stability. In addition, the departure of experienced employees also affects the decline in service quality provided to customers (Syaifuddin, Lie, et al., 2024).

This study focuses on three main factors suspected of influencing turnover intention, namely Organizational Citizenship Behavior (OCB), workload, and compensation. Organizational Citizenship Behavior (OCB) refers to voluntary employee behavior performed beyond formal job duties to help the organization achieve its goals effectively (Wijaya, 2023). According to Susanto (2023), OCB reflects employees' loyalty, concern, and willingness to assist coworkers and the organization without expecting direct rewards. Employees with high OCB generally have a stronger sense of belonging toward the company and therefore tend to remain longer within the organization. Conversely, low OCB can lead to weak teamwork and low emotional attachment to the company, thereby increasing turnover intention (Jankeľová et al., 2025).

In addition to OCB, workload is also a factor contributing to increased turnover intention. Workload refers to the amount of tasks and responsibilities that employees must complete within a certain period (Astika et al., 2022). Excessive workload can create pressure, physical and mental fatigue, as well as work stress, which negatively affect employees' motivation and job satisfaction (Astrama, 2023). At CV. Maju Bersama, the high distribution activities and work demands cause some employees to feel overburdened, leading to the desire to seek other jobs perceived as lighter and more suitable to their abilities.

Another factor influencing turnover intention is compensation (Kosasih, 2023). Compensation refers to all forms of rewards provided by the company to employees, both financial and non-financial (Ayuningtyas & Fadli, 2023). Fair and competitive compensation can increase employees' motivation, loyalty, and job satisfaction. On the other hand, compensation perceived as not proportional to the contributions made by employees may lead to dissatisfaction and encourage them to leave the company (Hutabarat et al., 2022). At CV. Maju Bersama, some employees believe that the salaries and benefits they receive are not commensurate with the workload and responsibilities they undertake.

Previous studies indicate that Organizational Citizenship Behavior (OCB), workload, and compensation influence turnover intention (Aditya & Deviastri, 2024). However, a research gap still exists because only a limited number of studies have examined these three variables simultaneously within a single research model, particularly at CV. Maju Bersama Kisaran. Furthermore, differences in research locations, organizational cultures, and company characteristics may produce different findings compared to previous studies (Aryanti & Perkasa, 2024).

Based on the explanation above, this study was conducted to analyze the influence of Organizational Citizenship Behavior (OCB), workload, and compensation on turnover intention among employees of CV. Maju Bersama Kisaran. This research is expected to contribute to the company in determining more effective

human resource management strategies in order to reduce turnover intention and enhance employee loyalty toward the company.

## 2. Method

This study employed a descriptive quantitative approach with a causal research method. The descriptive approach was used to systematically describe the conditions and phenomena occurring in the research object, while the causal approach aimed to analyze the cause-and-effect relationship between the independent variables and the dependent variable. Descriptive research functions to describe phenomena factually and accurately. The type of data used in this study was quantitative data, namely numerical data that can be analyzed using statistical methods. According to Santika (2024) and Santika & Hidayat (2022), quantitative data enable researchers to conduct objective and systematic measurements so that relationships among variables can be described more accurately (Putri, 2024; Rahman, 2022; Ramadhani, 2022). The data sources in this study consisted of primary data and secondary data. Primary data were obtained directly through the distribution of questionnaires to respondents, while secondary data were obtained from books, journals, company documents, and other scientific sources relevant to the research (Santoso, 2023; Lestari, 2024).

The population in this study consisted of all employees of CV. Maju Bersama Kisaran, totaling 79 employees. Since the population size was relatively small, the sampling technique used was saturated sampling, in which all members of the population were used as the research sample. According to Nugraha (2022), saturated sampling is used when the entire population is feasible to be studied so that the research results can comprehensively represent the population conditions (Nugraha, 2023; Prakoso, 2022).

## 3. Results and Discussion

### Descriptive Statistics

**Table 1.** Descriptive Statistics

Statistics	Organizational Citizenship Behavior	Workload	Compensation	Turnover Intention
N Valid	79	79	79	79
Missing	0	0	0	0
Mean	22.20	19.28	16.18	34.56
Median	22.00	20.00	15.00	34.00
Mode	20 <sup>a</sup>	20	13	32 <sup>a</sup>
Std. Deviation	3.979	3.226	5.061	4.676
Variance	15.830	10.409	25.609	21.865

Based on the descriptive statistical results, the Organizational Citizenship Behavior (OCB) variable showed a relatively high level with a moderate variation in responses. The workload variable demonstrated fairly consistent perceptions among respondents with a low level of variation. The compensation variable indicated relatively low assessments along with considerable differences in perceptions among respondents. Meanwhile, the turnover intention variable was at a relatively high level with variations in respondents' answers that were still considered reasonable.

### Validity Test

**Table 2.** Results of the Validity Test of Variable X and Y Instrument Statements

Research Variables	Statement	r- count	r- table	Sig. (2- tailed)	Description
	Statement 1	0.875	0.361	0.000	Valid

Research Variables	Statement	r- count	r- table	Sig. (2- tailed)	Description
Organizational Citizenship Behavior (X1)	Statement 2	0.794	0.361	0.000	Valid
	Statement 3	0.873	0.361	0.000	Valid
	Statement 4	0.927	0.361	0.000	Valid
	Statement 5	0.784	0.361	0.000	Valid
	Statement 6	0.906	0.361	0.000	Valid
	Workload (X2)	Statement 1	0.841	0.361	0.000
Statement 2		0.691	0.361	0.000	Valid
Statement 3		0.833	0.361	0.000	Valid
Statement 4		0.792	0.361	0.000	Valid
Statement 5		0.728	0.361	0.000	Valid
Statement 6		0.819	0.361	0.000	Valid
Compensation (X3)	Statement 1	0.899	0.361	0.000	Valid
	Statement 2	0.786	0.361	0.000	Valid
	Statement 3	0.857	0.361	0.000	Valid
	Statement 4	0.840	0.361	0.000	Valid
	Statement 5	0.598	0.361	0.000	Valid
	Statement 6	0.869	0.361	0.000	Valid
Turnover Intention (Y)	Statement 1	0.845	0.361	0.000	Valid
	Statement 2	0.836	0.361	0.000	Valid
	Statement 3	0.793	0.361	0.000	Valid
	Statement 4	0.702	0.361	0.000	Valid
	Statement 5	0.850	0.361	0.000	Valid
	Statement 6	0.772	0.361	0.000	Valid
	Statement 7	0.881	0.361	0.000	Valid
	Statement 8	0.866	0.361	0.000	Valid
	Statement 9	0.792	0.361	0.000	Valid
	Statement 10	0.808	0.361	0.000	Valid

Based on the table above, it can be seen that all r-count values for each statement are greater than the r-table value, and all significance levels of the statements are below 0.05. Therefore, it can be concluded that all statements in the questionnaire are valid and appropriate to be used.

### Reliability Test

**Table 3.** Results of the Reliability Test of Variable X and Y Instrument Statements

Variable	Cronbach's Alpha	N of Items
Organizational Citizenship Behavior (X1)	0.927	6
Workload (X2)	0.875	6
Compensation (X3)	0.888	6
Turnover Intention (Y)	0.943	10

Based on the table above, all instruments are considered reliable because the obtained Cronbach's Alpha coefficient values are greater than 0.60. Therefore, the responses provided by the respondents can be trusted or considered reliable. Thus, the instruments used in this study are sufficiently dependable in measuring respondents' perceptions of the variables being examined.

Classical Assumption Test

Normality Test

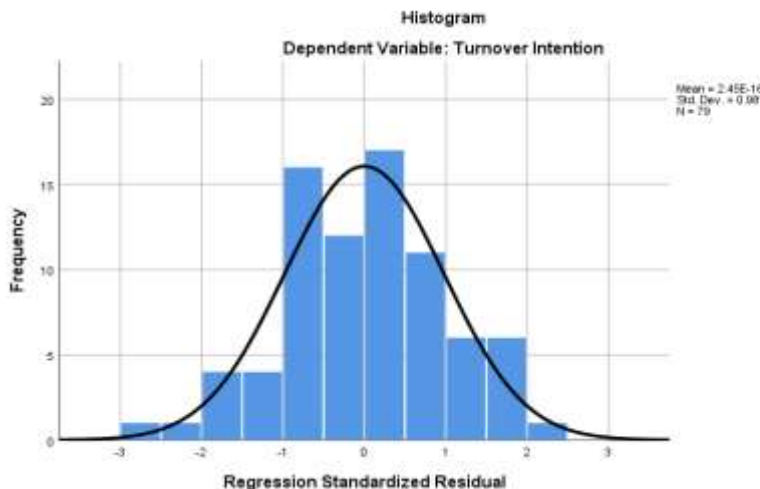


Figure 1. Histogram Graph

Based on the histogram graph above, it can be seen that the data are normally distributed. The histogram shows a symmetrical bell-shaped distribution pattern that is neither skewed to the left nor to the right. Therefore, the regression model is considered to have met the normality assumption.

Multicollinearity Test

Table 4. Results of the Multicollinearity Test

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
(Constant)	23.658	3.442	–	6.872	0.000	–	–
Organizational Citizenship Behavior	-0.206	0.087	-0.175	-2.351	0.021	0.889	1.125
Workload	1.019	0.108	0.703	9.432	0.000	0.887	1.127
Compensation	-0.258	0.065	-0.279	-3.942	0.000	0.984	1.017

a. Dependent Variable: Turnover Intention

ased on the table above regarding the results of the multicollinearity test, it can be seen that the Organizational Citizenship Behavior, workload, and compensation variables have tolerance values greater than 0.10 and VIF values less than 10. Therefore, it can be concluded that all variables do not exhibit symptoms of multicollinearity.

Heteroscedasticity Test

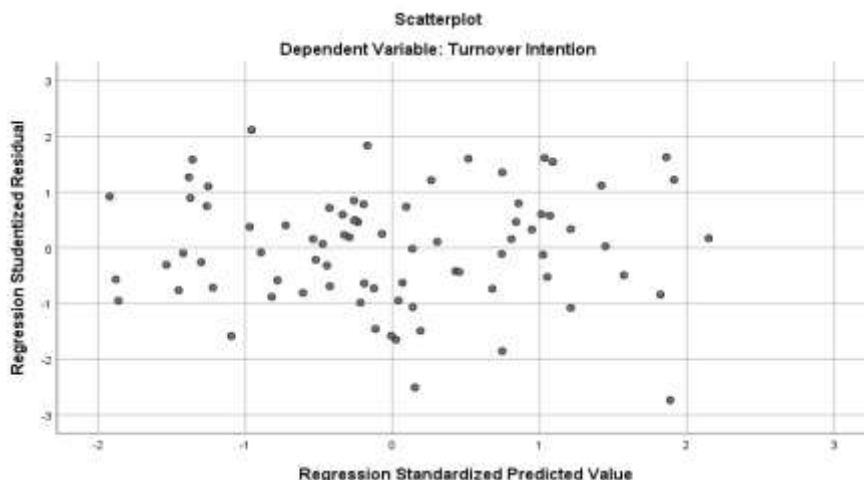


Figure 2. Scatterplot Graph

Based on the scatterplot graph above, it can be seen that the points are randomly distributed and spread both above and below the value of 0 on the Y-axis. Therefore, it can be concluded that heteroscedasticity does not occur in the regression model.

Multiple Linear Regression Analysis

Table 5. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
(Constant)	23.658	3.442	-	6.872	0.000	-	-
Organizational Citizenship Behavior	-0.206	0.087	-0.175	-2.351	0.021	0.889	1.125
Workload	1.019	0.108	0.703	9.432	0.000	0.887	1.127
Compensation	-0.258	0.065	-0.279	-3.942	0.000	0.984	1.017

Based on the results of the multiple linear regression analysis, the regression equation obtained is:

$$Y = 23.658 - 0.206X_1 + 1.019X_2 - 0.258X_3 + e$$

The constant value of 23.658 indicates that if the variables Organizational Citizenship Behavior (OCB), workload, and compensation are assumed to be constant, then the turnover intention value is 23.658. The OCB variable has a negative effect on turnover intention of -0.206, meaning that higher OCB will reduce turnover intention. The workload variable has a positive effect of 1.019, indicating that an increase in workload will increase turnover intention. Meanwhile, the compensation variable has a negative effect of -0.258, showing that better compensation provided by the company will reduce turnover intention.

**Hypothesis Testing Results**

**Partial Test (t-Test)**

**Table 6.** Results of the Partial Test (t-Test)

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
(Constant)	23.658	3.442	-	6.872	0.000	-	-
Organizational Citizenship Behavior	-0.206	0.087	-0.175	-2.351	0.021	0.889	1.125
Workload	1.019	0.108	0.703	9.432	0.000	0.887	1.127
Compensation	-0.258	0.065	-0.279	-3.942	0.000	0.984	1.017

Based on the results of the partial test (t-test), the Organizational Citizenship Behavior (OCB) variable has a negative and significant effect on turnover intention, as indicated by the t-count value of 2.351, which is greater than the t-table value of 1.992, with a significance value of 0.021, which is less than 0.05. The workload variable has a positive and significant effect on turnover intention, with a t-count value of 9.432 greater than the t-table value of 1.992 and a significance value of 0.000 less than 0.05. Meanwhile, the compensation variable also has a negative and significant effect on turnover intention, as shown by the t-count value of 3.942 greater than the t-table value of 1.992, with a significance value of 0.000 less than 0.05.

These findings indicate that good Organizational Citizenship Behavior (OCB) and compensation can reduce turnover intention, whereas high workload can increase turnover intention among employees at CV. Maju Bersama Kisaran Medan.

**Simultaneous Test (F-Test)**

**Table 7.** Results of the Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1075.359	3	358.453	42.664	0.000
Residual	630.135	75	8.402	-	-
Total	1705.494	78	-	-	-

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Compensation, Organizational Citizenship Behavior, Workload

Based on the table above, the F-count value (42.664) is greater than the F-table value (2.73), with a significance value of 0.000 less than 0.05. Therefore, it can be concluded that there is a significant and positive simultaneous effect of Organizational Citizenship Behavior (OCB), workload, and compensation on turnover intention at CV. Maju Bersama Kisaran Medan.

**Coefficient of Determination Test (R<sup>2</sup>)**

**Table 8.** Results of the Coefficient of Determination Test (R<sup>2</sup>)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.794	0.631	0.616	2.899

Based on the coefficient of determination test, it can be seen that the Adjusted R Square ( $R^2$ ) value or coefficient of determination is 0.616. This means that the influence of Organizational Citizenship Behavior (OCB), workload, and compensation on turnover intention is 61.6%, while the remaining 38.4% is influenced by other factors outside the scope of this research model.

## Discussion

### The Effect of Organizational Citizenship Behavior on Turnover Intention

The results of the t-test indicate that Organizational Citizenship Behavior (OCB) has a negative and significant effect on turnover intention at CV. Maju Bersama Kisaran Medan, with a t-count value of 2.351 greater than the t-table value of 1.992 and a significance value of 0.021 less than 0.05. The regression coefficient value of -0.206 indicates that an increase in OCB will reduce turnover intention. This finding suggests that employees who demonstrate voluntary behavior, loyalty, concern, and high involvement in the organization tend to have a lower intention to leave the company (Rahman & Karim, 2022; Iqbal & Parray, 2025; Hemsworth et al., 2024). Conversely, low OCB can increase employees' tendency toward turnover intention (Soomro & Soomro, 2024; Nguyen, 2022).

### The Effect of Workload on Turnover Intention

The results of the t-test show that workload has a positive and significant effect on turnover intention at CV. Maju Bersama Kisaran Medan, with a t-count value of 9.432 greater than the t-table value of 1.992 and a significance value of 0.000 less than 0.05. The regression coefficient value of 1.019 indicates that an increase in workload will increase turnover intention. This means that excessive workload can lead to fatigue, stress, and reduced employee job satisfaction, thereby encouraging employees' intention to leave the company (Charoensukmongkol, 2022; Choudhury & Shamszare, 2024; Doleman et al., 2023). On the other hand, workload that is managed proportionally can create a more comfortable work environment and help reduce turnover intention (Wati & Robain, 2024; Mariska & Helmi, 2023; Salleh et al., 2024).

### The Effect of Compensation on Turnover Intention

The results of the t-test indicate that compensation has a negative and significant effect on turnover intention at CV. Maju Bersama Kisaran Medan, with a t-count value of 3.942 greater than the t-table value of 1.992 and a significance value of 0.000 less than 0.05. The regression coefficient value of -0.258 indicates that an increase in compensation will reduce turnover intention. This means that fair compensation aligned with employees' contributions can improve job satisfaction and employee loyalty, thereby reducing employees' intention to leave the company (Katabalo & Mwita, 2024; Ratnawati & Sugiarti, 2023; Azhari, 2022). Conversely, inadequate compensation can increase turnover intention (Andi, 2022; Budiyo et al., 2022; Cafe et al., 2025).

### The Effect of Organizational Citizenship Behavior, Workload, and Compensation on Turnover Intention

The results of the F-test indicate that Organizational Citizenship Behavior (OCB), workload, and compensation simultaneously have a significant effect on turnover intention at CV. Maju Bersama Kisaran Medan, with an F-count value of 39.447 greater than the F-table value of 2.7 and a significance value of 0.000 less than 0.05. The Adjusted R Square value of 0.538 indicates that these three variables are able to explain 53.8% of turnover intention, while the remaining 46.2% is influenced by other factors outside the scope of this study (Sunaris, 2021). These findings suggest that high OCB, balanced workload, and fair compensation can create a more comfortable work environment and increase employee loyalty, thereby reducing turnover intention (Syarifuddin et al., 2023). Conversely, low OCB, excessive workload, and inadequate compensation can increase employees' intention to leave the company (Dewi & Abadi, 2023).

#### 4. Conclusion

Based on the results of the study, it can be concluded that Organizational Citizenship Behavior (OCB), workload, and compensation have an effect on turnover intention among employees of CV. Maju Bersama Kisaran Medan. Organizational Citizenship Behavior (OCB) has a negative and significant effect on turnover intention, indicating that the higher the level of employee loyalty, concern, and voluntary behavior toward the organization, the lower the employees' intention to leave the company. In contrast, workload has a positive and significant effect on turnover intention, meaning that the higher the workload perceived by employees, the greater the tendency of employees to leave the company. Meanwhile, compensation has a negative and significant effect on turnover intention, indicating that fair compensation aligned with employees' contributions can increase job satisfaction and employee loyalty while reducing the intention to leave the company.

Simultaneously, Organizational Citizenship Behavior (OCB), workload, and compensation were proven to have a significant effect on turnover intention at CV. Maju Bersama Kisaran Medan. These three variables were able to explain 53.8% of turnover intention, while the remaining 46.2% was influenced by other factors outside the scope of this study. Therefore, the company needs to enhance Organizational Citizenship Behavior (OCB), manage workload proportionally, and provide fair and appropriate compensation in order to reduce employee turnover intention.

#### 5. Reference

- Aditya, D. J. D., & Deviastri, L. (2024). Influence Work Life Balance and Compensation on Employee Performance with Satisfaction Work as a Mediating. *Human Capital and Organizations*, 1(2), 88–100. <https://doi.org/10.58777/hco.v1i2.224>
- Andi. (2022). The Influence of Competency, Career Development, Compensation and Organizational Commitment on Job Satisfaction and Performance of Public Junior High School Teacher on Bangko District, Rokan Hilir Regency. *International Conference on Business Management and Accounting (ICOBIMA)*, 1(1), 79–95.
- Aryanti, I., & Perkasa, D. H. (2024). The Effect of Training, Compensation and Work Discipline on Employee Performance at PT. Pegadaian. *Journal of Social Science*, 5(1), 188–198. <https://doi.org/10.46799/jss.v5i1.779>
- Astika, E., Nasib, Bhastary, M. D., Amalia, F., & Hou, A. (2022). Effect Of Work Environment And Workload On Employee Satisfaction. *Jmari*, 3(1), 1–12.
- Astrama, N. N. W. I. G. P. K. I. M. (2023). The Effect of Workload and Work Stress on Employee Performance with Burnout as A Mediation Variable ( Case Study at a Health Laboratory in Denpasar City ). *Sinomics Journal*, 397–410.
- Ayuningtyas, A. H., & Fadli, J. A. (2023). The Influence Of Compensation And Work Motivation On Perception Of Performance With Gender Moderation In Fast Food Employees In Jakarta. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 1587–1600. <https://doi.org/10.37641/jimkes.v11i3.2147>
- Azhari, P. (2022). The Effect Of Extrinsic Motivation And Compensation On Employee Performance (Study On Employees At A Retail Company In The City Of Bandung). *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 16(2), 170–177.
- Budiyono, B., Tri Widyastuti, & Muhammad Richo Rianto. (2022). Effect Analysis of Compensation, Work Environment and Leadership on Ship Crew Loyalty With Work Motivation As Intervening Variable At Pt. Salam Pacific Indonesia Lines. *Dinasti International Journal of Management Science*, 3(3), 566–577. <https://doi.org/10.31933/dijms.v3i3.1128>
- Cafe, O. C., Medan, R., Lim, B., Theng, B. P., Leonardi, F., & Surbakti, A. (2025). The Impact of Direct Compensation Towards Employees ' Performance at. *Jurnal Kolaboratif Sains*, 8(1), 899–908. <https://doi.org/10.56338/jks.v8i1.7067>
- Charoensukmongkol, P. (2022). Supervisor-subordinate guanxi and emotional exhaustion: The moderating

- effect of supervisor job autonomy and workload levels in organizations. *Asia Pacific Management Review*, 27(1), 40–49. <https://doi.org/10.1016/j.apmr.2021.05.001>
- Choudhury, A., & Shamszare, H. (2024). The Impact of Performance Expectancy, Workload, Risk, and Satisfaction on Trust in ChatGPT: Cross-Sectional Survey Analysis. *JMIR Health and Health*, 1(1), 1–22. <https://doi.org/10.2196/55399>
- Dewi, T. S., & Abadi, F. (2023). The Effect Of High Performance Work Systems On Organizational Citizenship Behavior, With Psychological Well-Being, Organizational Commitment And Job Satisfaction As Intervening Variables. *Journal Research of Social Science, Economics, and Management*, 2(12), 2939–2963. <https://doi.org/10.59141/jrssem.v2i12.511>
- Doleman, G., De Leo, A., & Bloxsome, D. (2023). The impact of pandemics on healthcare providers' workloads: A scoping review. *Journal of Advanced Nursing*, 79(12), 4434–4454. <https://doi.org/10.1111/jan.15690>
- Fadli, A., & Nasib. (2020). *Mengenal Dasar Manajemen*. CV. Pena Persada.
- Harinto, A. (2024). The Influence of Workload on Lecturer Performance through Job Satisfaction at the IT & B Medan Campus. *Journal of Business Integration and Competitive (JoBIC)*, 1(1), 1–9.
- Hemsworth, D., Muterera, J., Khorakian, A., & Garcia-Rivera, B. R. (2024). Exploring the Theory of Employee Planned Behavior: Job Satisfaction as a Key to Organizational Performance. *Psychological Reports*, 1–32. <https://doi.org/10.1177/00332941241252784>
- Hendi, & Robin. (2023). Intention In PT . Petro Anugerah Dinamika Pengaruh Budaya Organisasi Dan Promosi Jabatan Terhadap Turnover Intention. *Management Studies and Entrepreneurship Journal*, 4(November 2022), 71–78.
- Herfianti, M., Alfansi, L., Widodo, S., & Pareke, F. J. S. (2025). Exploring the Moderating Role of Organizational Justice in the Relationship Between Work Stress and Burnout Among Nurses : A JD-R Framework Approach Job Demands Resources ( JD-R ). *Journal of Business Integration and Competitive*, 2(1), 63–73. <https://doi.org/10.64276/jobic.v2i1.3>
- Honkley, T., Banuari, N., & Tandear, W. (2025). Peer Trust as a Mediator Between Learning Organization Culture and Innovative Behavior Among Faculty. *Journal of Business Integration and Competitive*, 1(2), 141–154. <https://doi.org/Journal of Business Integration and Competitive>
- Hutabarat, S. I., Ferine, K. F., & Aspan, H. (2022). The Influence of Organizational Culture, Work Discipline And Compensation Toward Employee Performance At PT. Jasa Marga. *Britain International of Humanities and Social Sciences (BioHS) Journal*, 4(3), 439–450. <https://doi.org/10.33258/biohs.v4i3.765>
- Iqbal, J., & Parray, Z. A. (2025). Striking the balance: unraveling the influence of organizational culture on organization citizenship behavior with corporate social responsibility as the bridge. *International Journal of Productivity and Performance Management*, 74(6), 2091–2112. <https://doi.org/10.1108/IJPPM-01-2024-0065>
- Jankelová, N., Némethová, I., Dabić, M., & Kallmuenzer, A. (2025). Enhancing organizational citizenship behavior towards the environment. In *Review of Managerial Science* (Vol. 19, Issue 3). <https://doi.org/10.1007/s11846-024-00781-x>
- Katabalo, C. V., & Mwita, K. M. (2024). The Role of Compensation on Job Satisfaction, Employee Performance and Organisational Performance. *Science Mundi*, 4(1), 137–148. <https://doi.org/10.51867/scimundi.4.1.12>
- Kosasih, H. (2023). The Influence of Compensation Towards Employee Productivity at PT. Citra Jaya Nusantara Pekanbaru. *International Journal of Health, Economics, and Social Sciences (IJHESS)*, 5(3), 328–331. <https://doi.org/10.56338/ijhess.v5i3.3935>
- Mariska, L., & Helmi, S. (2023). The Effect Of Employee Engagement And Workload On Employee

- Performance Mediated By Employee Work Satisfaction In The Administration Section Of The Airport Authority Region Ii Office Medan. *Sibatik Journal*, 2(8), 2329–2346.
- Naza, F., Irwadi, & Robin. (2025). Pengaruh Keselamatan Dan Kesehatan Kerja Terhadap Produktivitas Kinerja Karyawan Catering Misshealthy Medan. *Journal Economic and Strategy (JES)*, 6(2), 97–112.
- Nguyen, N. A. H. T. Q. (2022). The Impact of Organizational Citizenship Behavior on Organizational Performance of Vietnamese Universities during the Covid-19 Pandemic: The Moderating Role of Transformational Leadership. *Journal of System and Management Sciences*, 12(3), 1–24. <https://doi.org/10.33168/JSMS.2022.0301>
- Rahman, M. H. A., & Karim, D. N. (2022). Organizational justice and organizational citizenship behavior: the mediating role of work engagement. *Heliyon*, 8(5), 1–13. <https://doi.org/10.1016/j.heliyon.2022.e09450>
- Ratnawati, I., & Sugiarti, R. (2023). The moderating role of readiness for change on the effect of transformational leadership and compensation satisfaction on employee performance : Evidence from post-acquisition companies. *Diponegoro International Journal of Business*, 6(1), 9–23.
- Robin, Denni, & Jesica. (2024). The Influence Of Work Motivation And Job Training On Employee Performance At CV. Central Medan Fortune Motorcycle. *Management Studies and Entrepreneurship Journal*, 5(2), 7731–7741.
- Robin, Devi, & Jessica. (2024). Pengaruh Komunikasi Dan Motivasi Terhadap Kinerja Karyawan Pada Pt. Eway Alliance Indonesia. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 8(1), 2469–2479.
- Robin, Simamora, R., & Suraswan. (2024). Pengaruh Pendidikan dan Pelatihan ( Diklat ), serta Good Corporate Governance terhadap Kinerja Pegawai Kantor Pengawasan dan Pelayanan Bea dan Cukai tipe Madya Pabean Belawan. *Jurnal Ilmiah Mahasiswa Perbankan Syariah (JIMPA)*, 4(1), 127–138.
- Salleh, R., Lohana, S., Kumar, V., & Nooriza, S. (2024). Evaluation of job satisfaction as a mediator: Exploring the relationship between workload, career growth, social support supervisory and talent retention in the oil and gas industry in Malaysia. *Extractive Industries and Society*, 17(March), 1–15. <https://doi.org/10.1016/j.exis.2024.101426>
- Sofyan, S., Angkasa, D., Amoria, M., & Ginting, B. (2022). Analisis Pengaruh Kompensasi Dan Iklim Organisasi Terhadap Kinerja Karyawan Pt. Cahaya Anugerah Bahari Medan. *Jurnal Ekonomi Bisnis Manajemen Prima*, 11(11), 1–19.
- Soomro, S. A., & Soomro, S. A. (2024). Green intellectual capital and employee environmental citizenship behavior: the mediating role of organizational agility and green creativity. *Journal of Intellectual Capital*, 25(4), 822–840. <https://doi.org/10.1108/JIC-03-2024-0067>
- Sunaris, D. (2021). Effects Of Organizational Commitment And Organizational Justice On Organizational Citizenship Behavior With Job Satisfaction As A Mediation. *International Journal of Science, Technology & Management*, 3(3), 630–640.
- Supriyadi, D., Hamid, A., & Uyuni, B. (2025). Transformation Of Islamic Religious Counselors' Da'wah In The Policies Of The Ministry Of Religious Affairs In Indonesia. *Jurnal Al-Ijtima'iyyah*, 11(2). <https://doi.org/10.22373/al-ijtima'iyyah.v11i2.32729>
- Susanto. (2025). Unveiling the Path : Organizational Trust , Social Relationships , and Their Impact on Organizational Citizenship Behavior at CV Hanselia. *Journal of Business Integration and Competitive*, 2(1), 20–30. <https://doi.org/10.64276/jobic.v2i1.27>
- Susanto, A. (2023). The Influence of Organizational Citizenship Behavior (OCB) and Leader- Member Exchange (LMX) on the SMEs Performance: How The Role of Organizational Commitment (OC) Mediation. *International Journal of Sociology, Policy and Law (IJOSPL)*, 4(1), 1–11.
- Syaifuddin, Efendi, B., Novirsari, E., Lubis, Y., & Nasib. (2023). Organizational Justice and Corporate Social Responsibility on Employee Performance : The Mediating Role of Job Satisfaction. *Journal of Logistics*,

- Informatics and Service Science*, 10(3), 151–165. <https://doi.org/10.33168/JLISS.2023.0312>
- Syaifuddin, F., Rezeki, F., & Lubis, A. (2024). Drivers of Turnover Intentions and Vulnerability to Employee Poaching: A Study of Permanent Lecturers in Indonesian Private Universities. *Journal of Logistics, Informatics and Service Science*, 11(12), 90–115. <https://doi.org/10.33168/JLISS.2024.1205>
- Syaifuddin, Lie, D., Lubis, F. R. A., Novirsari, E., & Nasib. (2024). The role of job satisfaction in mediating the relationship between family conflict, volunteer management, and employee performance at PT. Perkebunan Nusantara 3. *International Journal of Advanced and Applied Sciences*, 11(12), 180–191. <https://doi.org/https://doi.org/10.21833/ijaas.2024.12.020>
- Wati, M., & Robain, W. (2024). Analysis Of Workload And Work Culture On Employee Performance With Motivation As A Mediation Variable In The Work Unit Of The National Narcotics Agency Of North Sumatera Province. *1st International Conference in Artificial Intelligence, Navigation, Engineering and Aviation Technology (ICANEAT)*, 1(1), 1–6.
- Wijaya, E. (2023). The Role of Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS) on SMEs Performance by Mediation of Organizational Commitment. *Jurnal Manajemen Industri Dan Logistik*, 7, 231–246. <https://www.jurnal.poltekapp.ac.id/index.php/JMIL/article/view/1259>