



The Effect of Organizational Citizenship Behavior, Jobs Characteristic, and Burnout on Turnover Intention

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ABSTRACT: The study aims to determine how the influence of Organizational Citizenship Behavior, Jobs Characteristic, and Burnout on Turnover Intention (Case study Line Carrey Cahil Cavany Main Assy PT Indonesia Epson Industry) The sampling method used is a saturated sampling method with a sample of 75 respondents. Data collection using questionnaires with Likert measurement scales. The method used in this study is using Structural Equation Modeling (SEM) Analysis with Smartpls 3.0 software The tests used are outer model analysis, inner model analysis and hypothesis test. The results of the study explained that organizational citizenship behavior did not significantly affect turnover intention with a p-value of 0.727 t-statistic value 0.350, jobs characteristic had a positive and significant effect on turnover intention with a p-value of 0.000 t-statistic value of 8.225, burnout had a positive and significant effect on Turnover intention with a P-value of 0.012 T-Statistic value of 2.530. Policies related to career development, compensation, and employee welfare need to be improved so that employees feel valued and motivated to stay in the company. This can ultimately reduce the level of turnover intention in the company.

Keywords: Organizational Citizenship Behavior, Jobs Characteristic, Burnout, and Turnover Intention.



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INTRODUCTION

Human resources have a very important role to run the company's mobility, therefore human resources are one of the elements in the company's development. Basically, companies and employees need each other, because a company cannot function without human resources. For companies that have competent human resources is a fortune, because competent and quality human resources are a great advantage for the company itself because with the development of the company through competent human resources it is likely to compete with other companies. Human resources play a very significant role in achieving the company's mission, it affects the quality of human resources in the company. The progress of the company is influential from the initiative of employees in meeting the needs of the company in addition to their duties ([Judeh, 2023](#); [Mohamad Ibrahim et al., 2013](#); [Nurhayati et al., 2016](#)).

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One of the common problems that occur in companies is the desire of employees who have the desire to resign, it is faced by the company because of the state of employees who have turnover intention. A common problem faced by companies is the desire of employees to move, which is the beginning of the intention to exit the company. Turnover intention is one of the things that need to be considered by the company because it can affect the condition of the company. (Sintya Saraswati & Ketut Ribek, 2018) is said to include humans, money, methods, materials, machines and markets. The challenge that companies face regarding human resources is how to retain potential resources and prevent them from leaving the organization (Luu, 2019).

The desire of employees to change jobs or leave the company will have a negative impact on the company, because the company needs to incur indirect costs such as recruitment costs and training new employees to lose skilled workers in the company. Companies will lose money if they lose employees who have experience and skills, because it can cause production activities to be ineffective and efficient (Djaelani et al., 2021).

Turnover intention refers to employees' voluntary intention to quit their jobs (Bothma & Roodt, 2013). High turnover intention leads to actual turnover, which is costly for organizations due to recruiting, hiring, and training new employees (Harhara et al., 2015). Turnover intention should be considered an important behavior and phenomenon in the company, if the company ignores the vacancy it will directly influence other employees to do additional work to fill vacant positions in that section. A high turnover rate can be predicted from an employee's desire to change jobs (Bilson, 2011)(Patrick & Setiawan, 2018). Among the factors fueling turnover intention are unfavorable job characteristics and employee burnout.

Specifically, lack of autonomy, monotonous tasks, role ambiguity, work overload, and limited advancement opportunities can increase disengagement and the desire to leave (Lu & Gursoy, 2016). Likewise, exhaustion, cynicism, and feelings of inefficacy resulting from burnout may motivate employees to detach psychologically and seek alternative employment (Peltokorpi, 2017). Organizations can reduce turnover intention through job redesign, improved task significance, increased employee involvement, workload balancing, creation of development paths, and burnout interventions like workplace wellness initiatives. Attending to job characteristics and mitigating burnout can enhance employee retention, preserving institutional knowledge and human capital. If ignored, deteriorating working conditions and mounting burnout set the stage for voluntary resignations.

Organizational citizenship behavior is the conscious and positive behavior of the members of the organization. This behavior is expressed in the form of conscience and voluntary work and contributes to the organization beyond what is required by the organization. OCB is work done outside the jobdesk of the company. According to (Robbins & Judge, 2019) (Andriani, 2020) Organizational Citizenship Behavior is employee behavior that is voluntary and not as an obligation to help others at work and thus can increase company effectiveness. Common examples include volunteering for extra work, assisting coworkers without expectation of reward, making constructive suggestions, spreading goodwill with positive attitudes, and defending organizational objectives (Bande et al., 2015). Researchers have linked OCB to

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outcomes such as improved efficiency, customer satisfaction, team performance, and profitability (Deery et al., 2017). Antecedents shown to encourage OCB include job satisfaction, organizational commitment, leadership support, and perceptions of fairness (Newland et al., 2015). Companies aiming to increase OCB can focus on selecting employees predisposed to extra-role behaviors, as well as nurturing workplace conditions that engender volunteerism, helpfulness, sportsmanship, and civic virtue (Organ, 2018). The social exchange resulting from OCBs builds a culture of reciprocity between employees and organizations over time (Reader et al., 2017). In this manner, OCB serves as a strategic asset for organizational success.

In assembly companies everyone has job characteristics that are different from each other, everyone does a different job. Job characteristics according to Purwaningsih (Akmal & Rislisa, 2018) are characteristics that differ from one job to another that are specific and are the core of the job which contains characteristics that exist in all jobs and that workers feel so as to influence work behavior towards their work. Basically, the desire to change the workplace of employees in the organization is caused by the employee's dissatisfaction with the characteristics of his work in the organization.

These problems can be concluded that the difficulty of job characteristics and problems in employee socio demographics make employees feel uncomfortable and cause a greater desire to change workplaces. Someone who feels suitable and comfortable with his job will feel at home working for the company but if someone does not like his job then that person will want to change jobs because he does not feel comfortable with what he does. (Cummings & Worley, 1997) (Akmal & Rislisa, 2018) state that job characteristics represent three psychological states, namely understanding the task, the responsibility to be done, and the result of the work.

When a person feels suitable for their job, there is no need to force, bribe, or manipulate them to work hard to do their best. Job characteristics can affect the work rhythm of employees when doing certain jobs, and so that they do not feel disturbed while working, it is necessary to regulate the type of work and work rules. The point can be used to maintain the work rhythm in the company so as not to decrease employee satisfaction. In addition to organizational citizenship behavior, job characteristic, burnout is one of the factors that are inspired to affect turnover intention. Burnout is chronic stress that employees experience physically, mentally, and emotionally. Employees who experience burnout will feel tired all the time. Saturation can lead to poor employee performance and can ultimately hurt the company. Burnout often arises in the world of work due to daily routines and work demands. Burnout is a process by which a person's behavior and attitudes change negatively in response to work.

Burnout is defined as a psychological syndrome stemming from chronic workplace stress (Schaufeli et al., 2020). Key dimensions comprise overwhelming exhaustion, cynicism toward one's job, and feelings of inefficacy or lack of accomplishment (De Beer et al., 2016). Antecedents often include work overload, limited control, insufficient reward, unfairness, and value conflicts between employees and organizations (Huang et al., 2016). Burned out employees tend to withdraw psychologically, experiencing decreased motivation, heightened neglect, and even a sense of depersonalization in their roles (Wilczek-Rużyczka, 2019). Outcomes negatively

impact job performance, turnover intentions, absenteeism rates, and physical health (Rodriguez et al., 2021). Strategies to alleviate burnout focus on workload adjustments, social support systems, self-care initiatives, increased job autonomy, and improvements to workplace culture and leadership capabilities (Roberts et al., 2019). Attending to burnout can enhance well-being and ability to cope with job demands over the long-term.

Table 1. Employee Turnover Data Carrey Cahil Cavany PT. Epson Indonesia Period January – December 2021

Month	Total Initial Employess	In	Out	Total End Employess	Turnover %
January	75	0	1	74	1,33 %
February	74	1	0	75	0
March	75	0	0	75	0
April	75	0	0	75	0
May	75	0	2	73	2,66 %
June	73	2	0	75	0
July	75	0	0	75	0
August	75	0	1	74	1,33 %
September	74	1	0	75	0
October	75	0	1	74	1,33 %
November	74	0	1	73	1,33 %
December	73	2	0	75	0

Source : Data Processed by Researchers (2022)

The data above is turnover data for the period January – December 2021 in the Carrey Cahil Cavany section at PT. Indonesia Epson Industry experienced the most turnover in May at 2.66%, in this line it needed only 75 employees, the initial recruitment in January was right at 75 people but when someone left the company required the company to recruit again. So when there is no fit of 75 employees needed on this line, the cycle of out and recruitment always rotates until it matches the needs needed.

METHOD

This research method is quantitative with a survey approach and sampling techniques using saturated sampling of the entire population of 75 respondents. Data collection techniques use questionnaires distributed to respondents. The questionnaire used a Likert scale of 1-5 to measure variables of organizational citizenship behavior, job characteristic, burnout, and turnover intention. The collected data will be analyzed using variant-based Structural Equation Modeling (SEM) method with SmartPLS 3.0 software. Data analysis steps include outer model

tests to assess the validity and reliability of measurement models and inner model tests to assess the fit of structural models. After the model passed the outer and inner model tests, research hypothesis testing was carried out to analyze the effect of organizational citizenship behavior, job characteristics and burnout on turnover intention.

RESULT AND DISCUSSION

Outer Model

Analysis of external models is carried out to ensure that the measurements used can be used as measurements (valid and reliable). An external model is a measurement model consisting of indicators and paths that relate them to each factor. Analysis of the outer model can be seen from several indicators to test the validity of the data can be seen using convergent validity and discriminant validity.

Convergent Validity

Table 2. Processing Results

	Ocb	Job Characteristic	Burnout	Turnover Intention	Description
X1.1	0.677				
X1.10	0.582				Valid
X1.11	0.723				Valid
X1.2	0.551				Valid
X1.3	0.748				Valid
X1.6	0.696				Valid
X1.7	0.646				Valid
X1.8	0.768				Valid
X1.9	0.617				Valid
X2.1		0.545			Valid
X2.2		0.542			Valid
X2.4		0.687			Valid
X2.5		0.556			Valid
X2.6		0.742			Valid
X2.7		0.811			Valid
X2.8		0.746			Valid
X3.1			0.751		Valid
X3.10			0.786		Valid
X3.2			0.809		Valid
X3.3			0.760		Valid
X3.4			0.719		Valid
X3.5			0.657		Valid

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X3.6	0.848	Valid
X3.7	0.687	Valid
X3.8	0.675	Valid
Y1.1	0.818	Valid
Y1.2	0.793	Valid
Y1.3	0.799	Valid
Y1.4	0.703	Valid
Y1.5	0.600	Valid
Y1.6	0.631	Valid
Y1.8	0.741	Valid
Y1.9	0.790	Valid

Source : PLS Processing Results (2023)

Based on table 2, it can be seen that after recalculation after the deletion of invalid indicators, all indicators have met convergent validity because they have outer loading values above 0.5.

Discriminant Validity

Table 3. Cross Loading Value

Variabel	Average Variance Extracted (AVE)
X1 _OCB _	0.451
X2 _JOB CHARACTERISTIC	0.448
X3 _BURNOUT _	0.557
Y _TURNOVER INTENTION _	0.545

Source : PLS Processing Results (2023)

Indicators can be declared valid if the value of cross loading on each indicator is greater than other variables. In addition, discriminant validity can be measured using the AVE root method by comparing it to the correlation between variables. A variable is considered to have a good level of validity if it has an AVE value of ≥ 0.50 . Cross loading values can be seen in table 3 and AVE test result values can be seen in table 3.

Reliability Test

Table 4. Composite Reability

Variable	Composite Reliability	Description
OCB	0.880	Reliabel
JOB CHARACTERISTIC	0.847	Reliabel
BURNOUT	0.918	Reliabel
TURNOVER INTENTION	0.905	Reliabel

Source: PLS Processing Results (2023)

Based on tabel 4 it can be seen that the results of the composite reliability test show a good value, namely all latent variables are reliable because all latent variable values have a composite reliability value of ≥ 0.70 and Cronbach's alpha ≥ 0.70 . Thus it can be concluded that the questionnaire used as a research tool is reliable or consistent.

Reliability tests are also reinforced with Cronbach's alpha value. Here are the reliability results with Cronbach's alpha.

Table 5. Cronbach's alpha

Variabel	Cronbach's alfa	Keterangan
OCB	0.852	Reliabel
JOB CHARACTERISTIC	0.801	Reliabel
BURNOUT	0.900	Reliabel
TURNOVER INTENTION	0.879	Reliabel

Source : PLS Processing Results (2023)

Based on table 4.5 above, it can be concluded that the value of Cronbach's alpha all constructs > 0.6 which means that all constructs meet Cronbach's alpha criteria and each construct in this study has a high reliability value.

Inner Model

After the estimated model meets the outer model criteria, structural model testing is carried out (inner model). Internal model testing is the development of concepts and theory-based models to analyze the relationship between exogenous and endogenous variables that have been described in a conceptual framework. The evaluation of this model was conducted using R-Square Adjust, Q-Square Predictive Relevance, Goodness of Fit, and Hypothesis Test.

R-Square Adjust

Table 6. R-square Test Results

Variabel	R Square	R Square Adjusted
TURNOVER INTENTION	0.681	0.667

Source : PLS Processing Results (2023)

Based on table 6 above, the R-Square value of 0.681 is produced, it can be explained that the influence of organizational citizenship behavior (X1), job characteristic (X2), and burnout (X3) variables on turnover intention (Y) gives a value of 0.681, with the interpretation that the job satisfaction construct variable can be explained by organizational citizenship behavior variables, Job characteristic, and burnout of turnover intention with a percentage of 68.1% while 31.9% is explained by other variables outside this study, this value is greater than 0.67 so it is stated strong.

Hypothesis Analysis

Hypothesis testing in this study can be seen in the path coefficient table which serves to test whether a hypothesis can be accepted or rejected. Because the path coefficient is 5%, $t = 1.96$. If the t-statistic value is greater (> 1.96), then the hypothesis is significant or H_0 is rejected and H_a is accepted. The path coefficient table for this study is as follows

Tabel 7. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1_OCB_-> Y_TURNOVER INTENTION_	0.028	0.054	0.081	0.350	0.727
X2_JOB CHARACTERISTIC -> Y_TURNOVER INTENTION_	1.111	1.080	0.135	8.255	0.000
X3_BURNOUT_ -> Y_TURNOVER INTENTION_	-0.392	-0.345	0.155	2.530	0.012

Source : PLS Processing Results (2023)

The Effect of Organizational Behavior on Turnover Intention

The results of this study showed that the organizational behavior variable (X1) did not have a significant influence on turnover intention (Y) at PT Epson Industri Carrey Cahil Cavany Line. The results based on the path coefficient test in the internal model showed t-statistical results for the organizational citizenship variable of 0.350 and were declared insignificant because the t-statistic value < 1.96 ($0.350 < 1.96$) then the hypothesis test 1 was declared H_0 accepted and H_a was rejected. It can be interpreted that the behavior of members of the organization does not affect the turnover intention online carrey cahil cavany PT Indonesia Epson Industry. The results of this study are in line with research in the journal ([Muaja et al., 2021](#)), and ([Fauziridwan et al., 2018](#)) which states that the behavior of organizational members does not have a significant effect on turnover intention. Where organizational citizenship behavior in employees is caused by the personality of employees such as affection for others and willingness to help colleagues who have not succeeded.

The Effect of Job Characteristics on Turnover Intention

The results of this study show that the job characteristic variable (X2) has a significant effect on turnover intention (Y) in the carrey cahil cavany line of PT Indonesia Epson Industry. The results based on the path coefficient test on the internal model showed t-statistical results for the job characteristic variable of 8.255 and were considered significant because the t-statistic value > 1.96 ($8.255 > 1.96$), then in testing hypothesis 2 it was stated that H_0 was rejected and H_a was accepted. It can be interpreted that job characteristics affect turnover intention in PT Indonesia

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Epson Industry's career cavity line. The results of this study are in line with the research of (Patrick & Setiawan, 2018), (Ghosh et al., 2015), and (Ahmad, 2018) which states that job characteristics have a significant effect on turnover intention.

The Effect of Burnout on Turnover Intention

The results of this study show that the burnout variable (X3) has a significant effect on turnover intention (Y) in PT Indonesia Epson Industry's cavity line career. The results based on the path coefficient test in the internal model showed a t-statistic result for the burnout variable of 2.530 and was considered significant because the t-statistic value was 1.96 ($2.530 > 1.96$), then testing hypothesis 3 states, that H_0 is rejected and H_a is accepted. It can be interpreted that burnout affects the turnover intention of PT Indonesia Epson Industry's career cavity line. The results of this study are in line with research in (Kuntary, 2019), (Yoon & Kim, 2010), and (Elci et al., 2018) the results of the study showed that burnout has a positive and significant effect on turnover intention.

CONCLUSION

Based on the results of data analysis and research discussion, it can be concluded that organizational citizenship behavior and job characteristics have a significant negative effect on turnover intention. The higher the organizational citizenship behavior and the better the job characteristics, the lower the employee turnover intention. Meanwhile, burnout has a significant positive effect on turnover intention where the higher the employee burnout, the higher their turnover intention. For future research, it is recommended to expand the research sample not only in one company but several companies so that the research results are more generalizable. In addition, it can use qualitative methods or a combination of quantitative and qualitative methods to get more in-depth results. Mediating and moderating variables can also be added such as job satisfaction, organizational commitment, or leadership style to see their effect on the relationship between the independent and dependent variables. Longitudinal studies are also recommended to determine the long-term effects of the variables in this study. By paying attention to these suggestions, it is hoped that future research will get more comprehensive results regarding the factors that influence employee turnover intention.

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