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## The Influence of Teamwork and Person-Environment Fit on Employee Turnover Intention with Organizational Citizenship Behavior as A Mediating Variable (Study Case on Sinar Mas Land Customer Care)

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**Abstract:** The purpose of this study is to examine how Teamwork and Person-Environment Fit influence Turnover Intention mediated by Organisational Citizenship Behavior (OCB) in Sinar Mas Land particularly customer care division. Data was obtained by distributing a closed questionnaire filled up by 117 participants, and the data processing was then conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) with a software SmartPLS 3.0. The result shows that Teamwork does not negatively affect Turnover Intention but positively contribute to OCB. Meanwhile, Person-Environment Fit has a negative effect toward Turnover Intention and a positive effect toward OCB. There is a reduction in the intention of turning over influenced by OCB. Moreover, OCB also functions as a mediator between Person-Teamwork and Person-Environment Fit toward Turnover Intention. These findings urge to strengthen Teamwork and employee-environment in order to enhance the development of OCB in Sinar Mas Land Customer Care.

**Keyword:** Turnover Intention, Person-Environment Fit, Teamwork, Organizational Citizenship Behavior, Customer Care.

### INTRODUCTION

In an increasingly competitive business environment, companies are required to not only pursue profits but also maintain and develop human resources as their primary asset. Employees play a crucial role in organizational success, especially in the modern era, which demands competence and innovation. In line with Becker's (1964) Human Capital theory, human resources are valuable assets in a form of knowledge and expertise. However, the high number of turnover posts a significant challenge which puts a financial burden and reduces productivity in a company. Main factors of this include job dissatisfaction, excessive workload, and inadequate compensation systems. Research by Hidayah (2021) found that turnover intention is influenced by workload and teamwork with organizational commitment acting as a positive intermediary between teamwork and turnover intention. This means that strong teamwork tends

to foster high organizational commitment in employees. Conversely, a heavy workload lowers commitment, which in turn increases the likelihood of leaving the company.

Furthermore, another study that also discusses factors causing turnover intention is the research by Kristof, A. L. (2005), which explains that the misalignment between individuals and a working environment or organization can trigger the workers' intention to leave. It is also supported by research by Saleem et al. (2021), which revealed that the mismatch between the individual and the institution (Person-Organization Fit/P-O Fit), as well as between the individual and the profession (Person-Job Fit/P-J Fit), leads to high number of turnover intention. In Saleem's study, the engagement among employees was found to be a mediating variable that strengthens the bond between P-O Fit and P-J Fit with their intention to move, which means that the higher employee engagement, the lower their desire to leave.

Based on the aforementioned situation, this study suggests that a further analysis needs to be conducted, and the research is situated in Sinar Mas Land as there is the high employee turnover rate in Sinar Mas Land's Customer Care Division. The company is known as one of the largest property developers in Indonesia with ten business lines, which cover residential, shophouses, industrial estates, apartments, hotels, and others. Given its broad business scope, the Customer Care Division plays a strategic role in maintaining customer satisfaction. However, in 2024, 37 employees from this division resigned owing to various reasons. This situation prompts an internal evaluation to maintain operational continuity and service stability

**Table 1. The Turnover Rate in Sinar Mas Land Customer Care 2024**

Year	The Employee Number in the beginning	The Number of Leaving Employee	The Employee Number in the End	Turnover (%)
2021	35	6	60	12.63
2022	60	27	93	35.20
2023	93	38	120	35.68
2024	120	37	121	30.71

Source: Data Service Quality Management Sinar Mas Land 2024 (YTD October 2024)

Table 1 reveals the employee turnover rate in Sinar Mas Land's Customer Care Division experienced significant changes. In 2021, the percentage was recorded at 12.63%, doubled in 2022, and increased slightly in the following year, reaching 35.65%. By October 2024, it had reached 30.71%, far exceeding Gallup's ideal standard of 10%. Through interviews with two leaders, the main causes were identified, namely weak coordination in complaint handling and an uncomfortable work environment.

Consequently, based on this, three main variables influencing turnover intensity were used in this study, which are *Teamwork*, *Person-Environment Fit*, and OCB as a mediating variable of both variable on resignation intention. Syamsuriadi et al. (2023) confirmed that teamwork makes a positive effect and contributes to OCB. Similarly, Farida (2020) suggested that, compared to organizational culture, individual personality, and procedural fairness, teamwork has a greater influence on OCB.

In addition to the relationship of both variables, a positive relationship was also found between Person-Environment Fit (P-E Fit) and OCB. Saputo (2024) stated that P-E Fit has a positive and significant impact on OCB. A similar finding was conveyed by Kau and Kang (2021), who showed a significant and positive relationship between Person-Organization Fit (P-O Fit) and OCB. The higher the fit between an individual and the organization, the greater the chance for OCB to emerge. Therefore, OCB is proportional to be used as a mediating variable. A pre-survey was conducted by distributing questionnaires to 20 employees holding a permanent status.

Research gaps in previous studies are also identified. For example, regarding the teamwork variable, Hidayah (2021) showed that teamwork has a negative and significant impact on employee turnover intention. However, this differs from the findings of Wibawa & Soedarsono (2016), who stated that teamwork, as part of the employee engagement dimension, has a negative influence on turnover intention, but insignificant.

This difference indicates the need for retesting in different organizational contexts and time period. Finding differences is also observed in the relationship between teamwork and Organizational Citizenship Behavior (OCB). While Syamsuriadi (2023) stated that teamwork does not have a significant impact on OCB, Ai-Fen Lim et al. (2024) showed a contrast finding. Meanwhile, as for the influence of OCB on turnover intention, Hernando (2023) found no significant effect, although in a negative direction. Conversely, Manopo (2020) proved that it has a significant negative effect. The higher level of Person-Environment Fit, according to Rachel and Samantha (2021), the lower the stress level and turnover intention leading to personal job satisfaction. However, Rottanom (2023) in his analysis of Generation X and Y found that P-E Fit has a significant negative impact on turnover intention for both generations, yet each generation has their own dominance. The former generation's Person-Job Fit is more dominant, while Person-Supervisor Fit among the later is more determining.

Based on the aforementioned research gaps, this study is to further explore aspects that influence the level of employee turnover intention. Two independent variables, namely teamwork and individual suitability to the work environment (Person-Environment Fit), are used to be the main focus. An empirical test was done to see whether these two variables show their significant influence, either a positive or negative direction, on the high level of turnover intention in the Sinar Mas Land Customer Service Division. Hence, this analysis will be conducted with the title "**The Effect of Teamwork and Person-Environment Fit on Turnover Intention with Organizational Citizenship Behavior as a Mediating Variable.**"

## **METHOD**

A causal analysis approach is utilised in this research, which emphasizes the study of causal relationships between several variables (Sekaran et al., 2016). This approach is categorized as a type of quantitative research, which is a scientific study method that aims to test the validity of an existing theory, whether results of a study either support or reject a previously developed theory (Kashmir, 2022). This methodology results in an objective overview through evaluating the influence between independent and dependent variables in order to prove a predetermined hypothesis (Sugiyono, 2017).

Quantitative data, numbers, is used in this study so that statistical analysis could be conducted. In this study, there are three types of variables: the independent variable (Teamwork and Person-Environment Fit), the dependent variable (Turnover Intention), and the mediating variable (Organizational Citizenship Behavior/OCB). The population total was 121 staff members of Sinar Mas Land's Customer Care Division, considering the fact that a relatively high turnover rate is identified in the division. The research aims to trace the trend of turnover intention in order to help management understand the main causes of resignation and formulate well-suited actions.

Saturation sampling was employed in this study as the sampling technique, for the entire population was included as a respondent. Data collection was conducted through a questionnaire directly distributed to the participants. The responses were then processed using SmartPLS 3.0 software, applying the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. It was chosen since it is well-suited for small populations and does not rely on strict assumptions about data distribution. The model evaluation was carried out in two stages: measurement model testing to assess the validity and reliability of indicators, and structural model testing to examine the causal relationship between variables within the proposed framework.

## RESULTS AND DISCUSSION

### The Corporate Brief History

Sinar Mas Land is of the most leading property developers in SouthEast Asia, situated in Indonesia, and is a part of Sinar Mas Group which operates across various sectors such as agribusiness, pulp and paper, banking, and telecommunications. A youth, Eka Tjipta Widjaja, pioneered the company origins with the entrepreneurial endeavors, and then grew significantly to operates many sectors, one of which is property. In 1987, the group established Simarsed, then generating Limited Liability Company Duta Pertiwi, Tbk, with its initial project of constructing shophouses and housings.

Sinar Mas Land, over its growing time, show its further development through the construction of integrated township such as Bumi Serpong Damai (BSD City), Grad Wisata, and Kota Wisata. Now, this company possesses a strategic land bank of roughly 10,000 hectares with two subsidiaries listed on the PT Bursa Efek Indonesia/BEI (Indonesian Stock Exchange). Maintaining its service quality, Sinar Mas Land established a customer care unit and CRSQ sub-division. This study aims to assist management in evaluating internal conditions, particularly addressing the high turnover rate observed over the past three years.

### Data Analysis

The data analysis utilizes a second order construct, and this is due to the when a latent variable is elaborated through a number of dimensions, each of which has independent indicators. Such approach is applied in order to give a broader and more complex concept which cannot be appropriately indentified by only a single dimension.

The following picture shows the schematic design generated through PLS software, which is then employed as a testing process:

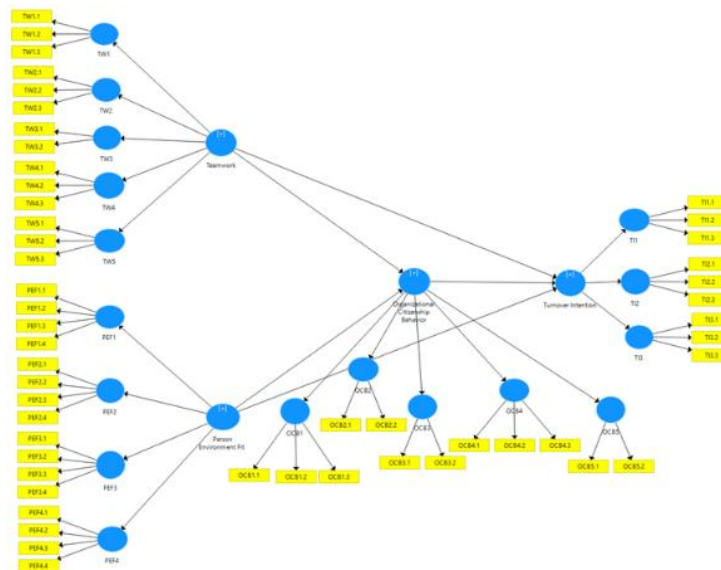


Figure 1. Research Model

Source: Data processing with SmartPLS 3.0, 2025

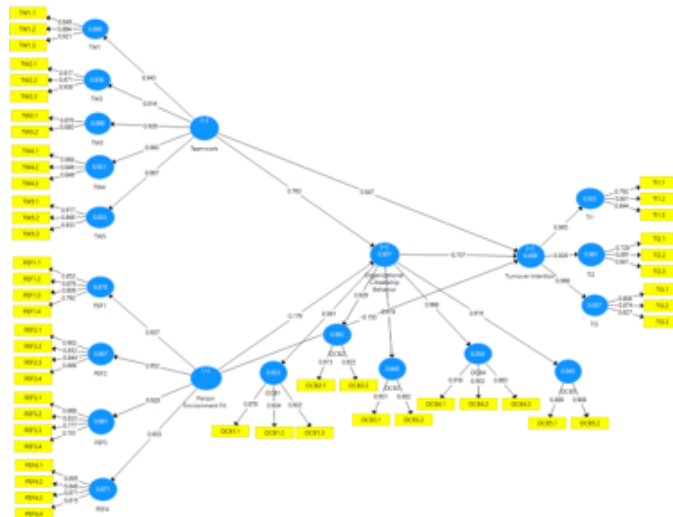
The evaluation process employs PLS-SEM method which is divided into two main part, namely: outer model (assessment plan) and inner model (structural plan).

### Assessment Model Evaluation (Outer Model)

This assessment functions to ensure that analysis instruments are able to represent variables correctly. The evaluation was carried out through analyzing questionnaire items

focusing on reliability, the consistency of measurement, and validity, the suitability of the instrument toward a thoroughly-studied theoretical concept (Sekaran eta Bougie 2016).

In outer model, evaluation stages were done by paying attention to several indicators  $\rightarrow$  convergent validity, discriminant validity, and construct reliability. The overall measurement visualization in this study is represented by the following picture:



**Figure 2. Outer Model Testing**

Source: Data processing with SmartPLS 3.0, 2025

The steps required in outer model testing could be further understood through the process explanation, as follows:

**Convergent Validity**

In the Partial Least Squares (PLS) approach with reflective indicators, convergent validity is measured through loading factors, which indicate a close relationship between each item's score and the construct it represents. This process depicts how well an instrument depicts the concept being studied.

Also, the process serves as the primary indicator of a reflective measurement model, measuring the extent to which the indicators in one dimension optimally explain variance. Convergent validity assessment involves two important parameters: a minimum loading factor of 0.7 and an Average Variance Extracted (AVE) of at least 0.50. If the AVE score is less than 0.50, this indicates a discrepancy between indicators and the constructs or the model design error.

The analysis result shows that all variables possesses loading factors above 0.7 and AVE above 0.50; thus, the convergent validity of all indicators is adequate. The three utilized Variables (teamwork, Person-Environment Fit, Organizational Citizenship Behavior, and Turnover Intention) are each constructed from relevant aspects and indicators, which meet the convergent validity criteria according to Hair et al.'s (2019) guidelines. Therefore, the data used in this analysis is deemed valid for representing the constructs studied.

**Discriminant Validity**

Discriminant Validity aims to measure to what extent a construct has differences as compared to other constructs in a model. The fundamental principle is to ensure indicators in a variable possess a stronger correlation with assessed constructs being studied in comparison with other constructs.

In other words, this validity test examine if every indicator represents the intended contract without overlapping others; hence, discriminant validity is said to be sufficient and the



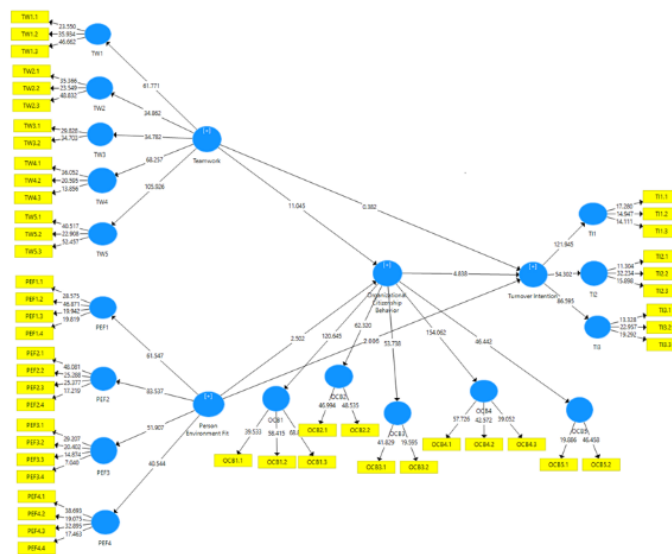
<b>TI2</b>	0.758	0.862
<b>TI3</b>	0.786	0.875

Source: Data processing with SmartPLS 3.0, 2025

**Structural Model Evaluation (Inner Model)**

Having analyzed all constructs and instruments, and considered valid and reliable, the following process was interpreting the testing outcomes of structural model. The evaluation of inner model involves the assessment of how strong a relation among latent variables are in an analytical framework This is conducted by focusing on the extent to which a model is able to depict predictive relationships amid constructs. Of indicators used, R-Square value is capable of presenting the proportion of variance in the endogenous variable explained by exogenous constructs.

Before the structural relationship assessment is carried out, the initial evaluation stage is identifying potential collinearity among the predictor constructs. To understand how this evaluation works is by its ability in predicting the endogenous latent constructs and their constituent indicators (Hair et al. 2019). Hypotesis testing with SmartPLS employs the estimation of path coefficients using the bootstrapping method to measure the magnitude and direction of influence amid independent and dependent variables. In general, the inner model evaluation was conducted by involving a few key indicators, including R-Square, Q-Square to predictive relevance, and path coefficients. The variable relationship structure in this study is illustrated in the following figure:



**Figure 3. Inner Model Testing**  
Source: Data processing with SmartPLS 3.0, 2025

Below is the description of series of tests applied to the inner model (structural framework) include the R-Square value, Goodness of Fit, and path coefficient.

**R-square**

Based on the processing data, several findings are obtained, as follows:

**Table 5. R-Square**

	R Square
<i>Organizational Citizenship Behavior</i>	0.807
OCB1	0.923
OCB2	0.862

OCB3	0.845
OCB4	0.934
OCB5	0.845
<i>Turnover Intention</i>	0.608
TI1	0.931
TI2	0.861
TI3	0.937

Source: Data processing with SmartPLS 3.0, 2025

The table above shows that the R-Square score of OCB is 0.807 showing its significant influence with a 80.7% variability by Teamwork and P-E Fit. Meanwhile, the value of 0.608 Turnover Intention indicates the changes is influenced by P-E Fit, and OCB.

**Goodness of Fit Index Test**

Having finished testing Goodness of Fit (GoF) several findings are obtained, as follows:

$$\begin{aligned}
 \text{GoF} &= \sqrt{\text{AVE} \times R^2} \\
 &= \sqrt{0.740 \times 0.855} \\
 &= \sqrt{0.633} \\
 &= 0.796
 \end{aligned}$$

The final calculation of Goodness of Fit (0.796) above shows that a model is at a high level by surpassing the minimum GOF standard of 0.36.

**Path Coefficient Test**

Hypothesis testing was conducted by setting a significance level of 5%, meaning that a hypothesis is accepted if its significance value is below 0.05.

**Table 6. Direct Hypothesis Test (Direct Effect)**

Hypothesis	Path Structure	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H1	Teamwork -> Turnover Intention	0.047	0.052	0.122	0.382	0.351
H2	Teamwork -> Organizational Citizenship Behavior	0.763	0.759	0.069	11.045	0.000
H3	Person Environment Fit -> Turnover Intention	-0.190	-0.199	0.099	2.006	0.011
H4	Person Environment Fit -> Organizational Citizenship Behavior	0.179	0.182	0.071	2.502	0.006
H5	Organizational Citizenship	-0.707	-0.711	0.146	4.838	0.000

Behavior	->
Turnover Intention	

Source: Data processing with SmartPLS 3.0, 2025

The above table indicates the outcome of direct effect testing with details as follows:

1. The effect of teamwork on turnover intention shows a path coefficient of 0.047, a t-statistic of 0.382, and a p-value of 0.351. this indicates that the null hypothesis (H<sub>0</sub>) is accepted, while the alternative hypothesis (H<sub>a</sub>) is rejected.

Hence, no significant effect of teamwork on turnover intention is noticeable, leading to the unproven assumption that teamwork has a negative impact on turnover intention. 2. The influence of Teamwork on OCB results in path coefficient of 0.763, t-statistic of 11.045, and p-value of 0.000.

As a result, H<sub>0</sub> is rejected, while H<sub>a</sub> is accepted leading to the conclusion that teamwork influenced positively and significantly toward OCB 3. The score of the influence of P-E Fit on Turnover Intention is path coefficient of -0.190, t-statistic of 2.006, dan p-value of 0.011 leading to the rejection of H<sub>0</sub> and the acceptance of. Hence, P-E Fit has a positive and significant effect on turnover intention.

4. The calculation of the influence of P-E Fit on OCB results in path coefficient of 0.179, nilai t-statistic of 2.502, dan p-value of 0.006; hence, H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. Therefore, it can be said that P-E Fit has a positive and significant effect on OCB. 5. The assessment of OCB influence on Turnover Intention leads to the score of path coefficient of -0,707, t-statistic of 4,838, dan p-value of 0,000. It shows the rejection H<sub>0</sub> of and the acceptance of H<sub>a</sub>, meaning that, OCB possesses a negatively significant on turnover intention.

As for the indirect effect test, it examines the mediation of the intervening variable connecting the independent and dependent variables. The value is calculated using bootstrapping techniques. The results of the test indicate a significant effect in the tested model, as follows:

**Table 7. Indirect Hypothesis Test (Indirect Effect)**

Hypothesis	Path Structure	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H6	Teamwork-> Organizational Citizenship Behavior-> Turnover Intention	-0.540	-0.540	0.122	4.434	0.000
H7	Person Environment Fit -> Organizational Citizenship Behavior-> Turnover Intention	-0.126	-0.130	0.060	2.117	0.017

Source: Data processing with SmartPLS 3.0, 2025

Table 7 shows the result of indirect hypothesis testing involving a mediator variable (OCB) indicating causal relationships among independent variables toward the dependent variable. The general conclusion of path coefficient indirect effect test is obtained, as follows: 1)OCB becomes a mediator of the relation between Teamwork and Turnover Intention with the value of path coefficient of -0.540, t-statistic of 4.434, and p-value of 0.000. This proves that

OCB plays an intervening role which has an effective indirect effect. 2) The analysis of that OCB significantly mediate the connection between P-E Fit and Turnover Intention results in the score of path coefficient of -0.126, t-statistic of 2.117, and p-value of 0.017. This indicates that OCB is intervening both which strengthen indirect effect in the model.

### **The Influence of Teamwork on Turnover Intention**

The analysis results in the conclusion that teamwork does not significantly reduce turnover intention among Sinarmas Land Customer Care employees. Hence, teamwork improvement actions alone could not retain employees when no supports from other factors such as compensation, career paths, and work well-being are offered. Consistent with a study conducted by Putri and Renwarin (2023), team performance was not significant in reducing turnover intention.

In Customer Care Division, psychological well-being, leadership, and reward systems maintain workers loyalty more than teamwork. As emphasized by Mbah and Ikemefuna (2023), teamwork plays a supporting strategy in employee retention, but is not the primary factor. Meanwhile, work pressure, unsatisfying compensation, and limited career prospects have a greater influence. Therefore, prosperity, development opportunities, and financial well-being must be the main focus of the organisation.

### **The Influence of Teamwork on Organizational Citizenship Behavior**

The direct effect test shows that teamwork has a positive effect on OCB. The greater the collaboration between employees happens, the more likely the volunteering behavior beyond main duties emerges. A good teamwork generates a supportive environment, trust building, and active participation to support collective organizational success. This aligns with Judeh's (2021) study, which found that job delight significantly influences OCB, mediated by teamwork. Job satisfaction encourages loyalty and proactive performance, especially within a solid team.

Therefore, companies are in a must of building teamwork through training, open communication, and a collaborative work culture to optimize OCB (Bal et al., 2024). In the context of customer service Sinar Mas Land, active employees in strong teams tend to have bigger enthusiasm and consistently demonstrate senses of belonging, such as showing more initiative actions, tolerance of work pressure, and participation in maintaining service quality (Syamsuriadi, Hamzah, et al., Gunawan, 2023). Therefore, teamwork development can be a key strategy in fostering employee's characters that possibly enhance the company's productivity.

### **The Influence of Person-Environment Fit on Turnover Intention**

The assessment shows that Person-Environment Fit negatively affects turnover intention. The similarity of values, goals, and tendency between individual and company lowers the likelihood of leaving a company, leading to psychological stability, emotional bonding, loyalty toward a company a worker works in. Resulting in the similar conclusion, Limuria et al. (2025), and Saputra & Djastuti (2021) also support this finding, stating that P-E Fit significantly contributes to lower turnover intention. Furthermore, Judeh (2021) and Kakar et al. (2025) state that P-E Fit yields synchrony between values and abilities, increasing satisfaction, motivation, and loyalty.

Likewise, A high level of fit strengthens commitment, while a mismatch can lead to conflict, dissatisfaction, and even resignation number increments (Saputra et al. Djastuti 2021). In Sinar Mas Land's high-pressure customer service unit, the fit between expectations and organization is crucially important in lowering work stress level. Therefore, P-E Fit needs to be maintained even from the recruitment step and become part of a long-term HR strategy to reduce turnover (Redelinghuys 2023).

### **The Influence of Person-Environment Fit on Organizational Citizenship Behavior**

The hypothesis test indicate that P-E Fit shows a positive effect on OCB in Sinar Mas Land Customer Care. A proper match between employees and companies leads to the emergence of OCB. This finding is in line with Kaur and Saputo's research, which highlights the importance of organizational value congruence. Also, a study by Jufrizen et al. (2023) found that Person-Job Fit and Person-Organization Fit significantly influence OCB through job satisfaction and loyalty. This finding, hence, encourages Sinar Mas Land to strengthen selection processes, improvement programs, and work cultures to align with organizational values to increase employee's contributions in the customer service division (Rahmat 2022).

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

the direct effect hypothesis test concludes that OCB negatively influences turnover intention in the Customer Care division of Sinar Mas Land. This means that voluntary behaviors such as helping colleagues and being proactive, responsible, and loyal to the company reduce the risks of resignation. This finding supports Zia (2022) and Aftab (2024) who found that high OCB is negatively related to intention of leaving job, reflecting employees' emotional involvement and strong commitment to the company. As a result, the sense of belonging and loyalty grows, encouraging them to stay. In the Customer Care unit, OCB plays a crucial role in maintaining team harmony and supporting manpower retention.

Robbins dan Judge (2015) also agree by stating that job satisfaction depicted through OCB leads employees to stay. In the company being studied, OCB shows intrinsic motivation and responsibility. The organization's culture supporting OCB lower the number of job leaving among customer service in particular (Hariani 2022)

### **The Influence of Teamwork on Turnover Intention mediated by Organizational Citizenship Behavior**

The indirect effect analysis shows that OCB mediates the relationship between teamwork and turnover intention. This means that solid teamwork encourages the emergence of OCB, which in turn reduces intentions to resign in Sinar Mas Land Customer Care. This finding agrees with Noermidjati et al. (2024) who proved that OCB significantly and positively mediates the relationship between job satisfaction and turnover intention.

Furthermore, Farida (2020) emphasized that from various factors such as organizational culture, teamwork has a dominant influence in generating OCB in work environments such as the Customer Care division that require fast responses and intensive collaboration. Solid teams trigger mutual trust, collective responsibility, and social behaviors that support the organization's reputation and sustainability.

Yue Li and Wei Xie (2021) also showed that change-oriented OCB mediates the relationship between career commitment and turnover intention. With regard to Sinar Mas Land context, solid teamwork encourages OCB, loyalty, a supportive working surrounding, loyalty, and even low stress level.

This is also true in other sectors such as banking as stated by Anvari et al. (2017) and Caricati et al. (2021) who proved the effectiveness of OCB as a mediator. Therefore, team development strategies through collaborative training, team contribution appreciation, and a harmonious work culture are relevant and applicable approaches to reducing workers' intention to leave at Sinar Mas Land through increasing citizenship behaviors.

### **The Influence of Person-Environment Fit on Turnover Intention mediated by Organizational Citizenship Behavior**

The analysis shows that OCB mediates the relationship between P-E Fit and turnover intention. the fit between employee and a company does not directly reduce resignation intention, but has a significant impact through OCB. This confirms the role of OCB as an important pathway in strengthening employee loyalty and retention. In line with the finding, Annisa et al. (2024) suggested that OCB acts as a full mediator in the relationship between job

satisfaction and turnover intention. Furthermore, Rattanapon (2023) stated that P-E Fit significantly relates with turnover intention, particularly when OCB is a mediating factor that strengthens its impact.

P-E Fit reflects an individual's alignment with the work environment, including personal fit and role they perform. Recent studies have shown that Person-Organization Fit not only increases satisfaction and emotional bonding but also encourages OCB strengthening organizational effectiveness.

Nurhayati et al. (2024) showed that value congruence between employees and the organization, as well as alignment between skills and job demands, positively contribute to higher OCB level. Similarly, Sulistiowati, Komari, & Dhamayanti (2018) highlighted the important role of Person–Job Fit in shaping working attitudes that encourage OCB. As a matter of fact, citizenship behaviors act as a psychological connector between individuals and organizations, which indirectly reduces turnover intentions. The literature also indicates OCB as a potential mediator in the relationship between P-E Fit and turnover intention.

## CONCLUSION

Based on the results of the analysis and discussion, several points are concluded from this study which assess the effect of Teamwork and Person-Environment Fit on Employee Turnover Intention with OCB as a mediating variable at Sinar Mas Land Customer Care, as follows:

1) Teamwork does not show any negative effect on turnover intention in Sinar Mas Land Customer Care. 2) Teamwork is proven to positively affect the increase in OCB among employees in Sinar Mas Land Customer Care. 3) P-E Fit negatively influences turnover intention of workers in Sinar Mas Land Customer Care.

4) P-E Fit also positively contributes to the emergence of OCB in Sinar Mas Land Customer Care. 5) OCB has a negative effect on turnover intention, meaning that employees' positive actions benefiting Sinar Mas Land Customer Care lower their likelihood of resignation. 6) OCB functions as an effective intervening mediator between teamwork and turnover intention. 7) OCB also significantly mediates the influence of P-E Fit on turnover intention, indicating that employees' fit with Sinar Mas Land Customer Care raises OCB level and even reduce their turnover intention.

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