

The Role of Organizational Commitment as a Mediator of the Influence of Situational Leadership on the Turnover Intention of Student Cooperative Members at Udayana University

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Abstract

Empirical data shows that the participation of students interested in becoming administrators or members of Kopma Unud is still very low. So, higher education which is expected to play a role in fostering learning through the Student Activity Unit (UKM) Kopma Unud organization has not been maximized. The objectives of the study are: a) To explain the influence of organizational commitment on the turnover intention of student cooperative members at Udayana University. b) To explain the influence of organizational commitment on the situational leadership of student cooperative members at Udayana University. c) To explain the influence of situational leadership on the turnover intention of student cooperative members at Udayana University. d) To explain the role of situational leadership as a mediator of the influence of organizational commitment on the turnover intention of student cooperative members at Udayana University. The research respondents were all Unud students who had been and or were currently members of Kopma, with a population of 117. The research sample was saturated, so the sample size was the same as the number of population members. The research data were analyzed using the SmartPLS application. The results of the study illustrate; situational leadership is not significant on turnover intention, situational leadership has a significant effect on organizational commitment, and organizational commitment has a significant effect on turnover intention with a relatively large impact. Other results found that organizational commitment acts as a full mediation of the influence of situational leadership on turnover intention.

Keywords: *Situational leadership, Organizational commitment, Turnover intention.*

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INTRODUCTION

Cooperatives are not much different from other business entities, as they both require profit for survival and sustainability. This is confirmed by the legal form of cooperatives as stipulated in Law No. 25, 1992, and Bali Regional Regulation No. 3, 2012, concerning cooperatives. Cooperatives are the oldest form of business, yet they are largely overlooked in economics and management theory. The involvement of many people in cooperatives in a highly competitive business environment reflects member satisfaction, tangible efficiency, and good performance. Cooperatives focus on serving the needs of their members and generating benefits for them rather than a

return on investment. This orientation toward member needs makes cooperatives fundamentally different and unique from other companies (Lund, 2013:6). The welfare of cooperative members can be achieved if they are well-organized, financed, and managed, supported by member commitment. Developments in the business environment ultimately require cooperatives to be adaptable and responsive to the changing needs of their members.

A strong and competitive operation is a shared responsibility of members, administrators, management, and employees. Goals, Democratic targets and management make cooperatives a unique and challenging business (Sousa & Herman, 2012). Cooperatives are one of the pillars of development in Indonesia, and have been recognized as the pillars of the economy according to the mandate of Article 33 (paragraph 1) of the 1945 Constitution of the Republic of Indonesia. Where it is emphasized that cooperatives are business entities whose members are individuals or cooperative legal entities by basing their activities on cooperative principles, as well as being a people's economic movement based on the principle of family. The main objective of developing cooperatives in Indonesia is focused on improving the welfare of members and the community (Law, No. 25, 1992). Bali Regional Regulation No. 3, Year 2012, also implies that the protection, empowerment and development of cooperatives are aimed at increasing community and business participation.

The Head of the South Sulawesi Cooperatives and MSMEs Office stated in 2019 that the government's focus was on developing human resources for cooperative administrators from millennials, namely Kopma (<https://sulselprov.go.id>, 2019). Providing literacy to the younger generation is necessary to encourage interest in entrepreneurship or cooperative entrepreneurship. This is also aimed at the wider community, because most people are still unfamiliar with cooperative culture. The function and role of Kopma are very strategic, because many students' needs should be served. However, there are still many students who do not understand or even care about the existence of Kopma. This indifference occurs due to a narrow view of the benefits that can be obtained from being a member, a relatively small cooperative, so that participation is low (Kusumantoro, 2010). Students must be able to be pioneers in caring about the performance of cooperatives, so they can become role models for the community (BEM FEB Unud, 2019).

Cooperative performance can be measured by the growth rate and participation of its members. Puspayoga (2017) stated that one indicator of a quality cooperative's performance is the annual increase in its membership (indotimes.co.id, 2017). This is stated in the cooperative organizational reform program throughout Indonesia, which aims to rehabilitate, reorient, and develop cooperatives. However, it must be acknowledged that the development of cooperative organizational performance in Indonesia does not appear to be as bright as that of organizations in other business sectors. The name, meaning, and role of cooperatives have not been able to gain popularity, especially among millennials or students. A survey stated that millennials aged 17-30 years, which amounts to 60 percent of the total Indonesian population, do not understand and are not interested in cooperatives (Kemenkop & UKM, 2017). This condition indicates that public interest, especially students, in becoming members of what are known as student cooperatives (Kopma) is still very low, even though cooperative learning has been provided from elementary school to university. The public's perception, especially that of students, is that the existence of cooperatives is considered to not be able to provide real benefits as expected, when compared with other types of business entities.

Cooperatives (Kopma) as business entities face increasing difficulties in increasing their membership, as regulations restrict cooperatives to voluntary or non-coercive provisions, in accordance with the cooperative principles outlined in the law. Cooperatives are unique organizations, where members simultaneously act as a market, and the proceeds of their transactions are returned to them as residual operating profits (SHU). The progress of cooperatives is inseparable from the commitment, organizational performance, and attractiveness offered to maintain and increase member participation. Increasing member participation is a crucial asset as a primary source of capital and a market for cooperatives. If someone wishes to leave or resign as a cooperative member, it is entirely the individual's intention (*turnover intention*) and cannot be intervened by anyone. In such circumstances, the Kopma board and management can only study and prevent the causes of such intentions.

Table 1. Development of the Number of Kopma Unud Members, 2020-2022

Year	Number of Members (People)	Growth (%)
2020	33	-
2021	41	24.24
2022	33	-19.51
Amount/Average*	107	2.37*

Source: KOPMA Unud, 2023

Table 1 shows that the number of Kopma Unud members is very small, at 107, with the average membership growth rate tending to decline over the past three years. This figure compares to the number of active students at Udayana University in 2022, which was 21,689. Based on data from PDDIKTI Unud, 2022, only 0.49 percent are members of Kopma Unud. This indicates that Unud students' intention to leave (*turnover*) as Kopma members remains quite high. Factors potentially increasing this intention to leave can come from both within and outside Kopma.

Turnover can be defined as the end of a permanent employment relationship between a company and its employees. Ridlo (2012) asserts that *turnover* is the ratio of the number of members who leave an organization voluntarily or involuntarily within a certain period. *Turnover intention* is the desire or intention to move, but not yet at the stage of leaving one job (organization) to another (Tuju *et al.*, 2023). A person's intention to change jobs (organizations) is influenced by behavior at the original place, such as laziness, frequent lateness, and increased absenteeism. This *turnover intention behavior has the potential to increase employee turnover* in the company (organization). Empirical studies show that high *turnover intention* is significantly determined by low levels of satisfaction, inappropriate leadership styles, and low organizational commitment (Margono and Pogo, 2022; Tereza *et al.*, 2023). Situational leadership and organizational commitment determine satisfaction, meaning that low satisfaction is one of the reasons someone leaves or quits an organization (Purnawati and Ribek, 2023). A person's desire to stay or leave an organization indicates job satisfaction, but is not an antecedent to *turnover intention* (Astuty, 2019). Other researchers, namely Diharjo and Khuzaini (2017) also previously found that leadership factors significantly influence *turnover intentions*. Sustained organizational and relational commitment between leaders and members is empirically a predictor of the effectiveness of organizational commitment (Ariani, 2010). In the public sector, it was also found that opportunities for participation and career clarity positively influence all three types of organizational commitment (Firhana and Santoso, 2012). The results of research by

Asj'ari (2016) , Dewi and Dewi (2020) , Krismonica and Dwiatmadja (2020) also confirmed that leadership and organizational commitment have a negative and significant effect on *turnover intention* . Transformational leadership and organizational commitment can significantly reduce turnover intention, when the organizational commitment felt by someone becomes stronger, thus potentially reducing *turnover intention* .

Leadership as the ability to influence a group towards achieving a vision or set of goals (Robbins *et al.* , 2014 :223) . The source of influence may be formal, such as that conferred by managerial rank within an organization. However, not all managers are leaders, and not all leaders are managers. Various leadership theories have been developed in management, and one of them is the situational leadership theory (SLT). A manager who wants to make a significant contribution must focus on important keys that can improve the organizational environment, because people who join for a job and leave , that is because a manager (Stark & Flaherty, 2010 :30). SLT has intuitive appeal because it recognizes the importance of followers and builds on the logic that leaders can compensate for the limited abilities and motivations of followers. However, research efforts to test and support this theory have been generally disappointing (Robbins *et al.* , 2010:228).

Situational leadership focuses on followers, where it is said that successful leadership depends on the selection of the right leadership style, follower readiness, and the extent to which followers are willing and able to complete certain tasks. Participative leadership aims to increase follower participation by giving them more authority, attention, influence, support, information, and other resources (Yusuf and Syarif, 2017 :58). The results of the study found a significant negative effect between leadership style and *turnover intensity* (Bhayapradesita and Sudiro, 2019). Sunariani and Deniartha (2016) also stated that leadership negatively influences *turnover intentions* , meaning that better leadership, lower turnover intentions. Contrary to the findings of Asj'ari (2016) and Krismonica and Dwiatmadja (2020) , leadership style has no effect on employee retention. Other findings, however, indicate a positive influence between leadership and *turnover intentions* (Muhammad and Adnan, 2017 ; Nawawi, 2021). The inconsistency in these research findings indicates a *research gap*. and at the same time provide a gap for empirical evidence by including the organizational commitment variable as a mediator.

Organizational commitment is an employee's attitude of loyalty towards the organization, by remaining in the organization, helping to achieve organizational goals and having no desire to leave the organization for any reason (Yusuf and Syarif, 2017:27). Organizational commitment is traditionally viewed as a unidimensional or one-dimensional construct (Porter *et al.* , 1974). An employee with organizational commitment identifies with a particular organization and its goals and desires to remain a member (Robbins *et al.* , 2014:50). Moorhead and Griffin (2013:175) state that organizational commitment is a person's identification and bond with an organization. Someone who is highly committed will see themselves as a true member of the company, ignore minimal dissatisfaction, and see themselves as a member of the organization. Conversely, people who are less committed are more likely to see themselves as outsiders, express more dissatisfaction, and do not see themselves as long-term members of the organization (Yusuf and Syarif, 2017:26). This means that better organizational commitment will result in people's intention to leave the organization being reduced.

Empirical data shows that there is a significant negative influence between organizational commitment on *turnover* intensity (Bhayapradesita and Sudiro, 2019). Tololiu *et al.* (2022) found that organizational commitment negatively affects *turnover intention*. Organizational commitment negatively affects *turnover intention*, or the better an employee's organizational commitment, the lower their intention to leave, or vice versa (Sunariani and Deniartha, 2016). Organizational commitment has a significant effect on *the intention to quit*. This shows that the greater the organizational commitment, the smaller *the intention to quit* or vice versa (Zahroh and Sudibya, 2016). Different results were found by Tereza *et al.* (2023) that organizational commitment was not significant on *turnover intention*. There was a significant positive influence between leadership and organizational commitment (Bhayapradesita and Sudiro, 2019). Situational leadership contributed significantly positively to organizational commitment (Dewi *et al.*, 2022). Organizational commitment did not affect the intensity of retention (Asj'ari, 2016; Astakoni *et al.*, 2019; Krismonica and Dwiatmadja, 2020). This inconsistency causes the importance of the organizational commitment variable as a mediator. Organizational commitment in its role as a mediator also experienced inconsistencies. Dewi and Dewi (2020) stated that organizational commitment acts as a mediating variable in the influence of leadership on *turnover intention*. Previously, organizational commitment was also found to mediate the relationship between leadership style and turnover intention (Almas *et al.*, 2020). Meanwhile, Astuty (2019) found that organizational commitment was not a mediating variable in the *turnover intention study*. A significant negative influence was also found between leadership style and employee engagement, mediated by organizational commitment on *turnover intensity* (Bhayapradesita and Sudiro, 2019; Tereza *et al.*, 2023). Based on the description of the phenomenon and *research gap* as outlined previously, research on the intention of Kopma members to leave, associated with situational leadership style and organizational commitment, is interesting to conduct. The verification was conducted to obtain empirical conditions / descriptions, specifically at Kopma Unud.

METHODOLOGY

The research location is at Udayana University (Unud) Bukit Jimbaran Campus, with the following considerations: (1) as the oldest and largest state university in Bali (2) the largest number of students, (3) technical considerations of research in the field. This research was conducted in 2024. The research respondents were all active members of Kopma Unud. The sampling technique in the research used saturated sampling technique. The population of Kopma Unud members in the 2022/2023 period was 117 people. The endogenous variable is *turnover* intention (Y), consisting of nine indicators, namely; formed from nine measurement indicators, namely; membership opportunities (Y₁), graduate opportunities (Y₂), member comfort (Y₃), SHU suitability (Y₄), service differences (Y₅), service suitability (Y₆), involvement (Y₇), priority (Y₈), compliance (Y₉). The exogenous variable is situational leadership (X), measured from eight indicators, namely; descriptive (X₁), constructive (X₂), instructive (X₃), supportive (X₄), communicative (X₅), interactive (X₆), directive (X₇), preventive (X₈). The mediating variable, namely the organizational commitment variable (M), is formed from eight indicators, namely; contributory (M₁), self-commitment (M₂), involvement (M₃), ownership (M₄), pride (M₅), caring (M₆), normative (M₇), emotionality (M₈). The instrument used as a primary data collection tool is a questionnaire. Based on the results of the validity test, the *KMO* and *Bartlett's*

Test values for all constructs are more than 0.60, meaning that the research instrument is quite appropriate to be used as a measurement of research indicators. Based on the results of the reliability test, it was found that *the Cronbach's Alpha value* for all constructs is more than 0.60, meaning that respondents' assessments of the statements are reliable and consistent if carried out repeatedly. The collected data was analyzed using descriptive and inferential analysis techniques, and the data analysis process used the SPSS and *Smart-PLS* programs.

RESULTS AND DISCUSSION

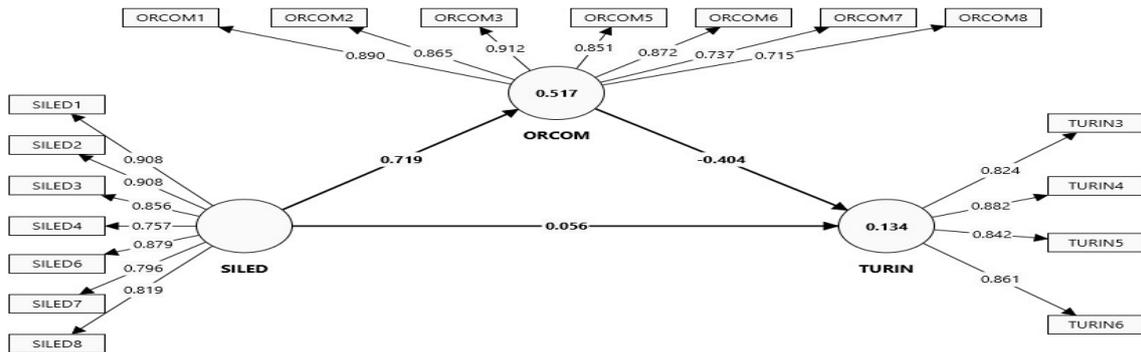


Figure 1. Outer Model : Calculate Algorithm

Source: Processed data, 2025

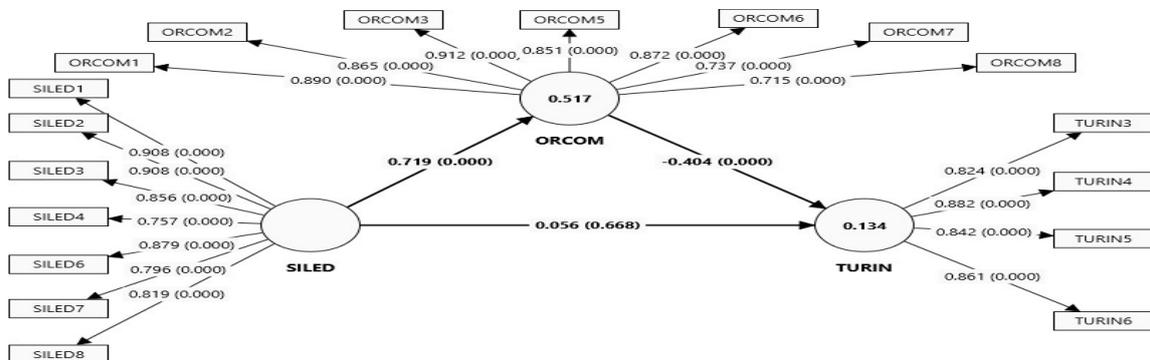


Figure 2 . Inner Model : Resampling Bootstrapping

Source: Processed data, 2025

The results of the measurement and structural models with the method *Partial Least Square (Smart - PLS)*, is based on *calculate algorithm* And *Bootstrapping*. The results of an analysis indicate predicted relationships between latent variables in a structural model, and are preceded by an evaluation of the measurement model. The measurement model verifies the validity of the indicators for each latent variable, for testing in the next stage. *The Calculate algorithm* suggests reducing several indicators with a *loading factor* of less than 0.7 ($\lambda \geq 0.7$) to obtain a fit model.

Based on the results of *convergent validity*, it was found that the factor loading values of the indicators in all latent variables were in accordance with expectations, namely more than 0.7 (> 0.7). This means that all indicators forming the latent variables have met the requirements or are valid. The results of the reduction *algorithm*

calculate against the nine indicators of the turnover intention variable (Y) reflect four significant or valid indicators. The reduction of situational leadership (X) and organizational commitment (M) to eight indicators, where each reflects seven significant or valid indicators.

Table 2. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ORCOM	0.927	0.932	0.942	0.701
SILED	0.934	0.940	0.947	0.719
TURIN	0.875	0.885	0.914	0.727

Source: Processed data, 2025

Based on the test results, it can be explained that the three constructs, namely; *turnover intention*, situational leadership, and organizational commitment are stated to have a good level of reliability with a CA value of more than 0.8. So all Each item in the questionnaire is reliable with a CA value of more than 0.70. This means that all constructs can be considered capable of providing internal consistency support. Based on the calculation results in Table 4.7 explains that the CR value All constructs have exceeded 0.7. Thus, the composite reliability value of the indicator blocks that measure each construct shows a satisfactory value. The results of the cross-loading test indicators on all latent variables. The cross-loading correlation value of the indicators on the relevant latent variable was found to be greater than the cross-loading value on other latent variables, so it can be said that the data has good discriminant validity.

Table 3. Heterotrait-monotrait ratio (HTMT)

	ORCOM	SILED
SILED	0.764	
TURIN	0.395	0.258

Source: Processed data, 2025

Based on the HTMT calculation, the value found on all constructs is less than 0.9. Thus, it can be stated that all constructs have been valid in terms of discriminant validity. Thus, the three results of the discriminant validity test indicate the presence of latent variables that do not have discriminant problems, so it can be stated that the model passes the validity test.

Based on the calculation results, it can be explained that the direction of the path coefficient of the relationship between situational leadership (Siled / X) and turnover intention (Turin/Y) is positive. 0.056 However not significant at the probability level of significance (p-value) of 0.668 (> 0.05). This means that the high and low values Turnover intention is not influenced by situational leadership, with a t-stat of 0.429 (<1.96). The direction of the path coefficient of the relationship between situational leadership and organizational commitment (

Orcom / M) is 0.719 and is significant at a probability level of significance (*p* - *value*) of 0.000 (< 0.05). This means that situational leadership have a significant impact towards organizational commitment, amounting to 71.9 percent with a *t* -*stat* of 13.803 (>1.96).

The path coefficient between organizational commitment (*Orcom/M*) and turnover intention is inversely proportional to the direction of -0.404, and is significant at a probability level of significance (*p* -*value*) of 0.000 (<0.05). This means that organizational commitment has a negative influence turnover intention of 40.4 percent, with a *t* -*stat* of 4.772 (>1.96).

Table 4. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
ORCOM -> TURIN	-0.404	-0.419	0.085	4,772	0,000
SILED -> ORCOM	0.719	0.725	0.052	13,803	0,000
SILED -> TURIN	0.056	0.067	0.131	0.429	0.668

Source: Processed data, 2025

Based on the results of the statistical test (*t* -*test*), it is shown that two path coefficients, namely; *orcom* -> *turin* and *siled* -> *orcom* produce a *t*-count value greater than the *t* -*table* (>1.96). The meaning that can be explained in these results is that the influence of situational leadership on organizational commitment and organizational commitment on turnover intention is significant. Meanwhile, the influence of situational leadership on turnover intention was found to be insignificant.

R^2 value turnover intention (*Quit*) of 0.134. This means that the situational leadership variables and Organizational commitment determines turnover intention (*Quit*) by 13.4 percent or is categorized as *weak* and the rest is caused by other variables. R value 2 organizational commitment was found to be 0.512. This result means that organizational commitment is determined by 51.2 percent by situational leadership variables or is categorized as moderate, and the remainder is determined by other variables.

Table 5. R-square

	R-square	R-square adjusted
ORCOM	0.517	0.512
TURIN	0.134	0.119

Source: Processed data, 2025

Based on the results of data processing, it can be seen that the relative impact (*effect size*): situational leadership on turnover intention (*Quit*) is 0.002 (no relative impact). situational leadership on organizational commitment has a relatively large impact, and organizational commitment on turnover intention is categorized as having a relatively large impact with a value of 0.091.

Table 6. f-square

	ORCOM	Relative Impact	SILED	TURIN	Relative Impact
ORCOM	-	-	-	0.091	Big
SILED	1,068	Big	-	0.002	There isn't any

Source: Processed data, 2025

² calculation results organizational commitment shows a figure of 0.357 (strong) , and Q² Organizational commitment shows a figure of 0.088 (weak). This means that the structural model (*inner model*) produced in the research analysis is in the range $0 < Q^2 < 1$ And can be categorized as having predictive value with strong and weak categories.

Table 7. Construct Cross-Validated Redundancy

	SSO	SSE	Q ² (=1-SSE/SSO)	Note:
ORCOM	819,000	526,960	0.357	Strong
SILED	819,000	819,000	0,000	-
TURIN	468,000	426,691	0.088	Weak

Source: Processed data, 2025

Table 8. Summary of Direct, Indirect, and Indirect Effects Total

	Original Sample (O)	P-Value	Conclusion
Direct Impact:			
SILED → TURIN (a)	0.056	0.668	Not Significant
SILED → ORCOM (b)	0.719	0,000	Significant
ORCOM → TURIN (c)	-0.404	0,000	Significant
Indirect Influence: (b*c)	-0.290	0,000	Significant
Total Effect: {a + (b*c)}	-0.234	0,000	Significant
The Nature of Mediation		: Full Mediation	

Source: Processed data, 2025

The hypothesis states that situational leadership has a significant negative effect on *turnover intention* . The test results (Table 4.10) show that situational leadership has a positive and insignificant effect on *turnover. intention* . The direction of the relationship between the two variables is in the same direction with a coefficient of 0.056, but it is not significant at $p_{-value} = 0.668 (>0.05)$ or t_{-stat} of 0.429 (<1.96). The results of the f^2 test (Table 4.12) also show no relative impact ($f^2 = 0.002$) in the relationship . Thus, it can be concluded that H1 is not proven where situational leadership is not significant on turnover . *intention* . The meaning that can be explained is that the situational leadership style applied by Kopma Unud has no relative impact on the intention to quit being a member. Descriptively , the situational leadership of Kompa Unud has been assessed on a scale with the category

of being in accordance with member expectations . The characteristics of the situational leadership style that are prioritized, especially decision-making with harmonious communication between managers, and the ability to delegate tasks for organizational work. Thus, it is not able to increase the intention to quit being a Kopma member. In general, the intention to quit being a Kopma Unud member can be seen from psychological factors, benefits and demographics. Based on this, the constraint actually comes from the university's regulations regarding Kopma as a student activity unit (UKM). Several things that were revealed were considered quite high in determining the intention, namely; AD/ART which does not provide the opportunity to become a member for more than one management period, and does not provide the opportunity for graduates to become members. This means that psychologically, the benefits of membership and demographic responses are triggers for the intention to quit . Judging from the identity description, the number of semesters that respondents have attended, the majority of students are in relatively young semesters , where they are not yet busy with academic activities, and do not yet understand much about leadership within organizations. The results of this study support the research of Ejimabo (2015), Asj'ari (2016), Krismonica and Dwiatmadja (2020) which stated that there is an insignificant relationship between turnover intention (leaving the organization) and leadership style. The hypothesis and statement of Sunariani and Deniartha (2016), Muhammad and Adnan (2017), Bhayapradesita and Sudiro (2019), Dewi and Dewi (2020), Kurniawati *et al* . (2022) and Salfadila *et al* . (2022) did not prove and did not support the research findings, which stated that situational leadership style had a significant negative effect on *turnover intentions* . Similarly, Diharjo and Khuzaini (2017) and Nawawi (2021) found a significant positive relationship between leadership style and *turnover intentions* .

Hypothesis states that situational leadership has a positive and significant effect on organizational commitment . The test results (Table 4.10) show that situational leadership has a positive and significant effect on organizational commitment . The direction of the relationship between the two variables is positive, with a coefficient of 0.719 at $p\text{-value} = 0.000 (<0.05)$ or $t\text{-stat}$ of 13.803 (<1.96). The results of the f^2 test (Table 4.13) show a relative impact with a large category ($f^2 = 1.068$) in the relationship . So, it can be concluded that H2 is proven where situational leadership has a significant effect on organizational commitment . So it is proven that situational leadership significantly determines organizational commitment , with a large relative impact. This means that the more capable the Kopma Unud management is in describing and explaining the important role of involvement and benefits for members , the stronger the members' commitment to contribute maximally and have a high desire for the organization's progress. The more capable the Kopma Unud management is in supporting aspirations, communicating and interacting in decision-making , and controlling responsibilities in every activity, the stronger the members' commitment to persevere, enthusiasm, a sense of ownership and pride , and concern for maintaining joint decisions. Commitment actually refers to an attachment to doing something, which can be proven by partisanship or a tendency to feel a sense of belonging to something. Organizational commitment is an attitude or behavior displayed by a person towards an organization to achieve goals, which is based on trust, emotional closeness, and alignment of expectations between members and their organization. The results of the study support the findings of Bhayapradesita and Sudiro (2019), Yumhi and Okto (2020), Wardani *et al* . (2023) which stated that there is a significant positive influence between leadership and organizational commitment.

The findings also support Dewi *et al.* (2022), Herrity (2022) stated that situational leadership makes a significant positive contribution to organizational commitment.

Hypothesis stated that organizational commitment has a negative and significant effect on *turnover Intention*. The test results (Table 4.10) show that organizational commitment has a negative and significant effect on *turnover intention*. The direction of the relationship between the two variables is inversely proportional, with a coefficient of -0.404 at $p\text{-value} = 0.000 (<0.05)$ or a $t\text{-stat}$ of 4.772 (>1.96). The results of the f^2 test (Table 4.13) show a relatively large impact ($f^2 = 0.091$) in the relationship. Thus, it can be concluded that H3 is proven, where organizational commitment has a negative and significant effect on *turnover intention*. So it is proven that organizational commitment significantly determines *turnover intention*, with a large relative impact. This means that the higher the member's commitment to Kopma Unud, the lower their intention to leave their membership. If the member's commitment to contribute maximally and have a strong desire for the organization's progress is stronger, then discomfort, a sense of inappropriateness of the required burden, and inappropriateness of the services received by members will also decrease. If the member's commitment to persevere, enthusiasm, sense of ownership and pride, and concern for maintaining joint decisions are stronger, then members who are rarely active, do not always prioritize organizational activities, and complain about management in every activity/transaction in the Kopma Unud activity unit will decrease. The results of the study support the statements of Asj'ari (2016), Dewi and Dewi (2020), Krismonica and Dwiatmadja (2020) who emphasized that organizational commitment has a negative and significant effect on *turnover intention*. Similar results were also expressed by; Zahroh and Sudibya (2016), Sunariani and Deniartha (2016), Bhayapradesita and Sudiro (2019), Tololiu *et al.* (2022), where organizational commitment had a significant negative effect on *intention to quit*. This indicates that the greater a person's organizational commitment, the lower the *intention to quit*, or vice versa. However, this does not support the findings of Astakoni *et al.* (2019), Krismonica and Dwiatmadja (2020), and Tereza *et al.* (2023) which stated that organizational commitment was not significant on *turnover intention*.

The hypothesis states that organizational commitment plays a mediating role in the influence of situational leadership on *turnover intention*. The test results (Table 4.14) show that the effect of organizational commitment as a mediator of the influence of situational leadership on *turnover intention* is positive and significant. This explains that organizational commitment plays a mediating role in this influence. The nature of the mediation played is full mediation, and this is shown in Table 4.16, where: the direct influence between situational leadership and *turnover intention* was not significant at $p\text{-value} 0.668 (>0.05)$, with a coefficient of 0.056, while the indirect effect was found to be significant. In other parts, the direct effect between situational leadership and organizational commitment is significant at $p\text{-value} 0.00 (<0.05)$, with a coefficient of 0.719, and direct influence between organizational commitment and *turnover intention* is also significant at $p\text{-value} 0.00 (<0.05)$, with a coefficient of -0.404. Thus, it can be concluded that H4 is proven where organizational commitment plays a mediating role in the influence between situational leadership and *turnover Intention*. The mediating role of organizational commitment, when viewed from its nature, is as a full mediator. These results indicate the existence of a large role (*effect size*) of organizational commitment when associated with situational leadership and *turnover intention*. This explains that organizational commitment plays a role as a full mediation with a large *effect size when associated with* situational leadership and

turnover intention. This means that if Kopma Unud applies a situational leadership style to reduce members' intention to leave the organization, it must consider the level of organizational commitment of its members. The research results support the findings of Margono and Pogo (2022), Tereza *et al.* (2023) that high *turnover intention* is significantly determined by an inappropriate leadership style and low organizational commitment. Dewi and Dewi (2020), Almas *et al.* (2020) also stated that organizational commitment acts as a mediating variable in the influence of leadership on *turnover intention*. Bhayapradesita and Sudiro (2019), Tereza *et al.* (2023) also mentioned a significant negative influence between leadership style and turnover intention. and *turnover intensity* mediated by organizational commitment. The research results do not support Astuty (2019) who stated that organizational commitment is not a mediating variable in *turnover intention research*.

CONCLUSION

Based on the results of the analysis, it was concluded that situational leadership had no significant effect on *turnover intention*, where the direction of the relationship between the two variables is positive but not significant. Situational leadership has a positive and significant effect on organizational commitment with a large relative impact. Organizational commitment has a negative and significant effect on *turnover intention* has a relatively large impact. Organizational commitment acts as a mediator of the influence of situational leadership on *turnover intention*. The nature of the mediation played is as full *mediation*.

Based on the analysis results, it can be suggested that UKM Kopma Unud should consider reviewing the AD/ART of the activity unit that has been prepared to accommodate the wishes of members who consider that membership is limited to only one management. In addition, it is also necessary to consider accommodating membership aspirations from graduates, so that organizational performance can be developed. UKM Kopma Unud should be able to clearly separate the functions and roles between UKM members and members of the Kopma activity unit. This is necessary because UKM Kopma and Kopma Cooperative have different structural responsibilities. The regulator, namely the university that oversees UKM Kopma should be able to formulate firm operational steps regarding its position as a UKM and the position of the Kopma activity unit. This is important because the term of office of the UKM Kopma management will be different from the management of the activity unit being developed.

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