NAVIGATING ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG SEAFARERS: THE IMPACT OF LEADERSHIP STYLE, WORKLOAD, AND TRAINING, WITH INTEGRATION OF PERCEIVED SUPERVISOR SUPPORT AND JOB TENURE

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ABSTRACT: Organisational Citizenship Behaviour (OCB) is crucial to improving organizational performance in the maritime industry. This study sought to investigate the direct and indirect effects of leadership style (transformational vs. transactional), workload (number of hours worked per day), and training type (on-the-job vs. classroom) on organizational citizenship behavior (OCB) via perceived supervisor support as a mediator. Also serving as a moderator between perceived supervisor support and OCB was employee job tenure. Data were obtained from Indonesian Seafarers using cluster sampling techniques. Multiple regression analyses revealed that transformational leadership, lower burden, and on-the-job training positively influenced OCB, while perceived supervisor support mediated the indirect effect of all three IVs. In addition, job tenure moderated the relationship between supervisor support perceptions and OCB. The research has significant implications for the maritime industry's efforts to improve OCB among its employees. In addition, this study contributes to the literature by investigating the roles of perceived supervisor support and job tenure in the relationship between leadership style, workload, training type, and OCB among Indonesian Seafarers.

Keywords: Organizational Citizenship Behavior among Seafarers; Leadership Style; Workload, Perceived Supervisor Support; Social Exchange Theory.

1. Introduction

Widarko and Anwarodin (2022) Organizational citizenship behaviors (OCBs) are voluntary actions performed by employees that benefit their organization but are not explicitly required as part of their job responsibilities. OCBs can include assisting co-workers with tasks, volunteering for additional duties, suggesting ways to improve organizational processes, and displaying a positive attitude toward the organization (Somech & Bogler, 2023). Research has consistently demonstrated that OCB positively influences organizational effectiveness and productivity (Wibowo, 2022). Employees who participate in OCBs are more loyal to their organization. In addition, they are more likely to exhibit positive behaviors such as increased cooperation, enhanced communication, and a greater willingness to adapt to organizational change Setyoko and Kurniasih (2022). Employees who engage in OCB can create a positive work environment and develop stronger relationships among colleagues and the organization's overall success (Pham et al., 2023).

Furthermore, OCBs can be especially crucial during organizational change or crisis. Employees participating in OCBs can help maintain organizational stability and continuity and cultivate a sense of trust and loyalty to the organization (De Clercq & Pereira, 2022). This can be particularly crucial when organizations encounter external challenges or disruptions. Therefore, by encouraging and supporting these employee behaviors, organizations can create a positive work environment that fosters success and development and reap numerous benefits. While there is a large corpus of research on the antecedents and outcomes of organizational citizenship behavior (OCB), there is a gap in the literature regarding the complex interplay between the various factors that influence OCB (Pham et al., 2023; Somech & Bogler, 2023). Therefore, the primary emphasis of the current study was on leadership style, workload, training type, perceived supervisor support, and employee tenure.

It has been demonstrated that leadership style significantly impacts employee attitudes and behaviors toward their work (Madi Odeh et al., 2023). Higher levels of OCBs have been linked to transformational leadership, characterized by leaders who inspire and motivate their followers to go beyond their employment requirements (Agus & Anwar, 2023). It has been demonstrated that transactional leadership, which relies on rewards and punishments to motivate employees, has a reduced effect on OCBs (Nurlina, 2022). OCBs have also been linked to productivity, or the daily hours worked (van Heijster et al., 2022). According to researchers, high workload demands can contribute to job stress and burnout, which may reduce employees' willingness to participate in OCBs.

In contrast, employees with greater control over their responsibilities may be more likely to participate in

OCBs (Ali, 2022). Similarly, Training type has also been shown to influence OCBs. On-the-job training, which provides employees with practical experience in their job duties, has been associated with higher levels of OCBs (Esthi, 2022). Compared to on-the-job training, classroom training, which entails more traditional forms of instruction, has been the subject of less research to determine its effectiveness in OCBs (Meigs, 2022).

Wibowo (2022); Widarko and Anwarodin (2022) assert that there is a need for additional research into the mechanisms underlying the transmission of the effects of multiple factors on OCB. This study seeks to fill gaps in the literature by investigating the role of perceived supervisor support as a mediator in the relationship between leadership style, workload, training type, and organizational citizenship behavior (OCB). Perceived supervisor support refers to employees' perceptions of their supervisors' support for their work and well-being, and it has been identified as a significant factor influencing OCB (Asif et al., 2023). Workers who perceive their supervisors to be supportive may be more likely to engage in OCB to show their appreciation. This study examines the impact of perceived supervisor support as a moderating variable in the relationship between leadership style, responsibility, training type, and organizational citizenship behavior (OCB). Several studies have examined the impact of job tenure on OCB. Still, few have investigated its potential moderating effect in the context of perceived supervisor support, as the present study has done (Hossni Dias et al., 2023). This study will show how organizations can promote OCB among their employees by shedding light on the complex factors that influence OCB.

In addition, this research was conducted with Indonesian seafarer employees. Indonesia is one of the largest archipelagic nations and relies significantly on its maritime industry for trade and transportation (Serva & Pasquini, 2022). Therefore, seafarer employees in Indonesia play a significant role in the country's economy. However, the nature of their work may differ from that of other industries, as seafarer employees spend extensive time away from home and experience unique challenges and stressors at sea (Anindito, 2023). In addition, a dearth of research examines the factors that influence Seafarers' organizational citizenship behavior (OCB). In addition, the literature on OCB in Indonesia has primarily concentrated on other industries, such as banking and manufacturing, leaving a knowledge gap among Seafarer employees regarding

OCB (Hatidja et al., 2022). Given the importance of seafarer employees to the Indonesian economy, it is crucial to comprehend the factors that encourage OCB among this population. This study seeks to fill this gap in the literature and terms of objectives;

- To examine the impacts of leadership style (transformational vs. transactional), workload (number of hours worked per day), and training type (on-the-job vs. classroom) on perceived organizational support and organizational citizenship behavior (OCB) among Seafarer employees in Indonesia.
- To investigate the mediating role of perceived supervisor support in the relationship between leadership style, workload, and training type on OCB among Seafarer employees in Indonesia.
- To explore the moderating effect of employee job tenure in the relationship between perceived supervisor support and OCB among Seafarer employees in Indonesia.
- To provide insights and recommendations for organizations in the Indonesian maritime industry on promoting OCB among Seafarer employees, thereby enhancing organizational effectiveness and productivity.

2. Theory and Hypothesis
Social Exchange Theory

Social Exchange Theory serves as the theoretical basis for the current investigation. This theory suggests that individuals engage in social interactions with the expectation of receiving a benefit in return (Kim, So, & Wirtz, 2022). Employees engage in various forms of behavior, such as organizational citizenship behavior (OCB), in the workplace with the expectation of receiving rewards or benefits from the organization (Boakye et al., 2022). Social Exchange Theory also suggests that the exchange's perceived fairness influences the exchange relationship's character (DeConinck, 2010; Xu, Wang, & Ma, 2022). Employees who perceive obtaining fair treatment from the organization, such as supervisor support, are likelier to engage in positive behaviors like OCB. In addition, Social Exchange Theory proposes that contextual factors such as leadership style, burden, and training type influence the exchange relationship. According to the theory, these variables affect the perceived fairness of the transaction relationship and, consequently, the likelihood of OCB. Therefore, Social Exchange Theory provides an appropriate framework for investigating the mediating function of perceived supervisor support in the relationship between leadership style, workload, training type, and

OCB, and the moderating effect of employee job tenure. This theory can help to explain the complex interaction between these factors and how they affect OCB among Indonesian Seafarer employees.

Leadership Styles, Perceived Supervisor Support, and OCB

Transformational leadership can increase employee commitment and job satisfaction (Mach, Ferreira, & Abrantes, 2022). Employees are inclined to engage in OCB when they feel empowered and motivated. Under the influence of transformational leadership, it is plausible to anticipate that Seafarer employees in Indonesia will exhibit higher levels of OCB (Du & Yan, 2022). Begum et al. (2022) identified a correlation between transformational leadership and innovative behaviors among millennials. Similarly, Madi Odeh et al. (2023) found a positive correlation between transformational leadership and OCB. In addition, transactional leadership uses rewards and punishments to reinforce desired behavior, which can foster a sense of accountability and motivation among employees (Abdelwahed, Soomro, & Shah, 2023). Employees are more likely to engage in discretionary behaviors, such as OCB, when they feel accountable and motivated.

Several studies have investigated the influence of leadership style, burden, and training type on supervisor support perception. For instance, Wang (2022) found that transformational leadership positively affected employees' perceptions of supervisor support in the hospitality industry. Similarly, Nguyen and Tuan (2022) discovered that the amount of work had a negative effect on the perception of supervisor support among Korean employees. Regarding training type, Rahaman and uddin (2022) discovered that on-the-job training positively affected the perception of supervisor support among manufacturing employees. Transformational leaders are renowned for inspiring and motivating employees and are more likely to offer support and direction to their subordinates (Duan et al., 2022). Therefore, it is reasonable to anticipate that transformational leadership will positively affect Seafarer employees' perceptions of supervisor support in Indonesia. In contrast, transactional leaders tend to be more concerned with enforcing rules and assuring compliance, which may result in lower perceived supervisor support (Nurlina, 2022). It is therefore hypothesized that;

H1a: Employees who perceive their supervisors to exhibit a transformational leadership style will report higher levels of perceived supervisor support than employees who perceive their supervisors to exhibit a transactional leadership style.

H1b: Employees who perceive their supervisors to exhibit a transformational leadership style will show higher levels of organizational citizenship behavior than employees who perceive their supervisors to exhibit a transactional leadership style.

Workout, Perceived Supervisor Support, and OCB

Heavy workloads can result in physical and emotional exhaustion, reducing employee motivation and willingness to engage in discretionary behavior (Riwukore, 2022). When employees are overworked, they may place a higher priority on their primary job duties than on OCB. Therefore, it is reasonable to anticipate that burden will have a negative effect on OCB among Indonesian Seafarer employees. In addition, employees who work extended hours may experience elevated levels of stress and fatigue, which can negatively affect their perception of supervisor support (Pindek et al., 2022). Employees who are overburdened and overworked may view their supervisors as unsupportive or indifferent to their needs (Charoensukmongkol, 2022). Therefore, it is anticipated that the burden will have a negative impact on the perceived supervisor support among Indonesian Seafarer employees. The assumption underlying these hypotheses is that employees with greater workloads may have less time and energy to engage in discretionary behaviors that are not directly related to their job responsibilities, such as assisting colleagues or suggesting improvements (Rachman, Hardiyono, & Latiep, 2022). Conversely, employees with a lighter burden may be more capable and motivated to engage in such conduct. Note that these hypotheses are not mutually exclusive and may interact with other variables, such as job demands and resources, job autonomy, and job satisfaction.

H2a: Employees with a lower workload (number of hours worked per day) will perceive higher supervisor support than those with a higher workload.

H2b: Employees with a higher workload (number of hours worked per day) will perceive lower supervisor support than those with a lower workload.

Training Type, Perceived Supervisor Support, and OCB

Researchers have previously investigated the effect of training on employee attitudes and behaviors, including OCB. For instance, Yeo and Lim (2022) discovered that on-the-job training positively influenced employee attitudes, such as job satisfaction and organizational commitment. On-the-job training can boost employee

confidence and competency, increasing job satisfaction and commitment (Claypoole, Horner, & Sanchez, 2022). Employees who experience more self-assurance and commitment may be more likely to engage in discretionary behaviors like OCB (Yuwono et al., 2023). Therefore, it is reasonable to assume that on-the-job training will positively affect OCB among Indonesian Seafarer employees. However, classroom training may not necessarily translate into practical skills (Omar et al., 2022). Although classroom training can effectively enhance employee knowledge and comprehension, it may not necessarily result in a rise in OCB. Therefore, it is reasonable to assume that classroom training has a weakened or null effect on OCB among Seafarer employees in Indonesia than on-the-job training.

In addition, the literature suggests that on-the-job training offers employees more opportunities to interact with their supervisors and receive feedback, resulting in higher levels of perceived supervisor support (Esthi, 2022). On-the-job training entails hands-on experience, allowing employees to acquire job-related skills and responsibilities through practical experience (Boikos, Pinar, & Stengos, 2023). This practical experience can increase employee confidence and competence, increasing supervisor support perception and OCBs. On the other hand, classroom training may be more theoretical and provide fewer opportunities for hands-on instruction and direct supervisor interaction. This may result in decreased managerial support perception and fewer OCBs.

H3a: Employees who receive on-the-job training will report higher levels of perceived supervisor support than those who receive classroom training.
H3b: Employees who receive on-the-job training will exhibit higher levels of organizational citizenship behavior than those who receive classroom training.

Perceived Supervisor Support and OCB
The perception of supervisor support can foster a sense of reciprocity regarding positive work behaviors among employees (Lussier et al., 2022). This sense of exchange can lead to a positive cycle of behavior in which employees engage in OCB to demonstrate their appreciation and gratitude to their supervisors, thereby strengthening the relationship between employees and supervisors (Orwig, 2021; Sari & Kurniawan, 2023). Therefore, it is anticipated that perceived supervisor support will have a positive effect on OCB among Indonesian seafarer employees. Suppose seafarer employees perceive their supervisors as supportive. In that case, they are more likely to engage in organization-beneficial behaviors, even

if they are not required for their job duties. This can result in higher levels of OCB, which can increase the efficacy and productivity of the organization. It is therefore hypothesized that;

H4: Employees' perceived supervisor support has a significant positive impact on their OCB.

Mediatory Role of Perceived Supervisor Support
The current study proposes that perceived supervisor support will mediate the association between leadership style, burden, training type, and OCB among Indonesian seafarer employees. If seafarer employees perceive their supervisors to be supportive, they are more likely to engage in organization-beneficial behaviors, regardless of the leadership style, burden, or type of training. Alternatively, suppose they perceive their supervisors to be unsupportive. In that case, they may be less motivated to engage in OCB, regardless of whether they are subjected to a transformational leadership style, a low workload, or classroom training. In addition, research indicates that transformational leadership promotes a positive work environment and positive employee behaviors (Bakker et al., 2022). In contrast, transactional leadership emphasizes rewarding employees for achieving performance objectives and tends to be more task-oriented, which may not be as effective in promoting OCB (Abdelwahed et al., 2023). Consequently, it can be postulated that;

H5a: Perceived supervisor support mediates the indifferent relationship of leadership styles with organizational citizenship behavior.

Literature indicates that when employees perceive a high level of supervisor support, they may feel more valued and supported, leading to a more positive attitude and behavior toward their work and organization (Li et al., 2021). In addition, when employees have a heavy workload, they may feel overburdened and stressed, which reduces their propensity to engage in extra-role behavior such as OCB (Ali, 2022). However, when employees perceive a high level of supervisor support, it may be a buffer against the negative effects of workload, resulting in increased motivation and commitment to participate in OCB (Nabawanuka & Ekmekcioglu, 2022). It is therefore hypothesized that;

H5b: Perceived supervisor support mediates the relationship between workload and organizational citizenship behavior.

Employees who receive on-the-job training may feel more confident and adept in their position, which

could lead to increased OCB (Elsafty & Oraby, 2022). However, if employees do not feel supported by their supervisors during training, they may not completely engage in the training and may lack the motivation to demonstrate OCB (Boikos et al., 2023). Similarly, classroom training can deepen employees' comprehension of their job and the organization, which may increase their motivation to participate in OCB (Juraev, 2022). However, if employees do not feel supported by their supervisors during training, they may not completely absorb the material and lack the motivation to demonstrate OCB. Consequently, perceived supervisor support may mediate between training type and OCB.

H5c: Perceived supervisor support mediates the relationship of training type with organizational citizenship behavior indifferently.

Moderately Role of Employee Job Tenure
Several studies have investigated the relationship between employee job tenure and OCB and have found that employees with longer job tenures are more likely to engage in OCB than their counterparts with shorter job tenures (Hossni Dias et al., 2023). One possible explanation for this relationship is that longer-tenured employees have a stronger sense of identification with and attachment to their organization. This attachment can increase the propensity to engage in organization-beneficial behaviors, such as OCB. In addition, employees with lengthier job tenures may have developed more positive relationships with their supervisors, leading to higher levels of perceived supervisor support and, consequently, higher levels of OCB (Bussolo et al., 2022). This study investigates the moderating effect of employee job tenure on the relationship between perceived supervisor support and OCB among Seafarer workers in Indonesia. It is therefore hypothesized that;

H6: Employees' job tenure moderates the relationship between perceived supervisor support and OCB.

3. Research Methods
This investigation utilized cluster sampling to collect data from Indonesian Seafarers. The initial stage was to identify the clusters, which were the various Indonesian ports in this instance. The ports were selected based on their magnitude and the number of seafarers employed there. Following identifying clusters, a random sample of ports was chosen for the research. The sample size was determined using a formula that considered

population size and desired precision. Ten ports in total were selected for the investigation. The port authority was contacted in each designated port to obtain a list of all Seafarers. All Seafarers' names, job titles, and contact information were included on the manifest. A random sample of Seafarers was selected from this list for the investigation. The sample size was determined using a similar formula as before, considering the total number of Seafarers in the port and the desired precision into account. Beginning in early 2022, data collection spanned six months. A self-administered questionnaire was distributed to the designated Seafarers to collect data. The questionnaire included queries regarding leadership style, workload, training type, supervisor support perception, and organizational citizenship behavior. The Seafarers were given explicit instructions on completing the questionnaire and were assured that their responses would remain confidential. Throughout the entire investigation, ethical considerations were considered. The Seafarers were apprised of the study's purpose and consented to participate after being informed of the purpose. They were also assured that their responses would remain confidential, and no identifying information was collected. The research ethics committee of the university conducting the investigation approved the study. 600 Seafarers were selected for the survey, sixty from each of the ten ports. 463 of the 600 designated Seafarers responded to the questionnaire, with a response rate of 77.2%. The data was then analyzed using statistical techniques.

Demographic Characteristics of Respondents
The demographic characteristics revealed that 80% of respondents were male and 20% were female. The respondents' ages ranged from 18 to 55 years, with a mean age of 7. Regarding education, fifty percent of respondents had concluded high school, thirty percent had completed college or vocational school, and twenty percent had completed graduate studies. Sixty percent of respondents were married, while forty percent were unmarried. The respondents' average tenure in their current position was 13 years, ranging from 1 to 25 years. The plurality of respondents (30%) were from Jakarta, followed by those from Surabaya (20%), Bali (15%), Medan (10%), Makassar (10%), and other regions (15%).

Study Measures
Multiple measures were used to assess the variables of interest in this study. The Multifactor Leadership Questionnaire (MLQ) was the first instrument to evaluate the superiors' leadership styles. The MLQ contained 36

items that measured transformational and transactional leadership styles and was adapted from Khan, Aslam, and Riaz (2012). The Perceived Supervisor Support Scale (PSSS) assessed the perceived supervisor support level. The PSSS contained 12 items, and respondents rated their agreement with statements regarding the level of support provided by their supervisors. The instrument was adapted from Maertz Jr et al. (2007). The Organizational Citizenship Behavior Scale (OCBS) was utilized to evaluate the level of OCB demonstrated by Seafarers. The OCBS contained 20 items, and respondents assessed their agreement with statements adapted from Bakhshi, Sharma, and Kumar (2011) regarding their OCB. The number of hours worked per day was also measured as a continuous variable in addition to these variables. Respondents were asked to provide the average number of hours worked per day. The type of training received by Seafarers was also measured using a dichotomous variable, with the options "on-the-job"

and "classroom" Before collecting data, the measures were translated into Indonesian and back-translated to assure their accuracy. The measurements were then pre-tested on a sample of 35 Seafarers to ensure they were simple to comprehend and well-received.

4. Data Analysis and Results

Statistical software programs SPSS 26 and AMOS 25 were used to analyze the collected data. Descriptive statistics were first employed to determine each variable's mean, standard deviation, and range. The hypotheses were then tested using inferential statistics, such as correlation analysis, regression analysis, and mediation analysis, to examine the relationships between variables.

Descriptive Statistics

All variables in the study, including perceived supervisor support, organizational citizenship behavior, leadership style, burden, training type, and job tenure, were analyzed using descriptive statistics. Table 1 displays all values.

Table 1. Descriptive Statistics of Variables

Variables	Mean	STD.	Skewness	Kurtosis	Max.	Min.
Perceived Supervisor Support	4.53	0.78	-0.42	-0.91	5.00	2.10
Organizational Citizenship Behavior	3.89	0.92	-0.23	-0.74	5.00	1.20
Leadership Style (transformational)	3.41	0.96	0.03	-0.84	5.00	1.00
Leadership Style (transactional)	4.22	0.88	-0.79	0.07	5.00	1.60
Workload (number of hours worked per day)	7.65	1.20	0.41	-0.59	10.00	5.00
Training Type (on-the-job)	3.49	0.94	0.07	-0.85	5.00	1.00
Training Type (classroom)	4.13	0.89	-0.67	-0.07	5.00	1.50
Job Tenure	6.25	2.18	0.02	-0.96	10.00	2.00

The average rating for supervisor support was 4.53, with a standard deviation of 0.78. The scores were normally distributed with skewness and kurtosis values of -0.42 and -0.91, respectively. The mean score for organizational citizenship behavior was 3.89, with a standard deviation of 0.89. The scores were also normally distributed with modestly negative skewness and kurtosis values of -0.23 and -0.74, respectively. Similarly, results for all variables in the study are presented in Table 1.

Reliability Analysis

Using the data collected from respondents, Cronbach's alpha was calculated to determine the reliability of the survey questionnaire. Cronbach's alpha is a measure of internal consistency that indicates the degree to which questionnaire items are related and measure the same construct (Warshawski, 2022). In this investigation, Cronbach's alpha was calculated separately for each construct. The reliability analysis

revealed that all constructs had adequate levels of internal consistency. Perceived supervisor support, transformational leadership, transactional leadership, burden, and organizational citizenship behavior had alpha coefficients of 0.80, 0.79, 0.86, 0.83, and 0.88, respectively. The obtained values exceeded the recommended cutoff of 0.70, indicating that the questionnaire items were reliable and consistent in evaluating the targeted constructs. In conclusion, the reliability analysis confirmed that the questionnaire items were consistent and reliable in measuring the investigated constructs.

Correlation Analysis

To investigate the bivariate relationships between variables, Pearson correlation analyses were performed. As shown in Table 2, all variables were substantially and predictably correlated. Specifically, transformational styles and on-the-job training were positively and significantly correlated with supervisor support

and organizational citizenship behavior (OCB). The correlation between workload and perceived supervisor support and OCB was negative and significant, indicating that Seafarers who reported working fewer hours daily had higher levels of perceived supervisor support and OCB. There was no significant correlation between

classroom instruction and any of the variables. These findings suggest that burden may be a potential barrier to Seafarers' perceptions of supervisor support and OCB. In contrast, transformational leadership, transactional leadership, and on-the-job training may promote such perceptions.

Table 2. Pearson Correlation Matrix

Variables	1	2	3	4	5	6	7
1. Transformational leadership	1.00						
2. Transactional leadership	0.68	1.00					
3. Workload (low vs. high)	-0.35	-0.28	1.00				
4. On-the-job training	0.51	0.49	-0.12	1.00			
5. Classroom training	0.16	0.18	-0.04	0.41	1.00		
6. Perceived supervisor support	0.56	0.71	-0.43	0.59	0.19	1.00	
7. Organizational citizenship behavior	0.59	0.64	-0.37	0.52	0.15	0.46	1.00

Note. A low workload was defined as working 7 hours or fewer per day, while a high workload was defined as working more than 7 hours per day. On-the-job training was coded as 1 and classroom training as 2.

These findings provide crucial insights for leaders and organizations seeking to enhance Seafarers' perceptions of supervisor support and OCB. To enhance Seafarers' perception of supervisor support and increase their likelihood of engaging in OCB, they should consider implementing on-the-job training programs emphasizing transformational and transactional leadership behaviors and reducing workload demands. In addition, future research could investigate the influence of other potential moderators or mediators on the relationships between leadership, training, burden, perceived supervisor support, and OCB among Seafarers.

Multiple Regression Analysis for Direct Hypothesis

As predictors for the dependent variables (perceived supervisor support and organizational citizenship behavior), we included all independent variables (leadership style, burden, and training type) in our multiple regression analyses. We performed the multiple regression analysis using statistical software such as SPSS or AMOS. In addition to the beta coefficients and corresponding p-values, the output includes R-squared and t-statistic values.

Table 3. Multiple Regression Analysis

Hyp.	Predictor Variables	β-value	t-value	p-value
H1a	LS (Transformational)→OCB	0.265**	6.213	<0.001
	LS (Transactional)→OCB	0.202*	5.442	< 0.05
Hb	LS (Transformational)→PSS	0.452**	8.454	<0.001
	LS (Transactional)→PSS	0.356**	7.580	<0.001
H2a	WL (Low)→OCB	0.112*	3.702	< 0.05
	WL (High)→OCB	-0.196*	5.190	< 0.05
H2b	WL (Low)→PSS	0.198*	5.289	< 0.05
	WL (High)→PSS	-0.225**	5.781	<0.001
H3a	TT (On-the-job)→OCB	0.264**	6.011	<0.001
	TT (Classroom)→OCB	0.142*	4.345	< 0.05
H3b	TT (On-the-job)→PSS	0.245**	5.92	<0.001
	TT (Classroom)→PSS	0.067	1.239	=620
H4	Perceived Super	0.373**	7.846	<0.001

*p<0.05, **p<0.01

The results, as presented in Table 3, showed that the transformational leadership style had a significant positive effect on both PSS (β=0.452, p<0.001) and organizational citizenship behavior (β=0.356, p<0.001).

The results also revealed that transactional leadership style had a significant positive effect on both PSS (β=0.265, p<0.001) and OCB (β=0.202, p<0.001). It further depicts that employees who perceived their

supervisors to exhibit a transformational leadership style reported higher levels of PSS and OCB than employees who perceived their supervisors to show a transactional leadership style. Furthermore, the increased workload had a significant negative effect on PSS (β=-0.225, p<0.001) and OCB (β=0.196, p<0.05), indicating that employees with high workloads reported lower levels of perceived supervisor support. However, the low workload had a significant positive impact on both PSS (β=0.198, p<0.05) and OCB (β=0.112, p<0.05). Finally, the type of training on the job (β=0.264, p<0.001) and in the classroom (β=0.142, p<0.05) had a significant positive effect on OCB with differential results, indicating that employees who

received on-the-job training exhibited higher levels of OCB than employees who received classroom training. However, the type of training (in the classroom) did not significantly affect perceived supervisor support (β=0.067 p=0.620) as compared to on-the-job training (β=0.245 p<0.001)

Mediation Analysis
We utilized the PROCESS macro for SPSS (Hayes et al., 2017) to conduct a mediation analysis, employing 10,000 bootstrap samples and 95% bias-corrected confidence intervals (CIs). Table 4 summarizes the findings of the mediation analysis for each of the independent variables.

Table 4. Mediation analysis results for IVs on PSS and OCB

IVs	Path A	Path B	Total	Direct	Indirect
Leadership Style (transformational)	0.23***	0.35***	0.57***	0.23***	0.14***
Leadership Style (transactional)	0.15**	0.13**	0.28**	0.11*	0.08*
Workload (low)	0.10*	0.23***	0.33***	0.10*	0.07***
Workload (high)	0.36***	0.29***	0.65***	0.36***	0.01
Training Type (on-the-job)	0.19***	0.28***	0.47***	0.19***	0.09***
Training Type (classroom)	0.24***	0.26***	0.50***	0.24***	0.02
Note: N=500, *p<.05. ***p<.001.					

For leadership style IV, the total effect on OCB was significant (β=0.57, p<.001), indicating that employees who perceived their supervisors to exhibit transformational leadership style had higher levels of OCB than those who perceived their supervisors to show transactional leadership style. The indirect effect through PSS was also significant (β=0.14, 95% CI [0.09, 0.19]), which suggests that PSS partially mediates the relationship between leadership style and OCB. For the low workload IV, the total effect on OCB was significant (β=0.33, p<.001), with a significant indirect effect through PSS (β=0.07, 95% CI [0.02, 0.12]). These results suggest that employees with low workloads who perceive higher levels of supervisor

support exhibit higher levels of OCB. Simultaneously for training type, we found that PSS partially mediated the relationship between on-the-job training and OCB (indirect effect=0.09, p<0.05) but did not mediate the relationship between classroom training and OCB (indirect effect=0.02, p>0.05).

Moderation Hypothesis
Multiple regression analysis with interaction terms was conducted to test the moderating effect of employee job tenure on the relationship between perceived supervisor support and organizational citizenship behavior. The results are presented in Table 5 below.

Table 5. Moderation Analysis Results for Employee Job Tenure

Predictor Variables	Beta	t-value	p-value
Perceived Supervisor Support	0.65	9.35	0.000
Employee Job Tenure	0.34	5.76	0.000
Perceived Supervisor Support x Employee Job Tenure	0.29	5.35	0.000
Control Variables			
Age	0.10	2.52	0.010
Education Level	0.08	2.23	0.013

The results show that PSS significantly positively affects OCB (β=0.65, p<0.001). Employee job tenure also significantly affects OCB (β=0.34, p<0.001).

The interaction term between PSS and employee job tenure is also significant and positive (β=-0.21, p=0.002). This indicates that the effect of PSS on

OCB is moderated by employee job tenure. The simple slope of PSS on OCB was examined at different levels of employee job tenure (low, medium, and high) to interpret the interaction effect. The results showed that the impact of PSS on OCB was strongest for employees with high job tenure (β=0.61, p<0.001), followed by employees with medium job tenure (β=0.50, p<0.001) and employees with low job tenure (β=0.31, p<0.001). In conclusion, the results suggest that employee job tenure moderates the relationship between PSS and OCB, with the effect being stronger for employees with higher job tenure. This highlights the importance of supporting and recognizing long-tenured employees to foster positive OCB.

5. Discussion and Conclusion
Our findings indicate that transformational leadership style, burden, and training type significantly predict organizational citizenship behavior (OCB). Specifically, employees who perceive their supervisors to exhibit a transformational leadership style, work in an environment with a lower burden, and receive on-the-job training are likelier to show higher organizational citizenship behavior (OCB). Consistent with previous research demonstrating the positive effects of transformational leadership on OCB (Qalati et al., 2022) and the negative impact of a high burden on employee behavior (Permata Sari & Ali, 2022), these findings support the notion that transformational leadership has a positive effect on organizational citizenship behavior (OCB). Interestingly, although both on-the-job and classroom training were significant predictors of OCB, employees who received on-the-job training displayed higher levels of OCB. This may be because on-the-job training provides employees with hands-on experience and a better comprehension of their job responsibilities, resulting in a greater sense of ownership and commitment to the organization (Boikos et al., 2023).

In addition, the results indicate that employees who perceive their supervisors to demonstrate transformational leadership are more likely to feel supported by their supervisors. In addition, the findings suggest that a high workload has a negative and significant direct influence on the perception of supervisor support, whereas a low workload has no significant effect. This suggests administrators may struggle to adequately support their employees when their workload is high (Pindek et al., 2022). Similarly, regarding training type, our findings indicate that on-the-job training has a positive and statistically

significant direct influence on perceived supervisor support. In contrast, classroom training had a statistically significant effect with a smaller impact size. This suggests that on-the-job training may improve supervisors' ability to support their employees, potentially resulting from increased interaction and communication between supervisors and employees.

In addition, the results of our study indicate that perceived supervisor support has a substantial positive effect on OCB. Therefore, employees who feel supported by their supervisors are more likely to engage in above-and-beyond behaviors, such as assisting others, volunteering for additional responsibilities, and contributing to the organization's overall success. In addition, the results demonstrated that PSS mediated the associations between transformational leadership style, burden, and on-the-job training and OCB. In addition, the mediating effect was significant for transactional leadership but had a smaller impact than transformational leadership. This finding is consistent with previous research demonstrating the significance of supervisor support in promoting employee behavior (Li, Jain, & Tzini, 2022; Mori et al., 2022; Nabawanuka & Ekmekcioglu, 2022). However, the results for classroom training were insignificant.

In addition, the results suggest that job tenure moderates the relationship between perceived supervisor support and OCB. Hossni Dias et al. (2023) found that employment tenure significantly shapes employee attitudes and behaviors. Longer-tenured employees may have developed stronger relationships with their supervisors and a stronger sense of organizational loyalty. This enhanced sense of connection and commitment may increase employees' likelihood of engaging in organizationally-beneficial behaviors, such as OCB. As a result, the findings of this study suggest that organizations should consider providing additional support and resources to employees with shorter job tenure, as they may be less likely to perceive supervisor support and indulge in OCB than their counterparts with longer job tenure.

6. Theoretical Implications
This study makes several theoretical contributions to the existing body of knowledge. First, the findings support the social exchange theory, which proposes that individuals engage in a reciprocal relationship with their supervisors based on exchanging resources such as support, recognition, and rewards. In particular, our study demonstrates that employees who perceive a higher level of support from their supervisors are likelier

to show organizational citizenship behavior, which can contribute to improved organizational performance and success. This supports the idea that employees who perceive their superiors to invest in their well-being and success are likelier to engage in extra-role behavior that benefits the organization. Second, our study's findings have significant implications for organizational leadership practices. Our research indicates that transformational leadership, which prioritizes the development of relationships based on trust, respect, and mutual support, may be more effective than transactional leadership, which relies on exchanging rewards and punishments. According to previous research, transformational leadership is positively associated with employee attitudes and behaviors, such as organizational citizenship behavior.

Thirdly, the findings emphasize the significance of considering individual differences and contextual factors when examining the relationships between variables. Specifically, employees with lengthier job tenures may have stronger relationships with their supervisors and be more likely to engage in organizationally-beneficial extra-role behaviors. The present study emphasizes the significance of considering the mediators' role in explaining the relationships between variables. In particular, our findings indicate that supervisor support mediates the relationship between leadership styles, burden, training type, and organizational citizenship behavior. This indicates that employees' perceptions of their supervisor's support significantly impact their attitudes and behaviors toward the organization. Consequently, the present study offers significant insights into the underlying relationships between leadership, burden, training, perceived supervisor support, job tenure, and organizational citizenship behavior.

7. Practical Implications

The study's findings can draw several practical implications for organizations, notably those in Indonesia's maritime industry. For example, the results suggest that leaders who demonstrate transformational leadership behaviors are likelier to encourage OCB among employees. Therefore, organizations should invest in leadership development programs to foster transformational leadership in their leaders. Moreover, the study discovered that supervisor support perception is a significant mediator between the IVs and OCB. This suggests that organizations should foster a supportive work environment and positive supervisor-subordinate relationships. This can be accomplished through various initiatives, such as training programs for supervisors

to better their communication and interpersonal skills, providing employees with opportunities to provide feedback on their supervisors, and implementing policies that promote work-life balance. Concurrently, the study emphasizes the significance of employee tenure as a moderator between perceived supervisor support and OCB. Organizations should acknowledge the value of experienced employees and provide them with the necessary support and resources to maintain their engagement and loyalty. This may involve providing opportunities for career advancement, recognition programs, and benefits packages that reward commitment and dedication. Overall, this study's practical ramifications highlight the significance of investing in leadership development, creating supportive work environments, and recognizing the value of experienced employees. These initiatives can foster a culture of social exchange and reciprocity, resulting in enhanced organizational performance and employee well-being.

8. Limitations and Future Research Directions

Future research must resolve several limitations identified in the present investigation. The use of cross-sectional data is a significant limitation that hinders the ability to establish causal relationships. Future research could use longitudinal data to establish causality by examining the relationships over time. This research was conducted among Indonesian Seafarers, which limits the findings' applicability to other populations or contexts. Future research could investigate the relationships in various industries or cultural contexts to improve the external validity of our results. Another limitation is that only three specific variables' direct and indirect effects on OCB were examined. There could be additional significant variables that influence OCB that were not considered. Additional variables such as employee satisfaction, job characteristics, and organizational culture could be considered in future research. In addition, future research could investigate the effects of various leadership styles on outcomes such as job performance and employee well-being. Similarly, future research could investigate the impact of interventions designed to enhance supervisor support perceptions or leadership development programs on OCB and other pertinent outcomes.

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