



# The Effect of Workload and Organizational Commitment on Employee Turnover Intention at PT Aeon Riset Teknologi

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Article Info	Abstract
<b>Article History</b> Received: 2023-03-27 Revised: 2023-05-22 Published: 2023-06-07	Research to see how the workload affects and which is the organizational commitment of PT Aeon Riset Teknologi. This type of research is quantitative using multiple regression analysis techniques. The population in the study was 40 office employees of PT Aeon Riset Teknologi. The sample from the study, which was 40 people, took saturated sampling or became a census, processed using SPSS Windows Version 25. The results of the study show that workload and organizational commitment have a positive effect on PT Aeon Riset Teknologi. The partial coefficient of determination between Workload and Turnover Intention is 0.435, then 43.5% in influencing Turnover Intention. Meanwhile, the partial determination between the Organization's Commitment to Turnover Intention, which is 0.0529, is 5.29% in influencing Turnover Intention. The magnitude of the influence of workload, and commitment with a percentage of 40.8% with the remaining 59.2% influenced by other variables from the research study.
<b>Keywords:</b> <i>Workload;</i> <i>Organizational Commitment;</i> <i>Turnover Intention.</i>	
<b>Artikel Info</b>	<b>Abstrak</b>
<b>Sejarah Artikel</b> Diterima: 2023-03-27 Direvisi: 2023-05-22 Dipublikasi: 2023-06-07	Penelitian ini untuk melihat bagaimana pengaruh beban kerja dan yang menjadi komitmen organisasi PT Aeon Riset Teknologi. Jenis penelitian ini adalah kuantitatif dengan menggunakan teknik analisis regresi berganda. Populasi dalam penelitian ini adalah karyawan kantor PT Aeon Riset Teknologi yang berjumlah 40 orang. Sampel dari penelitian sebanyak 40 orang, diambil sampling jenuh atau menjadi sensus, diolah dengan menggunakan SPSS Windows Versi 25. Hasil penelitian menunjukkan bahwa beban kerja dan komitmen organisasi berpengaruh positif terhadap PT Aeon Riset Teknologi. Koefisien determinasi parsial antara Workload dan Turnover Intention adalah sebesar 0,435, maka sebesar 43,5% dalam mempengaruhi Turnover Intention. Sedangkan determinasi parsial antara Organization's Commitment to Turnover Intention yaitu sebesar 0,0529 sebesar 5,29% dalam mempengaruhi Turnover Intention. Besarnya pengaruh beban kerja, dan komitmen dengan prosentase 40,8% dengan sisanya 59,2% dipengaruhi oleh variabel lain dari hasil penelitian.
<b>Kata kunci:</b> <i>Beban Kerja;</i> <i>Komitmen Organisasional;</i> <i>Niat Perputaran.</i>	

## I. INTRODUCTION

Resources are the most important asset sources in a company or organization. With the understanding that Human Resources are actively involved in a company compared to other resources. The availability of human resource manpower is expected to encourage the development or growth of a company. Minimizing the ability of human resources is also carried out to achieve organizational goals effectively and efficiently. By maximizing the ability of the workforce, it is hoped that the goals or commitments of the company can be achieved immediately from the resources owned. Also, the availability of manpower owned will make it easier for companies to know the potential of their human beings. This is intended so that each individual involved does not have a workload that is felt to be incompatible with that individual.

PT Aeon Riset Teknologi is with the company engaged in technology development intending to increase business effectiveness through technology in the form of a website system called CYPHER intending to control and reduce client operational costs. Where data in a company can be stored on one website and can be accessed anywhere. In addition, PT Aeon Riset Teknologi has a product called BIGHORN GUARD- Data Acquisition Unit, this product is a system that monitors any changes or values of a sensor. Where the data can be diaries anywhere and anytime. The resulting data is in the form of graphs, reporting, and product results. The reading of this data is very necessary for service companies, especially in the fields of Oil, gas, manufacturing, and others. Where in the activities of oil and gas companies, all activities at the job site can be accessed by human resources

in the office anytime and anywhere (Virtual office).

Workload according to the Regulation of the Minister of Home Affairs No. 12 of 2008 explains that workload is a technique that is carried out to obtain information, effectiveness, and efficiency of work following the volume set with the aim of increasing the capacity of a company. Where according to Permendag, the workload with a three-point category, becomes the standardization from high to low. Each individual involved in PT Aeon Riset Teknologi has a relative workload according to the background of its employees. Because the process of searching to accept employees at PT Aeon Riset Teknologi sorts out the needs of the division and its suitability with the background of the prospective candidates owned. According to Robbins and Judge (2013), "Organizational commitment is the condition that workers side with a particular organization, with the intention and desire of defense of the members of an organization". The company needs employees who commit to the development of the company in the future. Organizational commitment also greatly affects turnover. Especially with the aim of PT Aeon Riset Teknologi where all work can be done remotely. The company wants with the plan launched, all employees involved will support the company by committing to their respective duties and responsibilities.

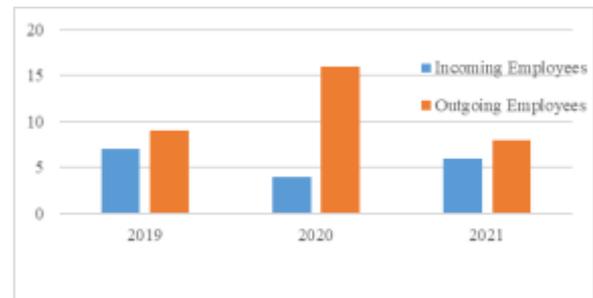
Turnover Intention according to Rivai (2009) is an action taken by workers, by planning to move and resign, and then go elsewhere. A high turnover rate will be detrimental to the company. Because with the exit of employees, the company must immediately find candidates to back up the employee. The entry and exit of employees do not always have a positive impact on the company as a way to find new employees with even better potential, but it can also be a negative impact if it happens repeatedly. Because it will cause additional costs and many jobs are hampered. Such as training costs, admission fees, repetitive work but with similar problems (stuck), and others. The resource management division is already trying to put all its employees working on loads, portions, and targets that match the background of the employees themselves. However, after being evaluated, it is still high for the turnover rate at PT Aeon Riset Teknologi.

**Table 1.** Turonver Intention PT Aeon Riset Teknologi 2019-2021

NO	YEAR	IN	OUT	INFORMATION
1	2019	7	9	Employee negligence Committing violations,
2	2020	4	16	employee non-compliance, pandemic
3	2021	2	8	Not following company regulations, personal reasons

Source: Data HRD PT Aeon Riset Teknologi 2022

Based on the data above in 2019 7 employees joined and 9 employees resigned at PT Aeon Riset Teknologi. Then in 2020, 4 employees joined and 16 resigned. As well as 2 employees joined and 8 employees resigned in 2021. Employee negligence and non-compliance with company regulations, such as attendance problems, not completing tasks on time, and others. Meanwhile, personal reasons such as continuing education and changing domiciles to live.



**Figure 1.** Turnover Intention Data Graph of PT Aeon Riset Teknologi in 2019-2021

Based on the data above, the high turnover rate occurred in 2020, where the reason for the Covid-19 pandemic was the reason for many employees to resign. As well as violations from employees such as failure and neglect of responsibility are also one of the factors causing the high turnover intention data at PT Aeon Riset Teknologi in that year. Meanwhile, the turnover intention figures in 2019 and 2021 did not experience a significant spike when compared to 2020. In 2019 and 2021, the reason for the turnover intention is the factors of the employee such as negligence in carrying out their duties, non-compliance with regulations, and personal reasons.

Based on the results of an interview with Mr. Eki who serves as HRD Division Manager at PT Aeon Riset Teknologi on Monday, December 12, 2022, it is explained that 1) Currently the company is at the peak of productive operational activities. With many projects, companies need

employees with compact cooperation. Because each division continues to support the project. 2) From the HRD side, it has carried out its duties to hire maximum resource candidates so that they can support other divisions. There are times when employees feel saturated, which is often the case in any company. However, from the side of other divisions and especially the HRD department, it is ready to back up to overcome work stress arising from certain workloads. It's just that it goes back to the personal commitment of each employee, whether he wants to build his career and company goals or not. According to HRD, not all reasons for employees to resign are due to personal needs such as getting married, continuing education, and others. However, the desire of these employees to grow together with the company is still not optimal. 3) Workload also affects the reason why the turnover rate is high, but back again where the company PT Aeon Riset Teknologi is a sector that is active for 24 hours. So it is necessary to decide if there are urgent circumstances that need to be resolved on the spot. And according to Mr. EK, many companies are engaged in similar fields but turnover is not too high. With so many projects running, the HRD division does not want a high turnover rate, because it will hinder other divisions when performing their duties and responsibilities. So the management wants to know whether it is true that the high turnover rate is due to too high a workload or commitments that are still not synergistic.

From the background, will conduct research entitled "**The Effect of Workload and Organizational Commitment on Employee Turnover Intention at PT Aeon Riset Teknologi**".

## II. METHOD

The object of this study is the entire worker at PT Aeon Riset Teknologi. The research method is carried out with a descriptive approach method by making the employees of PT Aeon Riset Teknologi as a population. The population is a member of a group that has a different character from the author takes, namely all employees of the head office at PT Aeon Riset Teknologi. The population in this study was 40 employees. The sample from the study, which was 40 employees, used sampling techniques or censuses. His research uses quantitative design because he wants to know information from the sample being tested. As well as wanting to know if his hypothesis is accepted or not.

There are two types of data, namely secondary and primary. Primary data are obtained

directly from the object of study. The data is not obtained directly, but from a specific source according to the object under study. The research used is primary data. Data collection with questionnaire surveys creates a likert scale for measurement. The likert scale is a benchmark for knowing the individual perception of a phenomenon. In this scale using the form of interval measurement (Janti, 2014). Methods for conducting this research include validity tests; reliability test; the classical assumption test consists of the normality test, the heteroskedasticity test, and the multicholinearity test; multiple linear regression test; correlation test, determination coefficient test; and hypothesis testing

## III. RESULT AND DISCUSSION

### A. Result

#### 1. Validity Test

Table 2. Validity Test Result

Variable	Indicators	rCount	rTable	Information
Workload	Item 1	.712**	0,263	Valid
	Item 2	.797**	0,263	Valid
	Item 3	.269**	0,263	Valid
	Item 4	.739**	0,263	Valid
	Item 5	.759**	0,263	Valid
	Item 6	.325*	0,263	Valid
	Item 7	.616**	0,263	Valid
	Item 8	.739**	0,263	Valid
	Item 9	.268**	0,263	Valid
Organizational Commitment	Item 10	.532**	0,263	Valid
	Item 11	.276**	0,263	Valid
	Item 12	.268**	0,263	Valid
	Item 13	.727**	0,263	Valid
	Item 14	.618**	0,263	Valid
	Item 15	.681**	0,263	Valid
	Item 16	.729**	0,263	Valid
	Item 17	.537**	0,263	Valid
	Item 18	.744**	0,263	Valid
Turnover Intention	Item 19	.364*	0,263	Valid
	Item 20	.442**	0,263	Valid
	Item 21	.753**	0,263	Valid
	Item 22	.565**	0,263	Valid
	Item 23	.563**	0,263	Valid
	Item 24	.456**	0,263	Valid
	Item 25	.430**	0,263	Valid
	Item 26	.606**	0,263	Valid
	Item 27	.663**	0,263	Valid
Item 28	.751**	0,263	Valid	

Source: Author's processed data, 2023

Using the number of respondents of as many as 40 and the error rate is determined to be 5%, then the value of the table with the gain of  $df = n - 2$ . So  $df = 40 - 2 = 38$ , then  $r \text{ table} = 0.263$ . The results of the validity test on 28 statement items as indi-

cators derived from workload variables, and post-implementation commitments the validity of the entire research item is valid.

## 2. Reliability Test

Sujarweni (2014) argues that the Reliability test value is shown in Cronbach's Alpha value. If Cronbach's Alpha value passes the cut-off value of 0.6, it is said that the data is reliable.

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha	Criterion	Information
Workload (X1)	0,766	0,6	Reliabel
Organizational Commitment (X2)	0,676	0,6	Reliabel
Turnover Intention (Y)	0,644	0,6	Reliabel

Source: Author's processed data, 2023

The calculation from the reliability test using the SPSS application, all reliable statements, obtained a Cronbach Alpha value above 0.6.

## 3. Test Classical Assumptions

### a) Normality Test

**Table 3.** Test Classical Assumptions

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		40
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	3,22202304
Most Extreme Differences	Absolute	0,078
	Positive	0,063
	Negative	-0,078
Test Statistic		0,078
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>

Source: Author's processed data, 2023

Based on the results of the normality test above with the Kolmogorov-Smirnov test, the significant value of  $0.200 > 0.05$  was obtained. The outline of the research regression model, the assumption of the Normality test.

### b) Heteroskedasticity Test

**Table 4.** Heteroskedasticity test results

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients	Standardized Coefficients				
		B	Std. Error			
1 (Constant)	1,223	3,344	0,366	0,717		
Workload	0,014	0,061	0,038	0,224	0,824	

Organizational Commitment	0,029	0,070	0,071	0,416	0,680
a. Dependent Variable: Abs_ut					

Source: Author's processed data, 2023

Sig. value on workload attachment variables and organizational commitment  $> 0.05$  until an outline is taken, on heteroskedasticity and this research can be continued.

### c) Multicholnearity Test

**Table 5.** Multicholnearity Test Table

Model	Coefficients				t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients	Standardized Coefficients	Beta				Tolerance	VIF
1 (Constant)	11,678	1,922		1,970	0,054			
Workload	0,540	0,189	0,647	2,839	0,008	0,923	1,086	
Organizational Commitment	-0,840	0,324	-0,640	-2,573	0,013	0,923	1,086	

Source: Author's processed data, 2023

The VIF value of both variables =  $1,086 < 10$ . Which means that there is no multicholnearity and no correlation between independent variables (workload and organizational commitment). Priyatno (2010) argues that if the test is aimed at knowing, regression models, correlations of variables.

## 4. Multiple Linear Regression Analysis

### a) Multiple Linear Regression Analysis Test

Multiple Linear Regression Analysis was carried out to determine the magnitude of the effect of Workload (X1) and Organizational Commitment (X2) on Turnover Intention (Y) on PT Aeon Riset Teknologi. Linear regression equation to be studied:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

Keterangan:

$\alpha$  = constant

$\beta_1$  = regression coefficient X1

$\beta_2$  = regression coefficient X2

X1 = Workload

X2 = Organizational Commitment

Here are the results of the multiple regression coefficient test:

**Table 6.** Multiple Regression Coefficient Test Table

Model	Coefficients				Correlations			Collinearity Statistics	
	Unstandardized Coefficients	Standardized Coefficients	Beta		Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	11,678	1,922		1,970	0,054				
Workload	0,540	0,189	0,647	2,839	0,008	0,618	0,623	0,923	1,086
Organizational Commitment	-0,840	0,324	-0,640	-2,573	0,013	-0,640	-0,640	0,923	1,086

Source: Author's processed data, 2023

Then the regression model is obtained, namely:  $Y = 11,670 + 0,548 X1 + 0,046 X2$ . Based on the regression model, the following analysis was obtained:

- 1) The constant of 11,670 states that Workload (X1) and Organizational Commitment (X2) are constant or unchanged, so the turnover intention (Y) score is 11,670.
- 2) The variable regression coefficient if Workload (X1) is 0.548 means that each increase of one Workload score (X1) adds a Turnover Intention (Y) score of 0.548 assuming a constant Organizational Commitment (X2).
- 3) The variable regression coefficient if Organizational Commitment (X2) is 0.046 means that each increase of one Organizational Commitment score (X2) adds a score with 0.046 assuming Workload (X1) is constant.

### b) Correlation Coefficient Test

Here's an analysis of the simultaneous correlation between Workload (X1) and Organizational Commitment (X2) with Turnover Intention (Y):

**Table 7.** Correlation Coefficient Test Table

Correlations				
		Workload	Organizational Commitment	TotalTO
Workload	Pearson Correlation	1	-0,281	.660**
	Sig. (2-tailed)		0,079	0,000
	N	40	40	40
Organizational Commitment	Pearson Correlation	-0,281	1	-0,230
	Sig. (2-tailed)	0,079		0,154
	N	40	40	40
TotalTO	Pearson Correlation	.660**	-0,230	1
	Sig. (2-tailed)	0,000	0,154	
	N	40	40	40

Source: Author's processed data, 2023

Based on the correlation test above, the correlation coefficient between Workload (X1) and Organizational Commitment (X2) and Turnover Intention (Y) of 0.660 was obtained. The value correlation coefficient of 0.660 is in the range of 0.500-0.750 which is a category of medium relationships and has positive and strong values (Sarwono, 2006), there is a positive relationship, from between Workload (X1) and Organizational Commitment (X2) with Turnover Intention (Y). Here's a partial correlation analysis between Workload (X1) and Turnover Intention (Y).

**Table 8.** Partial Correlation of Workload (X1) with Turnover Intention (Y)

Correlations			
		Workload	TotalTO
Workload	Pearson Correlation	1	.660**
	Sig. (2-tailed)		<,001
	N	40	40
TotalTO	Pearson Correlation	.660**	1
	Sig. (2-tailed)	<,001	
	N	40	40

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Author's processed data, 2023

Based on the results of the correlation test above, the correlation coefficient between Workload (X1) and Turnover Intention (Y) of 0.660 was obtained. The number of correlation coefficients of the value of 0.660 is in the range of 0.500-0.750 which is a category of medium relationships and has positive and strong values, then an outline is taken, if the relationship is positive, significant on Workload (X1) with Turnover Intention (Y). Furthermore, the partial correlation analysis between Organizational Commitment (X2) and Turnover Intention (Y):

**Table 9.** Partial correlation between Organizational Commitment (X2) and Turnover Intention (Y)

Correlations			
		Total Turnover Intention	Organizational Commitment
Total Turnover Intention	Pearson Correlation	1	-0,230
	Sig. (2-tailed)		0,154
	N	40	40
Organizational Commitment	Pearson Correlation	-0,230	1
	Sig. (2-tailed)	0,154	
	N	40	40

Source: Author's processed data, 2023

Based on the results of the correlation test above, the correlation coefficient between Organizational Commitment

ment (X2) and Turnover Intention (Y) of 0.230 was obtained. The number of correlation coefficients of the value of 0.230 is in the range of 0 - 0.250 which is a weak relationship category and has a positive value, so it is concluded that there is a positive correlation between variables.

**c) Coefficient of Determination**

**Table 10.** Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Change	R Square Change	F Change	df1	df2	
1	.662 <sup>a</sup>	0.438	0.408	1.200	0.438	14.434	2	37	0.000	1.974

Source: Author's processed data, 2023

Based on the table, R is 0.662. The value shows the strength of the relationship between Workload and Organizational Commitment with Turnover Intention being at a high number. The Adjusted R Square value = 0.408 means the contribution of the intended variable to 40.8% with the remaining 59.2% influenced by the other variables from the study. In other words, 40.8% of the variation in Turnover Intention can be presented as Workload, Organizational Commitment.

The following are the results of the workload partial coefficient of determination (X1) test on Turnover Intention (Y):

**Table 11.** Coefficient of Partial Determination of Workload (X1) to Turnover Intention (Y)

Model	Unstandardized Coefficients	Standardized Coefficients (Beta)	t	Sig.	Correlations			Collinearity Statistics	
					Zero-order	Partial	Part	Tolerance	VIF
(Constant)	31.152	.193	3.871	0.000					
1 Regression Workload	0.223	0.230	0.230	0.154	-0.230	-0.230	-0.230	1.000	1.000

Source: Author's processed data, 2023

The results of the table test were calculated to obtain a partial influence between the following formulas:

$$R = \text{Beta} * \text{Zero Order}$$

$$R = 0,230 * 0,230 = 0,0529$$

Then the coefficient of partial determination between organizational commitment (X2) to Turnover Intention (Y) is 0.0529 then 5.29% of the contribution of partial Organizational Commitment

(X2) in influencing Turnover Intention (Y).

**d) Simultaneous Hypothesis Test**

**Tabel 13.** Tabel Uji Stimultan Stimultan Hypothesis Test

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 <sup>1</sup> Regression	315,899	2	157,950	14,434	<,001 <sup>b</sup>
Residual	404,876	37	10,943		
Total	720,775	39			

Source: Author's processed data, 2023

Hypothesis:

H0: No Positive and Significant Effect of Workload (X1) and Organizational Commitment (X2) on Turnover Intention (Y)

Ha: There is a positive and significant Effect of Workload (X1) and Organizational Commitment (X2) on Turnover Intention (Y)

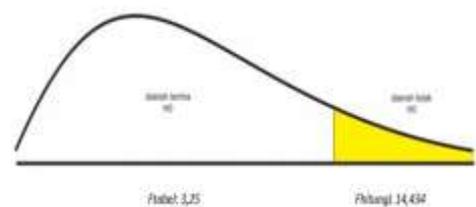
Basis for Decision Making:

$$F_{0,05;2;37} = 3,25$$

If the F value is calculated < 3,25 and value sig>0,05 then H0 is accepted.

If the F value is calculated > 3,25 and value sig<0,05 then H0 is rejected.

In conclusion: A calculated F value of 14.434 > 3.25 and a sig value of 0.000 < 0.05 can then be taken an outline, if H0 is rejected and Ha is accepted, with variables y Workload (X1) and Organizational Commitment (X2) positively and significantly on Turnover Intention (Y). Based on the Hypothesis Test related to the description of the rejection area as well as receiving the H0 Stimultan test in the following figure:



**Figure 2.** Graph of Stimultan Hypothesis Test

**e) Regression Coefficient Test (t test)**

**Table 12.** Regression Coefficient Test (t test)

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		Beta		
	B	Std. Error	Beta			
1 (Constant)	11,670	5,922			1,970	0,056
Workload	0,548	0,109	0,647		5,039	0,000
Organizational Commitment	-0,046	0,124	-0,048		-0,373	0,711

Basis for Decision Making:

$T_{0,025;3;37} = 2,026$

If the value of t is calculated  $< 2,026$  and value  $sig > 0,05$  then  $H_0$  is accepted.

If the value of t is calculated  $> 2,026$  and value  $sig < 0,05$  then  $H_0$  is rejected.

Conclusion: The calculated value of  $5.039 > 3.25$  and the sig value of  $0.000 < 0.05$  are then concluded if  $H_0$  is rejected,  $H_a$  is accepted with the conclusion Workload (X1) and Organizational Commitment (X2) properly and clearly from Turnover Intention (Y).

**B. Discussion**

Based on the test results, it is explained that these variables, the following is an explanation of the variables in this study:

**1. Effect of Workload on Turnover Intention**

The results show if it affects turnover intention. So if the employees of PT Aeon Riset Teknologi's workload affects the high turnover rate at PT Aeon Riset Teknologi. In this study, 43.5% of the workload figure affects the turnover intention rate at PT Aeon Riset Teknologi, so it can be interpreted that one of the factors for the high turnover intention rate is caused by the workload felt by employees. Which Gibson and Ivancevich (2012) argue that workload is a response that is difficult to adapt, influenced by individual differences and psychological processes in each action toward each other.

**2. Effect of Organizational Commitment on Turnover Intention**

The hypothesis shows that Organizational Commitment has a positive influence, on turnover intention. So if the employees of

PT Aeon Riset Teknologi have a high Organizational Commitment will not affect the high turnover intention rate at PT Aeon Riset Teknologi. 5.29% stated that organizational commitment is a factor causing turnover intention at PT Aeon Riset Teknologi. Mowday, Porter, and Steers (1982) argue that individuals who have high organizational commitment have support and strive to achieve organizational goals even better. Research shows that respondents have a high commitment to the company.

**3. Effect of Workload and Organizational Commitment on Turnover Intention**

The results of the Hypothesis Test show that workload and commitment affect the stimulant on turnover intention, it is observed from the RSquare coefficient, that the workload and organizational commitment affect 40.8% of the Turnover Intention at PT Aeon Research Technology The high workload affects the turnover rate at PT Aeon Riset Teknologi. The commitment of employee organizations to PT Aeon Riset Teknologi also affects the high turnover rate of intention. To avoid high turnover, it is necessary to evaluate the workload and measure organizational commitment to employees of PT Aeon Riset Teknologi. This is supported by the opinion of Glissmeyer (2008) and colleagues that turnover intention is an attitude that generates interest and completely quits an organization.

**IV. CONCLUSION AND SUGGESTION**

**A. Conclusion**

From the results of the study "The Effect of Workload and Organizational Commitment on Turnover Intention at PT Aeon Riset Teknologi", the following conclusions can be drawn:

1. Workload has a positive and significant effect on turnover intention at PT Aeon Riset Teknologi. It can be described that the workload on each employee needs to be studied and weighed to make the turnover rate not high every year.
2. Organizational Commitment has a negative and insignificant effect on turnover intention at PT Aeon Riset Teknologi. It can be explained that companies should begin to understand the wishes and expectations of employees in order to be loyal to the company

3. Organizational workload and commitment have a positive and significant effect on turnover intention. This factor is the company's input. So it is important for companies to review the workload of each employee and the company's initial commitment to advance the company.

## B. Suggestion

Here are suggestions that PT Aeon Riset Teknologi can do as a continuation of this research:

1. The high workload depends on how the teamwork and the teamwork process at PT Aeon Riset Teknologi. With the division of work according to interests and talents, it is hoped that it can produce outputs that are in accordance with the company wants. Workload can be mitigated by the appreciation of divisions that have a high level of work. The study is more about the resources they have, so that management knows whether employees have worked according to their interests and talents. By conducting this study, it is hoped that each employee can carry out their work and can reduce the workload of each division.
2. It is necessary to give appropriate awards to employees, so that employees are willing to grow together with the company. So that employees will be committed and loyal to the company. Employee development programs also need to be carried out by companies to be able to explore the potential of employees and be able to realize the organization's commitment to take the company in a better direction.
3. Conduct regular evaluations if obstacles are found in the work with the aim that work problems are not only thought of by certain divisions. To reduce turnover, companies need to know the aspirations or input from employees so that organizational commitments can run in accordance with management expectation.

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