EFFECT OF ORGANIZATIONAL COMMITMENT AND EMPLOYEE WORKLOAD ON TURNOVER INTENTION AT PT DHANAR MAS CONCERN

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Abstract

This study aims to specify : 1) The Effectt of Organizational Commitment and Employee Workload on Turnover Intention of Employees at PT Dhanar Mas Concern 2) The Effect Organizational Commitment on Turnover Intention at PT Dhanar Mas Concern 3) The Effect of Employee Workload on Turnover Intention at PT Dhanar Mas Concern. This research is a causal associative research using a quantitative approach. This research with 294 respondents is a study where the sample is taken using a cluster random sampling technique, where the researcher divides several population groups or is called a cluster. The group or cluster is divided based on the fields that exist in the company, such as: Personnel Staff or HRD, Finance Staff, Production Staff, and staff who work in the field of Spinning and Weaving. In this research, data was collected using questionnaries, observations, internships, and interviews with one of the employee at PT Dhanar Mas Concern, while analysis data was carried out using correlation analysis and multiple linear regression. In this research the results of the data are normally distributed, the data is valid and reliable. The results of the study with a level of 5% indicate that: 1) Organizational Commitment and Employee Workload have a positive and significant effect on Turnover Intention 2) Organizational Commitment has a positive and significant effect on Turnover Intention 3) Employee Workload has a positive effect on Turnover Intention.

Keywords: Organizational Commitment, Workload, Turnover Intention

INTRODUCTION

Era 4.0 is developing very rapidly, many new companies have emerged and become commercial competitors, therefore the companies are required to have the ability to compete in this era. In the face of many competitors today, companies must be able to put forward new and updated ideas to manage company resources better. Resources are the potential value needed by a certainly substance or element in life. These resources include Natural Resources, Financial Resources, Scientific and Technology Resources, and the last is Human Resources. One of the resources needed by the company is Human Resources.

Human resources in organizations or companies commonly referred to as employees are company assets because they can support the success of a company to achieve goals. The value of good human resources can be marked by the realization of company goals or by an increase in employee performance towards the company. Therefore, the value of human resources is considered important for companies to be able to increase productivity and achieve company goals.

The company's effective function does not only focus on the available resources within the company, but also focuses on the strengths and abilities of each employee that the company needs to meet future human resource needs, so that the importance of its role is self-evident. Human resource management develops the skills, talents, knowledge and abilities of employees, and requires more attention to company policies for employees. Companies must not only be able to educate employees and target them to achieve the company's common goals, but also must work harder to retain existing superior employees. If it does not meet the expectations and needs of employees, it will have a bad or bad impact on their work attitude.

In this research, the object of research is one of the national companies in the city of Bandung named PT Dhanar Mas Concern, which is located on Jl. Moh. Toha Jl. Cisirung No. KM 6.8, Pasawahan, Kec. Dayeuhkolot, Bandung. PT Dhanar Mas Concern itself is engaged in textiles (spinning and weaving). PT Dhanar Mas produces PE, TR, TC yarns, as well as greige fabrics. PT Dhanar Mas sells its products to various countries in Asia, Europe and America, such as Japan, Turkey, Brazil, Vietnam, Argentina, and others. The number of employees in the company as much as 1074 people.

The author chose PT Dhanar Mas Concern as the object of research covering all sections of employees who are within the company. The problem of high employee turnover is also experienced by PT Dhanar Mas, this can be seen from the results of interviews with several employees of PT Dhanar Mas Concern who said that the majority of employees left because of a fairly heavy workload, one of which was because there were 3 shifts in the work schedule, i.e. morning, afternoon and evening. The company also emphasizes work targets for its employees. Likewise with the problem of not much rest time because of the condition of the machine that cannot be abandoned or left alone. As for employees in the spinning division, they feel a lot of thread and dust while working, so employees are required to wear masks.

Table 1

Employee Turnover Data of PT Dhanar Mas Concern 2016 to 2020

No	Year	Enter	Go out	Description
1	2016	1212	441	There are employees who resign, have finished their work contracts, and leave without following procedures.
2	2017	841	584	Employment contract has expired, left without following procedures, sick and pregnant.

3	2018	984	924	Layoffs due to factory fire
4	2019	1213	250	Leaving without procedures, getting a new job, changing domicile, getting sick, and getting pregnant.
5	2020	1057	90	Leaving without procedures, getting a new job, changing domicile, getting sick, and getting pregnant.

Source from HRD PT Dhanar Mas Concern

Based on the table, is known that the number of Turnover Intentions in the last five years has continued to increase. In 2016 the number of employees who entered or registered for work was 1212 people and employees who left were 441 people, in 2017 the number of incoming employees increased again by 841 people and 584 people leaving employees, in the following year, 2018 employees entered as many as 984 people and employees which came out as many as 924 people. Continuing to 2019, 1213 employees entered and 250 employees left, and the latest data obtained in 2020 were 1057 employees who entered and 90 employees left.
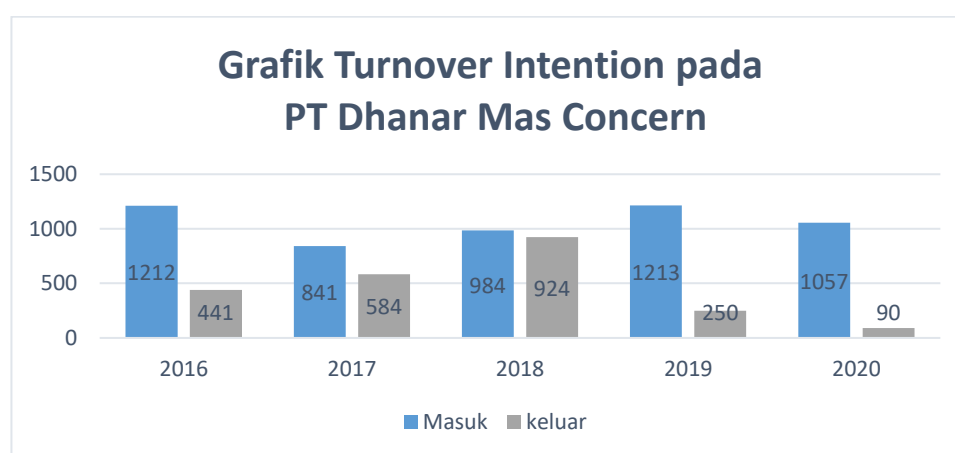
Picture 1
PT Dhanar Mas Concern Turnover Graph
2016 to 2020
Data Source: Data obtained from the HRD department of PT Dhanar Mas

Based on the graph in Picture 1 above, shows a significant fluctuation in Turnover Intention. This is allegedly due to the low Organizational Commitment of the employees at PT Dhanar Mas Concern and due to the workload which is quite heavy, resulting in a high Turnover Intention at PT Dhanar Mas Concern.

THEORITICAL REVIEW

Organizational Commitment

In accordance to [1] that organizational commitment is a reflection of where an employee recognizes the organization and is bound to the goals. This is an important work attitude because people who are committed are expected to show their availability to work harder to achieve organizational goals and have a greater aspire to stay at the company.

The indicators of Organizational Commitment according to Lincoln and Bashaw [2]are:

a. Willingness of employees, where there is a desire of employees to fight to achieve the interests of the organization.

b. Employee loyalty, where employees should to maintain their membership to continue to be a part of the organization.

c. Employee pride, the employees feeling proud to have been part of the organization they follow and feeling that the organization has become a part of their lives.

Employee Workload

Accordance to [3], workload is too much demand that can cause tension in a person, causing stress. This is because the level of expertise demanded is too high, the work speed may be too high, the work volume may be too much and so on.

The indicators of workload according to [4, 5] are:

a. Working conditions, namely how an employee understands the job well.

b. The use of working time, which if the working time is in accordance with the SOP, of course, will minimize the workload of employees.

c. Targets to be Achieved, meaning that the narrower the time allotted to carry out the work, the greater the workload received

d. The work environment is something that is around every workers and that affects them in carrying out their duties.

Turnover Intention

Accordance to [6]turnover intention is the tendency or intention of an employee to voluntarily leave a job or move from one job to another at his or her sole discretion.

The turnover intention indicators according by [5, 6] are:

a. The existence of thoughts of leaving the organization (thinking of quitting), usually begins with dissatisfaction at work.

b. Intention to find work elsewhere (intention to search for alternatives), usually occurs if employees have often thought of trying to find another job.

c. Intention to leave the company (intention to quit), there is an intention for employees if they have got a better job.

RESEARCH METHODS

The company chosen to conduct this research is PT Dhanar Mas Concern. This company is a national company engaged in the textile sector. PT. Dhanar Mas Concern has its own spinning, weaving, dyeing and printing departments. PT. Dhanar Mas Concern offers a wide selection of products and uses creativity in yarn twisting, weaving type and dyeing finishing technologies. PT Dhanar Mas produces PE, TR, TC yarns, as well as greige fabrics. PT Dhanar Mas sells its products to various countries in Asia, Europe and America, such as Japan, Turkey, Brazil, Vietnam, Argentina, and others. PT. Dhanar Mas Concern provides a wide selection of quality products at affordable prices. Therefore, it is hoped that PT. Dhanar Mas Concern can maintain the quality of goods so that customers remain loyal to the products produced by PT. Dhanar Mas Concern.

All participants in this study were employees of PT Dhanar Mas Concern, which amounted to 1074 employees. The sampling technique in this study uses the slovin formula because in sampling, the research results can begeneralized and the calculations do not require a table for the number of samples, but can be done using simple formulas and calculations.The total population in this study was 1074 employees, so the percentage of leeway used was 5% and the calculation results could be rounded up to achieve conformity. The sample of respondents in this study was adjusted to 294 people or about 27% of the total employees of PT Dhanar Mas Concern, this was done to simplify data processing and for better and more precise test results. In this study, primarydata became the source of data and the technique for collecting primary data was using a questionnaire. In addition to primary data, this study also uses secondary data as a source of data and supporting information obtained from previous companies, books and journals.

RESEARCH RESULTS AND DISCUSSION

Validation Test

Table 2

Resuts The Validation Test

Variable	Indicator	r Count	r Table	Moan
Organizational Commitment (X1)	X1. 01	0.674	0.138	Valid
	X1. 02	0.677	0.138	Valid
	X1. 03	0.700	0.138	Valid
	X1. 04	0.591	0.138	Valid
	X1. 05	0.570	0.138	Valid
	X1. 06	0.727	0.138	Valid
	X1. 07	0.460	0.138	Valid
	X1. 08	0.633	0.138	Valid
	X1. 09	0.608	0.138	Valid
	X1. 10	0.580	0.138	Valid
	X1. 11	0.724	0.138	Valid
	X1. 12	0.561	0.138	Valid
	X1. 13	0.720	0.138	Valid
	X1. 14	0.716	0.138	Valid
	X1. 15	0.658	0.138	Valid
	X1. 16	0.686	0.138	Valid
	X1. 17	0.615	0.138	Valid
	X1. 18	0.659	0.138	Valid
	X1. 19	0.491	0.138	Valid
Employee Workload (X2)	X2.01	0.624	0.138	Valid
	X2.02	0.589	0.138	Valid
	X2.03	0.658	0.138	Valid
	X2.04	0.555	0.138	Valid
	X2.05	0.599	0.138	Valid
	X2.06	0.557	0.138	Valid
	X2.07	0.724	0.138	Valid
	X2.08	0.613	0.138	Valid
	X2.09	0.665	0.138	Valid
	X2.10	0.665	0.138	Valid
	X2.11	0.633	0.138	Valid
Turnover Intention (Y)	Y.01	0.858	0.138	Valid
	Y.02	0.817	0.138	Valid
	Y.03	0.592	0.138	Valid
	Y.04	0.784	0.138	Valid
	Y.05	0.814	0.138	Valid

Source: Data source processed from SPSS, 2021

Based on thevariables consisting development of 35 questions as indicators that come from the dependentvariabel (Turnover Intention) and the independent variabel (OrganisationalCommitment and Workload), after testing the validity it turns out that all the questions are valid, because all the questions have r count is greater than r table.

Reliability Test

Table 3

Results the Reliability Test

Variabel	Cronbac'h Alpha	Criteria	Description
Organizational Commitment (X_1)	914	0.60	Reliable
Workload (X_2)	842	0.60	Reliable
Turnover Intention (Y)	834	0.60	Reliable

Data Source: Primary data processed from SPSS, 2021

Based on Tabel 3 inabove shows all the variables, namely Organizational Commitment, Workload, and Turnover Intention. Of the three variables have Cronbach's Alpha value > 0.60 so it can be concluded that all statement items starting from variable Y, namely Turnover Intention and Variables X_1 and X_2, namely Organizational Commitment and Workload are declared reliable. The results of validation and reliability indicate that the questionnaire can and is appropriate to be used as data collection.
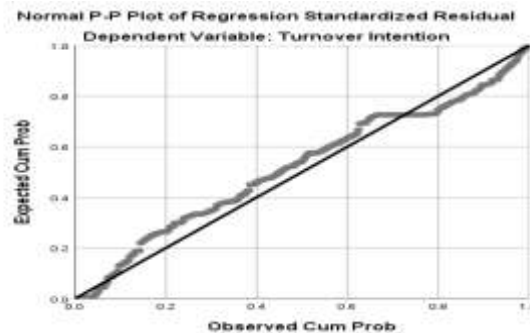
3. Normality Test

Figure 2. Data Normality Test Results

Data Source: Data processed using SPSS, 2021

Table 4

Data Normality Test Results

StatisticsOf Residuals					
	Minimum	Maximum	mean	Std. Deviation	N
Predicted Value	7.0050	21.7982	16.2925	1.94764	294
Std. Std. Predicted Value	-4.769	2.827	.000	1,000	294
Standard Error of Predicted Value	.186	.979	.293	.130	294
Adjusted Predicted Value	5.7929	21.7216	16.2893	1.95649	294
RReResidual	-10.75794	11.99501	.00000	3.15980	294
Std. Std. Residual	-3.393	3,783	.000	.997	294
Studs. Residual	-3.417	3.970	.001	1.004	294
Deleted Residual	-10.94772	13.20707	.00325	3.21090	294
Studs. Deleted Residual	-3.482	4.075	-.001	1.012	294

Expensive. Distance	.007	26,947	1993	3,749	294
Cook's Distance	.000	.531	.006	.032	294
Centered Leverage Value	.000	.092	.007	.013	294

Data Source: SPSS output processed in 2021

Table 5

Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
Nv		294
Normal Parameters, b	mean	.0000000
	Std. Deviation	3.15979746
Most Extreme Differences	Absolute	.083
	Positive	.067
	Negative	-.083
Test Statistics		.083
asymp. Sig. (2-tailed)		.000c
Monte Carlo Sig. (2-tailed)	Sig.	.027d
	99% Confidence Interval	Lower Bound	.023
		Upper Bound	.031
Test distribution is Normal.		
Calculated from data.		
Lilliefors Significance Correction.		

Based on 10000 sampled tables with starting seed 2000000.

Data Source: SPSS output processed in 2021

Based on the Normal PP graph, the residual plot of the data distribution is not too lined normally or the line is not straight. To further ensure that the residual data have followed the assumption of normality, the residual data was again tested using the Kolmogorov-Smirnov test. In Tables 3 and 4 the Kolmogorov-Smirnov test shows that the residual data obtained follows a normal distribution, based on the output results showing the Kolmogorov-Smirnov SIG value > 0.05 = 0.027 > 0.05. Thus, the residual data are normally distributed and the regression model has met the assumption of normality.

Multicollinearity test

Table 6

Multicollinearity Test Results

| Coefficientsa							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.307	1.329		2,489	.013		
	Organizational Commitment	.025	.027	.068	.941	.347	.482	2,077
	Workload	.293	.044	.474	6,589	.000	.482	2,077

Dependent Variable: Turnover Intention

Data Source : Processed using SPSS, 2021

From the results of the multicollinearity test, it can be seen at Tolerance > 10 = 0.482 < 10 , while VIF > 0.95 = 2.009 > 0.95. So it can be concluded that there is multicollinearity

between the X_1 variable, namely Organizational Commitment and the X_2 variable, namely Employee Workload.

Heteroscedasticity Test
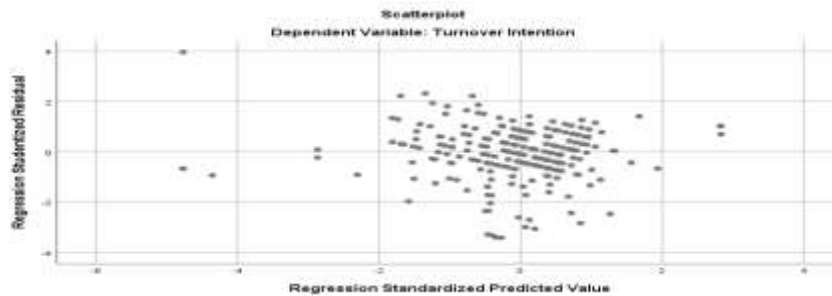
Heteroscedasticity Test Results

Data Source: Data processed using SPSS, 2021

The results of the Scatterplot graphic image displayed for the heteroscedasticity test show that the points are randomly distributed and do not show a clear pattern. It can be concluded that there is no heteroscedasticity problem with the regression model so that it clearly proves that this model can be used in analyzing the Y variable or Turnover Intention.

Correlation Coefficient Analysis (R)

Table 7

Multiple Correlation Test Results

Correlations		Organizational commitment	Work load	Turnover Intention
Organizational Commitment	Pearson Correlation	1	.720**	.409**
	Sig. (2-tailed)		.000	.000
	N	294	294	294
Workload	Pearson Correlation	.720**	1	.523**
	Sig. (2-tailed)	.000		.000
	N	294	294	294
Turnover Intention	Pearson Correlation	.409**	.523**	1
	Sig. (2-tailed)	.000	.000	
	N	294	294	294

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

Data Source: Data processed using SPSS, 2021

From the results of the multiple correlation test, the results of the calculation of the correlation coefficient (R) are close to 1, meaning that X_1 or Organizational Commitment and X_2 or Workload have a strong relationship with Turnover Intention or the Y variable.

Table 8

Partial Correlation Coefficient Test Results

		Organizational Commitment	Turnover Intention
Organizational Commitment	Pearson Correlation	1	.409**
	Sig. (2-tailed)		.000
	N	294	294
Turnover Intention	Pearson Correlation	.409**	1
	Sig. (2-tailed)	.000	
	N	294	294

Based on Table 8 above, the results of the correlation coefficient of Organizational Commitment (X_1) to Turnover Intention (Y) at PT Dhanar Mas Concern are 0.409, the value is 0.409 according to the correlation coefficient criteria in the interval 0.40 – 0.599 including the category of moderate relationship and has a value positive. The statistical conclusion is that there is a moderate relationship between Organizational Commitment (X_1) and Turnover Intention (Y) at PT Dhanar Mas Concern. This means that Organizational Commitment has an effect on Turnover Intention at PT Dhanar Mas Concern because it has important points that must be understood by employees.

Table 9

X2 . Partial Correlation Coefficient Test Results

		Burden Work	Turnover Intenton
Workload	Pearson Correlation	1	.523**
	Sig. (2- tailed)		.000
	N	294	294
Turnover Intention	Pearson Correlation	.523**	1
	Sig. (2- tailed)	.000	
	N	294	294

**. Correlation is significant at the 0,01 level (2- tailed)
Data source : Data , 2021

Based on the table, the correlation coefficient table of Workload (X_2) on Turnover Intention (Y) at PT Dhanar Mas Concern is 0.523. The value of 0.523 according to the multiple correlation criteria at the interval of 0.40-0.599 belongs to the category of moderate relationship and has a positive value. The statistical conclusion is that is a strong relationshp between Workload (X_2) and Trunove intention (Y) at PT Dhanar Mas Concern.

Multiple Regression Analysis

Table 10

Multiple Regression Test Results

Coefficientsa						
Model		Unsatandardized coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	3.307	1.329		2,489	.013
	Organizational Commitment	.025	.027	.068	.941	.347
	Workload	.293	.044	.474	6,589	.000

Dependent Variable: Turnover Intention

Data Source: Data processed through SPSS, 2021

Based on the table 10, the regression formula can be obtained as follws :

$$Y = 3.370 + 0.025X1 + 0.293X2$$

The above equation can be concluded as follows:
   1)   Constant (a = 3.370), meaning that if the Organizational Commitment (X_1) and Workload (X_2) variables are zero (0), then Turnover Intention (Y) will be 3.370.

2)   Regression coefficient (b1 = 0.025), meaning that if Organizational Commitment (X_1) Increases by the one and unit variables are constant, the Trunover Intention (Y) variable will increase by 0.025 units.

3)   Regression coefficient (b2 = 0.293), meaning if the Workload (X_2) increases by one unit and the other variables are constant, then the Trunover Intention (Y) Variable will increase by 0.293 units

Coefficient of Determination Analysis

Table 11

Coefficient of Determination Test Results

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.525a	.275	.270	3.17064

Predictors: (Constant), Workload, Organizational Commitment

Data Source: Data processed using SPSS, 2021

Based on the test results in Table 11, the magnitude of the influance Organizational Commitment Commitment and Workload on Trunover Intention on the magnitude of R Square is 0.270.

Table 12

Partial Determination Coefficient Test Results

Control Variables			Organizational Commitment	Workload	Turnover Intention
-none-a	Organizational Commitment	Correlation	1,000	.720	.409
		Significance (2-tailed)	.	.000	.000
		df	0	292	292
	Workload	Correlation	.720	1,000	.523
		Significance (2-tailed)	.000	.	.000
		df	292	0	292
	Turnover Intention	Correlation	.409	.523	1,000
		Significance (2-tailed)	.000	.000	.
		df	292	292	0
Turnover Intention	Organizational Commitment	Correlation	1,000	.651	
		Significance (2-tailed)	.	.000	
		df	0	291	
	Workload	Correlation	.651	1,000	
		Significance (2-tailed)	.000	.	
		df	291	0	

Cells contain zero-order (Pearson) correlations.
Data Source: Data processed using SPSS, 2021

Based on the test in Table 12, the first output -none-a shows the correlation value between the Organizational Commitment variable and Workload before the inclusion of the Turnover Intention variable into the analysis, it can be seen that the correlation coefficient percentage is 0.720 and the significance percentage is 0.000 <0.05, so that can be concluded that there is a positive and significant relationship between Organizational Commitment and Workload without the Turnover Intention variable. The correlation value of 0.720 is incorporate in the category of strong relationship. In the second output after the inclusion of the Turnover Intention variable, it can be seen that there is a decrease in the correlation coefficient to 0,

Overall, it can be concluded that the presence of the variable Y or Turnover Intention will have an influence on the relationship between the X_1 variable or Organizational Commitment with the X_2 variable or the employee's workload.

Partial Hypothesis Testing (T Test)

Table13

Partial Hypothesis Testing Results (T Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.307	1.329		2,489	.013
	Organizational Commitment	.025	.027	.068	.941	.347
	Workload	.293	.044	.474	6,589	.000

Dependent Variable: Turnover Intention

Based on the table ofhypothesis testing using the t-test contained in table 13 partially, the results obtained are as follows:

1) In the X_1 variable or Organizational Commitment, the tcount value is 0.941 with a significative level of0.270< 0,05, so Ha is rejected. That means Organizational Commitment is significant to Turnover Intention (Y).

2) In the X_2 variable or Workload, the tcount is 6.589 with a significance level of 0.000 < 0,05, then Ha is accepted and Ho is rejected. That means the workload has a significant effect in Turnover Intention (Y).

9.1 Effect of Organizational Commitment on Trunover Intention

With = 0.05, then df = nk-1 = 294 - 2 – 1 = 291, the ttable value for the two-party test is 3.324. From the values , thatcanbe seen the tcount obtained by the Organizational Commitment variable (X_1) is 0.941 < ttable 3,324, according to the criteria H1 is accepted and H0 is rejected. Thas means partially Organizational Commitment (X_1) has a significant effect inTrunover Intention (Y). Based on the hypothesis test, it can be described the area of rejection and acceptance of H0 in the following partial test:


Rejection area H0   Rejection area H0

Reception Area H0

-ttable = -3.324   0 t$_{table}$ = 3.324   t$_{count}$ = 0.941
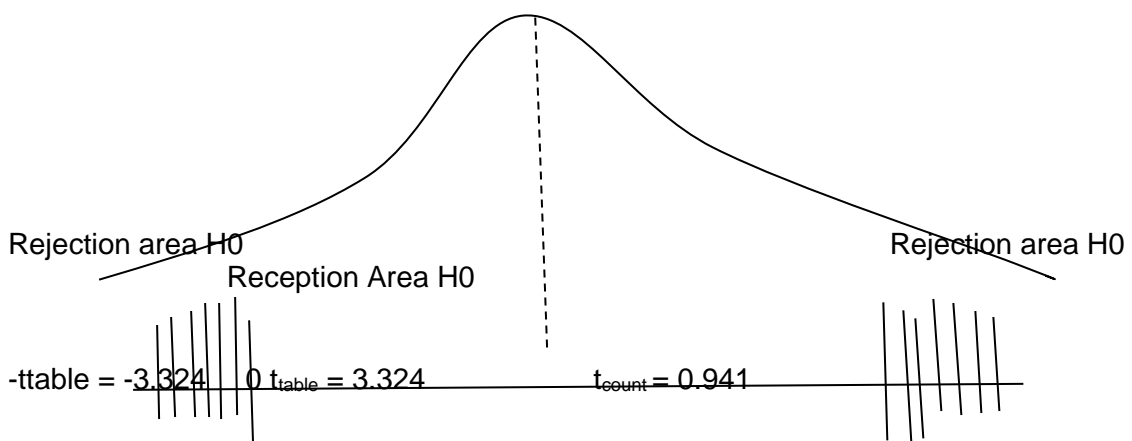
Picture 4

Partial Hypothesis Test Curve (T Test) Organizational Commitment to Turnover Intention
Source: Results of research data processing, 2021

9.2 Effect of Workload on Turnover Intention

With = 0.05, then df = nk-1 = 294 - 2 – 1 = 291, the ttable value for the two-party test is 3.324. From the values, it can be seen that the tcount value obtained by the Workload variable $(X_2)$is 6.589 > ttable 3.324, according to the criteria H0 is rejected and H1is

accepted. The means that partially Organizational Commitment (X_1) has a significant effect on Trunover Intention (Y). Based on the hypothesis test, it can be described the area of rejection and acceptance of H0 in the following partial test:

Rejection Area H0   Rejection   Area H0

Reception Area H0

-ttable = -3.324 0 ttable = 3.324   tcount = 6.589
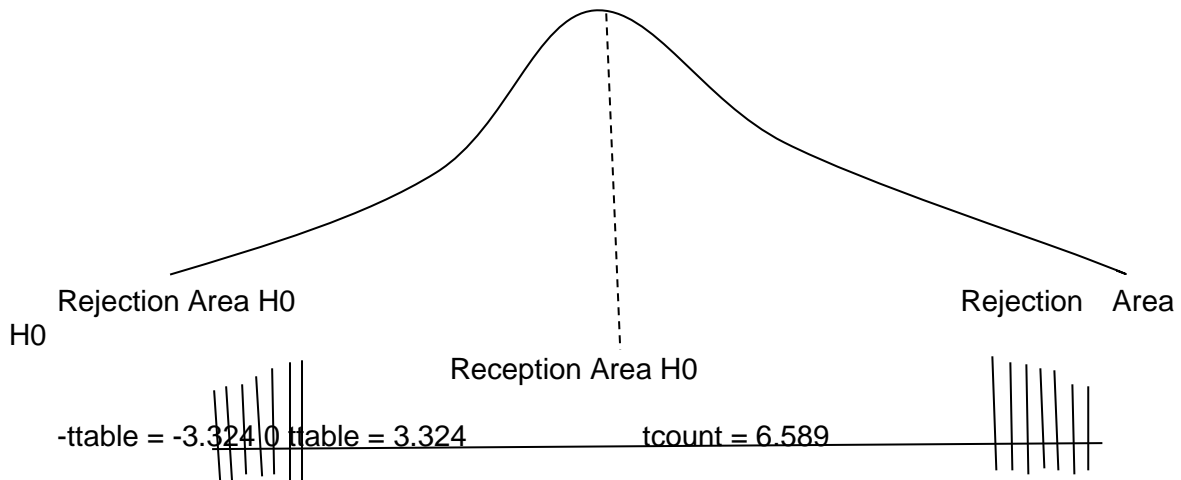
Picture 5
Partial Hypothesis Test Curve (T Test) Workload on Turnover Intention
Source: Results of research data processing, 2021
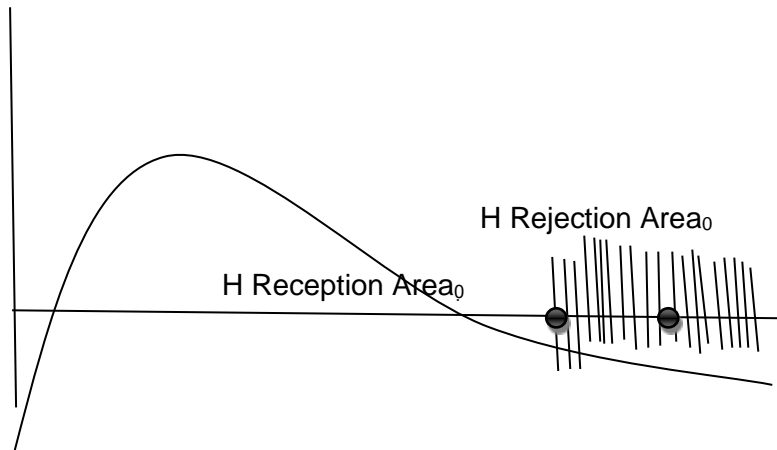
Simultaneous Hypothesis Testing (F Test)

Table 14

Result of Simultaneous Hypotesis Testingg (Test F)

ANOVAa					
Model	**Sum of squares**	**df**	**Mean square**	**F**	**Sig.**
1 Regression	1111,438	2	555,719	55,279	.000b
Residual	2925,406	291	10.053		
Total	4036,844	293			
Dependent Variable : Turnover Intention					
Predictors : (Constant, Workload, Organizational Commitment)					

Data Source : Data processed using SPSS, 2021

Based on the table 14, it is known that Fcount> Ftable is 55.279> 3.232, that can be concluded that Ha is accepted. That means simultaneously the variables of Organizational Commitment and Employee Expenses on Turnover Intention.

With = 0.05, then df = nk-1 = 294 - 2 – 1 = 291, the Ftable value is 3.89. Thus Fcount 55.279 > Ftable 3.89, so H1 is accepted and H0 rejected. This shows that there is a significant effect between Organizational Commitment (X_1) and Workload (X_2) on Turnover Intention (Y) at PT Dhanar Mas Concern. Based on the hypothesis test, it can be described the area of rejection and acceptance of H0 in the F test as follows:

H Rejection Area$_0$

H Reception Area$_0$

Ftable = 3.89 Fcount = 55.279

Picture 6

Simultaneous Hypothesis Testing Curve (F Test)

Source: Results of research data processing, 2021

DISCUSSION

The Effect of Organizational Commitment and Workload on Employee Turnover Intention

The results of hypothesis testing, obtained from a significant value of $0.000 <$ probability value of 0.05, it means the workload and organizational commitment play a significant role together on employee turnover intention at PT Dhanar Mas Concern 1. Based on the results of the analysis, it is also known that the R value is 52.2% which means there is a significant and strong relationship between workload and organizational commitment to employee turnover intention of PT Dhanar Mas Concern 1.

This finding is in line with the opinion of Mathis & Jackson (2001) that workload and organizational commitment affect turnover intention. Based on egronomic point of view, every workload received by a person must be approriate and balanced both with respect to physical abilities, cognitive abilities and hman limitations who receive the workload. Workloads that are commensurate with abilities tend to make employees stay, and vice versa. Likewise, organizational commitment is a strong influence for companies where people identify with demand and are highly motivated to carry it out, even when the source of motivation is no longer present. Satisfied employees will work optimally. With these conditions, employees will survive and always give the best for the company.

The Influence of Organizational Commitment to Turnover Intention

Based on the test results , it was found that the organizational commitment variable has a significant level of $0.270 <$ probability value of 0.05, it can be concluded that the organizational commitment has a negative and significant role on employee turnover intention. This shows that the higher the organizational commitment of employees at PT Dhanar Mas Concern 1, the lower the employee turnover, or vice versa, the lower the employee's organizational commitment, the higher the employee's turn over intentions.

This statement is in line with the statement expressed by [7], where employee commitment is the level of connection that employees have with their company and can be used as a guarantee to maintain the continuity of the company where the employee works. Organizational commitment shows an employee's efforts in carrying out his work, being loyal to his agency for achieving goals and identifying employees in meeting organizational

goals [8]. Employees who are committed to the organization will feel comfortable, have social interactions with the organization. These employees will carry out their duties and responsibilities more calmly, even showing their more active concern for the progress of the company. This is in line with the research of [9].

Effect of Workload on Turnover Intention

Based on the results, the results obtained that the workload variable has a significantlevel of 0.000 <0.05 , it can be concluded that workload has a positive and significant role on employee turnover intention. Which means that the higher the workload at PT Dhanar Mas Concern 1, the higher the level of employee turnover intention.

This statement is in accordance with the opinion expressed by [10].Which states that the workload is an individual's extrinsic factor which is one source of the emergence of pressure, because the workload he faces is too much. This condition requires employees to provide even greater energy than usual in completing their work, but all of this depends on each individual, meaning that these tasks will be completed well or not depending on how someone lives the workload he feels. According to [11] the more jobs given, the more burdened the employees will be and the employees will leave the company. For this reason, the company can balance this high target with increasing employee skills, so that the company's target standards can be in accordance with the competency standards possessed by employees [12]. High workload, especially in work targets that always increase and work is short so that employees are less comfortable at work, reduced satisfaction, employees have a desire to resign from profession. These results are in line with the research of [12] where workload has a significant positive effect on employees.

CONCLUSION

Conclusion

Based on the results of research and discussion, it can be conclude as follows :

a.   Organizational commitment and workload, together have a significant effect on employee turnover intention of PT Dhanar Mas Concern 1.

b.   Organizational commitment has a negative role on employee turnover intention, which means that if organizational commitment increases, employee turnover intention will decrease.

c.   Workload has a positive role on employee turnover intention, it means that if the workload increases, the employee's turnover intention will also increase.

d.   Another result shown in this study is that turnover intention does not mediate the relationship between workload and employee commitment. However, turnover intention can be a variable mediating the relationship between organizational commitment and employee workload.

SUGGESTIONS

Suggestions that can be conveyed in connection with the research conducted at PT Dhanar Mas Concern 1 are as follows:

a.   Organizational commitment can be taken into consideration for the management to increase employee loyalty to the company. In order for employee loyalty to increase, the leader should provide work motivation both in terms of wages or performance improvement policies, employees are more recognized for their participation in achieving company goals. The management must also improve the quality of interpersonal communication between lines within the company so that employees are comfortable at work and have no intention of looking for another job.

b.   The workload of employees in the company needs to be adjusted, because often employees have to use their rest hours to complete their work, because the rest time given is not much with the condition of the machine that cannot be abandoned. Need to be adjusted between the production target and the time allotted to complete the target. This is done with the hope of improving the use of work time more effectively, so

that the workload is more balanced. And can create work comfort for employees so that they can suppress their desire to leave the company.

c. In the variable turnover intention, the company can minimize the problem of employees leaving the company, the desire of employees to look for other jobs and the thoughts of employees to change jobs. With that, the company must increase employee job satisfaction such as creating a comfortable and mutually supportive work atmosphere, increasing employee salaries or providing compensation bonuses to employees who work more than working hours and do their work maximally, superiors give orders or directions that can be understood by employees and also improve employee performance. organizational commitment such as making employees comfortable in the company, so that employees have a desire in themselves to stay at the company. Because of his obligations and responsibilities as an employee.

Research Limitations

The weakness of this research is that the data collection method using a questionnaire with alternative Likert scale answers makes respondents tend to seek neutral answers so that they get less than optimal results.

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