

The Effect of Work Overload, Organizational Commitment, and Development Career on Employee Turnover Intention (Study on PT. Sarana Global Telecom)

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<p>Article Information:</p> <hr/> <p>Keywords: Work overload; Organizational commitment; Development career; Turnover intention</p> <p>Article History: Received : October 30, 2023 Revised : December 23, 2023 Accepted : January 28, 2024</p> <hr/> <p>Cite This Article: Marsyah, I., & Widigdo, A. (2024). The Effect of Work Overload, Organizational Commitment, and Development Career on Employee Turnover Intention. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 8(2), 9-18. doi:http://dx.doi.org/10.22441/indikator.v8i2.23939</p>	<p style="text-align: center;"><i>Abstract</i></p> <hr/> <p><i>This study aims to ascertain and examine the impact of work overload, organizational commitment, and career development on turnover intention, using all PT Sarana Global employees as the objects. This study employed 35 respondents and a causal model quantitatively. Multiple linear regression statistical analysis was also used in this study, and the data were processed using IBM SPSS 25. This study concludes that job overload is the reason for the positive influence, which also significantly affects the intention to leave. In the meantime, organizational commitment has a major detrimental impact on turnover intentions. Aside from that, turnover intention is unaffected by career development.</i></p>
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INTRODUCTION

Human resources are crucial to achieving company goals. Businesses require various resources to achieve their goals, including human resources, finance, information, equipment, and machine resources. Without a doubt, each resource has its purpose and duty, allowing resources to collaborate efficiently and appropriately to achieve corporate objectives. According to Batarliene *et al.* (2017), employees, also known as human resources, are the most valuable and beneficial item for a corporation since they have a wide range of skills, knowledge, and experience. One of the difficulties or events that businesses commonly confront is employee turnover.

Participants in this study are employees of PT Sarana Global Telecom, which offers ME (batteries, UPS, panel rectifiers, and so on) and handles networking, installation services, and telecom equipment purchases. This firm had 35 employees as of 2022. Based on what has been seen at PT Sarana Global Telecom, the company must prioritize the well-being of its employees. Because of the amount of work and expectations placed on employees, turnover may result in a perpetual state of change. The company's data backs up this tendency; the proportionate growth in employee turnover is seen in the table below.

The table below depicts PT Sarana Global Telecom's staff turnover statistics in 2021.

Table 1. PT Sarana Global Telecom Employee Turnover Data

Quarterly	Amount Employees	Go Out	Enter	Level Turnovers
I	30	2	4	2%
II	26	5	1	2.5%
III	23	3	-	2%
IV	22	2	1	2%

Source: PT Sarana Global Telecom, 2021.

According to Table 1, the number of personnel leaving and entering the organization is not balanced in each quarter, with more employees leaving than arriving. The turnover percentage of PT Sarana Global Telecom looks to have been unusually high in the previous year. According to Fachrozi (2017), an employee's readiness to quit their job in pursuit of a better opportunity is known as turnover intention. Employees will hunt for a new job if they are unsatisfied with their current one (Priansa, 2018). Undoubtedly, a high turnover rate will be damaging to the organization. When a corporation has a negative effect or loss, it can result in insecure working conditions, fewer productive employees, and a hostile work environment.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Turnover Intention

Turnover intention, according to Kartono (2017), is the conviction that employees must quit their current positions and seek new employment. According to Marlina and Lawita (2022), a worker's plan to quit the company to work for another company is known as turnover intention. Employee inclination or desire to quit their positions voluntarily or of their own free will is known as employee turnover intention. Previous research found that several factors influenced turnover intention, including workload (Pratiwi & Azizah, 2019), organizational commitment (Rahmizal & Lasmi, 2021), and career development (Budiyanto, 2022)

Relationship between Work Overload and Turnover Intention.

Work overload, often known as "excessive workload," arises when a person is required to accomplish more work than their necessary duties in a short amount of time (Tabassum et al., 2017). According to Ahsani et al. (2020), excessive workload is when workers are subjected to expectations that exceed their capacities. Previous research conducted by Maulana and Widigdo (2020), Ahsani et al. (2020), Faturrahman (2020), Nahrisah et al. (2021), and Kiswoyo and Wulandari (2022) found that work overload significantly and favorably affects the intention to leave. Based on this, the formulation of the hypothesis is :

H1: Work Overload has a positive effect on turnover intention

Relationship between Organizational Commitment and Turnover Intention.

Organizational commitment, referring to Amadi (2019), exists as an attitude that indicates an employee's allegiance to the organization and symbolizes the organization's success and long-term advancement. The desire of a worker to stay with the firm and actively engage in it is referred to as organizational commitment. The results of previous research conducted by Rahmizal and Lasmi (2021), Lubis and Onsardi (2021), Ekhsan (2019), Pramudika et al. (2017), and Pratama et al. (2022) demonstrate that the motivation for quitting a company is significantly

and negatively impacted by organizational commitment. Based on this, the formulation of the hypothesis is:

H2: Organizational Commitment has a negative influence on turnover intention

Relationship between Career Development and Turnover Intention.

Career development, according to Busro (2018), is the process of an employee having a business or activity with an expected aim, such as employment, that is in line with his or her competence and career. Career development is one of the things an employee can do to help them achieve their goals as an employee. Career development aims to assist businesses in developing and meeting future challenges (Hasyim & Jayantika, 2021). The results of previous research conducted by Marcella and Mei Ie (2022), Pramudika et al. (2017), Budiyanto (2022), Putri & Islamuddin (2022), and Rahman and Syahrizal (2019) have shown that advancing one's career has a negative and substantial influence on turnover intention. Based on this, the formulation of the hypothesis is:

H3: Career Development has a negative influence on turnover intention

RESEARCH METHOD

This study employs a quantitative technique as well as causal methodologies. A questionnaire with a Likert scale was utilized to collect data. A total of 35 employees from PT Sarana Global Telecom participated in this study. In this study, a saturation sampling strategy was adopted, which means that samples were taken from all members of the community or a very small group (Sugiyono, 2013). In this example, researchers surveyed all 35 workers of PT Sarana Global Telecom.

The method of data analysis used is multiple linear regression analysis, with data handled using IBM SPSS version 25 software. The goal is to investigate the impact of work overload, organizational commitment, and career development on turnover intention.

RESULT AND DISCUSSION

Research Results.

Instrument Test Result

Table 2: Validity Test

Statements	r-count	r-table	Details
X _{1.1}	0,777	0,334	Valid
X _{1.2}	0,741	0,334	Valid
X _{1.3}	0,784	0,334	Valid
X _{1.4}	0,722	0,334	Valid
X _{1.5}	0,745	0,334	Valid
X _{1.6}	0,727	0,334	Valid
X _{1.7}	0,726	0,334	Valid
X _{2.1}	0,580	0,334	Valid
X _{2.2}	0,694	0,334	Valid
X _{2.3}	0,635	0,334	Valid

X _{2.4}	0,668	0,334	Valid
X _{2.5}	0,718	0,334	Valid
X _{2.6}	0,694	0,334	Valid
X _{3.1}	0,650	0,334	Valid
X _{3.2}	0,545	0,334	Valid
X _{3.3}	0,520	0,334	Valid
X _{3.4}	0,606	0,334	Valid
X _{3.5}	0,595	0,334	Valid
X _{3.6}	0,798	0,334	Valid
X _{3.7}	0,651	0,334	Valid
X _{3.8}	0,718	0,334	Valid
Y _{.1}	0,678	0,334	Valid
Y _{.2}	0,646	0,334	Valid
Y _{.3}	0,697	0,334	Valid
Y _{.4}	0,736	0,334	Valid
Y _{.5}	0,729	0,334	Valid
Y _{.6}	0,712	0,334	Valid

Source: SPSS 25.0 Data Processing Result, 2023.

According to Table 2, the validity test findings from 35 respondents who completed the questionnaire indicated that the correlation coefficient value was more than 0,334. As a result, all variables are declared legitimate.

Table 3: Reliability Test

Variable	Cronbach's Alpha	Criteria	Details
Work Overload	0,864	> 0,60	Reliable
Organizational Commitment	0,743	> 0,60	Reliable
Career Development	0,784	> 0,60	Reliable
Turnover Intention	0,789	> 0,60	Reliable

Source: SPSS 25.0 Data Processing Result, 2023.

Table 3 presents the reliability test findings for the variables work overload, organizational commitment, career development, and turnover intention, where each variable has a Cronbach's alpha value higher than 0,60. This implies that all of the indicators in this analysis instrument are trustworthy.

Classical Assumption Test Results

Table 4: Normality Test

		Standardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std.	1.57304838

Most Extreme Differences	Deviation	.089
	Absolute	.089
Test Statistic	Positive	-.073
	Negative	.089
Asymp. Sig (2-tailed)		.200 ^{c,d}

Source: SPSS 25.0 Data Processing Result, 2023.

Based on data processing utilizing the K-S technique in Table 4, the value of Asymp. Sig Unstandardized Residual Regression was determined to be 0.200, or more than 0.05. As a result, all of the data in this investigation satisfied the assumption of regularly distributed data.

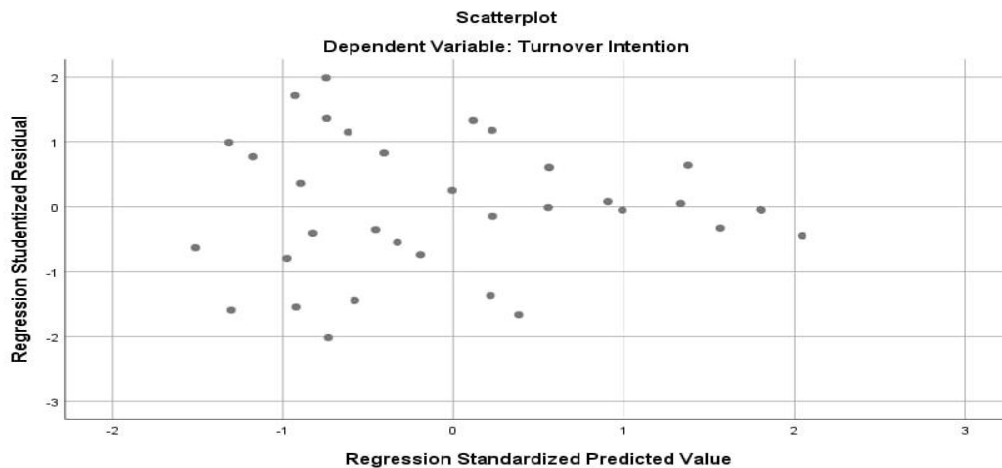
Table 5: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Work Overload	.875	1.142
Organizational Commitment	.808	1.238
Career Development	.837	1.195

Source: SPSS 25.0 Data Processing Result, 2023.

According to the data processing in Table 5, the results of this analysis showed that every independent variable had a tolerance value greater than 0.10 (tolerance > 0.10) and a VIF value less than 10 (VIF < 10), suggesting that there are no multicollinearity issues with the data.

Figure 1: Heteroscedasticity Test



Source: SPSS 25.0 Data Processing Result, 2023.

According to Figure 1, the points are randomly dispersed, do not create a distinct pattern, and are dispersed equally on the Y axis above and below the number 0. As a result, the regression model does not exhibit heteroscedasticity.

Multiple Linear Regression Analysis

Table 2: Multiple Linear Regression Test

Model	Unstandardized Coefficients		Std. Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	12.332	4.519		2.729	.010
Work Overload	.854	.104	.853	8.216	.000
Commitment Organization	-.532	.150	-.383	-3.548	.001
Development Career	.008	.077	.011	.105	.917

Source: SPSS 25.0 Data Processing Result, 2023.

The regression equation may be generated using Table 6 as follows:

$$Y = 12.332 + 0.854X_1 - 0.532X_2 + 0.008X_3$$

Analysis of the Coefficient of Determination (R²)

Table 3: Coefficient of Determination Analysis Test (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
	0.841 ^a	.708	.679	1.64741

Source: SPSS 25.0 Data Processing Result, 2023.

The data processing findings in the table above present a coefficient of determination value, or the RSquare (R²) value, of 0.708, or 70.8%. As a consequence, it is possible to conclude that the dependent variable is influenced by the three independent factors' combined effects to the tune of 70.8%.

T Test (Partial)

The SPSS test results presented in the multiple linear analysis test table are as follows :

1. “The sig value was discovered. Work overload has a Sig.000 < 0.05 influence on turnover intention, and the t-count result is 8,216 > t-table result of 2,040, implying that work overload has a positive and significant influence on turnover intention.”
2. “The sig value was discovered. The effect of organizational commitment on turnover intention is Sig. .001 < 0.05, and the t-count result is -3.548 > t-table result of 2.040, implying that organizational commitment has a negative and significant influence on turnover intention.”
3. “The sig value was discovered. The effect of career development on turnover intention is Sig .917 > 0.05, with a t-count result of .105 and a t-table result of 2.040, implying that career development does not influence turnover intention.”

F Test (Simultaneous)

Table 4: F Test (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	203.753	3	67.918	25.025	.000 ^b
Residual	84.132	31	2.714		
Total	287.886	34			

Source: SPSS 25.0 Data Processing Results, 2023.

Looking at the data processing in the table above, you can see the significant values on the impact of independent factors on the dependent variable at the same time, which is 0.000 lower than 0.05, and the F value is 25.025 higher than F table 3.29. $F_{table} = F(k; nk) = (3; 35-3) = 32 = 3.29$ because there are three independent variables (k) and 35 research samples (n). As a consequence, T table = 3.29. As a result, work overload, organizational commitment, and career development all have an impact on turnover intention.

DISCUSSION OF RESEARCH RESULT.

1) The Influence Of Work Overload On Turnover Intention

According to the findings of the T-test calculation of the work overload variable, the computed t-value was $8,216 > t$ table value 2,040 and had a significance of $0.000 < 0.05$. Based on the findings, the H1 results are accepted because work overload has a noteworthy and favorable impact on turnover intention. It may be argued that the greater an employee's burden, the greater their desire to quit a firm. Employees of PT Sarana Global Telecom claim that the firm gives excessive work that is not always proportionate with the stipulated work hours. As a result, employees feel overwhelmed by the tasks they receive. Employees' working hours will naturally grow as their responsibilities increase many times over. Employees will become exhausted as a consequence of the excessive number of working hours, and they will be unable to perform their tasks as effectively as they could.

Earlier research supports the results of this study, as shown by Kiswoyo and Wulandari (2022), Nahrisah et al. (2021), Maulana and Widigdo (2020), Faturrahman (2020), and Ahsani et al. (2020), shows that turnover intention is significantly and positively influenced by work overload. The findings of this study match the reality of PT Sarana Global Telecom.

2) The Influence of Organizational Commitment on Turnover Intention

The calculated t-value for the organizational commitment variable was $-3.548 > t$ table value 2.040, with a significance of $0.001 < 0.05$, which could be interpreted as H2 being approved because organizational commitment had a detrimental and substantial influence on turnover intention. This suggests that the weaker an employee's commitment to the organization, the more likely they are to depart. Employees who lack a sense of ownership over their work, causing it not to be completed on time, are one example of the decline in organizational commitment felt by PT Sarana Global Telecom employees, as are employees who are not disciplined when coming to work.

Earlier research also supports the results of this study, as shown by Rahmizal & Lasmi (2021), Lubis & Onsardi (2021), Ekhsan (2019), Pramudika et al. (2017), and Pratama et al. (2022) show that turnover intention is significantly and negatively influenced by organizational commitment. The findings of this study match the reality of PT Sarana Global Telecom.

3) The Influence of Career Development on Turnover Intention

Since career development has no bearing on employees' intentions to leave PT Sarana Global Telecom, the hypothesis was rejected (the t-value for the career development variable was 0.105 lower than the table value of 2.040, and significance value was 0.917 greater than 0.05). Essentially, PT Sarana Global Telecom has created possibilities for employees to further their careers because they feel the organization gives them an equitable opportunity for advancement. However, data analysis suggests that some employees believe the company's career development initiatives are ineffective, and they believe they need to boost their drive and self-discipline to execute their jobs properly.

The results of this research are strengthened by Hati's research (2020), Aima & Widyastuti (2019), Tirtasari (2021), Istiyani et al., (2018) and Ambarwati (2019) show career development does not affect turnover intention. The research's outcomes match the reality of PT Sarana Global Telecom.

CONCLUSION

It is feasible to conclude that work overload has a favorable and significant impact on turnover intention based on the data analysis and discussion findings. Consequently, an A worker's wish to quit the company increases with the amount of responsibility they are given. The intention to leave an organization is significantly and negatively impacted by organizational commitment. This implies that the likelihood of employee turnover increases with decreasing employee loyalty to the company.

Meanwhile, career development does not influence the intention to leave. In other words, while the firm has offered opportunities for its employees to further their careers, some employees believe the organization's career development initiatives are inadequate, which may force them to quit.

SUGGESTIONS

To relieve excessive mental strain, PT Sarana Global Telecom should hire new, more experienced personnel, adopt job rotation, or change responsibilities based on the employee's skill level. Companies may also do things like provide rewards to employees who do well, conduct frequent reviews of how the organization is meeting its goals and goals, and allow employees to report difficulties in the workplace. This is done to decrease corporate turnover.

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