The Influence of Affective Commitment and Workload on Turnover Intention at PT Mega Artha Lintas Data

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ABSTRACT

This research examines the turnover intention at PT Mega Artha Lintas Data by analyzing the impact of affective commitment and workload. The subjects of this research were employees of PT Mega Artha Lintas Data, with a total of 45 respondents obtained through an online questionnaire. This is a quantitative study using multiple linear regression analysis with the assistance of SPSS version 25 for Windows. It was found that affective commitment does not have a significant effect on turnover intention. Similarly, workload also does not significantly affect employees' turnover intention. These findings imply that PT Mega Artha Lintas Data should consider other factors beyond the two variables studied to reduce employees' intention to leave the company. For future research, it is recommended to explore additional predictors of turnover intention such as compensation, job satisfaction, and leadership style, and to consider qualitative methods to uncover underlying motivations.

INTRODUCTION

Employee turnover remains a significant challenge for many companies. A high turnover rate can disrupt work stability, increase operational costs, and reduce productivity, especially when experienced employees in key roles decide to leave (Anees et al. 2021; Khomaryah et al. 2020). Moreover, the company must spend time and resources to recruit and train new staff, leading to operational delays (Indriati, 2021).

In Indonesia, Ali (2024) reported that the national turnover rate reached 15.8% in 2020, driven by issues such as lack of work-life balance, dissatisfaction with salary, and the rising desire for flexible work models such as work-from-anywhere (WFA) or hybrid systems. A similar trend is observed in Yogyakarta, where several companies struggle to manage workforce stability, as noted by the Regional Manpower Office (Ria, 2024).

PT Mega Artha Lintas Data (MEGADATA ISP), a technology-based company in Yogyakarta, also faces turnover-related challenges. According to observations and interviews with management, the company recorded a high turnover rate of 12.90% in 2021,exceeding the healthy standard of 5–10% annually (Roseman, 1981). Although the turnover rate showed improvement in the following years, recent employee feedback suggests that the intention to leave still exists. Factors such as workload pressure, poor communication, and the desire for higher salaries continue to motivate employees to consider job changes.

Turnover intention refers to an employee's internal desire to voluntarily leave their organization, even if the action has not yet taken place (Muslim, 2021). Research shows that identifying and addressing turnover intention is more effective than waiting for actual resignations, as it allows companies to take preventive action in advance (Pawesti & Wikansari, 2017).

Among the various causes of turnover intention, two key factors often emerge, affective commitment

and workload. Affective commitment is the emotional attachment an employee feels toward their organization (Meyer et al., 1993). Employees with strong affective commitment are more engaged, loyal, and willing to stay long-term (Wasti, 2003), whereas those who feel undervalued or disconnected are more likely to seek alternatives (Bogar et al., 2021).

Workload also plays a significant role. Excessive workloads can lead to stress, fatigue, and dissatisfaction, while insufficient workloads can cause boredom and lack of engagement, both contributing to an increase in turnover intention (Windaswari et al., 2023; Nabawi, 2019). Therefore, it is essential for companies to understand and manage workload distribution to ensure employees remain motivated and productive.

Although MEGADATA's actual turnover rate has declined over the years, interviews and observations reveal that several employees still express a desire to leave. This highlights the importance of addressing not only actual turnover but also the underlying turnover intention. Without proper intervention, these intentions may eventually result in employee exits that could harm the company's stability.

This study aims to analyze the influence of affective commitment and workload on turnover intention at PT Mega Artha Lintas Data. By identifying how these factors impact employees' desire to stay or leave, the research is expected to provide valuable insight for improving human resource strategies and retaining skilled personnel within the organization.

LITERATURE REVIEW

Affective Commitment

Affective commitment is one of the three dimensions of organizational commitment, alongside continuance and normative commitment, as introduced by Meyer & Allen (1991). Among these, affective commitment is considered the most influential in determining employee behavior, particularly regarding turnover intention (Meyer et al., 1993). This dimension refers to the emotional attachment, identification, and involvement an employee has with the organization, leading to a genuine desire to remain as part of it (Wasti, 2003)

Compared to continuance commitment, which is based on the perceived cost of leaving and normative commitment, which arises from a sense of obligation

to stay, affective commitment is more strongly correlated with positive work outcomes, such as organizational citizenship behaviour, job satisfaction, and reduced turnover intention (Allen & Meyer, 1990; Gessesse & Premanandam, 2023).

Meyer et al. (1993) describe three key indicators of affective commitment:

1. Emotional Attachment, a deep emotional bond with the organization.
2. Identification, pride in being a member of the organization.
3. Involvement, willingness to contribute and remain loyal to the organization.

Compared to continuance commitment, which is based on the perceived cost of leaving and normative commitment, which arises from a sense of obligation to stay, affective commitment is more strongly correlated with positive work outcomes, such as organizational citizenship behavior, job satisfaction, and reduced turnover intention (Allen & Meyer (1990); Gessesse & Premanandam, 2023).

The development of affective commitment is influenced by both individual and organizational factors. Mottaz (1986) highlights personal demographics (e.g., age, education, tenure), values, job characteristics, rewards, and social integration as major contributing factors. Allen & Meyer (1990) add that personal experiences, such as satisfaction and relationship quality with supervisors, also play a crucial role.

Given its stronger predictive power for employee retention and positive work behavior, affective commitment is widely regarded as the most desirable form of organizational commitment for companies seeking long-term employee engagement and loyalty.

Workload

Workload refers to the total set of tasks or responsibilities that must be completed by employees within a given timeframe. It encompasses both physical and mental demands, which must align with the capacity of the employee (Munandar, 2001; Tarwaka et al. 2004). According to Gibson et al. (1996), workload becomes a stressor when job demands exceed an individual's ability to manage them, potentially resulting in strain, fatigue, or emotional distress.

Workload is generally classified into quantitative workload (amount of tasks to complete) and qualitative workload (difficulty or complexity relative

to one's skill and competence) (Winarsunu, 2008). Both overload and underload can negatively impact employee performance and well-being, ranging from burnout and job dissatisfaction to boredom and disengagement (Weinberg et al., 2010; Xiaoming et al., 2014).

Agustine & Nawangsari (2020) identified four indicators for measuring workload:

1. Target to be achieved, task difficulty and the urgency of expected outcomes.
2. Work conditions, physical and psychological aspects of the work environment.
3. Time management, how effectively working hours are allocated.
4. Work standards, performance expectations in terms of quality and quantity.

Workload is influenced by both internal factors (e.g., age, health, motivation, perception) and external factors (e.g., organizational structure, task type, work environment) (Farida & Melinda, 2019). Proper workload alignment is critical to avoid employee stress and ensure optimal performance (Fishbein et al., 2019; Junaidi et al., 2020).

Turnover Intention

Turnover intention refers to an employee's conscious desire or intention to voluntarily leave their current job, even if such intentions have not yet materialized into actual behavior (Li & Zhang, 2022; Zeffane, 1994; Tett & Meyer, 1993). This intention often arises from the perception that other job opportunities may offer better alignment with one's personal goals or expectations (Lee et al., 2012; Widyadmono, 2017).

Several common causes of turnover intention include excessive workload, lack of organizational commitment, job dissatisfaction, and personal reasons such as family issues or the desire to pursue a different career path (Kumar et al., 2012; Ramadhani & Arunajaya, 2013; Ji & Kim, 2018).

According to Li & Zhang (2022) turnover intention comprises several indicators, including:

1. Intention to quit, the tendency or desire of employees to leave their current job.
2. Job search, the activity of seeking a new job outside the current company.
3. Thinking to quit, the consideration of leaving the current job.

Factors that influence turnover intention include job satisfaction, organizational commitment, job stress, quality of interpersonal relationships at work, managerial support, and workload. A high workload, whether due to time pressure, unfair task allocation, or inadequate support, can significantly increase employees' intentions to leave (Asmara, 2017; Labrague et al., 2018; Ji & Kim, 2018; Christopher et al., 2018). Conversely, strong organizational commitment can reduce the likelihood of turnover (Basid, 2019; Ardyputri & Ariyanto, 2023; Wajdi & Nafisa, 2023).

Hypothesis

The research hypothesis is an initial answer or conjecture to a research problem. The following is a hypothesis that can be concluded based on the framework
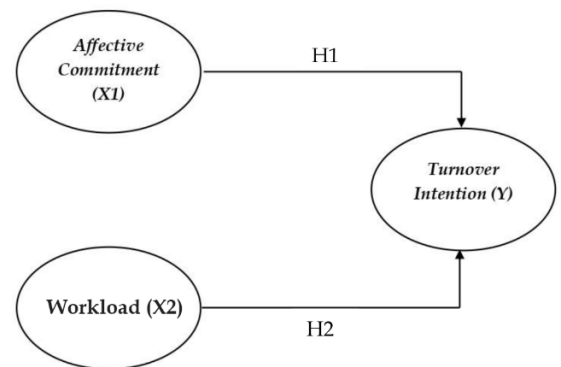
Figure 1. Hypothesis Chart

The figure 1. Shown is part of the hypothesis in this study which explains the relationship between 3 variables consisting of 2 independent variable and 1 dependent variable.
-H1: The Affective Commitment variable (X1) has a negative effect on the Turnover Intention variable (Y)
-H2: The Workload (X2) has a positive effect on the Turnover Intention variable (Y)

METHOD

The type of approach used in this research is a quantitative approach. This method is a research approach that adopts the positivism paradigm in exploring scientific understanding, emphasizing cause-and-effect relationships, variable measurement, hypothesis testing, and theory verification through structured observation and quantifiable data. The population in this study consisted of all employees working at PT Mega Artha Lintas Data, totalling 45 individuals. Since the number of employees is

relatively small, the research used a saturated sampling technique, in which the entire population was selected as the sample. The data were collected using a primary source through an online questionnaire distributed via Google Forms, which contained structured questions regarding the variables of affective commitment, workload, and turnover intention. This method was chosen due to its effectiveness in solving specific problems within the organizational context. The data collection technique utilized was a non-probability sampling method with a census approach, and the collected data were analyzed using multiple linear regression with the help of SPSS software to examine the relationship between the independent and dependent variables.

Multiple Linear Regression

Multiple linear regression is an analytical technique used to examine the effect of two or more independent variables on a dependent variable simultaneously (Ghozali, 2016). This method is applied in this study to determine the influence of affective commitment and workload on turnover intention among employees. The use of multiple linear regression is appropriate due to the interval scale of the data, the fulfilment of classical assumption tests (such as normality, multicollinearity, heteroscedasticity, and linearity), and the aim of the research which is to measure the magnitude and direction of causal relationships between variables. This analysis allows for testing the hypothesis of the study by quantifying how much variation in the dependent variable can be explained by the independent variables. In this study, data analysis was conducted using SPSS software, with multiple linear regression being selected due to its effectiveness in identifying both individual and simultaneous contributions of each independent variable to the dependent variable in a clear and measurable way.

RESULT

Respondent Characteristics

This study includes respondent characteristics such as gender, age, last education level, and length of employment. most respondents were male employees, totalling 36 people or 80%, which is significantly higher than the number of female respondents, which was only 9 people or 20%. In terms of age, the most dominant group was in the range of 20 to 25 years old,

consisting of 15 employees or 33.3%. Regarding the last education level, most employees graduated from high school or vocational school, with 27 employees or 60%. Furthermore, most employees had been working at the company for 3 to 5 years, totalling 18 people or 40%, indicating that most respondents have had a relatively long tenure with the company.

Validity Test Result

According to Ghozali (2016), a questionnaire item is considered valid if the r-count value is greater than the r-table value with a degree of freedom (df) = n − 2. In this study, the number of respondents was 45, resulting in a df of 43 and an r-table value of 0.294. The r-count values were obtained from the SPSS output under the Corrected Item-Total Correlation column. Based on the results of the validity test, all items for the variables of affective commitment, workload, and turnover intention showed r-count values greater than 0.294, which means all questionnaire items used in this study are valid and can be used to measure each research variable effectively.

Reliability Test Result

Reliability testing was conducted by observing the value of Cronbach's alpha. According to Ghozali (2016), a variable is considered reliable if the Cronbach's alpha value exceeds 0.70. Based on the results, the Cronbach's alpha values for each variable are as follows: affective commitment (0.871), workload (0.705), and turnover intention (0.867). Since all variables have Cronbach's alpha values greater than 0.70, it can be concluded that all variables in this study are reliable.

Classical Assumption Test

The normality test using the Kolmogorov-Smirnov method shows an Asymp. Sig. (2-tailed) value of 0.073, which is greater than the significance level of 0.05, indicating that the residuals are normally distributed and the regression model meets the assumption of normality (Ghozali, 2016). Multicollinearity test results indicate that the tolerance value for both independent variables, affective commitment and workload, is 1.000 (>0.10), and the VIF value is 1.000 (<10.00), meaning that there is no multicollinearity problem in the regression model and no correlation exists between the independent variables. Furthermore, the heteroscedasticity test using the scatterplot of ZPRED and SRESID in figure

2. shows that the data points are randomly spread without forming a specific pattern, indicating that the regression model is free from heteroscedasticity and fulfils the criteria of a good regression model.
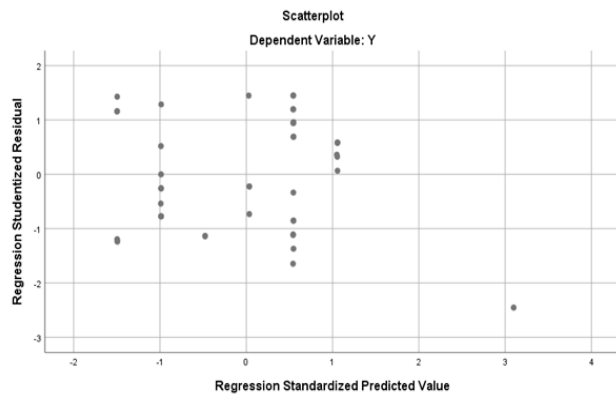
Figure 2. Heteroscedasticity Test Result

Multiple Linear Regression, ANOVA, and Coefficient of Determination Test

Table 1. Multiple Linear Regression

Variable	*Coefficient* B	T	Sig.
(Constant)	18.270	2.945	.005
Affective Commitment (X1)	-.436	-1.421	.163
Workload (X2)	.000	.003	.998

Source : Output SPSS 2025

Turnover Intention=18,270 - 0,436X1 + 0,00X2 + e

The constant value of 18.270 indicates that if affective commitment and workload are zero, the predicted turnover intention is 18.270. The regression coefficient for affective commitment is -0.426, meaning that for every one-unit increase in affective commitment, turnover intention decreases by 0.426. This negative value indicates an inverse relationship. The coefficient for workload is 0.000, indicating that workload does not have a measurable influence on turnover intention.

Table 2. ANOVA

Model	F	Sig.
1	1.010	.373

The ANOVA test above shows an F-value of 1.010, which is smaller than the F-table value of 3.22, with a significance level of 0.373 (> 0.05). This indicates that affective commitment and workload, simultaneously, do not have a significant effect on turnover intention.

Table 3. Coefficient of Determination Test

Model	R Square	Adjusted R Square.
1	.046	.000

The coefficient of determination (R^2) is 0.046, and the adjusted R^2 is 0.000. This means that affective commitment and workload explain only 4.6% of the variation in turnover intention, while the remaining 95.4% is explained by other variables not included in this study.

DISCUSSION

The Effect of Affective Commitment on Turnover Intention

Theoretically, affective commitment, as defined by Meyer & Allen's (1991) three-component model of organizational commitment, affective commitment is characterized by an employee's emotional attachment to, identification with, and involvement in the organization. Employees with strong affective commitment are generally expected to be more engaged, loyal, and willing to stay long-term, thereby reducing their turnover intention. However, the results of multiple linear regression analysis in this study indicate that affective commitment has no significant effect on turnover intention at PT Mega Artha Lintas Data. This is shown by a t-value of -1.421 (less than the t-table value of 2.018) and a significance value of 0.163 (>0.05), suggesting that affective commitment does not significantly influence the intention to leave. These findings align with previous studies by Dwita & Rozikan (2022) and Permatasari et al. (2022), which found no significant relationship between affective commitment and turnover intention. Dwita & Rozikan (2022) explained that strong emotional attachment does not automatically reduce the desire to quit if other factors like compensation or work-life balance are lacking.

Similarly, Permatasari et al. (2022) found that all three types of organizational commitment (affective, continuance, and normative) did not significantly impact turnover intention. This reinforces the idea that employees' decisions to stay are complex and often driven by external or instrumental needs. Moslehpour et al. (2023) also reported a nonsignificant result, suggesting that professionals may feel more committed to their occupation than to the specific employer. In tech-based companies like PT Mega Artha Lintas Data, IT employees may value career growth and compensation opportunities in their field more than emotional attachment to the company.

Descriptive statistics revealed that affective commitment among respondents was very high. This indicates that employees see the company not just as a workplace, but as part of their personal identity.

However, demographic factors may offer further insight: 11.1% of respondents were under 20 years old, and 60% held only high school-level education. Younger employees tend to prioritize exploration, skill development, and better financial offers, making them more likely to leave even if they feel emotionally connected to the organization.

Interestingly, while both affective commitment and turnover intention showed high and low average scores respectively, unstructured interviews with employees like Mr. CPS revealed a more complex picture. Although many employees appreciated the close-knit and family-like work environment, some still considered leaving due to low financial rewards and limited career advancement. This reflects how emotional bonds alone may not prevent turnover when more pressing needs remain unmet. Social desirability bias might also have influenced survey responses, with employees reporting high commitment and low turnover intention to appear more favourable, as suggested by (Podsakoff et al., 2003).

These findings suggest that while affective commitment contributes to employee loyalty and morale, it cannot independently prevent turnover unless supported by fair compensation, clear career paths, and work-life balance. A holistic human resource approach is needed, one that nurtures emotional bonds while addressing basic needs, to reduce turnover intention in a meaningful and sustainable way.

The Effect of Workload on Turnover Intention

Workload refers to the total set of tasks or responsibilities that must be completed by employees within a given timeframe, encompassing both physical and mental demands that should align with employee capacity (Munandar, 2001; Tarwaka et al., 2004). According to Gibson et al. (1996) workload becomes a stressor when job demands exceed an individual's ability to manage them, potentially resulting in strain, fatigue, or emotional distress. Consequently, excessive workload, leading to burnout and job dissatisfaction, is often hypothesized to increase employees' intention to leave the organization (Asmara, 2017; Christopher et al., 2018; Ji & Kim, 2018; Labrague et al., 2018).

However, the results of multiple linear regression analysis show that workload does not have a significant effect on turnover intention among employees at PT Mega Artha Lintas Data. The t-value obtained was 0.003, which is lower than the t-table value of 2.018, and the significance level was 0.998, far above the 0.05 threshold, indicating that workload is not a significant predictor of employees' intention to leave the company. These findings are consistent with the research of Situmorang & Heryjanto (2024) and Farida & Melinda (2019) , who stated that workload does not significantly influence turnover intention. Situmorang & Heryjanto (2024) argued that employees with strong competencies are able to manage their workload effectively, so the workload itself is not a primary factor in their decision to stay or leave. Similarly, Farida & Melinda (2019) found that employees often leave their jobs not because of high workload but due to other factors such as unsatisfactory compensation, job stress, workplace environment, and limited opportunities for career advancement.

Wibowo et al. (2021) also emphasized that workload is not a direct cause of turnover intention and is often influenced by other organizational issues such as unclear roles, unfair salary systems, or poorly managed job rotations. These findings support the idea that in the context of PT Mega Artha Lintas Data, workload alone cannot explain turnover intention, and that other organizational aspects deserve more focus in understanding employee retention.

Descriptive analysis shows that the average workload is high. This means that employees generally experience a considerable workload, including time pressure, job demands, and performance expectations. Even though there was an event that even under heavy workload conditions, employees can still meet targets. This reflects their ability to adapt and manage time efficiently, possibly due to good internal support systems or personal resilience. Therefore, while the workload is relatively high, it does not significantly contribute to turnover intention. It is likely that employees' adaptability and coping mechanisms, combined with external motivators like compensation or clearer career paths, play a greater role in influencing turnover. This aligns with respondent characteristics, where a notable portion are young employees (11.1% under 20 years old and 33.3% aged 20-25) , who may perceive heavy workloads as part of early career growth and learning rather than a burden.

In conclusion, attention should be directed more toward providing competitive compensation, clear

career development opportunities, stress management strategies, and a supportive work environment. These efforts, alongside maintaining positive interpersonal relationships and leveraging employees' adaptability, may better prevent turnover intention at PT Mega Artha Lintas Data.

The Effect of Affective Commitment and Workload on Turnover Intention

Theoretically, a strong affective commitment is expected to reduce turnover intention, as employees are emotionally bound to the organization and desire to stay (Allen & Meyer, 1990; Gessesse & Premanandam, 2023; Wasti, 2003). On the other hand, excessive workload is generally hypothesized to increase turnover intention, given its potential to cause stress, fatigue, and job dissatisfaction (Asmara, 2017; Christopher et al., 2018; Ji & Kim, 2018; Labrague et al., 2018; Weinberg et al., 2010; Xiaoming et al., 2014). Therefore, it is often theorized that both factors, either individually or in combination, play a significant role in influencing an employee's decision to leave an organization.

The results of multiple linear regression analysis (Table 2.) show that affective commitment and workload simultaneously do not have a significant influence on turnover intention among employees at PT Mega Artha Lintas Data. This is indicated by an F-value of 1.010, which is smaller than the F-table value of 3.22, with a significance level of 0.373 (> 0.05). This confirms that these two variables do not jointly contribute to explaining turnover intention.

This finding provides an interesting empirical insight, as prior studies (e.g., Farida & Melinda, 2019) often found significant effects when examining organizational commitment and workload together. The insignificance observed in this study may stem from focusing solely on the affective dimension of commitment, excluding normative and continuance components, which might play a stronger role in shaping turnover intention and deserve further investigation.

Organizational context also matters. Based on interview data, a supportive work culture and strong interpersonal relationships among employees at PT Mega Artha Lintas Data may act as buffers that reduce the impact of commitment and workload on turnover. However, other factors, such as compensation perceived as uncompetitive in Yogyakarta and unclear

career advancement paths, remain concerns, potentially influencing employees' desire to leave.

Descriptive statistics support these findings: the average turnover intention is low. Still, as discussed earlier, this could be influenced by social desirability bias, where respondents report "acceptable" answers rather than fully honest intentions. The company's high average workload and the intense busyness were not significantly associated with turnover intention, possibly due to employees' effective time and resource management.

The demographic profile also plays a role. A large portion of respondents are young (11.1% under 20 years old, and 33.3% aged 20–25) , suggesting higher adaptability and resilience, as younger workers may view heavy workloads as part of early career development rather than a burden. Their capacity to adapt may help suppress the influence of workload on their desire to resign.

The coefficient of determination (Adjusted R^2) in Table 3. reveals that affective commitment and workload together explain only 4.6% of the variance in turnover intention. The remaining 95.4% is likely explained by unexamined variables, such as compensation, job satisfaction, work stress, career clarity, and broader working conditions. These findings underscore the limited predictive power of affective commitment and workload alone in this context.

Practically, this means that improving affective commitment and managing workload are not sufficient on their own. Management should adopt a more holistic HR strategy by offering competitive compensation, career development opportunities, better stress management, and cultivating a supportive work environment. These efforts may more effectively reduce turnover intention.

Furthermore, external factors such as macroeconomic conditions should not be overlooked. In 2020, PT Mega Artha Lintas Data experienced a high turnover rate, likely due to the COVID-19 pandemic, economic uncertainty, and widespread layoffs. The post-pandemic decline in turnover intention may reflect employee adaptation and the company's adjustments to improve internal systems during challenging times. Thus, future research should consider broader economic and societal contexts in understanding employee retention dynamics. In conclusion, while affective commitment and workload

are important, they are not sufficient predictors of turnover intention at PT Mega Artha Lintas Data.

CONCLUSION

This study aimed to examine the influence of affective commitment and workload on turnover intention among employees of PT Mega Artha Lintas Data Yogyakarta. Based on multiple linear regression analysis using SPSS on data collected from 45 respondents, the findings are as follows:

1. Affective commitment does not significantly affect turnover intention. The level of emotional attachment to the organization does not appear to reduce employees' desire to leave the company.
2. Workload also does not have a significant effect on turnover intention. High or low workload levels do not directly influence employees' intention to resign.
3. Affective commitment and workload together do not significantly influence turnover intention, contributing only 4.6% to its variance. This suggests that other variables play a more dominant role in shaping employees' intention to leave.

Despite the insignificant statistical findings, several practical implications were identified:

- For PT Mega Artha Lintas Data: Management is encouraged to review the compensation structure, provide clearer career development paths, improve communication transparency, proactively monitor workload distribution, and build stronger crisis-resilience systems. These efforts will address underlying drivers of turnover intention revealed through descriptive and qualitative insights.
- For Future Research:
  1. Explore additional predictors of turnover intention such as compensation, job satisfaction, and leadership style to better capture the complexity of employee decisions.
  2. Apply qualitative methods like in-depth interviews or focus group discussions to uncover hidden motivations and minimize social desirability bias.
  3. Consider turnover intention as an independent variable in future studies to examine its effect on outcomes such as employee performance or organizational productivity, offering new insights into its broader implications.

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