

The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)



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ABSTRACT: The purpose of this study was to determine the effect of workload and work stress on turnover intention through organisational commitment as a mediating variable. This research uses associative quantitative research methods. The population taken was employees of PT PLN (Persero) ULP Bima Kota with a sample of 53 respondents. Data were collected using a questionnaire. In proving and analysing the research results, validity and reliability tests, classical assumption tests, model fixity tests, multiple linear regression tests, t (partial) tests, path analysis and sobel tests were used. The results showed that workload has a positive and significant effect on turnover intention. Job stress has a negative and significant effect on turnover intention. Workload has a negative and significant effect on organisational commitment. Work stress has a positive and significant effect on organisational commitment. Organisational commitment has a negative and significant effect on turnover intentions. Organisational commitment mediates workload on turnover intention and organisational commitment mediates work stress on turnover intention.

KEYWORDS: Workload, Job Stress, Turnover Intention, Organisational Commitment

INTRODUCTION

In running an organisation, human resources are an important asset that must be owned by the organisation and must be considered in management, because they work, make goals, create innovations and achieve organisational goals (Rolos, Sambul and Rumawas, 2018). In addition, human resources (HR) is the only important asset of the organisation that can drive other resources, and can affect the efficiency and effectiveness of the organisation (Simamora, 2003). Human resources are also activities carried out so that all resources in the organisation can be utilised effectively and efficiently to achieve various goals (Adamy, 2016). Therefore, every company needs to pay attention to their human resources in order to contribute well to the company, because employees who do not receive attention from the company and their needs are not satisfied will usually choose to leave their jobs.

Almost all companies experience problems regarding *turnover intention*, including one of them at the PT PLN (Persero) ULP BIMA CITY company. PT PLN (Persero) Bima Kota Customer Service Unit is part of the organisational structure of PT PLN (Persero). Based on the results of interviews at PT PLN (Persero) ULP BIMA CITY, some employees have the intention to leave the company because the work received is too complex, thus triggering indications of *turnover intention*.

Turnover intention is an employee's desire that has been contemplated and well thought out of his own will to break ties with his current job (Tampubolon & Sagala, 2020). By definition, this can be interpreted as a self-drive to take action to *turnover intention* because it feels incompatible with work (Yaqin, 2013). *Turnover intention* is an important thing that must be a concern for every company. Companies must be able to minimise the level of *turnover intention* that is getting higher from time to time (Parwita, 2019). According to Waspodoet *al.*, (2013) the high level of *turnover intention* has become a problem for many companies, and has become a particular concern in human resource management studies in recent years.

Turnover intention is an individual's psychological response to various conditions they feel in the organisational environment where they work, where the emergence of this desire is influenced by several factors. According to Robbins, (2003) *workload* is one of the factors that influence *turnover intention* where excessive workload can cause fatigue and job dissatisfaction, thus increasing employees' desire to leave work. Workload is a condition in which the amount of work or tasks that must be

The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)

completed by an employee exceeds his ability and capacity, causing employees to feel that the excessive workload cannot be handled anymore, so they start looking for other alternatives to leave the job. Based on the results of Maulidah *et al.*'s research, (2022) stated that workload has a positive and significant effect on *turnover intention*. Meanwhile, other studies state that workload has no effect and is not significant to *turnover intention*.

Then the factor that affects *turnover intention* is job stress. Luthans (2008) says that work stress is one of the factors that influence *turnover intention* which defines work stress as a response in adjusting that is influenced by individual differences and psychological processes, as a consequence of work environment actions, work situations or events that make too many psychological and physical demands on a person. Job stress can be an early symptom for the emergence of *turnover intention* because employees who experience excessive and prolonged job stress tend to feel a loss of motivation and enthusiasm. As a result, employees who experience job stress tend to have the desire to leave their jobs and look for better alternatives. According to research conducted by Parashakti & Apriani (2020) states that job stress has a positive and significant effect on *turnover intention*. However, research from Wulandari & Rizana (2020) states that job stress does not have a positive and significant effect on *turnover intention*.

In addition, another factor that causes *turnover intention* is organisational commitment. According to Porter and Steers, (1973) organisational commitment is an important factor in the success of an organisation where the stronger an employee wants to stay in the organisation, the lower the employee *turnover intention*. Research from Susilo & Satrya, (2019) states that organisational commitment has a negative and significant effect on employee *turnover intention*. In contrast to research conducted by Gayatri & Muttaqiyathun (2020) which states that organisational commitment has a positive and significant effect on employee *turnover intention*.

On the basis of the phenomena and research gaps described above, research is proposed with the title: "**The Effect of Workload and Work Stress on Turnover Intention Through Organisational Commitment as a Mediating Variable (Case study at PT. PLN (Persero) ULP BIMA CITY) .**

LITERATURE REVIEW

Turnover Intention

Turnover intention is an employee's desire that has been contemplated and well thought out of his own will to break ties with his current job (Tampubolon & Sagala, 2020). This can be interpreted as a self-drive to take action to *turnover intention* because it feels incompatible with work (Yaqin, 2013). According to (Lee, 2010) the indicators of measuring *turnover intention* consist of:

1. Thinking of quitting
Reflects the individual to think about leaving the job or staying in the workplace. Starting with the dissatisfaction felt by employees, then employees begin to think about leaving their current workplace.
2. Intention search for alternatives
Reflects individuals who are willing to look for work in other organisations. If the employee has begun to often think about leaving his job, the employee will try to find a job outside his company that feels better.
3. Intention to quit
Reflects individuals who intend to leave. Employees intend to leave if they have found a better alternative job and will end with their decision to stay or leave their job.

Work Stress

According to Luthans, (2008) work stress is a response in adjusting that is influenced by individual differences and psychological processes, as a consequence of work environment actions, work situations or events that make too many psychological and physical demands on a person. Robbins & Judge (2009) explain several indicators of job stress including the following:

1. Psychological,
Including feelings of restlessness and anxiety and perceived tension, irritability, boredom, loss of concentration, loss of creativity, uncommunicative, daydreaming and mental fatigue.
2. Physiological,
Including increased heart rate and blood pressure, physical fatigue, headaches, frequent sweating, respiratory distress and sleep disturbances.
3. Behavioural,
Including delaying or avoiding work, sabotage behaviour, abnormal eating behaviour, declining relationships with colleagues and increased negative behaviour.

The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)

Workload

Workload is a condition in which the amount of work or tasks that must be completed by an employee exceeds his ability and capacity, causing employees to feel that the excessive workload can no longer be handled, so they start looking for other alternatives to leave the job. Robbins, (2003) states that *workload* is one of the factors that influence turnover intention. excessive workload can cause fatigue and job dissatisfaction, thus increasing employees' desire to leave work. According to Suci (in Qoyyimah, 2020) there are several indicators of workload, among others:

1. Working conditions

Working conditions or often referred to as the work environment is the social psychological and physical life in the organisation that affects the work of employees in carrying out their duties.

2. Working time utilisation

Labour time utilisation is the process of determining the number of person-hours required to complete a job in a given time.

3. Targets to be achieved

Target is the activity of determining the goal or boundary conditions that a plan aims to achieve.

Organisational Commitment

Organisational commitment is a psychological state of employees who show their attachment and loyalty to a particular organisation, with the aim and desire to maintain it. According to Porter and Steers (1973) organisational commitment affects *turnover intention* because employees will tend to have emotional strength that motivates the employee himself to remain in the organisation and contribute to organisational goals. according to Buchanan, (1974).

1. Organisational identification

It can be said to be a psychological relationship between an employee and the organisation he or she works for. Employees who identify with their organisation have *self-images* that have been mixed with the values and image of the organisation.

2. Job involvement

Employees with high levels of work engagement are strongly in favour of the type of work being done and genuinely care about that type of work. For example, employees contribute ideas for the betterment of the work, happily fulfil company rules and support company policies.

3. Organisational loyalty

is the extent to which employees are loyal to the organisation, have feelings of attachment, and devotion to the organisation. It can also be described as the extent to which there is a willingness of employees to make personal investments or sacrifices for the good of the organisation.

Conceptual Framework

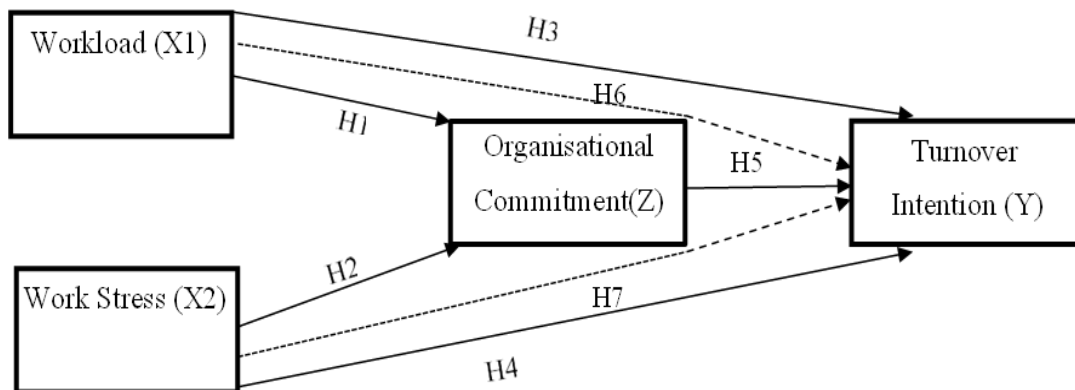


Figure 1. Conceptual Framework

RESEARCH METHODOLOGY

This research uses an assositive quantitative method. According to Sugiyono (2018) the associative approach is a method of solving research problems that focuses on finding relationships between two or more research variables. The population taken was employees of PT PLN (Persero) ULP Bima Kota with sampling techniques using the *Slovin* calculation formula and the sample obtained was 53 respondents of PT PLN (Persero) ULP Bima Kota. The data collection technique used a questionnaire. In proving and analysing the research results, validity and reliability tests, classical assumption tests, model fixity tests, multiple linear regression tests, t (partial) tests, path analysis and sobel tests were used.

The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)

Respondent Characteristics

Respondents in this study are generally described by providing characteristics such as gender, age, length of service and latest educational background. We examined the number of male and female respondents, referring to the characteristics of each gender. Based on the available data, it can be seen that of the 53 respondents who met the characteristics, 35 (66%) were male, followed by 18 (34%) females. Based on characteristics by age, the 36-40 age group is very large with 19 out of 53 (36%) and the smallest age group is 21-25 with 3 out of 53 (6%). The characteristics based on the latest education showed that respondents with S1 education level were dominant with 35 (66%). Followed by 7 (13%) respondents with high school / equivalent education, respondents with S2 education level with a total of 4 (8%), respondents with S3 education level with a total of 2 (4%) and a total of 5 (9%) respondents with DIII education level.

RESULTS AND DISCUSSION

Validity Test

The validity test is used to test whether the instruments used in the questionnaire are able to correctly reveal the data from the variables under study. based on the results of testing the validity of the research instruments, all of them show the value of r count greater than r table (0.272). That way it can be interpreted that all statements made by the research are valid and can be declared appropriate as a measuring tool for research data.

Reliability Test

Table 1. Reliability Test Results

Variables	Cronbach's Alpha	Determination Value	Reliability
Workload (X1)	0.984	0.6	Reliable
Job Stress (X2)	0.960	0.6	Reliable
Organisational Commitment (Z)	0.935	0.6	Reliable
Turnover Intention (Y)	0.936	0.6	Reliable

Source: Primary data processed 2025

Classical Assumption Test

Normality Test

Normality test is used to determine whether a data is normally distributed or not. If it is normally distributed, the distribution of values in each variable is formed normally. The normality test can be seen in the distribution of data on the diagonal source on the normal *P-P Plot of RegressionStandardised Residual* graph. The regression model is said to be normally distributed if the data plots (dots) that describe the actual data follow the diagonal line. The normality test results are as follows:

Table 2. Normality Test Results

One-SampleKolmogorov-SmirnovTest		
		Unstandardised Residual
N		53
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	4,83123998
MostExtremeDifferences	Absolute	.086
	Positive	.086
	Negative	-.059
Kolmogorov-SmirnovZ		.086
Asymp.Sig.(2-tailed)		.200
a. Test distribution is normal.		
b.Calculated from data.		

Source: Primary Data Processed (2025)

Based on the data in Table 2 above, it can be seen that the *asymp.sig (2-tailed)* p-value is greater than 0.05, namely 0.200 > 0.05. In the table, the value of Asymp Sig. (2-tailed) is used to compare with the density value ($\alpha = 0.05$). From the *Asymp,Sig (2-tailed)* value of 0.200, it can be concluded that the data used in this research for simple regression is normally distributed.

The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)

Multicollinearity Test

Table 3. Multicollinearity Test Results

Variables	Tolerance Value	VIF value	Description
Workload	0,194	5,162	No Multicollinearity
Work Stress	0,294	3,398	No Multicollinearity
Organisational Commitment	0,476	2,100	No Multicollinearity

Source: Primary Data Processed (2025)

From Table 3 above, it can be seen that the *tolerance* value of the workload variable is 0.194 which is greater than 0.10 and the VIF value of the workload variable is 5.162 which is less than 10. For the work stress variable, the *tolerance* value is 0.294 which is greater than 0.10 and the VIF value of 3.398 is smaller than 10. And the organisational commitment variable has a *tolerance* value of 0.476 which is greater than 0.1 and a VIF value of 2.100 which is smaller than 10. This shows that the three variables of this study have a tolerance value greater than 0.1 and a VIF value smaller than 10 which means that regression model 2 does not occur multicollinearity.

Heteroscedasticity Test

Table 4. Heteroscedasticity Test Results Equation 2

Variables	Significant Value	Description
Workload	0,533	No Heteroscedasticity
Work Stress	0,887	No Heteroscedasticity
Organisational Commitment	0,529	No Heteroscedasticity

Source: Primary Data Processed (2025)

From Table 4, it can be seen that the significance value (Sig.) on the workload variable is 0.533 which shows that it is more than 0.05 (Sig. > 0.05), the work stress variable has a sig value of 0.887 which is greater than 0.05 and the organisational commitment variable is 0.529 which shows that it is greater than 0.05. This means that the variables in equation 2 are safe from heteroscedasticity or no heteroscedasticity occurs.

Model Fit Test (F Test)

Table 5. F Test of Equation I

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	7,346	2	3,673	61,438	.000 ^b
	Residuals	2,989	50	0,060		
	Total	10,334	52			
a. <i>Dependent Variable:</i> Organisational Commitment						
b. <i>Predictors:</i> (Constant), Work Stress, Workload						

Source: Primary Data Processed (2025)

From Table 5, it can be seen that the calculated f value is 61.438 and the significance value is 0.000. The value of f count is greater than f table of 3.18 obtained from excel calculations with the formula = finv(α,df1,df2). And the probability value is smaller than 0.05, which means H0 is rejected. There is a significant influence on workload and work stress variables on organisational commitment simultaneously. The regression model can be used to predict organisational commitment. In other words, together or simultaneously workload and work stress significantly affect the organisational commitment of PT PLN (Persero) ULP Bima Kota.

Table 6. F Test of Equation II

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	10,547	3	3,516	89,214	.000 ^b
	Residuals	1,931	49	0,039		
	Total	12,478	52			
a. <i>Dependent Variable:</i> Turnover Intention						
b. <i>Predictors:</i> (Constant), Organisational Commitment, Job Stress, Workload						

Source: Primary Data Processed (2025)

The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)

From Table 6, it can be seen that the calculated f value is 89.214 and the significance value is 0.000. The calculated f value is greater than the f table of 3.18 obtained from excel calculations with the formula $=\text{finv}(\alpha, df1, df2)$. And the probability value is smaller than 0.05, which means H_0 is rejected. There is a significant effect of workload and work stress on variables on *turnover intention* simultaneously. The regression model 2 can be used to predict *turnover intention*. In other words, together or simultaneously workload and work stress significantly affect the *turnover intention* of PT PLN (Persero) ULP Bima Kota.

Multiple Linear Regression Test

Table 7. Multiple Linear Regression Test Equation I

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.473	5.907		5.667	.000
	Workload	-.375	.133	-.361	-2.821	.007
	Work Stress	-.461	.215	-.275	-2.146	.037

a. *Dependent Variable*: Organisational Commitment

Source: Primary Data Processed (2025)

From this equation it can be concluded that workload and work stress have a negative influence on organisational commitment. Which means that if workload and work stress are low, it will increase employee organisational commitment at PT PLN (Persero) ULP Bima Kota.

Table 8. Multiple Linear Regression Test Equation II

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,153	,993		2,167	,035
	Workload	,424	,101	,478	4,221	,000
	Work Stress	,771	,111	,760	6,926	,000
	Organisational Commitment	-,319	,094	-,309	-3,396	,001

a. *Dependent Variable*: Turnover Intention

Source: Primary Data Processed (2025)

From this equation it can be concluded that organisational commitment has a negative impact on *turnover intention*. The higher the organisational commitment of employees at PT PLN (Persero) ULP Bima Kota, the lower the employee's intention to leave the company.

Significance Test (T Test)

Table 9. Equation T Test Results I

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.473	5.907		5.667	.000
	Workload	-.375	.133	-.361	-2.821	.007
	Work Stress	-.461	.215	-.275	-2.146	.037

a. *Dependent Variable*: Organisational Commitment

Source: Primary Data Processed (2025)

From the results of table 9, it can be concluded that workload (X1) work stress (X2) has a significant negative effect on organisational commitment (Z), meaning that the higher the workload and work stress felt by employees, the lower the organisational commitment felt by employees at PT PLN (Persero) ULP Bima Kota.

The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)

Table 10. T Test Results of Equation II

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,153	,993		2,167	,035
	Workload	,424	,101	,478	4,221	,000
	Work Stress	,771	,111	,760	6,926	,000
	Organisational Commitment	-,319	,094	-,309	-3,396	,001

a. Dependent Variable: Turnover Intention

Source: Primary Data Processed (2025)

From the results of table 10 it can be concluded that workload (X1) and work stress (X2) have a positive and significant effect on *turnover intention* (Y), meaning that the higher the work stress experienced by employees of PT PLN (Persero) ULP Bima Kota, the higher their intention to leave the company. While organisational commitment (Z) has a significant negative effect on *turnover intention* (Y), meaning that the higher the organisational commitment, the lower their intention to leave the organisation (*turnover intention*).

Path Analysis

Table 11. Results of Path Test Equation 1

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.473	5.907		5.667	.000
	Workload	-.375	.133	-.361	-2,821	.007
	Work Stress	-.461	.215	-.275	-2,146	.037

a. Dependent Variable: Organisational Commitment

Source: Primary Data Processed (2025)

Table 12. Results of Path Test Equation 2

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,153	,993		2,167	,035
	Workload	,424	,101	,478	4,221	,000
	Work Stress	,771	,111	,760	6,926	,000
	Organisational Commitment	-,319	,094	-,309	-3,396	,001

a. Dependent Variable: Turnover Intention

Source: Primary Data Processed (2025)

From the results of the analysis test above, it can be seen:

1. The direct effect of workload and work stress variables is -0.361 and -0.275. While the direct effect of the *turnover intention* variable on organisational commitment is -0.309.
2. The direct effect of workload variables on organisational commitment is 0.478 and the indirect effect of workload on organisational commitment through *turnover intention* is -0.172558.
3. The direct effect of work stress variables on organisational commitment is 0.760 and the indirect effect of work stress on organisational commitment through *turnover intention* is -0.209.

The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)

DISCUSSION

The Effect of Workload on Turnover Intention

It is known that the results of workload (X1) have a t value of 4.221 with a significance value of 0.000. From this figure it is known that the t value is $4.221 > 1.67655$ and the significance value is $0.000 < 0.05$. This shows that H1 is accepted, that there is a positive significant influence between workload on turnover intention. This means that the higher the workload given to employees, the higher the level of employee turnover intention at PT PLN (Persero) ULP Bima Kota. Based on the results of interviews that have been conducted, every day employees get targets that must be done. With these targets, employees have a high sense of responsibility to complete work properly and on time. Thus, employees think that the work they do makes them burdened. So, the workload that they cannot overcome will affect the intention of employees at PT PLN (Persero) ULP Bima Kota to leave the company easily.

The Effect of Job Stress on Turnover Intention

It is known that the results of the work stress variable (X2) have a t value of 6.926 with a significance value of 0.000. From this figure it is known that the calculated t value is $6.926 > 1.67655$ and a significance value of $0.000 < 0.05$. This shows that H2 is accepted, that there is a significant positive influence between job stress on turnover intention. This means that high work stress can affect employee exit intention (turnover intention) at PT PLN (Persero) ULP Bima Kota. Based on the results of interviews that have been conducted, every day employees get work targets that must be met and completed in a short time. There are employees who state that they must do all heavy or light work with full responsibility. So, employees tend to have the intention to leave the company easily because work stress will trigger a sense of pressure and fatigue so that employees will think about leaving the company.

The Effect of Organisational commitment on Turnover Intention

It is known that the results of organisational commitment (Z) have a t value of -3.396 with a significance of 0.001. From this figure, it is known that the calculated t value is $-3.396 < 1.67655$ and the significance value is $0.001 < 0.05$. This shows that H3 is accepted, that there is a negative and significant effect on turnover intention. This means that the higher the organisational commitment that occurs in employees will affect the decrease in turnover intention. Organisational commitment can be caused by several factors such as having good colleagues, good flexibility of working time, satisfaction with organisational goals, recognition and appreciation, comfortable work environment conditions, adequate salary. This can make someone not to leave their job quickly. The results of this study are in line with research conducted by Angga, (2021) and Uktutiaset al., (2021) which states that organisational commitment has a significant negative relationship with turnover intention.

The Effect of Workload on Organisational Commitment

It is known that the results of the workload variable (X1) have a t value of -2.821 with a significance value of 0.007. From this figure it is known that the calculated t value is $-2.821 < 1.67655$ and the significance value is $0.007 < 0.05$. This shows that H4 is accepted, that there is a negative and significant influence between workload on organisational commitment. This means that the higher the workload, the lower the organisational commitment felt by employees of PT PLN (Persero) ULP Bima Kota because excessive workload or work targets can make employees feel exhausted and not attached to the organisation. In this study, the workload increases, the lower the organisational commitment, where the workload (target) given to employees will burden employees. This is in line with research conducted by Bogar et al., (2021) which states that workload has a negative and significant effect on organisational commitment.

The effect of job stress on organisational commitment

It is known that the results of work stress (X2) have a calculated t value of -2.146 with a significance value of 0.037. From this figure it is known that the t value is $-2.146 < 1.67655$ and the significance is $0.037 > 0.05$. This shows that H5 is accepted. This means that the higher the work stress felt by employees, the lower the organisational commitment felt by employees at PT PLN (Persero) ULP Bima Kota. This is in line with the results of research conducted by Saputri and Wahyuati, (2021) in research showing that work stress has a negative effect on organisational commitment.

The Effect of Workload on Turnover Intention through Organisational Commitment

It is known that the results of Sobel's calculation of workload (X1) have a tcount value of 2.980182926. From this figure it is known that the t value is $2.980182926 > 1.67655$. This supports H6 that there is a mediating influence between workload and organisational commitment on turnover intention. This indicates that high workload can affect employees' level of organisational commitment, which in turn impacts their intention to leave their job. When the calculated t exceeds the t table, it signifies that the relationship between workload and turnover intention not only exists, but is also significant. In other words, the higher the

The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)

workload perceived by employees, the lower their commitment to the organisation, and this increases the likelihood that they will consider leaving. The workload is related to the working conditions of PT PLN (Persero) ULP Bima Kota employees, describing the working conditions felt by employees regarding what they face while working. Job demands where they have to achieve targets every day can be seen from the indicators of targets that must be achieved in work. With this it can be concluded that the role of workload greatly affects organisational commitment and will ultimately have an impact on the desire of employees of PT PLN (Persero) ULP Bima Kota to leave the company. The results of this study are in line with research conducted by Pratiwi and Kristina, (2022) which shows that workload is related to organisational commitment and increases turnover intention.

The Effect of Job Stress on Turnover Intention through Organisational Commitment

It is known that the results of Sobel's calculation of work stress (X2) have a calculated t value of 52.7899229. From this figure it is known that the t value is $52.7899229 > 1.67655$. This is in H7 that it can affect the mediation between job stress and organisational commitment on turnover intention. This means that it can be concluded that high job stress can affect employees' level of organisational commitment, which in turn impacts their intention to leave the job. When t count exceeds t table, it signifies that the relationship between workload and turnover intention not only exists, but is also significant. In other words, the higher the work stress felt by employees, the lower their commitment to the organisation, and this increases the likelihood of them considering a change of job. The work stress is related to the working conditions of the employees of PT PLN (Persero) ULP Bima Kota, every day employees get work targets that must be met and completed in a short time. There are employees who state that they have to do all heavy or light work with full responsibility. So that it can easily trigger a sense of pressure and fatigue so that employees will think about leaving the company. The results of this study are in line with those conducted by Yunitasari et al., (2023) which states that organisational commitment can mediate the influence between job stress on turnover intention.

CONCLUSIONS AND SUGGESTIONS

Conclusion

From the results of the study it can be concluded that workload has a significant positive effect on turnover intention. This shows that the higher the workload given to employees, the higher the level of employee turnover intention. Furthermore, work stress has a significant positive effect on turnover intention. This shows that the higher the work stress can affect the employee's intention to leave. Organisational commitment has a significant negative effect on turnover intention. This shows that the higher the organisational commitment that occurs in employees will affect the decrease in the level of turnover intention. Workload has a negative and significant effect on organisational commitment. This shows that the higher the workload, the lower the organisational commitment felt by employees. Work stress has a negative and significant effect on organisational commitment. This shows that the higher the work stress felt by employees, the lower the organisational commitment felt by employees. Workload has a positive and significant effect on turnover intention through organisational commitment. This suggests that high workload can affect employees' level of organisational commitment, which in turn impacts their intention to leave the company. Lastly, work stress has a significant positive effect on turnover intention through organisational commitment. This suggests that high work stress can affect employees' level of organisational commitment, which in turn impacts their intention to leave the company.

SUGGESTION

The results of the research can be a reference, especially in understanding the phenomenon of turnover intention that occurs in an organisation, especially those caused by factors such as workload, work stress and organisational commitment. Besides that this research can provide benefits for the development of literature, especially in the field of human resource management which can be useful for the development of science and future research.

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The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City)

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