

THE EFFECT OF WORK PRESSURE AND AFFECTIVE COMMITMENT ON TURNOVER INTENTION AT PT. ARTABOGA CEMERLANG MANADO*PENGARUH DARI TEKANAN KERJA DAN KOMITMEN AFEKTIF TERHADAP KEINGINAN BERPINDAH DI PT. ARTABOGA CEMERLANG MANADO*

By:

Debora F. Lontoh¹
Frederik G. Worang²
Ferdinand J. Tumewu³¹²³Management Department, Faculty of Economics and Business,
Sam Ratulangi University, Manado

E-mail:

[1deborafionto@gmail.com](mailto:deborafionto@gmail.com)[2frederikworang@gmail.com](mailto:frederikworang@gmail.com)[3tumewufj@unsrat.ac.id](mailto:tumewufj@unsrat.ac.id)

Abstract: This study aims to understand and find out if work pressure and affective commitment have an effect on turnover intention at PT. Artaboga Cemerlang Manado employee. This research is using quantitative method. It will explain the relationship of variables through causal analysis in the scale method between two continuous independent variables and one dependent variable. Researcher distributed questionnaires and the sample used was 30 respondents. The result showed both work pressure and affective commitment simultaneously have a significant effect of turnover intention at PT. Artaboga Cemerlang Manado. It can be concluded that the work pressure variable partially has a significant effect on turnover intention and affective commitment partially has a significant effect on the turnover intention at PT. Artaboga Cemerlang Manado. Based on the results it can be said that working pressure and affective commitment have an important role in affecting turnover intention. PT. Artaboga Cemerlang Manado needs to manage well amount of job that they give to their workers and developing human resource strategies to strengthen the level of affective commitment.

Keywords: work pressure, affective commitment, turnover intention

Abstrak: Penelitian ini bertujuan untuk memahami dan mengetahui apakah tekanan kerja dan komitmen afektif berpengaruh terhadap turnover intention pada karyawan di PT. Artaboga Cemerlang Manado. Penelitian ini menggunakan metode kuantitatif. Ini akan menjelaskan hubungan variabel melalui analisis kausal dalam metode skala antara dua variabel independen dan satu variabel dependen. Peneliti menyebarkan kuesioner dan sampel yang digunakan sebanyak 30 responden. Hasil penelitian menunjukkan bahwa tekanan kerja dan komitmen afektif secara simultan berpengaruh signifikan terhadap turnover intention pada karyawan di PT. Artaboga Cemerlang Manado. Dapat disimpulkan bahwa variabel tekanan kerja secara parsial berpengaruh signifikan terhadap turnover intention dan komitmen afektif secara parsial berpengaruh signifikan terhadap turnover intention pada PT. Artaboga Cemerlang Manado. Berdasarkan hasil penelitian dapat dikatakan bahwa tekanan kerja dan komitmen afektif memiliki peran penting dalam mempengaruhi turnover intention. PT Artaboga Cemerlang perlu mengatur dengan baik jumlah pekerjaan yang diberikan kepada para karyawan dan mengembangkan strategi sumber daya manusia untuk memperkuat tingkat komitmen afektif.

Kata Kunci: tekanan kerja, komitmen afektif, turnover intention

INTRODUCTION

As an organization progresses, there will be problems with human resources. Turnover Intention is the essential desire of employees to move from one job to another, but it is not yet reached the realization stage that moving from one place to the other place. The serious problem with the human resources is turnover intention behavior or turnover behavior. Due to employees who do not get the attention of the company and their needs are not satisfied, they will usually choose to leave the job. Hence, it still needs more attention because it can affect both internal and externally on organization performance. Internally, it affects an organization's costs, employee

dissatisfaction, and weak performance. Externally, it will also ruin the organization's image and overall organizational performance.

If the turnover rate is high, it could be a problem for the company and cause an impact on reducing performance in the company. In addition, the higher turnover rates, the higher the costs the company has to endure, whether to recruit new employees or give the employees training. Therefore, to resolve employee turnover, the analysis of the affecting factors is necessary. By corporate enhancement or action in an attempt to keep the employees from leaving. The intention of leaving the company could be caused by a variety of causes, and one of each is too much work experienced by the member of the organization that can cause work stress. Job stress occurs when an employee is unable to fulfill the demand of the job and that lead to a condition of physical and psychological mental disorder which occurs in a situation of pressure. Because of the work pressure, sometimes the employees have to work overtime to finish a late-night job to have less than a reasonable amount of rest, and even when a weekday employee must stay on the job to finish their job.

Affective commitment has a strong effect on turnover intention (Sahnawaz and Juyal, 2006) revealed that organizational commitment is very important to make every organization successful and achieve its goals. It is interesting that regarding the concept of the three-component model of organizational commitment, affective commitment has been mostly found as the strongest predictor of turnover and turnover intention compare to the other components. The tendency of an employee with a high affective commitment can show a sense of belonging to the company, increased involvement in organizational activities, a desire to achieve organizational goals, and a desire to be able to remain in the organization

Based on observations of interviews conducted by researchers, by working in a large organization and deemed quite well-established in managing its human resources, there are several problems that make employees experience affective commitment, one of which is a job description that is not in accordance with the contents of the contract that causes excitement and employee morale in carrying out their work decreases. In addition, the low commitment of employees is also caused by the provision of compensation that is often late so that the impact on employee commitment to the organization. This situation is indicated by behavior such as loss of trust in the company that affects commitment or loyalty at work. (Kumaran, 2017), shows that high affective commitment will result in decreased employee turnover intention.

Work pressure is a problem faced with organizations that often have undesirable effects on staff and organization performance, (Altangerel, 2015). Employees still feel discomfort in working at PT. Artaboga Cemerlang Manado. Employees feel that the burden given is too large, with the target given being quite high in a short period of time, making employees at PT. Artaboga Cemerlang Manado feel pressure due to the demands of work, many employees inevitably have to work long hours that it takes up their rest time during the weekend beyond working hours that should be to get the job done until late at night, that can encourage turnover intention. The company is very requiring workers capable of completing many tasks or work that has not been completed, must be completed on the same day. They are required to always be ready, alert, precise and able to carry out the functions of duties and responsibilities

Research Objectives

1. To know the effect of Work Pressure on Turnover Intention partially.
2. To know the effect of Affective Commitment on Turnover Intention partially.
3. To know the effect of Work Pressure and Affective Commitment on Turnover Intention simultaneously.

THEORETICAL FRAMEWORK

Human Resources Management

Human Resources Management is the process of acquiring, training, appraising and compensating employees, and attending to their labor relations, health and safety, and fairness concerns." (Dessler, 2005:109). Snell and Bohlander (2010) Human Resource Management is the process of managing human talent to achieve an organization's objectives. Human Resource Management is the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Thus, human resource management refers to a set of programs, functions and activities designed and carried out to maximize both employees as well as organizational effectiveness. Human Resource Management refers to the activities and people that assist the organization to meet its operational objectives by providing a motivated, well-trained workforce that understands the business and can contribute to its objectives

Work Pressure

Working pressure is a condition in which an individual cannot fulfill a demand within a specific time. Stress is defined as a stimulus and the stress should be considered as the result of the reaction of personal and environmental interactions (Altaf and Awan, 2011) Some conditions create work pressure and these conditions may be difficult working hours, lesser holidays or breaks, pressure to work overtime, unreasonable work overload and keeping more expectations of achieving the tasks in some given limited time and with fewer resources

Affective Commitment

According to Robert and Kinicki (2011) that an organization's commitment is a reflection of where an employee recognizes the organization and is committed to the goals. It is an important work attitude because commitment is expected to be possible to demonstrate its availability to work harder to achieve organizational goals and to have a greater desire to keep working in a company. Organizational commitment is a feeling and/or belief concerning the employee/s relationship with an organization. They proposed that organizational commitment has several components, which is called the three-component model. Affective commitment reflects an emotional attachment to, identification with, and involvement in the organization.

Turnover Intention

Simamora (2006) explains that Turnover Intention is a movement over the limit of membership of an organization that is distinguished into two dimensions: Avoidable Voluntary Turnover and Unavoidable Voluntary Turnover. Susiani (2014) reveals that the turnover rates that occur in an organization lead to an end-of-the-month employee release. Susiani (2014) revealed that the Turnover intention is an internal feeling of an individual to quit his job voluntarily of his own choice. It is often seen in individual companies that are not working to exert their capacity which is due to the desire to move into other companies.

Previous Research

Tan (2019) focused on analyzing the moderating effect of salary satisfaction and working pressure on organizational climate and organization commitment towards turnover intention. The population of this research is the employees of tax consultants in Batam. The questionnaire was used in data collection and measuring instruments with Likert scales. The structural equation method was used in SmartPLS 3 to evaluate the measurement model and the structural model. The result of this research indicates that organizational climate is significantly positive toward organizational commitment. Working pressure is significantly positive towards turnover intention. Organizational climate, organizational commitment, and salary satisfaction were significantly negative toward the turnover intention. The indirect effect was found either in organizational climate or working pressure moderates organizational climate towards turnover intention through organizational commitment. Salary satisfaction and working pressure significantly moderate organizational climate towards turnover intention.

Suharno et al. (2017) aimed This study aims to identify and analyze the influence of Organizational Commitment (Affective Commitment, Continuance Commitment, and Normative Commitment) against Turnover Intention. Being quantitative research, the population and sample in this study are teachers at Narada School in Jakarta, Indonesia. The data are collected by survey method using a questionnaire distributed to all teachers in kindergarten, elementary, secondary, and high schools with a total of 100 samples. The data are analyzed to test the validity, reliability, and linear regression. The results show that Affective Commitment on the dimension of Identification has the most dominant influence on Turnover Intention at Narada School. There is a significant effect simultaneously of Affective Commitment, Continuance Commitment, and Normative Commitment to Turnover Intention at Narada School.

Yukongdi (2020) focused on the effect of affective commitment, job satisfaction, and job stress on the turnover intention among bank employees in Nepal. Data were collected using a questionnaire-based survey of 282 employees working at a bank in Kathmandu. Data were analyzed using multiple regression analysis. The results suggested that affective commitment and job satisfaction had a negative effect, while job stress had a positive influence on turnover intention. Specifically, job satisfaction had the strongest effect on turnover intention, followed by job stress and affective commitment. Practical implications for the study are discussed

Conceptual Framework

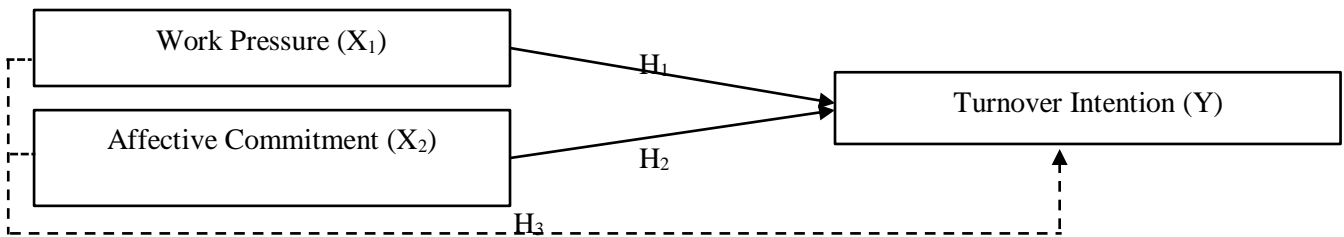


Figure 1. Conceptual Framework

Source: Literature Review

Research Hypothesis

- H1: There is a significant effect of Work Pressure on Turnover intention partially.
- H2: There is a significant effect of Affective Commitment on Turnover intention partially.
- H3: There is a significant effect of Work Pressure and Affective Commitment on Turnover intention simultaneously.

RESEARCH METHOD

Research Approach

This study uses causal research, where the researcher will explain that variable X causes to variable Y. This method will investigate the effect of work pressure and affective commitment on turnover intention. According to Hair et al. (2007), Causal research tests whether or not one event causes another.

Population, Sample, and Sampling Technique

The population in this research is all the employees of PT. Artaboga Cemerlang Manado, The total population of employees in PT. Artaboga Cemerlang Manado with a total of 30 people. The sample size is the number of samples to be taken from population. So, the number of samples in this study was 30 respondents or all the employees at PT. Artaboga Cemerlang Manado. The sampling method used in this study was Saturated Sampling. Saturated Sampling is a non-random sampling method based on specific considerations based on the interests and goals of the research. The reason for taking saturated sampling is because according to Arikunto (2006) if the population is less than 100, then the number of samples taken as a whole.

Data Collection Method

This study used questionnaire technique. The questionnaire is a method of data collection by giving respondents a list of written questions about Data is measured by Likert Scale. Likert scale is a scale used to measure a person's attitudes, traits, opinions or perceptions about social phenomena (Sugiyono, 2007).

Operational Definition of Research Variable

Table 1. Operational Definition and Indicator of Research Variables

No.	Variables	Definition	Indicators
1	Work Pressure (X ₁) <i>Koesoemowidjojo (2017:21)</i>	Work Pressure is the process of determining the number of hours of human resources that work, are used and are needed in accomplishing a task for a certain period of time.	- Working Condition - Use of work time - Targets to be reached - emotional exhaustion
2	Affective Commitment (X ₂) <i>Colquitt (2014:64)</i>	Affective Commitment is a commitment as a bond or emotional involvement in identifying and engaging in company, employee's attachment to the organization based on how well they feel about the organization.	- The desire for a career in the company. - Feel trust in the company. - Dedication to the company.

3	Turnover Intention (Y) <i>Zahara (2016:35)</i>	Turnover Intention is a tendency where an employee has the possibility of leaving the company either voluntarily or involuntarily due to a lack of current job and looking for other alternative jobs.	-The thoughts of leaving the company. -The desire to leave the company. -The desire to find another job.
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Source: Data Processed 2022

Validity and Reliability

Validity is the extent to which a construct measures what it is supposed to measure (Hair et al., 2007). This study uses a significance level of 5% (0.05) and uses two-tail tests. The number of respondents is as many as 30 people. So, the value of r table with a significance of 5% (0.05) is 0,361. The questionnaire is valid if r counts \geq r table, and the questionnaire is not valid if r counts \leq table r Based on table r (distribution value) with a significant level $\alpha = 0.05$. The reliability test is used to measure the extent to which an instrument and information can be trusted and in this study the Cronbach Alpha formula or value is used where if the value is > 0.6 , the questionnaire data is declared reliable or consistent.

Multiple Linear Regression Model

Multiple regression analysis is the study of how a dependent variable y is related to two or more independent variables. The starting point of multiple regression analysis is the conceptual model and the hypotheses derived from that model that the researcher has developed in an earlier stage of the research process. The formula of multiple regression models in this research is as follows:

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

Description:

Y	= Turnover Intention
a	= Constant
β_1	= the coefficient of Work Pressure
β_2	= the coefficient of Affective Commitment
X_1	= Work Pressure
X_2	= Affective Commitment
e	= Error Standard or Error Term

RESULT AND DISCUSSION

Result

Validity Test

This study uses a significance level of 5% (0.05) and uses two-tail tests. The number of respondents is as many as 30 people. So, the value of r table with a significance of 5% (0.05) is 0,361. The questionnaire is valid if r counts \geq r table, and the questionnaire is not valid if r counts \leq table r Based on table r (distribution value) with a significant level $\alpha = 0.05$.

Table 2. Validity Test

VARIABLE	INDICATORS	PEARSON CORRELATION	SIG. (2-TAILED)	R - TABLE	STATUS
Work Pressure (X1)	X1.1	0.993	0.000	0.361	Valid
	X1.2	0.994	0.000	0.361	Valid
	X1.3	0.994	0.000	0.361	Valid
	X1.4	0.994	0.000	0.361	Valid
	X1.5	0.993	0.000	0.361	Valid
	X1.6	0.993	0.000	0.361	Valid
Affective Commitment (X2)	X2.1	0.912	0.000	0.361	Valid
	X2.2	0.995	0.000	0.361	Valid

	X2.3	0.995	0.000	0.361	Valid
	X2.4	0.995	0.000	0.361	Valid
	X2.5	0.995	0.000	0.361	Valid
Turnover Intention (Y)	Y1	0.983	0.000	0.361	Valid
	Y2	0.998	0.000	0.361	Valid
	Y3	0.998	0.000	0.361	Valid
	Y4	0.998	0.000	0.361	Valid

Source: Data Processed (2022)

All indicator statement items from the Work Pressure (X1), Affective Commitment (X2), and Turnover Intention (Y) variables have Pearson correlation value greater than r table. Thus, the entire item statement of the research variable is valid.

Reliability Test

Questionnaire items or questionnaires are said to be reliable (feasible) if Cronbach's alpha > 0.6 and it is said to be unreliable if Cronbach alpha < 0.6 . The data reliability test of 30 respondents was carried out using SPSS software and the results.

Table 3. Reliability Test

VARIABLE	CRONBACH'S ALPHA	STATUS
WORK PRESSURE (X1)	0.997	Reliable
AFFEECTIVE COMMITMENT (X2)	0.989	Reliable
TURNOVER INTENTION (Y)	0.996	Reliable

Source: Data Processed (2022)

Work Pressure (X1), Affective Commitment (X2), and Turnover Intention (Y) variables have Cronbach's alpha value greater than 0.6. This means that the measuring instrument is reliable.

Classical Assumption Test

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			30
Normal Parameters ^{a,b}	Mean		0.0000000
	Std. Deviation		3.22248488
Most Extreme Differences	Absolute		0.143
	Positive		0.143
	Negative		-0.102
Test Statistic			0.143
Asymp. Sig. (2-tailed)			.119 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data Processed (2022)

The test of One-Sample Kolmogorov-Smirnov where data said normally distributed if the significant value at the table is higher than 0.05 or 5%. It shows that the significant value which is Asymp. Sig (2-tailed) is 0.119 which is greater than 0.05, which means that the data normally distributed.

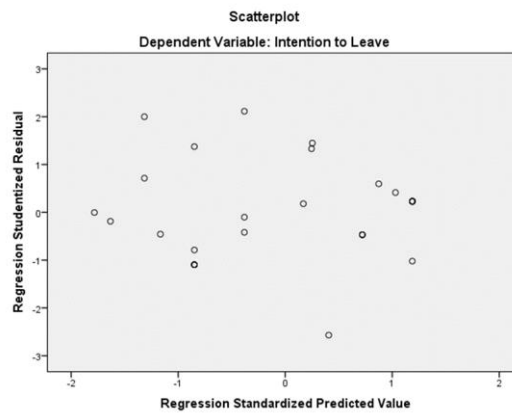


Figure 2. Heteroscedasticity Test

Source: Data Processed (2022)

The parameter coefficient for all independent variables used in the study does not occur heteroscedasticity as seen from the scatterplot that spreads and does not form a certain pattern.

Table 5. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work Pressure	0.911	1.098
Affective Commitment	0.911	1.098

a. Dependent Variable: Turnover intention
Source: Data Processed (2022)

The tolerance of Work Pressure (X1) and Affective Commitment (X2) as independent variables are the same which is 0.911 higher than the standard which is 0.1 and the value of Variance Inflation Factors (VIF) for Work Pressure and Affective Commitment are same which is 1.098, meaning there is no multicollinearity symptom from those independent variables.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis

Model		Coefficients ^a		Standardized Coefficients Beta
		Unstandardized Coefficients		
		B	Std. Error	
1	(Constant)	16.363	4.540	
	Work Pressure	0.295	0.137	0.282
	Affective Commitment	-0.594	0.124	-0.628

a. Dependent Variable: Turnover Intention
Source: Data Processed 2022

Based on data analysis using SPSS 24, the results of the regression equation are as follows:

$$Y = 16.363 + 0.295 X1 + -0.594 X2 + e$$

The regression equation above shows the relationship between the dependent variable and the independent variable partially, from this equation it can be concluded that:

- The constant value of 16.363 means that in a condition of ceteris paribus, if all independent variables equal to zero, then the Turnover Intention (Y) as the dependent variable will be 16.363
- X1's coefficient value of 0.295 means that if there is one unit increase in Work Pressure (X1) then the Turnover Intention (Y) will improve and increase by 0.295
- X2's coefficient value of -0.594 means that if there is one unit increase in Affective Commitment (X2) then the Turnover Intention (Y) will reduce and decrease by -0.594

Hypothesis Test**Table 7. F-Test**

		ANOVA ^a				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	416.219	2	208.109	18.658	.000 ^b
	Residual	301.148	27	11.154		
	Total	717.367	29			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Affective Commitment, Work Pressure

Source: Data Processed 2022

Based on the table above, shows the value of the F-count is 18.658 with a significant level of 0.000 with 5% or 0.05. The f-table is 3.34 ($f(k;n-k) = f(2;28) = 3.34$). So, the f-count is greater than f-table ($18.658 > 3.34$) and the significant level is less than 0.05 or 5% ($0.000 < 0.05$). Then, it concludes that hypothesis 3 (H3) of Work Pressure (X1) and Affective Commitment (X2) as independent variables have a significant effect on the Turnover Intention (Y) as a dependent variable simultaneous.

Table 8. T-test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.363	4.540		3.604	0.001
	Work Pressure	0.295	0.137	0.282	2.160	0.004
	Affective Commitment	-0.594	0.124	-0.628	-4.810	0.000

a. Dependent Variable: Purchase Intention

Source: Data Processed 2022

Based on the table above it can be explained as follows:

- The t-table using formula $t(\alpha/2; n-k-1)$, $t(0.05/2; 30-2-1) = (0.025; 27) = 2.052$. The t value of the Work Pressure (X1) is 2.160 with a significant level of 0.004. The t count of 2.160 has a greater value than the t table namely 2.052. While significant level has a smaller value than Alpha (0.05) namely 0.004. This means that the first hypothesis (H1) of the Work Pressure (X1) variable has a significant effect on Turnover Intention (Y). Which is accepted.
- The t value for Affective Commitment (X2) is -4.810 with a significance level of $0.000 < 0.05$. This means that Affective Commitment (Y) has a negative significant effect on Turnover Intention (Y). This also means that according to hypothesis 2, Affective Commitment has a significant effect on Turnover Intention, which is accepted.

Discussion**Work Pressure on Turnover Intention**

Working pressure is a condition in which an individual cannot fulfill a demand within a specific time. The result showed that Working Pressure with the four indicators of Working Condition, Use of Work Time, Targets to be Reached, and Emotional Exhaustion partially has a significant positive effect on Turnover Intention. So, as for working condition dimension, if the company provide very good environment and good facilities on working area to provide the needs for the employee then turnover intention will be lower. And if the target to be reached can be balanced distribute tasks properly and consider the use of work time by the leader to the employee, then the employee will achieve the target without any pressure because of workload. This result is also the same as research that was previously done by Soelton et al. (2020) stated that work stress has a significant positive effect on Turnover Intention and burnout has a positive and significant effect on turnover intention. Hung, Lee, and Lee (2018) also stated the results show that the working pressure affected turnover intention, greater work pressure will result in higher staff turnover and lower tendency to individual performance

Affective Commitment on Turnover Intention

Organizational Commitment is defined as the desire on the part of an employee to remain a member of the organization. Based on the test result, shows that the t value of Affective Commitment (X2) is -4.810 with a significance level of 0.000. The negative Beta values explained that employee with higher Affective Commitment would be less inclined to leave the organization. Affective Commitment has a significant effect on the Turnover Intention and the negative results in this study show an inverse relationship between the independent and the dependent variables. It can be concluded that Affective Commitment partially has a significant negative effect on the Turnover Intention at PT. Artaboga Cemerlang Manado. These results are consistent with the research conducted by Suharno et al. (2017) whose results are low Affective Commitment will lead to increased Turnover Intention the organization or company. And research conducted by Muaja (2020), found Affective Commitment has a significant negative effect on the Turnover Intention. An employee with a high affective commitment will result a low Turnover Intention and vice versa.

Work Pressure and Affective Commitment on Turnover Intention

From the result it can be seen that the independent variables Work Pressure (X1) and Affective Commitment (X2) simultaneously have a significant effect on dependent variable Turnover Intention (Y). thus, the hypothesis 3 (H3) "There is a simultaneously significant effect of Work Pressure and Affective Commitment on Turnover Intention" is Accepted. Working pressure reduce job satisfaction and will cause poor performance and turnover intention. Employees who committed to their organization seldom have thought of leaving their organization, often reflect good performance and willing to exert more efforts towards the success of an organization. These results support research conducted by Yukongdi (2019) suggested that affective commitment had a negative effect on turnover intention and higher working pressure especially job stress will lead to higher turnover intentions

CONCLUSION AND RECCOMENDATIONS

Conclusion

Based on the analysis and discussion, there are three conclusions:

1. Work Pressure has a significant effect on the Turnover Intention at PT. Artaboga Cemerlang Manado. Moreover, this hypothesis of this research was proven right or accepted because based on the results of partial testing (t-test) show that the calculated t value for the Work Pressure (X1) is 2.160 with a significance level of 0.004. It can be said that Working Pressure has an important role in effecting Turnover Intention.
2. Affective Commitment has a significant negative effect on the Turnover Intention at PT. Artaboga Cemerlang Manado with the t value is -4.810 with a significance level of 0.000. It can be said that there is an inverse relationship between the independent and the dependent variables.
3. The result showed both Working Pressure and Affective Commitment simultaneously has a significant effect on Turnover Intention at PT. Artaboga Cemerlang Manado. With the F-count is greater than the f-table ($18.658 > 3.34$) and the significant level is less than 0.05 ($0.000 < 0.05$).

Recommendations

Based on the conclusion, there are several recommendations that are provided by the researcher:

1. PT. Artaboga Cemerlang Manado should provide freedom and welcome positively for employees who want to express their opinions/recommendation on the work and organization so that problem faced by employees can be solved immediately and needs to apply Management Support in order to reduce the stress or pressure of employee such as counseling, provide good suggestion and solutions to employee because it can help to reduce pressure and problem will not happen again in the future. PT Artaboga Cemerlang Office superiors must pay attention to their current work environment more specifically toward the relationship between workers by always give direct supervising and evaluation on each employee, and provide training to their employees on how to manage time and work more effectively and organized.
2. PT. Artaboga Cemerlang Manado must manage well amount of job that they give to their workers so that their workers are not going to handle too much job at the same time. By example, before giving a new job to employee, supevisor must ask the current situation of jobs that being given beforehand. Considering only a few workers in PT Artaboga Cemerlang Manado, supevisor needs to hire more number of employee, so it would not be too much work for workers to handle and reach the targets. If the work scope is too heavy, a team should be formed

and work within it than completed by an individual. Management should instigate further programs to understand why employees quit the organization and identify the issues that attract and retain them in the organizations.

3. Research recommends developing human resource strategies to strengthen the level of affective organizational commitment. For example, timely promotion scheme based on performance, training and development programs, proper rewards and recognition for good work tend to have a positive effect on affective commitment among employees. Further, a positive working environment with clear communication, trust and cooperation could also enhance organizational commitment.
4. This research can be used as a reference for future study or research to develop or build a new concept that can be implemented into the study of human resources.

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