WORK STRESS AND WORK MOTIVATION ON EMPLOYEE’S TURNOVER INTENTION MEDIATED BY ORGANIZATIONAL COMMITMENT

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Background: With limited space to work WFH during the pandemic, it is the biggest challenge faced by all employees and companies. In the midst of many companies holding a hiring freeze policy or temporarily suspending the recruitment of new employees, ruangguru even did the opposite, RuangGuru held a routine recruitment of new employees during the pandemic.

Aim: This study aims to analyze and explain the effect of work stress and work motivation on turnover intention mediated by organizational commitment of employees of FEC PT. Ruang Raya Indonesia Sumapapua I Makassar, Pare-Pare, Palopo.

Method: This type of research is an explanatory research that explains the causal relationship between the variables used through hypothesis testing. The sampling method in this study uses the saturated sampling method. The population determined in this study was 108 people, namely all employees of FEC Sumapapua I covering the Makassar, Pare-Pare, Palopo areas. The data obtained from the sample were analyzed using Structural Equation Modeling (SEM) analysis, with the SMARTPLS 3.0 approach.

Findings: The results showed that work stress has a positive and significant effect on turnover intention, work motivation has a negative and significant effect on turnover intention, work stress has a negative and significant effect on organizational commitment, work motivation has a positive and significant effect on organizational commitment, organizational commitment has a negative and significant effect on organizational commitment turnover intention, organizational commitment does not mediate the effect of work stress on turnover intention, organizational commitment mediates the influence of work motivation on turnover intention.

KEYWORDS

work stress, work motivation, turnover intention, organizational commitment

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INTRODUCTION

The millennial generation has entered the largest labor force in Indonesia. Based on data from the 2017 static central agency in the Ministry of Women's Empowerment and Child Protection (2018), Indonesia's population is dominated by millennial population, namely the population born in the range of 1980-2000 amounting to 33.75% of the total population. This means that the contribution of the millennial generation in shaping the structure of the number of people of productive age is quite high, because around 50.36% of the total population of productive age is basically millennials. This data provides an illustration that currently the condition of the millennial generation as the main resource in reaping demographic bonuses from various aspects, one of which is being the majority workforce in the industry or company, the high percentage of millennials shows that companies must consider the millennial generation as human assets that must be taken into account. Nowadays, start-ups and other e-
commerce companies are one of the companies whose work environment is sought after by millennials. This is corroborated by Pambudi's opinion in Deloitte Indonesia Perspectives (2019) which emphasizes that millennials are a generation that likes freedom, likes to be fast-paced, instantaneous, and digital. As many as 52% of millennial employees want time flexibility in their working hours. In addition, they also expect space to grow, as many as 70% of them expect companies to facilitate employees to learn new things, and 59% of millennial employees expect ease of communication including the use of applications that support communication at work. When they enter one company and don't necessarily get what they expected, then it is likely that they will become frustrated to face it.

The impact of the COVID-19 virus pandemic in early 2020 is interesting to discuss, the public is required to comply with the established health protocols to avoid the wider spread of the COVID-19 virus. The policies carried out by the government, namely social distancing and work from home (WFH), must be obeyed by companies, including start-up companies in RuangGuru. With limited space to work through WFH, it is the biggest challenge faced by all employees and the company. In the midst of many companies holding a hiring freeze policy or temporary suspension of recruitment of new employees, ruangguru did the opposite, ruangguru held a routine recruitment of new employees during the beginning of the pandemic, recruitment occurred due to a shortage of FEC employees due to the large number of FEC employees who left so that the company had to re-recruit new employees to replace the positions of employees who left. After conducting a pre-study, it is suspected that the reason for the turnover was due to the high work stress and low work motivation of FEC employees due to the new normal system of the WFH work system. RuangGuru Sumapapua I turnover data proves that employee turnover in 2020 reached 61% within one year, this is a figure that is relatively high and abnormal because it is above 10% per year.

The problem in this study is in the employees of the Field Education Consultant (FEC) RuangGuru, which are almost all millennials. The problems that arise internally in the company are related to very high employee turnover during the WFH period. Turnover problems experienced by PT. Ruang Raya Indonesia Region Sumapapua I (Makassar City, Palopo, Pare-Pare) which is the transfer of FEC employees which is part of the sales and marketing division of Ruangguru, serves to socialize about target-oriented digital learning methods. Where based on the results of preliminary observations through interviews with several related parties as many as four people two employees who are still surviving, and two employees who have resigned from the company stated that in Ruangguru Sumapapua I the movement of FEC employees over the past year during the pandemic was relatively high, it was because during WFH the FEC felt that work stress was very high and their motivation was reduced. Due to the changes felt by the FEC, namely working hours when WFH is felt to be longer, difficulty in getting student trust during webinars compared to meeting in person, a much stricter level of work control and supervision from superiors to FEC, targets that fec feels are too high with unfavorable situations and conditions, monthly targets advanced per two weeks increase FEC anxiety, the lack of new data that has the potential to follow up, and due to the lack of potential new data has resulted in FEC and OEC (Outbound Education Consultants) that there are misunderstandings in work, and there are many other work adjustments during the pandemic. With many changes in the way employees work, they feel that they get high pressure.
Here we can see that what the company is doing to FEC employees is still in a transition period of adjusting new ways of working. But there are some things that are not considered appropriate so that it makes FEC employees feel high stress and lack motivation, companies should provide rational targets adjusted to potential data that exist in the difficult times of this pandemic, provide enough training to motivate and as a provision for webinars in order to attract trust students, control of superiors through working hours should also be considered because it is part of the employee's right to rest after working hours, and corrects the company's internal problems related to misunderstandings between fellow FEC and OEC sales because it tends to cause unfair competition between employees and cause stress.

Based on data obtained by researchers from analysts of RuangGuru Sumapapua I, it was noted that from January to December 2020, FEC employees who left within one year were 61%, which amounted to 37 people from the original total number of FEC 61 people. This is a very high figure because Gillies et al. (1989) states that employee turnover is said to be normal at around 5-10% per year and is said to be high when it is more than 10% per year. It was also seen that in December 2020 the FEC numbered 50 people because it had recruited four new employees to fill the vacancies of FEC employees, namely 38 new FEC employees.

Turnover intention or intention to move is one of the problems in the field of human resources, where this problem is related to the high turnover of labor in a company. Turnover in a company is a tangible form of turnover intention that can be a serious problem for the company. The problem of turnover intention is considered a negative and detrimental thing for each company. The high desire to move between employees hints at the high turnover of employees that will occur, which results in a decrease in company performance, and an increase in workload on other employees who still live in the company, and the need for re-recruitment to replace the position of employees who leave the company. Re-recruitment of employees certainly takes time and will result in the emergence of recruitment costs that are not small in nominal. This cost concerns the cost of advertising vacancies opening, the costs when the selection is carried out, the cost of the employee orientation period is also included in the accommodation costs of prospective employees to be selected, consumption costs, and other costs that may arise as a result of the re-recruitment.

Work stress felt by employees, can cause an employee to leave his job, that is, the current work situation that does not match the desired expectations or is influenced by the employee's views to get a better job alternative. Turnover intention can occur due to the influence of several variables including work stress, work motivation, and organizational commitment (Astiti & Surya, 2020; A. L. Hakim et al., 2018; S. Z. Maryam et al., 2021; Nasution, 2017). If employees feel high work stress, then the employee's desire to leave the company will also increase. Several studies have shown that work stress affects employee turnover intentions such as research conducted by Haholongan (2018) found a positive relationship between work stress and turnover intention, if work stress increases, turnover also increases. Employees who experience excessive work stress have implications for the voluntary turnover of Robbins and Judge (2013). In addition to affecting the rate of labor movement, stress also affects organizational commitment. Stress arises when employees are unable to meet the demands of the company's work. Robbins and Judge (2013) stated that other symptoms of stress arising from the workload received by employees are changes in employee productivity, slump, and turnover. According to Parker and DeCotiis (1983) in Saadeh & Suifan (2020), employees who
cannot withstand stress from work will feel unable to survive in the company, so it can make the physique become tired and even drop to the point of illness. Then the final decision could be to resign from the company. This is in accordance with previous research stated that there is a significant influence between work stress and turnover intention (Chen et al., 2022; Choi & Kim, 2020; Li et al., 2021).

Meanwhile, the low work motivation of employees will cause the employee's desire to leave the company. All human behavior basically has certain motives. Motives are the drivers, excuses, impulses that exist within man that cause the person to do something. Each employee has a certain motive from the results of his work. Employees who are not paid enough attention to by the organization can lead to a lack of organizational commitment of employees which is often caused in the form of low motivation, getting tired and bored quickly and not caring about the environment. A close relationship and good communication between a leader and his employees is one way that can provide work motivation to employees so that employees feel valued. A motivated employee will do his hard work well for the success of the organization. Hard work done with encouragement or motivation will result in a separate organizational commitment for employees in doing their work. This is in line with previous research stating that there is a significant influence between work motivation and turnover intention (Bonenberger et al., 2014; Dysvik & Kuvaas, 2010; Yada et al., 2020).

Likewise, low organizational commitment will result in higher turnover intentions. This is in line with the research conducted by Kmiecik (2022), Serhan et al. (2022), and Labrague et al. (2018) that based on the results of the study, organizational committee men had a significant negative relationship with turnover intention. If organizational commitment is low, then employee loyalty to the company will also be low and increase the desire of employees not to survive in the company, and vice versa if the employee's organizational commitment to a company is high, the employee turnover intention will be low, therefore the importance of building organizational commitment for employees by paying attention to what factors make the employee's organizational commitment increase. By paying attention to the organizational commitment of employees will greatly benefit the company in the long run.

In this study, there was a research gap or inconsistency from previous studies. The following is a summary of the research gaps concluded in Table 2:

| Variable          | Relationships Between Variables | Researchers                       | Research Results                                      |
|-------------------|---------------------------------|-----------------------------------|-------------------------------------------------------|
| Work Stress       | Work stress towards turnover intention | Chen et al. (2022); Li et al. (2021); Choi et al. (2020) | Work stress has a significant effect on turnover intention |
|                   |                                 | Yang et al. (2016); Tziner et al. (2015) | Work stress has no significant effect on turnover intention |
Based on Table 1.2, it can be informed that there is an inconsistency or research gap, the first of the results of the study between the variability of work stress and turnover intention. The results of the research conducted by Chen et al. (2022), Li et al. (2021), and Park et al. (2020) mentioned that there is a significant influence between work stress and turnover intention. While the research results from Yang et al. (2016) and Tziner et al. (2015) showed that work stress had no significant effect on turnover intention. Meanwhile, the results of the study between the variables of work motivation to turnover intention, the results of research conducted by Bonenberger et al. (2014), Yada et al. (2020), and Dysvik and Kuvaas (2010) mentioned that work motivation has a significant effect on turnover intention. The results of research conducted by Tran et al. (2020), as well as Putri and Rumangkit (2017) mentioned that work motivation has no significant effect on turnover intention.

The existence of these inconsistent research results provides an opportunity or gap for researchers to conduct research again on work stress and work motivation towards turnover intention. In this case the mediation variable used is organizational commitment. The organizational commitment variable is used to bridge inconsistency as described earlier, which is functioned to strengthen the influence of work stress and work motivation on turnover intention and is useful for closing previous research gaps. This is the novelty of this study that distinguishes it from previous studies.

From these reasons, three variables were chosen, namely: work motivation, work stress, and organizational commitment as variables that affect turnover intention in FEC employees at PT. Ruang Raya Indonesia Region Sumapapua I. Therefore, the author will discuss the influence between work stress and work motivation on turnover intention mediated by organizational commitment.

METHOD

This type of research uses an explanatory research method or called explanatory research. Judging from the analysis approach, this study uses a quantitative approach because of the empirical model and its measurements based on existing theories, and the data obtained are analyzed using Structural Equation Modeling (SEM) analysis with a Partial Least Square (PLS) approach.
This research was conducted at PT. Ruang Raya Indonesia Sumapapua I Region covers the cities of Makassar, Pare-Pare and Palopo. The data collection in this study took place from May to August 2022.

The population in this study was all employees of FEC PT. Ruang Raya Indonesia Sumapapua I which covers the areas of Makassar, Pare-Pare and Palopo. The data was obtained based on data in ruangguru analyst data. The determination of samples in this study was carried out with the type of probability sampling. So, every employee of FEC Ruangguru Sumapapua I has the same opportunity to be silentbil as a sample. So the researchers took 100% of the existing population of 179 FEC employees as respondents.

The type of data used in this study is quantitative. In this case, the quantitative data needed is in the form of a questionnaire that is distributed to all FEC Sumapapua I employees who are respondents and who fill out the questionnaire.

The data collection methods used in this study were questionnaires, documentation, and interviews. The measurement scale used in this study is the Likert scale. This Likert scale was used in a closed questionnaire distributed to respondents. After that, the incoming data is tested with descriptive statistical analysis, inferential statistical analysis, outer model, inner model, hypothesis test, and mediation test.

RESULTS AND DISCUSSION

Direct Effect Test Results

Hypothesis testing is carried out to determine the influence of the entire hypothesis proposed in this study, both directly and indirectly. The criteria in testing research hypotheses can be seen directly or indirectly. Hypothesis testing criteria can be seen through the results of statistical test values and p-values. The value of the inner model will indicate the degree of significance in the testing of a hypothesis. Ghozali et al. (2016) said if the score shown t-value should exceed the limit of 1.65 and the value of the significant level by 0.10; the score should exceed 1.96 at the value of the significant level of level 0.05; and should be more than 2.58 at the significant level of level 0.01. In this study, a significant level of 0.05 was used, therefore the t-value must exceed 1.96. The hypothesis is stated to be accepted if the p-value is less than 0.05 and has a statistical value greater than the t-table of 1.96. Statistical testing is carried out through the bootstrap method with the Smartpls program as follows:

| Influence of Variables                      | Path Coefficients | t-Statistic | P Values | Information |
|--------------------------------------------|-------------------|-------------|----------|-------------|
| Work Stress -> Turnover Intention          | 0,247             | 2,791       | 0,005    | Accepted    |
| Work Motivation -> Turnover Intention      | -0,296            | 2,438       | 0,015    | Accepted    |
| Work Stress - > Organizational Commitment  | -0,192            | 2,451       | 0,015    | Accepted    |
| Work Motivation -> Organizational Commitment | 0,714            | 14,076      | 0,000    | Accepted    |
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| Organizational Commitment | -0.339 | 3.314 | 0.001 | Accepted |
|---------------------------|--------|-------|-------|----------|
| Turnover Intention        |        |       |       |          |

Source: Data Processed with SmartPLS, 2022

**Figure 1.** Hypothesis Test Result

Source: Data Processed with SmartPLS, 2022

Based on the results of the direct influence test in Table 2 and Figure 1 it has been explained that the value of the path coefficient on each of the influence variables is as follows:

1) **H1 (Work stress has a positive and significant effect on turnover intention):** Based on Table 2 it can be seen that the relationship between work stress variables and turnover intention. The result of obtaining a t-statistical value for the relationship of the work stress variable to turnover intention was 2.791 and a p-value of 0.005. Thus the first hypothesis that reads that work stress has a positive and significant effect on turnover intention is accepted, because the t-statistical value (2.791 > 1.96) and p-value (0.005 < 0.05). Then the path coefficient of the work stress variable to turnover intention had a positive effect of 0.247.

2) **H2 (Work motivation negatively and significantly affects turnover intention):** Based on Table 5.16 it can be seen that the relationship between work motivation variables and turnover intention. The result of obtaining a t-statistical value for the relationship of the work motivation variable to turnover intention was 2.438 and a p-value of 0.015. Thus the second hypothesis that reads work motivation has a negative and significant effect on turnover intention is accepted, because the t-statistical value (2.438 > 1.96) and p-value (0.015 < 0.05). Then the path coefficient of the work motivation variable to turnover intention has a negative effect of -0.296.

3) **H3 (Work stress negatively and significantly affects organizational commitment):** Based on Table 5.16 it can be seen that the relationship between work stress variables and organizational commitment. The results of the t-statistical value for the relationship of work stress variables to organizational commitments were 2.451 and p-values were 0.015. Thus the fourth hypothesis that reads work stress has a negative and significant effect on organizational commitments is accepted, because the t-statistical value (2.451 > 1.96) and p-value (0.015 < 0.05). Then the path coefficient of the work stress variable to organizational commitment has a negative effect of -0.192.

4) **H4 (Work motivation has a positive and significant effect on organizational commitment):** Based on Table 2 it can be seen that the relationship between work motivation variables and organizational commitment. The result of obtaining a t-statistical value for the relationship of work motivation variables to organizational
commitment was 14.076 and a p-value of 0.000. So the fifth hypothesis that reads work motivation has a positive and significant effect on organizational commitment is accepted, because the t-statistical value (14.076 > 1.96) and p-value (0.000 < 0.05). Then the path coefficient of the work motivation variable to organizational commitment has a positive effect of 0.714.

5) H5 (Organizational commitment negatively and significantly affects turnover intention): Based on Table 2 it can be seen that the relationship between organizational commitment variables to turnover intention. The result of obtaining a t-statistical value for the relationship of the organizational commitment variable to turnover intention was 3.314 and a p-value of 0.001. Thus the third hypothesis that reads organizational commitment has a negative and significant effect on turnover intention is accepted, because the t-statistical value (3.314 > 1.96) and p-value (0.001 < 0.05). Then the path coefficient of the organizational commitment variable to turnover intention negatively affects -0.339.

Indirect Effect Test Results

Indirect influence testing or called mediation test has the purpose of testing the interval of mediation variables based on theory (Baron and Kenny, 1986). By conducting mediation testing, people can find out whether the existing mediation variables include perfect mediation or partial mediation. The following Table 3 shows the results of mediation testing using PLS:

| Influence of Variables | Path Coefficients | t-Statistic | P-Values | Information |
|------------------------|-------------------|-------------|----------|-------------|
| Work Stress -> Organizational Commitment -> Turnover Intention | 0.064 | 1.941 | 0.053 | Rejected |
| Work Motivation -> Organizational Commitment -> Turnover Intention | -0.242 | 3.247 | 0.001 | Accepted |

Source: Data Processed with SmartPLS 2022

Based on the results of the indirect influence test in Table 3 it can be described as follows:

1) H6 (Organizational commitment mediates the effect of work stress on turnover intention): Based on Table 3 it can be seen that the relationship between work stress variables to turnover intention is mediated organizational commitment. The results of the t-statistical value for the relationship of work stress variables to turnover intention mediated organizational commitment of 1.941 and p-value of 0.053. So the sixth hypothesis that says work stress has a positive and significant effect on turnover intention through organizational commitments is rejected, because the t-statistical values (1.941 < 1.96) and p-values (0.053 > 0.05). Then the path coefficient of the variable work stress to turnover intention mediated organizational commitment had a positive effect of 0.064.
2) H7 (Organizational commitment mediates the effect of work motivation on turnover intention): Based on Table 3 it can be seen that the relationship between work motivation variables and turnover intention is mediated organizational commitment. The results of the t-statistical value for the relationship of work motivation variables to turnover intention were mediated by organizational commitment of 3.247 and a p-value of 0.001. Thus the seventh hypothesis that reads work motivation has a negative and significant effect on turnover intention through organizational commitment is accepted, because the t-statistical values (3.247 > 1.96) and p-value (0.001 < 0.05). Then the path coefficient of the work motivation variable to turnover intention mediated organizational commitment has a negative effect of -0.242.

The Effect of Work Stress on Turnover Intention

In this study, the work stress variable was measured using two indicators, namely time pressure and anxiety, with ten statement items. The turnover change intention is measured using three indicators namely the thought to quit, the desire to leave, the desire to find another job, with 6 items of statement.

The results showed that hypothesis test 1 accepted means that work stress has a direct effect on turnover intention. It can also be interpreted that work stress has a positive and significant effect on turnover intention. This means that the higher the work stress of FEC employees, the higher the turnover intention rate in the bribery room I and vice versa, the lower the work stress of FEC employees, the lower the turnover intention rate of FEC employees in the bribery room I. It is in line with previous research conducted by Choi and Kim (2020), Li et al. (2021), and Chen et al. (2022), explaining that work stress has a positive and significant effect on turnover intention.

The results of the respondent's answer description described the work stress of FEC employees in the Sumapapua I room with an average value of the work stress variable of 3.52. The value is still classified as neutral or disagree. It means that the respondent is not stressed. Even so, the facts of the field show that the majority of respondents at 50% or 54 people answered very much in agreement with the statement "I feel guilty when I do not reach the target of working perindividu every month". This shows that time pressure indicators are the triggers for their work stress. The statement in item X1.2.1 present on the anxiety indicator indicates a high value. The majority of respondents, 49.1% or 53 people, agreed with the statement "I feel anxious when I get into conflict with fellow company employees". This suggests that anxiety is also a trigger for their work stress as well. Based on the fec results, it is stated that the indicator of time pressure, namely feelings of guilt thinking about unattainable targets triggers their stress. This is the biggest trigger for fec employee stress and this needs to get special attention from the company considering that work stress is very influential on the intention to change employees.

Based on the description of respondents' characteristics, work stress was rated low on the majority of new FEC respondents. Based on the characteristics of respondents, it is seen from the period of service of less than 1 year, namely 81.5% or new employees with a working period of approximately 1-2 months of work. So that one or two months of work is too early for fresh graduates to conclude that employees feel the stress of work stress or not.
**The Effect of Work Motivation on Turnover Intention**

Based on the research conducted, the variables of work motivation are measured using three indicators, namely the need for achievement, the need for power, the need for affiliation, with seven items of statement. The turnover change intention is measured using three indicators namely the thought to quit, the desire to leave, the desire to find another job, with 6 items of statement.

The results of the hypothesis test 2 are accepted, meaning that work motivation has a direct effect on turnover intention. This can also be interpreted to mean that the higher the work motivation of FEC employees, the lower the turnover intention rate in the Sumapapua I room and vice versa, the lower the work motivation of FEC employees, the higher the turnover intention rate of FEC employees in the RuangGuru Sumapapua I room. This is in line with previous research conducted by Bonenberger et al. (2014), Dysvik & Kuvaas (2010), and Yada et al. (2020), explaining that work motivation has a significant effect on turnover intention.

The results of the respondent's answer description described the work motivation of FEC employees in the bribery room I with an average value of the work stress variable of 4.35. The average respondent's answer to each item indicates a strongly agreed answer. The figure is in the high category, so it can be concluded that the work motivation that FEC employees have is good. This figure illustrates that efforts to motivate employees in Ruangguru Sumapapua I are right on target and carried out properly. Therefore, RuangGuru needs to maintain and increase the provision of work motivation for FEC employees. The field deed showed that the Majority of respondents at 57.4% or 62 people answered strongly in agreement with the statement “I build close relationships with fellow colleagues”. Which suggests that the indicator of the need for affiliation greatly influences or encourages the motivation of an FEC employee to stay in the company.

Based on the description of respondents' characteristics, work motivation was rated high from the majority of new FEC respondents because based on the characteristics of respondents, it is seen from the period of service of less than 1 year, namely 81.5% or new employees with a working period of approximately 1-2 months of work. The average new employee is a fresh graduate who generally has a strong motivation to start a new job and pursue a career. Also, most of the S1 graduates, namely 89.6%, mean they have knowledge and skills that are used as motivation to compete in a career.

Judging from the characteristics of respondents based on clusters, namely Makassar, Parepare, Palopo, where each cluster is facilitated by regional trainers to motivate FEC employees, if the FEC experiences problems or obstacles in their work technically can be consulted with trainers, trainers is also in charge of training feces who have experienced performance degradation to be better at work. It is what causes the application of work motivation of FEC employees in the current room is high. Thus, work motivation is a variable that has a dominant influence on employee turnover intention in FEC RuangGuru Sumapapua I.

**The Effect of Work Stress on Organizational Commitment**

In this study, the work stress variable was measured using two indicators, namely time pressure and anxiety, with ten statement items. The variability of organizational commitments is measured using three indicators namely affective commitment, continuous commitment, normative commitment, with 16 statement items. The results of the hypothesis test 3 are
accepted, meaning that work stress has a direct effect on organizational commitment. It can also be interpreted that work stress has a negative and significant effect on turnover intention. The higher the employee's work stress, the lower the level of organizational commitment. This is in line with previous research conducted by Saadeh & Suifan (2020), Garg & Dhar (2014), and Ho et al. (2009), in which their results showed that work stress significantly negatively affects organizational commitment.

Judging from the characteristics of respondents in terms of working period, the most dominating is less than 1 year of work, meaning that FEC employees 81.5% are employees who are still relatively new, which is very influential on the company if this new employee has the intention to turnover. Therefore organizational commitment needs to be instilled since the recruitment of employees and continues to be evaluated by the company. Because new employees are classified as vulnerable to leaving if they feel that they are not proportional to the benefits they get with what they provide to the company. New employees and still relatively young aged 21-25 years at 55.6% usually also quickly move to other companies and only make FEC a stepping stone for them to have a career in other companies that they consider to be more beneficial to their needs and by expecting companies with low stress levels. Therefore, it is important for companies to pay attention to the commitment of their FEC employees as a whole.

The Effect of Work Motivation on Organizational Commitment

In this study, the variables of work motivation were measured using three indicators, namely the need for achievement, the need for power, the need for affiliation, with seven statement items. The variability of organizational commitments is measured using three indicators namely affective commitment, continuous commitment, normative commitment, with 16 statement items. The results of the hypothesis test 4 are accepted, meaning that work motivation has a direct effect on turnover intention. It can also be interpreted that work motivation has a positive and significant effect on turnover intention. The higher the employee's work motivation, the higher the level of organizational commitment. This is in line with previous research conducted by Loor-Zambrano et al. (2022); Gheitani et al. (2019), and Gondokusumo & Susanto (2015), stating that employee work motivation has a positive and significant influence on organizational commitment.

Judging from the characteristics of respondents in the last education, all FEC employees are people who take higher education D3 by 4.6%, S1 by 89.8%, S2 by 5.6%, therefore educated FEC employees more quickly understand their job duties, understand the work system, and are considered able to adapt to all kinds of innovations in the place where they work, so that facilities of the company to increase the motivation of FEC employees this policy is considered successful because this is what causes the motivation of FEC employees to be high. The fact that the field of motivation does not necessarily increase the organizational commitment of employees to stay in the company. It is also influenced by the age factor of respondents dominated by 20-25 years old by 55.6%, namely millennials who still tend to be unstable, get bored quickly and quickly move from one company to another tend not to feel at home and want to try a new atmosphere.
The Effect of Organizational Commitment on Turnover Intention

Based on the results of the hypothesis test 5 accepted, namely organizational commitment directly affects turnover intention. It can also be interpreted that organizational commitment has a significant and negative effect on turnover intention. The higher the organizational commitment, the lower the turnover rate and vice versa. This is in line with previous research conducted by Perryer et al. (2010), Serhan et al. (2022), Labrague et al. (2018), and Kmiecik (2022), stating that organizational commitment also has a significant negative effect on turnover intention.

The results of the respondent’s answer description described an organizational commitment of 3.80. The figure is in the neutral or disagree category, so it can be concluded that the organizational commitments of FEC employees are not good. This explains that the majority of respondents in this study answered disagreements, which illustrates that employee perceptions related to organizational commitments in the organization have not worked well. The facts of the field indicate the statement on item Z1.3.5 that is on the normative commitment indicator indicates the lowest value. The majority of respondents of 44.4% or 48 people answered neutrally to the statement "If I get an offer to work elsewhere, the researchers feel that it is not good to leave the company". The value indicates that normative commitment indicators affect the organizational commitment of employees. The company needs to increase the organizational commitment of its FEC employees so that the employee's desire to move will not occur. Based on the results of the analysis, it was concluded that the organizational commitment of FEC employees is not good, there needs to be an increase by the company from the things that trigger the emergence of employee organizational commitment, be it from affective commitment, continuous commitment, and normative commitment.

Based on the description of respondents' characteristics, FEC Ruangguru Sumapapua I at the dominant age level, namely the age of 20-25 years, was 55.6% where at that age it was classified as millennials who were young and still wanted to explore their abilities, looking for new experiences, including looking for companies that could facilitate their dominant characteristics to develop. Hence, they tend not to feel at home to stay in one company. When millennial employees feel like they are not getting what facilities they want they tend to want to go out and find another job that's better. Organizational rules that are contrary to the habits of employees who are mostly millennials must be rethought by the company considering that employee turnover intentions have a detrimental effect on the company. Companies must realize that inevitably they have to adjust to the character of millennials because the majority of FEC employees are millennials.

The Effect of Work Stress on Turnover Intention Through Organizational Commitment

Based on the results of this study, the results empirically obtained that the organizational commitment variable was not able to mediate between the influence of work stress on employee turnover intention in Ruangguru Sumapapua I. Hypothesis test results 6 were rejected. This means that the relationship between work stress and turnover intention through organizational commitment is not significant. In this study, the direct relationship between work stress and turnover intention was greater than the indirect relationship through organizational commitment. Turnover intention in employees is influenced by work stress variables not with oral organizational commitment as a link between work stress and turnover intention, when the
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employee's stress level is high enough to represent the employee to leave the company. Therefore, organizational commitment is not able to mediate the relationship between work stress and turnover intention.

This is not in line with previous research conducted by Hakim et al. (2018) shows that organizational commitment can mediate the influence between work stress and turnover intention. The research by Nasution et al. (2017) show that organizational commitment can mediate the influence between work stress and turnover intention. Based on this research, it can be concluded that the relationship between work stress and turnover intention can be mediated by the commitment of the organization.

The Effect of Work Motivation on Turnover Intention Through Organizational Commitment

Based on the results of this study, empirically the organizational commitment variable was able to mediate between the influence of work motivation on employee turnover intention in RuangGuru Sumapapua I. Hypothesis test results 7 were accepted. This means that the relationship between work motivation and turnover intention through organizational commitment is significant. In this study, the direct relationship between motivation and turnover intention was not greater than the indirect relationship through organizational commitment. Turnover intention in employees is influenced by work motivation variables with organizational commitment as a link between work motivation and turnover intention. Therefore, organizational commitment is able to mediate the relationship between work motivation and turnover intention.

This is in line with previous research conducted by Astiti and Surya (2020) that shows that organizational commitment can mediate negatively and significantly the relationship between work motivation and turnover intention. Likewise with Maryam et al.’s (2020) research that shows that organizational commitment can fully mediate between work motivation and turnover intention. So based on this research, it can be concluded that the relationship between work motivation and turnover intention can be mediated by the commitment of on all organizations.

CONCLUSION

Work stress tends to increase turnover intention. It shows that the higher the employee's work stress, the more likely it is to increase turnover intention. Work motivation tends to lower turnover intentions. It shows that the better the work motivation given to employees, the more likely it is to reduce employee turnover intentions.

Work motivation tends to increase organizational commitment. It shows that the better the work motivation, the more likely it is to increase organizational commitment. Work stress tends to lower organizational commitments. It shows that the higher the work stress, the more likely it is to reduce organizational commitment.

Organizational commitment tends to lower turnover intentions. It shows that the higher the organizational commitment, the more likely it is to reduce turnover intention. Organizational commitments have not succeeded in providing a role in the relationship of work stress to turnover intention. It shows that organizational commitment is not able to mediate the effect of work stress on turnover intention. Organizational commitment successfully provides a role in
the relationship of work motivation to turnover intention. It shows that organizational commitment is able to mediate the influence of work motivation on turnover intention.

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