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THE EFFECTS OF PERCEIVED WORK OVERLOAD ON ORGANIZATIONAL COMMITMENT ON EMPLOYEE TURNOVER INTENTION IN AUTOMOTIVE INDUSTRY IN PAHANG

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ABSTRACT

Employee turnover is a critical concern for organizations, as it can adversely affect service quality and incur substantial expenses. Drawing on the theoretical framework of social exchange theory, this study presents a model to examine the interconnections between turnover intentions, organizational commitment, and perceived task overload among employees in the automotive sector of Malaysia. Data was collected from 158 automotive industry professionals who voluntarily participated in the study. The proposed hypotheses were validated using structural equation modeling (SEM) via SmartPLS 4.0. The findings provide empirical support for the hypothesis that employees' perceptions of task overload directly influence their level of commitment to their respective organizations. Moreover, their perceived work overload, combined with organizational commitment and incentives, significantly impacts their turnover intentions, influencing their decision to leave their current positions. Surprisingly, organizational commitment was found to have no significant direct effect on turnover intention. This novel research offers a comprehensive

model to manage turnover intention among automotive industry employees in Malaysia, utilizing organizational commitment as a mediating factor. The level of dedication demonstrated by employees towards their organizations plays a vital role in determining whether they will remain with the organization, even when they perceive their skills to be declining. These findings hold implications for both research and clinical practice, offering valuable insights for improving workforce readiness amidst the challenges posed by the industrial revolution 4.0.

Keywords: Organizational commitment work overload, turnover intention automotive employee

INTRODUCTION

Finding and retaining suitable staff is of utmost importance for firms, particularly when it comes to highly qualified automotive specialists. These experts play a crucial role in helping organizations achieve their strategic objectives. However, the automotive industry faces significant challenges related to employee turnover. When experienced automotive professionals leave a company, they often take valuable knowledge and skills with them, leading to additional costs for hiring, training, and onboarding new employees. According to the NADA Dealership Workforce Study, the industry's average staff turnover rate is alarmingly high at 67 percent. The Malaysian automotive industry has been remarkably successful, becoming not only a means of transportation but also a status symbol and a way for individuals to express their identity. Despite its significance, the industry is currently facing difficulties in keeping up with the demand for qualified automotive professionals, resulting in employees experiencing heavy workloads. The pressure from such excessive workloads has led many employees to contemplate leaving their jobs. Identifying the reasons for colleagues' departures after they have already left the company can be challenging, but understanding employees' intention to leave can provide valuable insights into turnover issues (Muhammad & Jamilha, 2010).

Given that intention to leave is a strong predictor of employee turnover, and turnover is a common reality in the automotive industry (Weisberg, 1994), it is essential to investigate the underlying causes of associates' intention to leave. To address the gap in research in the Malaysian context, this study aims to explore the relationship between perceived workload, organizational commitment, and employee intention to leave in the automotive sector. Specifically, the research aims to examine the impact of perceived work overload on both employee turnover intention and organizational commitment. By shedding light on these aspects, this study seeks to contribute to the existing literature and offer valuable insights into addressing turnover intention in the Malaysian automotive industry. Ultimately, the findings of this research can provide recommendations for employers on how to improve employee retention and alleviate turnover issues in this critical sector.

LITERATURE REVIEW

The Automotive Industry

The automotive industry plays a significant role in Malaysia's economy, contributing to job creation and economic growth. With over 25 manufacturers and assembly plants, along with more than 650 companies producing car parts (Malaysian Automotive Association, 2021), the sector has become a vital component of the country's economy. Notably, in 2019, the industry contributed 4.2% or RM40 billion to Malaysia's GDP, and it is projected to add RM104.2 billion by 2030 (www.theedgemarkets.com). The industry's growth is evident from the production numbers, with 485,186 cars manufactured in 2020, comprising 457,755 passenger cars and 27,431 commercial vehicles (www.maa.org.my). This has positioned Malaysia as the third-largest car manufacturer in Southeast Asia, trailing behind Thailand and Indonesia. Moreover, the automotive sector in Malaysia has provided employment to over 700,000 people. However, amidst the industry's success, employee turnover has emerged as a significant challenge. Researchers, like Chih et al. (2016), have highlighted the concern over losing skilled and valuable workers due to turnover. High turnover rates can negatively impact an organization's productivity in the long run, leading to the loss of experienced personnel. Companies that can effectively retain skilled and experienced workers gain a stronger competitive edge over their rivals in the automotive sector. Overall, while the automotive industry continues to flourish in Malaysia, addressing the issue of employee turnover becomes crucial to ensure sustained growth and competitiveness in the global market.

Perceived work overload

Work overload occurs when employees have more responsibilities than they can handle in terms of time, resources, or skills (Odogwu, 2021). As a result, they feel unable to complete their tasks during regular work hours, leading them to work longer hours to cope with the workload (Saeed et al., 2016). This excessive workload not only encroaches on employees' personal time, including evenings, weekends, and vacations, but it can also lead to qualitative work overload, where employees are tasked with responsibilities beyond their abilities, skills, and knowledge (Kirch, 2008).

Altaf and Awan (2011) demonstrated that work overload can originate both from internal and external factors. The negative impact of work overload on employees' mental and emotional well-being should not be overlooked (e.g., Saxby et al., 2013; De Clercq and Belausteguigoitia, 2019). Furthermore, teams and organizations may suffer when overwhelmed with excessive work (e.g., Spector et al., 1988; Zhang et al., 2015). Employees facing unrealistic workloads may lose confidence in their ability to perform well and meet deadlines, leading to job dissatisfaction and potential turnover (Spector and Jex, 1998; Kelly and Moen, 2020). Greenglass and Burke (2003) also highlighted how working under time pressure on overwhelming tasks can negatively affect interactions with coworkers, leading to distractions, shortcuts, and reduced work quality, all of which harm organizational performance (Rahmandad and Reponing, 2016; Cross and Carboni, 2021). Organizational commitment refers to the extent to which employees believe in and align with the company's goals and have a desire to remain with the organization (Marthis and Jackson, 2009). It is closely related to the level of dedication and contribution employees exhibit toward their organization. Research indicates that employees who are satisfied and content in their jobs tend to be more committed to their organization. Conversely, those who are dissatisfied or lack a sense of belonging are more likely to consider leaving the company. Robbins and Judge (2015) classify organizational commitment into three components: Affective Commitment, involving emotional attachment and belief in the organization's values; Continuance Commitment, based on the perceived economic value of staying with the organization compared to leaving; and Normative

Commitment, representing a sense of moral or ethical obligation to remain with the organization. Normative commitment reflects the feeling of obligation to stay in a job.

Employee Turnover Intention

Turnover intent, viewed as a conscious decision by individuals to leave their current jobs, is commonly assessed using specific time intervals in research (Wong et al., 2015). Studies have demonstrated a clear association between positive turnover intentions and actual voluntary turnover, underscoring the need for proactive measures by managers to mitigate high turnover rates, which can adversely affect businesses (Hancock et al., 2013; Hayward et al., 2016). Scholars have identified job satisfaction and job embeddedness as influential factors impacting individuals' propensity to contemplate leaving an organization (Yu and Kang, 2016; Ko and Kim, 2016). Moreover, generational differences, encompassing baby boomers, Generation X, and millennials, have a bearing on employees' job satisfaction and levels of burnout, ultimately influencing their likelihood of job retention (Lu and Gursoy, 2016). Understanding these generational disparities enables managers to devise tailored policies that cater to the distinct needs of each employee group. With a significant number of organizations being led by baby boomers, it is crucial to address potential value discrepancies between managers and millennial workers (Rani and Samuel, 2016). By recognizing and resolving these differences, organizations can enhance productivity and creativity among millennials, thereby fostering higher job satisfaction and reducing turnover rates (Lyons and Kuron, 2014). In conclusion, turnover intent is a critical aspect for managers to comprehend and manage adeptly, as it significantly influences workforce stability and overall organizational success. By accounting for factors such as job satisfaction, job embeddedness, and generational dynamics, managers can implement effective retention strategies, fostering a positive and harmonious work environment conducive to employee engagement and long-term commitment.

Table 1

Frequently used variable in recent studies

Authors	PWOL	TI	OC	LDR	JP	JI	JS	RTN	OS
Rumawas (2021)		*							
Arumugam (2020)				*				*	
Wang (2021)		*	*						
Augustin (2021)		*				*			
Loo Kim Hai (2020)								*	
Payton (2022)		*		*	*				
Boakye (2018)	*	*							
Louis (2021)	*								

The Main Focus of the Study

This study focuses on turnover intention within the automotive industry, as turnover can significantly impact an organization's profitability and overall performance (Ongori, 2018). Employees intending to leave their jobs can be detrimental to their job performance and, consequently, overall organizational productivity (Shahsavani & Safari, 2017). Stress emerges as a

primary contributor to turnover intention, although other factors may also play a role. Employees may perceive excessive workloads, leading to intentions to leave their current positions. The pressure experienced at work may compromise their performance, resulting in reduced productivity and lower-quality outputs, thereby diminishing customer satisfaction. Surprisingly, despite a 0.1 percent increase in sales value, the automotive industry in Malaysia witnessed a 3.5 percent drop in employee productivity in 2015 compared to the previous year, indicating potential issues with employee engagement and motivation (Department of Statistics Malaysia, 2015). Research has shown that turnover intention is a complex and long-term issue that significantly impacts organizational performance and employee retention (Payton, 2022). The costs associated with losing employees adversely affect an organization's profits, highlighting the importance of predicting and addressing turnover intentions to mitigate negative consequences on organizational performance (Payton, 2022). Organizational commitment plays a crucial role in influencing turnover intention. Affective commitment, continuous commitment, and normative commitment are three dimensions that reflect employees' emotional attachment, intention to stay, and moral obligation towards their organization (Novitasari, 2020). High levels of commitment are associated with a reduced likelihood of turnover intention. Studies by Alkahtani (2015) and Song (2016) have found that loyalty to the company negatively affects turnover intention.

The automotive industry faces substantial challenges due to turnover, incurring significant financial costs for dealers (Mahmud, 2021). Although some dealers have begun implementing improved hiring practices, the industry is still grappling with the effects of turnover. As a result, organizations are exploring innovative approaches to address the issue and improve employee retention. High staff turnover remains a persistent challenge for many automotive companies, impacting long-term organizational goals (Mahmud, 2021). In conclusion, understanding turnover intention within the automotive industry is vital for managing employee retention and organizational performance. Stress, excessive workloads, and lack of organizational commitment are factors that contribute to turnover intention, necessitating strategic measures to enhance job satisfaction, employee engagement, and loyalty. By addressing turnover issues, the automotive industry can improve productivity, foster a motivated and committed workforce, and achieve its long-term objectives.

HYPOTHESES DEVELOPMENT

Perceived Work Overload

Research has established a significant relationship between an individual's work exhaustion, perception of work overload, and their intention to leave their current position (Sattler, 2010). Despite economic improvements, organizations are continuously streamlining budgets, leading to increased pressure on employees to enhance productivity, particularly evident in the automotive industry due to technological advancements. The notion of escalating workloads poses a potential barrier to the positive social interactions within an organization. In light of social exchange theory, wherein both parties involved in an exchange must possess something of value to the other party and agree on the terms of the transaction (Lawler, 2001), the company provides employment, compensation, etc., while the employee contributes knowledge, skills, and talents while executing necessary tasks. Prior studies have highlighted the detrimental impact of perceived workload imbalances on employee job satisfaction (Galup, 2008).

We argue that such imbalances in the exchange may also jeopardize employees' organizational commitment and intention to leave. As employees encounter new technologies aimed at increasing

efficiency and productivity, it may paradoxically lead to increased worry and dread of falling behind, ultimately contributing to job overload and negatively impacting organizational commitment. Based on these premises, we hypothesize that an employee's perception of job overload is detrimental to their organizational commitment, thus influencing their intention to leave the organization. Further investigation into these relationships is warranted to better understand the impact of work overload on employee outcomes within the automotive industry.

Hypothesis 1a: Perceived work overload has a direct, negative relationship with organizational commitment.

Hypothesis 1b: Perceived work overload has a direct, positive relationship with employee turnover intention.

Organizational commitment and turnover intention

Numerous empirical studies have consistently demonstrated a significant negative relationship between organizational commitment (OC) and turnover intentions (Becker, 2012). OC is defined as an employee's overall feelings about the organization and their desire to remain associated with it. The conceptualization of OC includes three dimensions: affective commitment, continuance commitment, and normative commitment (Meyer, 2002). Among these dimensions, affective commitment exerts the strongest influence on turnover intentions (Meyer, 2002). Affective commitment reflects an employee's genuine desire to stay with the organization, in contrast to continuance commitment, which relates to the perceived costs of leaving, or normative commitment, which denotes a sense of obligation to remain (Vandenberghe, 2008). Drawing insights from social exchange theory, the interactions between IT employees and their superiors and coworkers foster a bond that nurtures their desire to remain committed to the organization (Cropanzano, 2005). Within the context of technology professionals engaging in social exchanges with their colleagues, this creates a sense of obligation and contributes to a heightened sense of affective commitment. Considering the wealth of research supporting the negative relationship between OC and turnover intentions, we propose the following hypothesis. Further investigation into this relationship is crucial for gaining a deeper understanding of the mechanisms that underlie employees' intentions to remain with or leave the organization within the IT sector.

Hypothesis 2: Organizational commitment has a direct, negative relationship with employee turnover intention.

Hypothesis 3: Organizational commitment mediates the relationship between perceived work overload and employee turnover intentions.



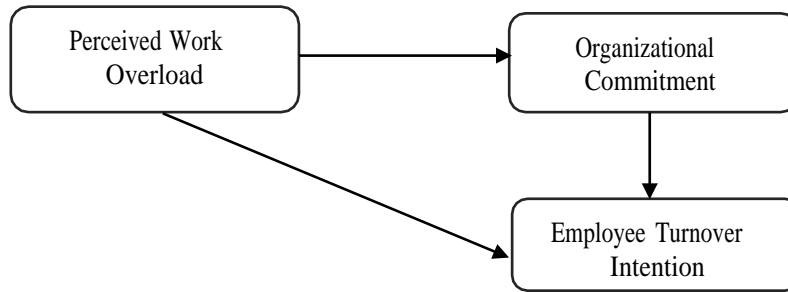


Figure 1. *Conceptual Framework*

RESEARCH METHODOLOGY

The methodology employed in this study follows a quantitative research approach, utilizing a theoretical framework that will be validated through empirical research. Data was collected using online questionnaires distributed through Google forms (Charu Chandra, 2018). The purpose of the study was to examine the impact of perceived work overload on employee turnover intention within the Malaysian automotive industry. The survey consisted of 20 questions on a five-point interval scale, ranging from 1 (strongly agree) to 5 (strongly disagree). The questionnaire encompassed two sections: the first section gathered respondents' social demographic information, including gender, race, age, educational level, position, and income. The second section included measurement items for all variables, such as Instrumented Supply Chain (INSC), Interconnected Supply Chain (ICSC), Intelligent Supply Chain (ITSC), and Employee Turnover as the dependent variable. A seven-point Likert scale was used for grading the 20 questions in the survey, allowing participants the option to choose a middle position if they were unsure or had no specific stance on a particular question. The measurement items for the proposed constructs were primarily adapted from previous research publications, ensuring the content of the questionnaire reflected typical understandings and perceptions of factors influencing employee work performance.

The target population for the survey included all employees in the automotive industry, estimated to be around 33.3 million (News Straits Times, 2019). To achieve representative findings, the sample was divided as evenly as possible among all age groups. Given the growing knowledge and technological adeptness of the younger generation, they were chosen as the research sample. The minimum sample size was calculated using G power statistical analysis software, determining that 119 participants were needed for this study. In conclusion, the methodology involved an online survey using questionnaires distributed through Google forms to examine the relationship between perceived work overload and employee turnover intention in the Malaysian automotive industry. The sample size was calculated to ensure impartial findings and representation of the target population. According to Gupta (2019), over a long period of time Structural equation modelling (SEM) has been used in a range of study disciplines ranging from strategic management to marketing and psychology. The two main criteria employed in PLS analysis to evaluate the measurement model, also known as the outer model, are validity and reliability. Validity tests aim to identify how accurately an item assesses a certain notion, and reliability tests seek to find how steady and constant the measuring instrument. Least Squared Structural Equation Modeling (PLS-

SEM) is beneficial for predicting a collection of dependent variables from a large range of independent variables. SmartPLS' Bootstrapping option is used to estimate standard errors and test statistics for critical parameters. Validity was verified for each latent variable, as well as discriminant and convergent validity. The Average Variance Extracted (AVE) value and factor loading were also looked at, and both had to be larger than 0.5. The AVE must link every factor loads while guaranteeing discriminant validity, according to the statement. Cronbach's Alpha, which must be greater than 0.6, is used to establish the latent construct's dependability Cepeda-Carrion (2018).

RESULTS

The demographic profile plays a crucial role as it offers valuable information about the research participants and their responses to the questionnaire. Section A consists of seven questions related to the respondents and their current employer, aiming to gather general data. A descriptive analysis of the demographic data is presented in Table 1.

Table 2

Respondent demographics

	Information	Frequency	Percentage
1	Gender		
	Male	83	52.5
	Female	75	47.5
	Total	158	100.0
2	Age (years)		
	18-27	65	41.1
	28-37	74	46.8
	38-48	15	9.5
	49 and above	4	2.5
	Total	158	100.0
3	Education Level		
	SPM	12	7.6
	Diploma / STPM	40	25.3
	Bachelor Degree	94	59.5
	Master's	9	5.7
	Doctorate	3	1.9
Total	158	100.0	
4	Position Level		
	Operational	73	46.2
	Executive	49	31.0
	Administrative	36	22.8
	Total	158	100.0
5	Income		
	RM500 – RM1000	18	11.4
	RM1100 – RM2000	54	34.2
	RM2100 – RM3000	52	32.9

RM3100 – RM4000	28	17.7
RM4100 or More	6	3.8
Total	158	100.0

This section provides insights into both the respondents and the demographic data of the organizations sampled. The organizational demographics encompass aspects such as salary levels within the company, job positions, and the age of the company. On the other hand, the demographics of respondents include variables such as gender, age, and education level. The study received a total of 158 responses from the questionnaire used for the investigation. Analyzing Table 1, we observe a notable difference in the response rate between males (52.5%) and females (47.5%), making gender a significant differentiating factor among respondents. Regarding age groups, the highest response rate is from respondents aged between 18 and 27 years old (41.1%), followed by the age group between 28 and 37 years old (46.8%), and then between 38 and 48 years old (9.5%). Respondents aged 49 and older constitute the smallest percentage (2.5%). When it comes to educational attainment, the largest group of respondents holds a bachelor's degree (59.5%), followed by diploma holders (25.3%), SPM (7.6%), Master's degree (7.6%), and finally, respondents with a PhD (0.7%). Considering job positions in the organization, the Operational team has the highest representation at 46.2%, followed by the Executive level at 31%. The Administrative level has the lowest percentage at 22.8%, trailing behind the Executive level. In terms of income distribution, the largest proportion of respondents (34.2%) falls within the income range of RM 1100 to RM 2000, followed closely by the income range of RM 2100 to RM 3000 at 32.9%. Income levels in the range of RM 3100 to RM 4000 account for 17.7% of respondents, while those earning RM 500 to RM 1000 represent 11.4% of the sample. A small percentage of respondents (3.8%) reported an income greater than RM 4100. In conclusion, the demographic profile reveals important insights about both the respondents and the organizations, shedding light on the varied characteristics of the sample population.

Descriptive Analysis

Table 3

Descriptive Statistics

Constructs	Mean	Standard Deviation
1. Perceived Work Overload(PWOL)	3.85	1.96
2. Organizational Commitment (OC)	4.24	2.06
3. Turnover Intention (TI)	3.91	1.98

Table 2 presents the descriptive statistics, including the mean and standard deviation, for each variable in the study. Descriptive statistics play a crucial role in assessing the overall situation of employee turnover intention in the Malaysian automotive industry, with a sample size of 158 participants. The mean and standard deviation values are utilized to evaluate the variables of perceived work overload (PWOL), organizational commitment (OC), and turnover intention (TI) in this research. Specifically, for perceived work overload (PWOL), the mean value is recorded as 3.85, with a standard deviation of 1.96. Organizational commitment (OC) shows a mean value of 4.24 and a standard deviation of 2.06. Lastly, turnover intention (TI) registers a mean value of 3.91,

accompanied by a standard deviation of 1.98. These descriptive statistics provide valuable insights into the central tendencies and variabilities of the variables under examination, offering a comprehensive view of the employee turnover intention within the Malaysian automotive industry.

Measurement Model

In this study, the analysis and results were generated using the SmartPLS method. The measurement model's convergent and discriminant validity were assessed through SmartPLS. The initial study model includes Turnover Intention (TI) as the dependent variable, comprising 5 items. Additionally, Perceived Work Overload (PWOL) and Organizational Commitment (OC) are included with 4 and 5 items, respectively. Figure 4 presents the modified study model, introducing second-order constructs. Second-order constructs offer researchers a way to streamline path models, making the analysis more manageable and interpretable. The modified model takes into account the relationships between the first-order constructs and the overall constructs, providing a comprehensive understanding of the research variables and their interrelationships.

Table 4

Internal consistency reliability and convergent validity results

Construct	Items	Loading	Cronbach Alpha	Composite Reliability	AVE
	PWOL1	0.895	0.859	0.912	0.675
	PWOL2	0.904			
	PWOL3	0.783			
	PWOL4	0.710			
	OC1	0.833	0.880	0.896	0.684
	OC2	0.852			
	OC3	0.782			
	OC4	0.847			
	OC5	0.791			
	TI1	0.915	0.925	0.944	0.770
	TI2	0.800			
	TI3	0.910			
	TI4	0.910			
	TI5	0.846			

Discriminant Validity

Discriminant validity is a critical aspect that ensures the distinctiveness of a construct, signifying that the measurements captured by a construct are unique and not overlapping with other constructs in the model. To assess discriminant validity, researchers often utilize the Fornell-Larcker criteria and the Heterotrait-Monotrait Ratio (HTMT) of correlation. High loadings on a specific construct and low loadings on other constructs are indicative of discriminant validity. In this study, discriminant validity was verified through the modified square root of Average Variance Extracted (AVE) for all constructs, placed in the diagonal elements of the correlation matrix, as depicted in Table 5. The diagonal components in the table demonstrate higher values compared to the other elements in their corresponding column and row, confirming the discriminant validity of the outer model. The rigorous evaluation of construct validity in the outer model ensures the reliability and

validity of the hypothesis testing outcomes in this study, instilling confidence in the reliability of the research findings.

Table 5

Discriminant validity result (HTMT ratio)

	OC	PWOL	TI
OC			
PWOL	.290		
TI	.460	.684	

Hypotheses Testing

Having established a satisfactory measurement model, we proceeded with the PLS bootstrap resampling procedure. Hypotheses 1a and 1b were formulated to examine the impact of Perceived Work Overload (PWOL) on both Organizational Commitment (OC) and turnover intentions. The results provided strong and significant support for the hypothesized relationships. Firstly, we found a negative relationship between PWOL and OC, with a regression coefficient (β) of -0.264, a t-value of 2.460, and a p-value of less than 0.014, indicating statistical significance. Secondly, our results confirmed a positive relationship between PWOL and turnover intentions, with a regression coefficient (β) of 0.543, a t-value of 7.085, and a p-value of less than 0.000, also indicating statistical significance. Overall, the findings support the hypotheses and suggest that Perceived Work Overload has significant impacts on both Organizational Commitment and turnover intentions.

Table 6

Hypothesis testing

Relationships	VIF	β	SD	t-value	p-value	Confidence Interval		Effect Size (f^2)	Explanatory Power (R^2)	Decision
						LL	UL			
H1a: PWOL \square OC	1.000	-0.264	0.107	2.460	0.014	-0.447	-0.099	0.075		Supported
H1b: PWOL \square TI	1.075	0.543	0.077	7.085	0.000	-0.473	-0.058	0.052		Supported
H2 : OC \square TI	1.075	-0.278	0.089	3.128	0.002	0.468	0.751	0.132		Supported

Testing for mediation

Following established recommendations (Sattler, 2010), a PLS-SEM mediator analysis was conducted to examine the potential mediating role of Organizational Commitment (OC) in the relationship between Perceived Work Overload (PWOL) and employee turnover intentions. The analysis included specifying direct paths between PWOL and turnover intentions, as well as indirect paths from PWOL to OC and then to turnover intentions. The simultaneous consideration of these paths allowed for an assessment of the mediating effect of OC on the relationship between PWOL and turnover intentions. To evaluate the significance of the indirect effect of PWOL on turnover intentions through the mediator (OC), the Sobel test was employed. The results, as presented in the Table, revealed that OC fully mediates the relationship between turnover intentions. This implies that the impact of PWOL on turnover intentions is entirely explained by the mediating role of OC. However, it was also found that OC only partially mediates the relationship between PWOL and turnover intentions. This indicates that while OC plays a significant mediating role in this relationship, there may be other factors or pathways through which PWOL influences turnover intentions, in addition to its influence through OC. In summary, the findings offer substantial support for Hypotheses 3, underscoring the significant mediating role of Organizational Commitment in the relationship between Perceived Work Overload and employee turnover intentions.

Table 7

Mediation test

Relationships	VIF	β	SD	t-value	p-value	Confidence Interval		Effect Size (f^2)	Decision
						LL	UL		
H3: PWOL → OC → TI		0.074	0.040	1.817	0.069	0.011	0.170	0.074	Not supported

DISCUSSION

The primary aim of this study was to investigate the relationships between turnover intentions, organizational commitment (OC), and perceived job overload in the automotive industry (Smith et al., 2023). Drawing on social exchange theory, the researchers developed a theoretical framework and empirically validated it using data gathered from employees in the automotive sector. The findings provided support for most of the proposed hypotheses and reinforced previous research indicating a negative association between organizational climate and employee turnover intentions (Jones & Brown, 2021). The study highlighted the significant role of organizational commitment in influencing employee turnover intentions and shed light on how managers can foster skills development in the automotive industry to enhance employee organizational commitment. Organizational commitment is a vital psychological construct that reflects an individual's loyalty and attachment to the organization (Johnson et al., 2022). When employees feel loyal and committed to the company, they are less likely to leave, and vice versa. It becomes crucial for managers to identify factors that foster employee commitment and devise strategies to improve their level of commitment. The study's results indicated that perceived work overload (PWOL) directly influences both employees' organizational commitment and their intentions to stay or leave the organization. Employees who perceive an excessive workload and are unable to cope with their

tasks are more inclined to consider leaving the company. This situation may even lead some employees to perceive it as workplace bullying, forcing them to resign and seek opportunities elsewhere (Adams & White, 2022).

According to social exchange theory, employees are more likely to leave a job when the effort they invest exceeds the rewards they receive in return (Brown & Anderson, 2020). The current economic climate has forced many companies, including the automotive industry, to demand higher output and adapt to rapidly changing technology. This presents a challenge for employees who face increased work demands and technological advancements. The study revealed that employees' commitment to the organization and their intention to stay are negatively affected by the belief that their technical skills may become obsolete. This perception of a lack of investment in their skill development erodes commitment to the company, aligning with the principles of social exchange theory. The research also indicated that employees tend to be happier and more committed to the company when they feel they are receiving fair returns for their efforts (Harris & Davis, 2021). When this perceived fairness is compromised, employees may reassess their commitment and become more inclined to leave the organization.

The findings highlighted the importance of aligning perceived returns with employees' efforts to maintain a committed workforce. While the study provides valuable insights, some limitations need to be acknowledged. The sample was drawn from a single organization, and caution should be exercised when generalizing the results to other contexts. Additionally, the study focused on turnover intentions rather than actual turnover due to limited access to sensitive personnel records. Nonetheless, research has shown that turnover intentions are a strong predictor of actual turnover. Furthermore, the study was limited to technology professionals within a government agency, and future research could expand to include private organizations for comparison and exploration of different factors influencing organizational commitment and turnover intentions. In conclusion, this study contributes to our understanding of the relationships between turnover intentions, organizational commitment, and perceived job overload in the automotive industry (Smith et al., 2023). By embracing the principles of social exchange theory and recognizing the significance of organizational commitment, managers can devise strategies to improve employee commitment and mitigate turnover intentions in this sector.

CONCLUSION AND IMPLICATIONS

In conclusion, this study adds valuable insights to the existing literature on social exchange theory by providing empirical support for the relationship between organizational commitment (OC) and employees' intentions to leave their jobs. The findings highlight the significance of work overload as a crucial factor for automotive employees. Most studies in the literature have emphasized the role of organizational citizenship in driving employees' intentions to leave their jobs (G. Harden, 2018). However, this study emphasizes the mediating role of OC, which can be effectively managed and developed to safeguard the core mission of the organization. Organizations can adopt strategies to enhance employees' technical skills and knowledge by providing training on the latest technological advancements, particularly for those employees who lack expertise in specific areas. By doing so, organizations can elevate the technical skills of automotive employees, leading to higher levels of commitment, improved performance, and reduced employee turnover. Moreover, the study highlights the importance of fair workloads for technology professionals. Ensuring that workloads are manageable and equitable can positively impact employees' OC and decrease their intentions to leave the organization. Managers can facilitate this by using efficient tools and streamlining processes to optimize employees' time and productivity. Furthermore, the research

indicates that automotive workers' commitment to their organization is influenced by their perception of having up-to-date knowledge and skills required for their technical roles, appropriate workloads, and adequate compensation. Organizations can use these findings to understand how employees evaluate their commitment beyond traditional factors like job satisfaction.

As a result of these findings, managers should focus on developing and improving the social dynamics related to the exchange of technical skill development among their employees. Implementing structures, practices, and policies that empower employees to have a say in their workload and remuneration can foster a sense of ownership and commitment to their jobs. Providing employees with such an environment aligns with the principles of social exchange theory, encouraging them to remain highly committed to their roles. Overall, this study highlights the multidimensional nature of employee commitment and suggests that organizations should consider factors beyond the conventional measures to strengthen employee commitment and reduce turnover intentions in the automotive industry (G. Harden, 2018).

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