

The Mediating Role of Organizational Commitment in The Effect of Job Stress on Intention to Quit

Örgütsel Stresin İşten Ayrılma Niyeti Üzerine Etkisinde Örgütsel Bağlılığın Aracı Rolü

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Özet

Çalışanların, yaptıkları işin sorumluluklarından dolayı stres yaşadıkları bilinmektedir. Stres, çalışanları sadece fiziksel olarak değil psikolojik olarak da olumsuz etkilemektedir. Örgütsel stresin çalışanların performansı üzerinde ciddi etkileri bulunmaktadır. Bu etkilerin başında çalışanların örgütlerine bağlılıklarının azalması ve işten ayrılma niyetlerinin artması gelmektedir. Bu sebeple çalışanların örgütlerine bağlılıklarının artması onların işten ayrılma niyetlerinin azalmasını sağlayacaktır. Bu araştırmada, örgütsel bağlılığın, örgütsel stres ile işten ayrılma niyeti arasındaki ilişkide aracılık etkisinin olup olmadığı incelenmiştir. Aracılık etkisinin incelenmesinde Bootstrap metodu kullanılmıştır. Araştırma 212 akademik personelle yapılmıştır. Analiz sonucunda duygusal bağlılığın, örgütsel stres ile işten ayrılma niyeti arasındaki ilişkiye aracılık ettiği sonucu bulunmuştur. Araştırmada elde edilen bir diğer bulgu ise örgütsel bağlılığı artan çalışanların işten ayrılma niyetlerinin azalmasıdır. Araştırmanın sonuçları literatürdeki benzer çalışmaların sonuçları ile karşılaştırılarak tartışılmıştır.

Anahtar Sözcükler: Örgütsel Stres, Örgütsel Bağlılık, İşten Ayrılma Niyeti, Akademik Personel

Abstract

It is known that employees experience stress due to the responsibilities of their work. Stress negatively affects employees not only physically but also psychologically. Organizational stress has serious effects on employee performance. The most important of these effects are the decrease in employees' commitment to their organizations and the increase in their intention to quit. For this reason, increasing employees' commitment to their organizations will reduce their intention to quit. In this study, it was examined whether organizational commitment has a mediating effect on the relationship between organizational stress and intention to leave. Bootstrap method was used to analyze the mediating effect. The research was conducted with 212 academic staff. It was found that affective commitment mediated the relationship between organizational stress and the intention to quit. Another finding of this study is that the increase in employees' organizational commitment reduces their intention to quit. The results of the research were discussed by comparing them with the results of similar studies in the literature.

Keywords: Organizational Stress, Organizational Commitment, Intention to Quit, Academic Personal

Acknowledgments

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1. Introduction

Today, we see that the people around us, especially the employees, are under stress due to the responsibilities of their jobs. Stress not only affects the employees psychologically but also reduces their efficiency in their work, harms their commitment to the organization, and, as a result, causes a series of negative decisions that lead to the employees leaving the job. Stress can be caused not only by people's jobs but also by the many social relationships they have. One of the concepts that has been heard frequently in organizations lately is the issue of stress. Many articles and theses have been written on its cause and consequences, and it has been a topic that researchers often discuss. It was mostly found in studies that organizational stress affects organizational commitment and the intention to quit. In this study, the effect of organizational stress on intention to quit and whether organizational commitment plays a mediating role in this effect were examined.

In the study conducted with 81 psychiatrists, it was concluded that organizational stress reduces the organizational commitment of employees (Lin, Zhu, Wang, & Wang, 2021). In his research with 349 employees working in the service sector, Kaur (2020) concluded that the employees who were exposed to stress found their work meaningless and did not feel a sense of responsibility and commitment towards their work. As a result, it was found that both job satisfaction and emotional commitment among the employees decreased. In his research with 156 employees at KUO (2012), he looked at the relationship between work stress and affective commitment. As a result of the research, a significant and negative relationship was found between work stress and affective commitment. As can be seen from the studies, stress reduces organizational commitment and increases the intention to quit. In this study, it was examined whether stress has an impact on the intention to quit. Despite organizational stress, whether the intentions of the employees with high organizational commitment have decreased or not. In the literature, the effect of organizational stress on quitting or the effect of organizational stress on organizational commitment has been investigated in many studies. However, in this study, it is thought that organizational commitment will contribute to the literature in terms of examining whether organizational stress changes the impact on the intention to quit.

2. Organizational Stress

Stress is a set of non-specific responses of the human body to external demands (Selye, 1977). According to another definition, stress is the sum of relationships that exceed the endurance of individuals and threaten them (Lazarus, 1985). The amount of stress that individuals are exposed to varies from person to person, depending on their perception of stress (Palmer & Cooper, 2013).

Stress arises as a result of many personal and environmental factors (Florea, 2016:26). If employees, who are exposed to personal and environmental factors that cause stress, cannot cope with these stresses, stress occurs, grows in a short time, and begins to affect the person negatively (Reitz, 1987). Physical symptoms of stress such as stomach cramps and headaches (Middletown, 2009:40); psychological symptoms such as dissatisfaction, jealousy, and guilt (Cooper & Palmer, 2000:9); behavioral symptoms such as nail biting and fist clenching (Stanton, 2011: 4); and cognitive symptoms such as forgetfulness and lack of concentration (Davidson, 2001:7). These symptoms that cause stress are the same as some of the sources of organizational stress. Employees not only show these symptoms due to personal and environmental factors but also show similar symptoms due to the stress they are exposed to at work. Considering that employees spend most of their time at work, it is possible to say that work and workplace stress are more important than many other sources of stress. At this point, it does not seem possible to think that business life is stress-free (Arnold and Feldman, 1986:459). There are many reasons that can trigger organizational stress, such as having too many responsibilities in business life, the physical condition of the workplace not being suitable for work, and an excessive workload (Steers, 1994). It is clear that organizations should take responsibility to minimize the damage caused by organizational stress to employees (DeFrank & Ivancevich, 1998).

Organizational stress is the sum of the negative effects of the problems faced by employees in their work and social lives (Beehr, 1998). Employees are affected not only by the conditions within the organization but also by the external environment. In addition, problems at work also affect social life (Kirel, 1999). It is a fact that many people work under stress, and many jobs cause stress in employees, so a stress-free working environment does not seem very possible (Norfolk, 2010: 22). Organizational stress is the sum of the reasons that arise due to the work of employees and negatively affect both their work and social lives (Beehr, 1998).

There are many different classifications related to the sources of organizational stress. Some physical arrangements affect the employees physically, and when they do not like these physical changes, these can be a source of physical stress (Middlemist & Hint, 1981). The negative effects of stress like a sense of responsibility or financial problems on the productivity of employees are seen as a source of personal stress (Seigrist, 1996; Bonner, 2016:47). Moreover,

role conflict occurs when employees have two conflicting roles (Grover & Hui, 1994); role ambiguity arises when the limits of his responsibilities are not known and the expectations from him are not clear (Steers, 1994); We can also talk about stress sources related to the organizational structure, such as excessive workload (Asplund, Åhlin, Åström & Lindgren, 2022), which he accepts out of necessity in order not to leave a negative impression or endanger his career. According to Schafer (1987), organizational stress sources are divided into organizational characteristics and processes (1) and characteristics of job requirements and roles (2). Job requirements and role characteristics include working conditions, job conditions, interpersonal relationships, job requirements, and role characteristics. Palmer and Cooper (2013), on the other hand, examined organizational stress factors in five different groups as factors arising from work, environment, family, role, and career. Yousefi and Abdullah (2019) listed the sources of organizational stress as job conditions, role conflicts, uncertainties, interpersonal relationships, and workloads. McGrath (1976) classified the sources of organizational stress as task-related stress, role-related stress, stress from physical conditions, individual-induced stress, and stress from the social environment. According to Luthans (1985), the causes of organizational stress are organizational processes, the physical environment, the structural features of the organization, and the policies of the organization.

It is also seen that there are some negative consequences due to the fact that the employees are under organizational stress. Prolonged stress causes poor performance as it negatively affects individuals' willingness to work (Reitz, 1987; Arden, 2002); it causes individuals to be absent from work to avoid a stressful environment (Stinson, 2010); it increases the workforce turnover rate, which requires great financial costs for the organization (Li, Lourie, Nekrasov, & Shevlin, 2022); and it causes individuals to become alienated from their jobs and workplaces (Suarez-Mendoza & Zoghbi-Manrique-de-Lara, 2007).

3. Intention to Quit

Job satisfaction is defined as the emotional reaction of employees to their jobs (Hoppock, 1935), the satisfaction of employees as a result of their work-related experiences (Locke, 1969), and the state of being satisfied with their job (Newstrom & Davis, 1986). Individuals have expectations before starting a job; they compare their personal values with the values of the organization, and if they are satisfied with this comparison, they continue to work. However, when they see that their expectations and values are not met, they may turn to other alternatives that will meet their expectations and change their existing job (Hom & Griffeth, 1991). It is clear that it may not always turn out this way. Especially in an environment where there is a scarcity of alternatives and high unemployment, individuals either keep their expectations low or are willing to undertake more work in order not to lose their jobs. While leaving the job voluntarily by finding alternatives suitable for the expectations of the individuals is called voluntary quitting, the request of the employees to leave the job due to low performance, the downsizing of the organization, or for other reasons is defined as involuntary quitting (Collini et al., 2015).

Employees leaving the job impose a burden on the organization in terms of time and cost. Organizations have to spend both time and money to find suitable employees to replace employees who quit. Finding a suitable candidate is not enough; learning the job by these candidates also causes a process cost. By knowing the factors affecting the intention to quit and taking precautions, employees can be prevented from leaving the job. When we look at the factors that affect employees' intentions to quit, we can list them as personal reasons, organizational reasons, and environmental reasons. Personal characteristics such as age, gender, education, and family status of individuals affect job satisfaction, which in turn affects the intention to leave (Wang et al., 2014). Organizational commitment, which emerges as a result of individuals' identification with the organization and their desire to remain a member of the organization, is also a factor that reduces the likelihood of employees leaving the job (Fares & Noordin, 2016). Studies have shown that meeting the expectations of employees develops positive behaviors and provides job satisfaction (Green, 2000).

In addition to organizational commitment, the relations between the employees in the workplace, working conditions, wages, and the physical condition of the workplace can be listed as organizational reasons. Factors that develop outside of their will, independent of the individual or organization, can be shown to have environmental causes. Political and economic conditions, the scarcity of alternative jobs, and the high unemployment rate can be considered environmental factors affecting the intention to quit.

4. Organizational Commitment

The concept of organizational commitment, which is frequently encountered in studies in the field of organizational behavior, attracts attention both because of the organizational factors it causes and because it is the result of many organizational outputs. The concept of organizational commitment, which is directly related to many factors affecting

the activities of the organization, has been used in many studies, and researchers have conducted different studies on the factors that affect organizational commitment. The ability of the organization to achieve its goals depends on the employees seeing themselves as part of the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

The concept of organizational commitment has been defined differently by different researchers. According to Meyer and Allen (1977), it is defined as the psychological bond of employees with the organization. According to Mowday, Steers, and Porter (1979), organizational commitment is the power of an individual's bond to the organization. Organizational commitment refers to the loyalty of members of an organization to their organization (Gürbüz, 2006).

When we examine the factors affecting organizational commitment, we see that these factors are listed under various classifications. Mowday et al. (2013) listed these factors as personal characteristics, job characteristics, experiences, and structural characteristics; Schwenk (1986) classified them as experiences, personal characteristics, and organizational factors; Neale and Northcraft (1990) grouped them as personal, organizational, and non-organizational factors.

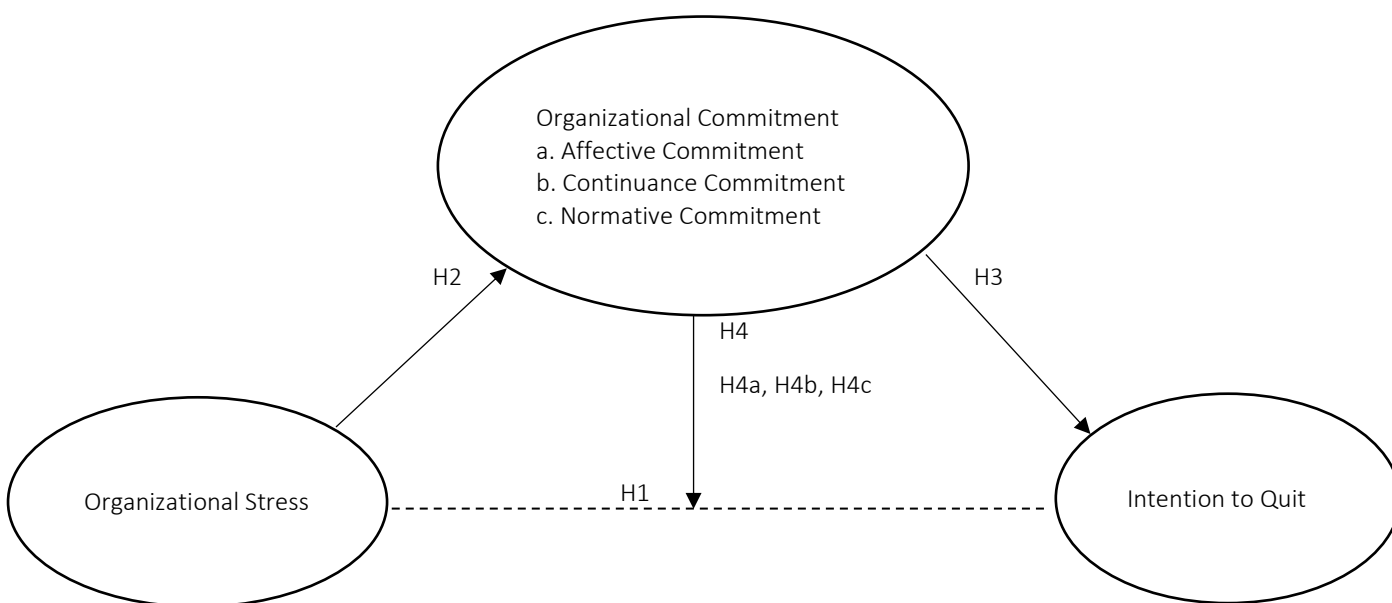
5. Methodology

In this section, information will be given about the design of the research, the proposed research model, the sample of the research, and how the data were collected.

5.1. Research design

The research design was as follows:

Figure 1: The proposed model



It is stated that organizational stress affects individuals mentally and physically, as well as negatively affecting their business lives (Arden, 2002). Stressed employees have difficulty completing their duties and have to cope with psychological problems (Mirela & Medalina-Adriana, 2011). Based on the results of the research, hypothesis 1 was created as follows: organizational stress is thought to increase the intention to quit.

H1: Organizational stress is positively related to the intention to quit.

In studies examining the relationship between organizational commitment and stress, people with high organizational commitment were found to be more successful in coping with organizational stress (Irving & Coleman, 2003), and organizational stress also reduced organizational commitment (Kang & Liu, 2018). Therefore, hypothesis 2 was created.

H2: Organizational stress is negatively related to organizational commitment.

According to research that stated that the intention to quit will increase as a result of the decrease in organizational commitment, especially the decrease in affective commitment, the intention to quit increases among employees (Ahmad & Roslan, 2016; Osama & Umemezia, 2018). Although economic problems cause difficulties in finding a job due to the continuation of the work, the employees cannot leave the work as a result of research (Ates & Ihtiyaroglu,

2018). Therefore, a negative relationship between affective commitment and quitting intention is expected to be a negative relationship between continuance and normative commitment, and the intention to quit work has been studied. In parallel with these studies, Hypothesis 3 has been created.

H3: Organizational commitment is negatively related to the intention to quit.

The effect of organizational commitment on the intention to quit is important in order to achieve harmony between the goals of the organization and the employee (Camp, 1992). The strongest and most desired result of organizational commitment is that it reduces the intention to quit (Mowday et al., 2013). Organizational commitment is directly proportional to performance indicators such as high productivity levels and customer satisfaction and inversely proportional to behaviors such as quitting (Harter, 2002). The intention to quit is due to low organizational commitment (Bateman & Strasserin, 1984).

H4: Organizational commitment mediates the relationship between organizational stress and the intention to quit.

H4a: Affective commitment mediates the relationship between organizational stress and the intention to quit.

H4b: Continuance commitment mediates the relationship between organizational stress and the intention to quit.

H4c: Normative commitment mediates the relationship between job stress and the intention to quit.

5.2. The sample

The research was conducted by collecting questionnaires from the academic staff working at Kırşehir Ahi Evran University. 212 questionnaires were obtained. 104 of the 212 academic staff members are male, and 108 are women. While 136 of them work in faculties, 60 of them work in vocational schools, and 16 work at the college. As of the end of 2021, the number of permanent academic staff at the university was 926. Within the scope of the research, 212 academic personnel were reached.

5.3. Data collection

In the first part of the questionnaire, there are questions containing demographic information. The second part of the survey, which is about organizational stress, was developed by Theorell (1988) and translated in Turkish by Yıldırım and his friends (2011). The third part of the survey is about organizational commitment, which was developed by Meyer and Allen (1997). The organizational commitment scale was standardized in Turkish by Wasti (2000). The last part of the scale is about the intention to quit. It was developed by Cammann et al. (1979). It is a three-question scale.

5.4. Data collection and analysis

Questionnaires prepared through Google Docs were sent to the e-mail addresses of the participants and collected online. Reminder e-mails were sent three times until a sufficient number of questionnaires were sent to their e-mail addresses and a sufficient number of questionnaires were collected. Finally, there have been 212 questionnaires collected to analyze.

5.5. Research ethics

The ethics committee's approval of the research was obtained with the decision of the Social and Human Sciences Scientific Research and Publication Ethics Committee of Kırşehir Ahi Evran University, dated June 7, 2022, and numbered 2022/04/13. Ethical rules were followed at all stages of the study.

Reliability analyses of the scales were performed, and Cronbach's alpha values are shown in Table 1. When Cronbach's alpha values are examined, it is seen that the organizational stress scale is 0.80, the organizational commitment scale is 0.90, and the intention to quit scale is 0.91. All three scales are greater than 0.80 and are reliable. As a result of the exploratory factor analysis, it was examined whether the scales clustered under the sub-dimensions as in the original, and it was determined that all three scales showed parallelism with the original.

Table 1. Reliability analysis of scales

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Organizational Stress	,793	,799	17
Organizational Commitment	,895	,898	18
Intention To Quit	,905	,906	3

According to the results of the exploratory factor analysis, it was seen that the scale of organizational stress was three-dimensional, as in the original, and it explained 63% of the total variance. It was observed that the organizational commitment scale was distributed into three sub-dimensions as in the original and explained 70% of the total variance. The intention to quit scale, on the other hand, was found to be a single dimension, as it was in the original, and explained 84% of the total variance. The KMO and Bartlett's test results for the scales are shown in the table below (Table 2).

Table 2. KMO and Bartlett's test of scales

KMO and Bartlett's Test		Organizational Stress	Organizational Commitment	Intention To Quit
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,718	,808	,748
Bartlett's Test of Sphericity	Approx. Chi-Square	2379,735	3540,391	414,822
	df	120	153	3
	Sig.	,000	,000	,000

6. Findings

The number and percentage values of the demographic information of the participants are given in the table below (Table 3). Of the participants, 108 (50.9%) were women and 104 (49.1%) were men. 168 participants (79.2%) had doctorate-level education and gathered in this group most intensively. While 136 (64.2%) of the participants were working in faculties, they were mostly gathered in this group.

Table 3. Demographic information

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Men	104	49,1	49,1	49,1
	Women	108	50,9	50,9	100,0
	Total	212	100,0	100,0	
Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	28-34	24	11,3	11,3	11,3
	35-41	76	35,8	35,8	47,2
	42-48	44	20,8	20,8	67,9
	49-55	48	22,6	22,6	90,6
	56+	20	9,4	9,4	100,0
	Total	212	100,0	100,0	
Years of Work		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-6	36	17,0	17,0	17,0
	7-12	92	43,4	43,4	60,4
	13-18	32	15,1	15,1	75,5
	19-24	24	11,3	11,3	86,8
	25+	28	13,2	13,2	100,0
	Total	212	100,0	100,0	
Education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	168	79,2	79,2	79,2
	Undergraduate	4	1,9	1,9	81,1
	Master	40	18,9	18,9	100,0
	Total	212	100,0	100,0	
Marital Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	52	24,5	24,5	24,5
	Married	160	75,5	75,5	100,0
	Total	212	100,0	100,0	

Unit of Working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Faculty	136	64,2	64,2	67,9
	Vocational School	60	28,3	28,3	96,2
	College	16	7,5	7,5	100,0
	Total	212	100,0	100,0	

Title

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Research Assistant	28	13,2	13,2	13,2
	Assoc. Prof. Dr.	40	18,9	18,9	32,1
	Assist. Prof. Dr.	40	18,9	18,9	50,9
	Instructor	68	32,1	32,1	83,0
	Prof. Dr.	36	17,0	17,0	100,0
	Total	212	100,0	100,0	

The results of the regression analysis using the Bootstrap method are shown in Table 4. It consists of four different models and sections showing the indirect effect of the independent variable on the dependent variable. First, the mediating role of organizational commitment in the relationship between organizational stress and the intention to quit was examined.

Table 4. Regression analysis

Model 1	R ²	F	T	LLCI	ULCI	Significance
Organizational Stress	,1062	2,3933	1,5470	-,0505	,4186	,1234
Dependent Variable: Organizational Commitment						
Model 2	R ²	F	T	LLCI	ULCI	Significance
Organizational Stress	,6257	67,2464	-2,7211	-0,6218	-,0994	,0071
Organizational Commitment			-10,9208	-0,9854	-,6841	,0000
Dependent Variable: Intention To Quit						
Model 3	R ²	F	T	LLCI	ULCI	Significance
Organizational Stress	,2106	9,7422	-3,1213	-,8390	-,1894	,0021
Dependent Variable: Intention To Quit						
Model 4					BootLLCI	BootULCI
Indirect Effect of Organizational Stress on Intention To Quit					-,5263	,1596

Model 1 shows a regression analysis result showing the effect of organizational stress on organizational commitment. Accordingly, organizational stress explains 11% of organizational commitment ($R^2=,1062$). In the model that does not include intention to quit, the relationship between organizational stress and organizational commitment is not significant ($p = 0,1234$). Thus, according to the results, enough evidence is found not to support Hypothesis 2. Employees with high organizational commitment feel organizational stress more.

Model 2 shows the effect of organizational stress and organizational commitment on the intention to quit. Accordingly, organizational commitment affects intention to quit negatively and significantly ($p = 0,00$). Therefore, it is concluded that hypothesis 3 ("organizational commitment is negatively related to intention to quit") is supported. According to the model, employees with high organizational commitment have a lower intention to quit.

Model 3 explains the effect of organizational stress on the intention to quit (without including organizational commitment). Organizational stress affects the intention to quit negatively and significantly ($p = 0,00$). Hypothesis 1: "Organizational stress is positively related to the intention to quit is not supported.

Model 4 shows the effect of organizational stress on intention to quit through organizational commitment; that is, the mediating effect of organizational commitment is shown. Accordingly, since the BootLLCI (-,5263) and BootULCI (,1596) values do not contain the value 0, that is, the -0,5263 value of the lower band BootLLCI and the 0,1596 value of the upper band BootULCI do not contain the value 0, the mediating effect is not significant. Therefore, it can be said that organizational commitment does not mediate the relationship between organizational stress and the intention to quit. Therefore, hypothesis 4 was rejected.

Since there was no mediation effect of organizational commitment, it was examined whether the mediation effect was significant on the basis of sub-dimensions, as shown in Table 5. The sub-dimensions of organizational commitment, which are affective commitment, continuance commitment, and normative commitment, were analyzed separately. These analysis results are summarized in Model 4 in Table 5. Since only the mediating effect of the affective commitment was significant, the results of models 1, 2, and 3 affective commitments are shown in Table 5. In Model 4, both the mediation impact values of the affective commitment are shown, and the mediation impact results of the continuance commitment and normative commitment, which are analyzed separately, are summarized.

Table 5. Regression analysis (Sub dimensions of organizational commitment)

Model 1	R2	F	T	LLCI	ULCI	Significance
Organizational Stress	,0631	14,1392	3,7602	,2838	,9092	,0002
Dependent Variable: Affective Commitment						
Model 2	R2	F	T	LLCI	ULCI	Significance
Organizational Stress	,4824	97,3886	-0,7551	-0,3423	,1527	,4511
Affective Commitment			-13,2995	-0,8074	-,5989	,0000
Dependent Variable: Intention To Quit						
Model 3	R2	F	T	LLCI	ULCI	Significance
Organizational Stress	,0443	9,7422	-3,1213	-,8390	-,1894	,0021
Dependent Variable: Intention To Quit						
Model 4					BootLLCI	BootULCI
Indirect Effect of Organizational Stress on Intention To Quit (Affective Commitment)					-,8120	-,0895
Indirect Effect of Organizational Stress on Intention To Quit (Continuance Commitment)					-,0648	,0648
Indirect Effect of Organizational Stress on Intention To Quit (Normative Commitment)					-,2716	,2545

Model 1 explains that there is a regression analysis result showing the effect of organizational stress on affective commitment. Accordingly, organizational stress explains 6% of affective commitment ($R^2 = .0631$). In the model that does not include intention to quit, organizational stress affects affective commitment positively and significantly ($p = 0.00$). Thus, according to the results, employees with high affective commitment feel organizational stress more.

Model 2 shows the effect of organizational stress and affective commitment on the intention to quit. Accordingly, affective commitment affects intention to quit negatively and significantly ($p = 0.00$). According to the model, employees with high affective commitment have a lower intention to quit.

Model 3 explains the effect of organizational stress on the intention to quit (without including affective commitment). Organizational stress affects the intention to quit negatively and significantly ($p = 0.00$). Model 3 shows us that organizational stress is negatively related to the intention to quit.

In Model 4, the effect of organizational stress on intention to quit through affective commitment, that is, the mediating effect of affective commitment, is shown. Accordingly, since the BootLLCI (-,8120) and BootULCI (-,0895) values do not contain the value 0, that is, the -0,8120 value of the lower band BootLLCI and the -0,0895 value of the upper band BootULCI do not contain the value 0, the mediating effect is significant. Therefore, it can be said that affective commitment mediates the relationship between organizational stress and the intention to quit. Hypothesis 4a is supported. Similar analyses were made for continuance commitment and normative commitment. Since the LLCI and ULCI values of both sub-dimensions included 0, it was determined that there was no mediation effect. Therefore, hypotheses 4b and 4c are not supported.

7. Discussion and Conclusion

If the affective commitment of employees who are exposed to organizational stress is high, their intention to quit decreases. In other words, when employees with low affective commitment are exposed to organizational stress, their intention to quit increases. The lack of a similar result for continuance commitment and normative commitment can be interpreted as follows: employees with high continuance commitment, that is, employees who have to continue to work, do not think of leaving the job even when they are exposed to organizational stress. There may be many reasons for this, but the main reason underlying the continued commitment can be considered as the hesitations of employees about finding alternative jobs, the fear of losing their job, and the fact that they do not think of leaving the

job despite their organizational stress. However, employees who are emotionally connected to their organizations will be able to find a way to reduce this stress and want to continue working even if they are exposed to organizational stress, especially because they want to stay in the organization rather than fulfill an obligation. Otherwise, when employees with low affective commitment are exposed to organizational stress, their desire to stay in the organization will decrease, and they will start looking for other organizations to which they will feel emotionally connected. Studies supporting the results of this study were also found in the literature. In the study of Varol (2019), a positive and significant relationship was found between continued commitment and the intention to quit. Çekmecelioğlu (2006) found in his study that continuance commitment has no effect on the intention to quit. In another study, contrary to affective commitment, it was found that continuance commitment positively affects the intention to quit.

In the study conducted by Varol (2017) with 196 employees working in the pharmaceutical industry, a significant and negative relationship was found between emotional commitment and the intention to quit. Uludağ (2019) also found that there is a significant and negative relationship between organizational commitment and the intention to quit. Serinikli (2019), on the other hand, found a negative relationship between organizational commitment and the intention to quit in his study with 145 hotel employees. In the study conducted by Dinç (2015) on the service sector and managers, a negative relationship was found between emotional commitment and the intention to quit. The relationship in question is in parallel with the result in model 2 found in this study and shown in Table 5. Accordingly, affective commitment affects intention to quit negatively and significantly ($p = 0.00$). According to the model, employees with high affective commitment have a lower intention to quit.

As a result of the meta-analysis made by Ates and Ihtiyaroglu (2018), 22 studies and 42 comparisons were included in the research. Accordingly, there was a negative and significant relationship between stress and organizational commitment, while they found a positive and weak relationship between normative and continuance commitment. Cicei (2012), on the other hand, found a negative and significant relationship between professional stress and affective commitment with 102 employees in five public institutions in Romania. Ahmad and Roslan (2016) examined the relationship between job stress and organizational commitment. In their research with 262 public employees, they found a negative and significant relationship between job stress and affective commitment, while they could not find a significant relationship between continuance commitment and job stress. In this study, the fact that affective commitment has a mediating effect in the relationship between organizational stress and the intention to quit is in parallel with the studies in the literature. In their research with 162 employees by Osama and Umemezia (2018), they found a negative and significant relationship between job stress and affective commitment. In organizations with low organizational commitment, employees think of leaving work, and this situation negatively affects their careers (Akbaş, 2008).

Another result of the research is that organizational stress does not affect normative commitment, and the relationship between them is meaningless. As in the continuance commitment, in the normative commitment, employees do not consider quitting their jobs even if they are exposed to organizational stress because they do not find it right to quit their jobs.

According to Leong, Furnham, and Cooper (1996), there are two different views on stress and organizational commitment. First, employees with high organizational commitment feel organizational stress more than employees with low organizational commitment. The positive and meaningful relationship between organizational stress and affective commitment, which emerged in the first model of our study, also supports this view. In other words, employees who are emotionally committed to the organization feel organizational stress more. The reason for this may be that employees stay in their organizations because they want to, and they see the goals and expectations of the organization as their own goals and expectations. The second view is that organizational commitment has an effect that reduces organizational stress. There have been studies that support these two opposing views.

In this study, it was observed that organizational stress was higher in people with high affective commitment, but organizational stress did not make a significant difference in employees with high continuance and normative commitment. One of the reasons for this is that employees with continuance and normative commitment do not think of leaving the job even if they are under stress because this commitment arises from an obligation.

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