

## Examining the Commitment to the Organization of the Employees Who Work in a Organization against Stress, Workload and Psychological Empowerment

Zafer ADIGUZEL<sup>1</sup> & Irem KUCUKOGLU<sup>2</sup>

### Abstract

Work stress experienced by employees at intense work pressure can both adversely affect employees psychologically and cause organizations to get negative outcomes. Workload of employees does not indicate that they are under stress. It is necessary to be aware that work intensity and stress are different concepts. Employees who experience heavy workload can reflect positively on the organization when they do their jobs happily, willingly and fondly. However, negative effects may occur if employees work under stress. The aim of this study is to investigate the effects of work stress, workload, and psychological empowerment on organizational commitment. The sample mass of the study consists of 344 white-collar employees in cargo firms in the service sector. After analyzing factor and reliability of the findings by using IBM SPSS 25 and AMOS programs, hypotheses were tested with regression analyzes and the results were evaluated. In addition, Hayes process and sobel test were used to analyze the mediator variable effect. As a result of the analysis, it is concluded that organizational commitment is positively affected when psychological empowerment is applied to employees.

*Key Words:* Perceived work stress, Workload, Psychological empowerment, Organizational commitment, Hayes process

### Örgütlerde Çalışanların Stress, İş Yoğunluğu ve Psikolojik Güçlendirme Karşısında Örgüte Olan Bağlılıklarının İncelenmesi

### Öz

Yoğun iş temposunda çalışanların yaşamakta oldukları iş stresi hem çalışanları psikolojik açıdan olumsuz yönde etkileyebilmekte hemde örgütlerin olumsuz çıktılar elde etmesine neden olabilmektedir. Çalışanların iş yoğunluğu yaşamaları stres altında olduklarını göstermemektedir. İş yoğunluğu ve stresin farklı kavramlar olduğunun bilincinde olmak gerekmektedir. İş yoğunluğu yaşayan çalışanlar işlerini memnuniyetle, isteyerek, severek yaptıklarında örgüte olumlu yönde yansıyabilmektedir. Ancak çalışanların stres altında iş yapmaları durumunda olumsuz etkiler söz konusu olabilmektedir. Araştırmanın amacı kapsamında, çalışanların yaşadıkları iş stresinin, iş yoğunluğunun, psikolojik güçlendirmenin, örgütsel bağlılığa etkileri incelenmektedir. Çalışmanın örneklem kitlesini hizmet sektöründe bulunan kargo firmalarında çalışan 344 beyaz yakalı oluşturmaktadır. Elde edilen bulgular IBM SPSS 25 ve AMOS programları kullanılarak sırasıyla önce faktör analizi yapılmış, faktör analizinden sonra güvenilirlik analizi, korelasyon analizi ve regresyon analiziyle hipotezler test edilmiş ve elde edilen sonuçlar değerlendirilmiştir. Aynı zamanda aracı değişken etkisinin analizinde de sobel testi ve hayes process kullanılmıştır. Analizler sonucunda örgütlerde çalışanlara psikolojik güçlendirme uygulandığında örgütsel bağlılıklarının olumlu yönde etkilendiği sonucuna varılmaktadır.

*Anahtar Kelimeler:* İşe bağlı stress, İş yoğunluğu, Psikolojik güçlendirme, Örgütsel bağlılık, Hayes process

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<sup>1</sup> Asst. Prof. Dr. - Istanbul Medipol University, Medipol Business School, zadiguzel@medipol.edu.tr  
ORCID: 0000-0001-8743-356X

<sup>2</sup> Istanbul Medipol University, Medipol Business School, ireemkckglu@gmail.com  
ORCID: 0000-0003-0159-3621

## Introduction

Organizational commitment is the state where employees express their commitment to an organization in line with their wishes. Organizational commitment is an attitude that reflects the current status and quality of the organization (Mowday et al., 1982). The high level of organizational commitment shows that the circulation among the employees is minimal. In this direction, employees who identify themselves with the organization, show their commitment to the organization to achieve the objectives of the organization (Buchanan, 1974, p. 534). Individuals want to be in organizations where they can use their talents and skills. Therefore, they prefer to work in organizations with needs and expectations. Especially in working conditions where stress is intense, problems in organizational commitment may arise. Because the stress experienced at work is a situation that forces the working life of the employees (Xie, & Johns, 1995, p. 1291). It is stated that job stress occurs because of job demands that employees cannot be meet or the lack of resources (insufficient working conditions or opportunities) when it is difficult to achieve the set goals within the organization (French, & Caplan, 1972). When employees cannot control their work due to reasons beyond their control, their stress increases (Burchell, & Fagan, 2004, p. 633). This also challenges employees' abilities (Donovan, & Kleiner, 1994, p. 32). One of the sources of stress in the organization is having "Workload". Burke and Cooper (2008), in their research on the potential consequences of workload; they associated with physical exhaustion and mental stress. In other words, the workload shows the relationship between the organization in which the employees are and the work situation. As the stress of the employees with the workload is high, it can also negatively affect their commitment to the organization (Iverson, 1996, p. 131; Sullivan, & Bhagat, 1992, p. 364). In order to gain competitive advantage within an organization, in terms of human resources, ensuring employee's commitment to the organization is important for achieving the objectives of the organization (Imran, & Ahmed, 2012, p. 82). It is useful to apply psychological empowerment to improve employee performance (Ashforth, 1989, p. 234). Empowerment is considered as an important factor in ensuring the internal motivation of employees within the organization (Thomas, & Velthouse, 1990, p. 667). In order for psychological empowerment to be successful, the work done by the employees with their values must be meaningful (Brief, & Nord, 1990). At the same time, that being successful in psychological empowerment in terms of high motivation of employees, it is very important that the skills of employees are directly proportionate to their work (Campbell & Pritchard, 1976). In other words, the human principle underlies the foundation of psychological empowerment. When employees' skills and work are in the same direction, they are positively reflected in performance (Bandura, 1989, p. 1176). Therefore, within the scope of the research model, perceived work stress and workload's psychological empowerment mediation variable effect and organizational commitment effects are examined.

## Literature Review/Theory

### Perceived Work Stress

Stress is the activation of the body's natural balance in a situation that the individual is exposed (Maslach & Leiter, 2008, p. 498). As each individual's stress threshold is different, stress is evaluated in two different categories as good and bad. Bad stress may decrease the productivity of the individual and cause him/her to quit the job. Good stress increases the productivity of the individual and can be explained as the appreciation of the employee at work. Both types of stress force the individual, but good stress has a less negative impact on the individual (Selye, 1976). If there is uncertainty in the organization, the stress potential of the employees will increase as the uncertainty level increases. Individuals' responses to stress are different depending on their personality traits (Schuler, 1980, p. 188). The individual's personal needs and values, individual abilities and their characteristic behavior are influenced by experience (Beehr, & Bhagat, 1985). As the stress in the working environment increases, the general work stress increases. Work stress can directly affect employee performance by reducing the overall production level of the business (Beehr, & Newman, 1978, p. 668). Living with stress creates difficulties for employees, which can lead to increase levels of burnout, reduce commitment to work, reduce productivity, and reduce participation in business processes (Karasek et al., 1998, p. 327). Therefore, it is important to identify risk factors and to minimize work stress at all levels for businesses in each sector. In addition, it may be better for determining occupational stress factors such as conflict, uncertainty, excessive workload, and current stress level. Lowering the stress level will lead to increased productivity and reduced labor turnover (Caponetti, 2012, p. 62-63). Excessive workload on the employee in organizations, lack of adequate motivation and performance support system, injustice, inequality, and various social factors may increase the degree of stress. Therefore, in order for organizations to be sustainable and productive,

employees should be in a working environment free from stress. In this study, the effects of stress on psychological empowerment and organizational commitment are examined.

### **Workload**

Employees in organizations want to perform in a peaceful and comfortable environment because employees prefer to be in an environment where they feel psychologically peaceful rather than experiencing problems that may be caused by workload and stress in their organizations. Therefore, employees make more efforts for an organization that meets their expectations and needs (Pfeffer, 1994). The workload is defined as the relationship between the work done by the employees and the psychological state (Kanungo, 1982, p. 342). The workload is also defined in terms of performance and personality (Lodahl, & Kejner, 1965, p. 25). However, in general terms, this definition is not widely used as the performance of the employees may vary against the workload. There are behaviors that control workload in organizations; such as work ethics (Brockner et al., 1988, p. 437), individual differences and internal motivation (Gardner et al., 1989, p. 65). Premises of workload; are listed as the degree of importance of the work, the degree of responsibility of the work, the diversity of skills of the employees (Hackman, & Oldham, 1980), consideration of the work (Lance, 1991, p. 140) and participation in the work (Smith, & Brannick, 1990, p. 92). The more employees identify themselves psychologically with their work, the more successful are their work (Kahn, 1990, pp. 693-694). Negative thoughts start to emerge in the employees with excessive workloads and behaviors such as job slowdown and desire to quit work emerge (Shaw, & Weekley, 1985, p. 88-89). Since there is a negative relationship between workload and performance, the performance of the employees needs to be good for the organization to reach the stated goals (Hancock, & Matthews, 2019, p. 376-377). When the workload increases, the performance of the individual increases to a certain point, but then decreases. It is stated that the performance of the employees in the middle workload is the best (Bruggen, 2015, p. 2378-2379). In the scope of research model, the relationships between workload, psychological empowerment and organizational commitment are examined.

### **Psychological empowerment**

In order for the employees to display positive attitudes and behaviors in the face of negative situations in the organization, the support provided by the management is called psychological empowerment (Menon, 2001, p. 159-160). The researchers explain that there is a strong positive relationship between job performance and psychological empowerment (Bartram, & Casimir, 2007, p. 12). As a result of this positive effect of psychological empowerment on employee performance, its effect on stress and workload also gains importance (Albrecht, & Andreetta, 2011, p. 234-235). The performance of the employees is shaped by fulfilling their duties in the work environment. Naturally, it is possible for the employees in the intensive working environment to think healthily and work efficiently if they are psychologically strong (Amundsen, & Martinsen, 2014, p. 489-490). For this reason, the importance of psychological empowerment emerges in terms of the ability to use their performance-oriented skills of employees in a stressful environment. Because, there is harmony between employees' abilities and their work (Spreitzer, 1995, p. 1448). It is also possible that employees who are psychologically weary have a weakening in their commitment to the organization. Psychologically empowerment employees want to develop themselves more than others (Siachou, & Gkorezis, 2014, p. 132). With the effect of psychological empowerment, the productivity and activity of the employees in the organization are positively reflected (Koberg et al., 1999, p. 76-77). When employees exhibit negative attitudes and behaviors towards the organization, they close themselves to communication socially (Spreitzer, 1995, p. 1461). Psychologically empowered employees have a high level of commitment to their organizations and therefore maintain their own working environment. That employees have strong organizational commitment; there is a positive effect in terms of job satisfaction, job control, job autonomy and competencies (Saeed et al., 2014, p. 254). When the researches in the literature are examined;

Bordin et al. (2007) in their study on employees, They state that psychological empowerment positively affects the organizational commitment of employees.

In their study, Ambad and Bahron (2012) state that psychological empowerment affects organizational commitment by 30%. As a result of the study, it is explained that if employees participate directly in the results that affect the organization and individuals are more involved in the decision-making process, they are more dependent on their organization.

The study by Bin Jomah in 2017 explains that if employees are psychologically supported, their commitment to the organization has become stronger. It has come to the conclusion that with the increase of psychological empowerment in employees, their organizational commitment has increased positively.

According to the results of the study conducted by Laschinger et al. (2001), it is concluded that emotions of psychological empowerment strongly affect the workload and indirectly affect job satisfaction.

Within the framework of the research model, the relationship between other variables is examined in the variable effect of psychological empowerment. The hypothesis developed and tested accordingly;

*H1: Although there is psychological empowerment for employees in organizations, the job stress perceived by employees negatively affects psychological empowerment.*

*H4: Although there is psychological empowerment for employees in organizations, the workload is given to employees negatively affects psychological empowerment.*

*H6: There is psychological empowerment mediation variable effect in the relationship between perceived work stress and organizational commitment.*

*H7: There is psychological empowerment mediation variable effect in the relationship between workload and organizational commitment.*

### **Organizational Commitment**

Organizational commitment is considered as one of the important factors that connect employees to the organization and play a role in the success of the organization (Fornes et al., 2008, p. 5; Obeidat, & Abdallah, 2014, p. 11). According to Mowday et al. (2013), organizational commitment is that an individual identifies himself/herself with the organization he/she is in, adopts the values of the organization and makes efforts to realize its aims. The level of organizational commitment emerges in the direction of employees identify themselves with the organization (Pool, & Pool, 2007, p. 355). Employees who feel the commitment to the organization, do not think of leaving because they identify themselves internally with the organization (Mathieu, & Zajac, 1990, p. 186; Marsh, & Mannari, 1977, p. 57-58). Organizational commitment is positively related to employee satisfaction (Chughtai, & Zafar, 2006, p. 60) and job performance (Chen et al., 2006, p. 247; Sungu et al., 2019, p. 281).

Researchers have argued that an employee's commitment to the organization can be divided into different categories. They developed a three-dimensional organizational commitment model;

1) Emotional commitment; It is the emotional commitment of the employee to the organization (Allen, & Meyer, 1990, p. 2). Individuals with high emotional commitment are determined to specify their own identities and achieve their goals (Neagoe, & Dumitru, 2013, p. 37).

2) Normative commitment; is the desire of employees to stay in the organization due to the obligation they feel towards the organization (Jaros, 2017, p. 519).

3) Continuance commitment; the importance of continuity in the organizations they work for emerges as the duration of unemployment will create a cost in terms of vital expenses if the employees leave organization. Employees who remain in the organization feel this as a necessity because of fear of being unemployed (Valaei, & Rezaei, 2016, p. 1668).

Within the scope of the research model, the three dimensions that make up organizational commitment were examined in the scope of organizational commitment variable by combining with a single variable. Organizational commitment; It is stated that it is directly proportional to job satisfaction and employee performance (Sathyanarayan, & Lavanya, 2018, p. 448-449). In other words, it is stated that employees who are satisfied with their work and who are productive in performance have a strong organizational commitment. When the researches in the literature are examined;

Savery and Luks (2001) state that strengthening reduces job stress and decreasing job stress has a positive effect on job satisfaction. At the same time, it is concluded that the participation of employees in management while making decisions within the organization positively affects job satisfaction. This effect of psychological empowerment can be strong enough to increase the commitment of employees to the organization.

In a study by Holdsworth and Cartwright in 2003, they state that they are satisfied with the work they do when psychological empowerment is applied to the employees. Employees' loyalty to the organization may also be strengthened, as there may be a positive impact on employees' thoughts about their organization when job satisfaction increases.

In this study, the effects of workload and stress on the organizational commitment with psychological empowerment variable under the effect of mediation variable are examined. The hypothesis developed and tested accordingly;

*H2: Although employees have commitment to their organizations, their organizational commitment is negatively affected in the event of work stress perceived by the employees.*

*H3: Psychological empowerment on employees in organizations has a positive effect on organizational commitment.*

*H5: Workload of employees in organizations has a positive effect on organizational commitment.*

### Research Model

In this study, since the analysis of the relationships between statistical concepts is within the scope of a quantitative research, it is important in terms of being judged the relationships between the variables by analyzing obtained data. For this reason, it is possible to test the hypotheses determined and foreseen within the scope of the research model by analyzing the data in a quantitative research (Thomas et al., 2015).

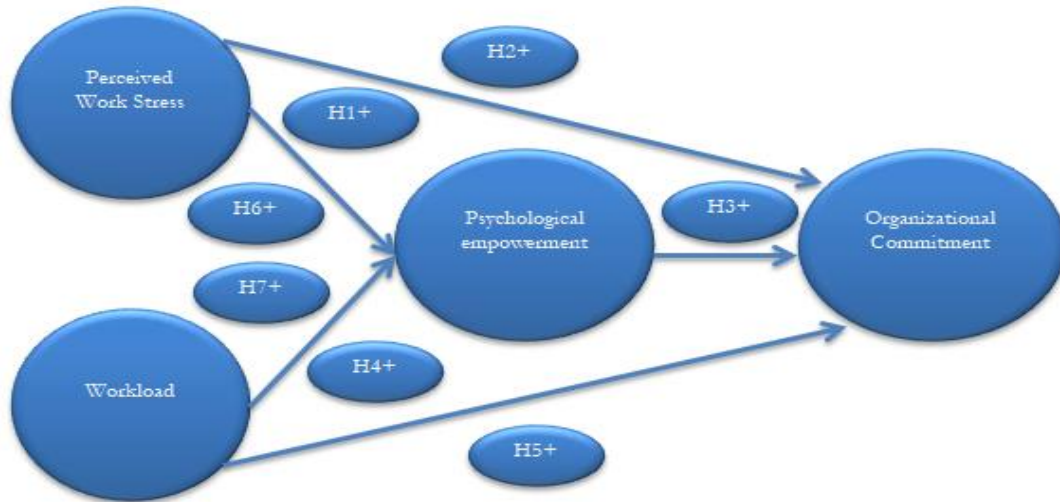


Figure 1. Research Model

### Method

The research was carried out on white-collar employees working in the service sector. Perceived work stress and workload were taken as independent variables, Psychological empowerment mediation variable, and organizational commitment variables as dependent variables. It is aimed to reveal the relationships between these variables. The reason for the selection of cargo firms in the service sector is to examine the effects of work stress and workload on white-collar workers in general. In the scope of the aim of the research, a survey was conducted with 344 employees between October and November in 2019.

Analyses were made using SPSS 25 and AMOS programs. Since the 5-point Likert scale was used in the questionnaire, firstly factor analysis was performed. After factor analysis, reliability analysis, correlation analysis and regression analysis were performed respectively. Both the Sobel test and the Hayes process were performed for mediation variable analysis. The survey consists of scale questions representing demographic information and the variables. **Perceived work stress** scale was acquired in the scales of studies which is conducted by Cohen, Kamarck and Mermelstein in 1983; developed by Revicki et al. (1991); conducted by Aslan et al. (1996); conducted by Baltař, Atakuman and Duman in 1988; conducted by Yerlikaya and İnanç in 2007. For **Workload** scale, studies which are conducted by Brown and Leigh in 1966 and Mackey et al in 2017 were used. **Psychological empowerment** scale; was acquired in the scales of studies which is conducted by Spreitzer (1995) and Sürgevil, Tolay and Topoyan in 2013. **Organizational commitment** was created by benefiting

from studies which are conducted by Allen and Meyer (1990) and Oran (2016) In the scales, quinary Likert scale was used, ranging from "strongly disagree" to "strongly agree".

### Validity and Reliability

Altunışık et al. (2007) defined exploratory factor analysis in their study as a type of analysis used to reveal the structures that occur based on the relationships between variables. Sample size is an important factor in finding the results of exploratory factor analysis reliable (Doğan, & Başokçu, 2010, p. 66). Kaiser-Meyer-Olkin (KMO) sample adequacy test and Bartlett Sphericity test results are evaluated in order to evaluate the suitability of the analyzed data for factor analysis (Tatlıdil, 1996; Kalaycı, 2010). Values between .50-1.0 are accepted as KMO values. The results of KMO value .884 and Bartlett test result sig. .000 < p 0.005 indicate the suitability of the data for factor analysis (Karasar, 2005; 2009). In normal distribution analysis, "Skewness" and "Kurtosis" are considered. There are various opinions to explain that there is a normal distribution. It is generally appropriate to be between -1.5 and +1.5 (Tabachnick, & Fidell, 2013), or between -2 and +2 (George, & Mallery, 2010). When you look at Table 1; It can be explained that there is a normal distribution since it is between -1.5 and +1.5.

Data from the sample mass was collected with survey with 35 questions. 11 scales representing the variables were omitted because they did not show factor distribution. The remaining 24 questions are divided into 4 factors with factor loads and are shown in table 1.

**Table 1. Rotated Component Matrix<sup>a</sup>**

	Component				Skewness	Kurtosis
	1	2	3	4		
OBO2. This institution has a "very special" meaning for me.	.802				-0,346	-1,170
OBO4. I owe this institution a lot.	.778				-0,179	-1,184
OBO3. I would be happy to spend the rest of my career in this institution.	.735				-0,354	-1,171
OBO10. It would be very difficult for me to leave this institution even if I wanted to.	.733				-0,213	-1,277
OBO5. This institution deserves my loyalty.	.717				-0,393	-1,015
OBO11. If I decided to leave this institution right now, most of my life would be upside down.	.717				0,427	-1,223
OBO1. I feel guilty if I leave this institution right now.	.703				0,012	-1,100
OBO9. I feel the problems of this institution as my own.	.654				-0,463	-0,913
IBS2. I'm more nervous at work than before.		.810			0,397	-1,021
IBS4. I feel like I'm often used at work.		.744			0,874	-0,363
IBS5. Although I work more, I can do less work.		.713			0,725	-0,472
IBS3. I think I don't see the appreciation I deserve in my work.		.695			0,473	-1,135
IBS6. When I get a chance at work, I am closeted to get away from others.		.675			0,977	-0,175
IBS1. I even think about my work when I go home.		.645			-0,148	-1,096
PGO4. My work makes sense to me.			.863		-1,107	0,410
PGO5. The activities that I do while doing my job are meaningful to me.			.818		-0,627	-1,177
PGO1. My work is very important to me.			.793		-1,081	0,325
PGO3. I trust my skills to do my job.			.720		-0,355	0,668
PGO6. I have a great influence on the events that take place in the department I work.			.525		-0,115	0,988
WI3. I'm working at full capacity on all my duties.				.856	-0,177	1,051
WI2. In the institution I work for, I am usually very busy.				.764	-0,895	0,290
WI5. When I work, I give myself to work without any time to do another job.				.742	-1,015	0,601
WI4. I do my best to succeed in my work.				.729	-0,806	0,831
WI1. Whenever there is a job to be done, I spend all my energy on it.				.693	-1,005	0,629

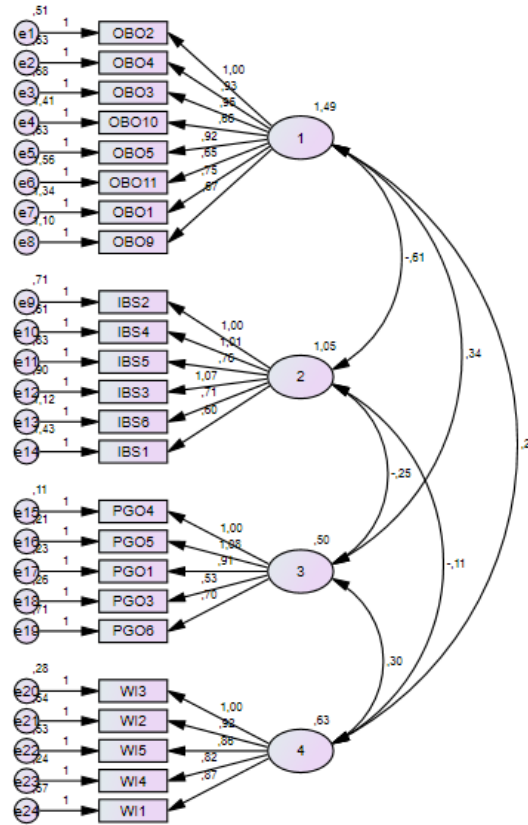
Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

OBO: Organizational Commitment, IBS: Perceived Work Stress, PGO: Psychological empowerment, WI: Workload

In the research model where multiple variables are observed and representing multiple variable, confirmatory factor analysis is used to define statistical analyzes (Özdamar, 2013).



OBO: Organizational Commitment, IBS: Perceived Work Stress, PGO: Psychological Empowerment, WI: Workload  
**Figure 2.** *Confirmatory Factor Analysis*

GFI, CFI, NFI, IFI and RMSEA values are accepted values to be considered in the model fit for confirmatory factor analysis performed in the AMOS program (Alpar, 2011; İlhan & Çetin, 2014, pp. 30-31). When the model fit values are examined for the variables in the research model, it can be seen that it is appropriate;  $X^2/df=3<5$ ,  $0.85<GFI=0.884$ ,  $0.90<IFI=0.915$ ,  $0.90<NFI=0.916$ ,  $0.90<CFI=0.914$ ,  $RMSEA=0.060<0.080$ . For this reason, confirmatory factor analysis in SPSS AMOS verifies the validity of the 4-factor structure.

In order to obtain meaningful results from the survey used in the research, first of all the reliability dimensions of the questions were investigated (Gürbüz, & Şahin, 2014). When reached response rate is considered, it can be said that it is sufficiently large to perform quantitative statistical analyzes (Güriş, & Astar, 2014). Cronbach alpha reliability criterion was used in the study. These values are between 0 and 1. It is considered that the reliability of the scale is high as it approaches to value 1. In this research, expressions between each variable were tested with this method and it can be said that there is internal consistency according to the results of reliability analysis. In the literature, measurements, which Nunnally and Bernstein (1994), and Hair et al. (2014) stated, with Cronbach alpha coefficient is 0.70 and above, is considered sufficient (Nunnally, & Bernstein, 1994; Hair et al., 2014).

**Table 2.** *Reliability*

<i>Variables</i>	<i>Number of Questions</i>	<i>Cronbach Alfa (α) Values</i>
Perceived Work Stress	6	.828
Workload	5	.852
Psychological empowerment	5	.842
Organizational Commitment	8	.892

## Findings

236 (73%) men and 108 (27%) women white collar employees answered the survey. When look at the participants who filled the questionnaire; 128 employees in the 17-27 age group, 183 employees in the 28-40 age group, and 33 employees over the age of 41 completed the questionnaire. 301 of the employees who completed the questionnaire are university graduates and 43 of them are master degree.

In this study, correlation analysis was performed to determine whether there was a statistically significant relationship between variables. The correlation coefficient is expressed with the letter "r" and takes a value between -1 and +1 ( $-1 \leq r \leq +1$ ). This value determines the level of the relationship between the variables, the absolute size of the number and sign of the figures determine the direction (whether positive or negative) (Ural & Kılıç, 2013). In this study, since correlation analysis was performed between continuous variables, Pearson correlation coefficient was taken into consideration.

**Table 3. Correlations**

		Perceived Work Stress	Workload	Psychological empowerment	Organizational Commitment
Perceived Work Stress	Pearson Correlation	1	-0.084	-.283**	-.341**
	Sig. (2-tailed)		0.118	0.000	0.000
	N	344	344	344	344
Workload	Pearson Correlation	-0.084	1	.496**	.279**
	Sig. (2-tailed)	0.118		0.000	0.000
	N	344	344	344	344
Psychological empowerment	Pearson Correlation	-.283**	.496**	1	.332**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	344	344	344	344
Organizational Commitment	Pearson Correlation	-.341**	.279**	.332**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	344	344	344	344

\*\* Correlation is significant at the 0.01 level (2-tailed).

As a result of the correlation analysis, when the relationships between the variables are examined, the work stress experienced by the employees negatively affects both psychological empowerment and their commitment to the organization. Employees' workload and psychological empowerment effect positively on their commitment to their organizations. In this case, we can differentiate between the stress concept and workload which employees experience. Workload does not mean that employees experience stress. That employees experience workload does not mean that they are affected negatively. The problem in question is that they should not stress while experiencing workload. Therefore, the importance of working conditions and psychological empowerment arise. Regression analysis was used to test predicted research hypotheses and according to the results of these regression analyzes, 5 hypotheses accepted outside the mediation variable effect are shown in Table 4.

**Table 4. Regression Analysis Results**

Hypotheses	Standard $\beta$	Sig.	Supported / Not Supported	Significance Level (Sig.)
<b>H1:</b> Although there is psychological empowerment for employees in organizations, the job stress perceived by employees negatively affects psychological empowerment.	-.283***	0.000	Supported	P<0.001
<b>H2:</b> Although employees have commitment to their organizations, their organizational commitment is negatively affected in the event of work stress perceived by the employees.	-.341***	0.000	Supported	P<0.001
<b>H3:</b> Psychological empowerment on employees in organizations has a positive effect on organizational commitment.	.332***	0.000	Supported	P<0.001
<b>H4:</b> Although there is psychological empowerment for employees in organizations, the workload is given to employees negatively affects psychological empowerment.	.496***	0.000	Supported	P<0.001
<b>H5:</b> Workload of employees in organizations has a positive effect on organizational commitment.	.279***	0.000	Supported	P<0.001

\*: p<0.05

\*\* : p<0.01

\*\*\*: p<0.001



After the hypotheses tested other than the mediation variable effect, the results of the analyzes performed to test the mediation variable effect are shown in table 5.

**Table 5.** *The Effect of the Mediation Variable*

	IV	DV	Standard $\beta$	Sig.	Adjusted R Square	F Value
Regression	Perceived Work Stress	organizational commitment	-.268***	0.000	0.114	44.995
	Psychological empowerment (MV)		.257***	0.000	0.172	36.624
Regression	Workload	organizational commitment	.151***	0.010	0.075	28.886
	Psychological empowerment (MV)		.257***	0.000	0.123	24.976

\*: p<0.05

\*\*p<0.01

\*\*\*:p<0.001

Sobel test and hayes process were used to analyze the mediation variable effect. Firstly, sobel test was performed to analyze the effect of the mediation variable. The feature of the Sobel (1982) test is that the relevant variables are calculated using standard error values and regression coefficients. MacKinnon et al. (1995) made the sobel test widespread. The Sobel (1982) test benefited from the studies conducted by Aroian (1947) and Goodman (1960) in the development of mediation variable analysis.

**Table 6.** *Sobel Test*

**Analysis of the mediation effect of psychological empowerment with sobel test in the relationship between perceived work stress and organizational commitment;**

Versions		Input:		Test statistic:	Std. Error:	p-value:	
IV.	Perceived Work Stress	a	-0.189	Sobel test:	-3.66414802	0.29549412	0.00024816
MV	Psychological Empowerment	b	0.424	Aroian test:	-3.63071073	0.71153309	0.00028264
		Sa	0.035	Goodman test:	-3.69852649	0.00717681	0.00021685
DV	Organizational Commitment	Sb	0.085				

In order to explain the mediation variable effect, p value must be less than <0.05. Since P value is less than <0.05 and meaningful, it is accepted to have mediation variable effect.

**Analysis of the mediation variable effect of psychological empowerment with sobel test in the relationship between workload and organizational commitment;**

Versions		Input:		Test statistic:	Std. Error:	p-value:	
IV.	Workload	a	0.418	Sobel test:	4.07636829	0.45874013	0
MV	Psychological Empowerment	b	0.425	Aroian test:	4.06063562	0.3083831	0
		Sa	0.040	Goodman test:	4.09228525	0.95235076	0
DV	Organizational Commitment	Sb	0.096				

In order to explain the mediation variable effect, p value must be less than <0.05. Since P value is less than <0.05 and meaningful, it is accepted to have mediation variable effect.

After the Sobel test, a hayes process was also performed for mediation analysis. Hayes process analysis was performed to support the analysis of mediation variable effect made by regression analysis. This program was tested in model 4 which is suitable for the research model within the framework of the mediation variable models by adding SPSS program. Model 4; consists of X (IV), M (MV), Y (DV). Hayes (2017) in his researches, to SPSS program through a macro; developed a data analysis method that examines the effects of mediation and modifying variables.

**Table 7.** *Analyzing the Mediation Variable Effect of Psychological Empowerment between Perceived Work Stress and Organizational Commitment*


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Model : 4

---

Y : commitment  
X : stress  
M : psychological  
Sample  
Size: 344  
TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
psycholo			

Partially standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
psycholo			

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
psycholo			

---

In order to determine whether the psychological empowerment has an effect, the indirect effect(s) of X on Y result is examined. If there is a “0” value between BootLLCI and BootULCI, mediation effect cannot be mentioned. As the result of the test, as BootLLCI and BootULCI do not have a “0” value, it is confirmed that the psychological empowerment mediation variable has a significant effect on the hayes process test as well as the result of regression analysis between perceived work stress and organizational commitment.

**Table 8.** *Analyzing the Mediation Variable Effect of Psychological Empowerment between Workload and Organizational Commitment*


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Model : 4

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Y : commitment  
X : workload  
M : psychological  
Sample  
Size: 344  
TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
psycholo			

Partially standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
psycholo			

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
psycholo			

---

In order to determine whether the psychological empowerment has an effect, the indirect effect(s) of X on Y result is examined. If there is a “0” value between BootLLCI and BootULCI, mediation effect cannot be mentioned. As the result of the test, as BootLLCI and BootULCI do not have a “0” value, it is confirmed that the psychological empowerment mediation variable has a significant effect on the hayes process test as well as the result of regression analysis between workload and organizational commitment.

Hypothesis results;

**Table 9.** *Supported / Not Supported Status of Mediation Variable Hypotheses*

Hypotheses	Supported / Not Supported	Significance Level (Sig.)
<b>H6:</b> There is psychological empowerment mediation variable effect in the relationship between perceived work stress and organizational commitment.	<b>Supported</b>	<b>P&lt;0.001</b>
<b>H7:</b> There is psychological empowerment mediation variable effect in the relationship between workload and organizational commitment.	<b>Supported</b>	<b>P&lt;0.001</b>

As a result of the regression analysis and Hayes process macro test, psychological empowerment mediation variable effect was significant. As a result of both analyzes, we can explain that in case of psychological empowerment is applied to employees, there is a positive effect.

### Discussion

Relying on a single scale or research findings can be a risky beginning of research in the researches on the attitudes and behaviors of employees. It is useful to form the basis of the research to be conducted by utilizing scales and findings used in at least 2 studies related to the research subject. In studies related to workload and perceived work stress variables, it can be seen that the employees are generally not satisfied with their work and their intention to quitting work is emerged. Within the scope of research, it was investigated how the stress and workload experienced by the employees in the work environment affect the commitment to the organization and at the same time how a change occurs when psychological empowerment get involved in terms of mediator variable effect. When the findings are examined, it can be seen that there is a negative effect caused by stress in the working environment. Stress experienced in the working environment both negatively affects organizational commitment and may have a negative effect on psychological empowerment. It is seen that organizations should give importance to stress management (Bell, & Staw, 1989). Employees often want to find an environment within the organization that can meet their needs (Amundsen, & Martinsen, 2015, p. 306). If an organization can meet these expectations and needs, employees' commitment to the organization increases (Yousef, 2000, p. 9; Andrew, 2017, p. 3-4). Work stress is caused by individual, social, environmental, organizational, etc. reasons. Present-day heavy working conditions, insufficiency of wages, relations with colleagues and employers, increasing competition, technological developments, familial problems can be accepted as triggers of work stress. It is clearly seen that stress occurs due to these factors and it will continue to increase without a positive change in them. Psychological empowerment in social communication and access to information can relieve employees mentally in order to keep employees out of stress environment or to reduce stress levels (Tripathi, & Bharadwaja, 2019, p. 283). It is accepted that employees' desire to develop and learn themselves in organizations, their commitment to the organization and their performance are in an important relationship with psychological empowerment (Spreitzer, 1996, p. 484). Psychological empowerment variable in which the effect of mediator variable is measured in the research model, turns the negative effect into a positive effect in the relationship between perceived work stress and organizational commitment. Therefore, employees' negative attitudes and behaviors caused by stress can be eliminated by psychological empowerment. In psychological empowerment, individuals carry out their work in a meaningful way when they see themselves as competent (Spreitzer, 1995, p. 1444). Together with psychological empowerment, they can make conscious decisions because they can exhibit careful behaviors in their work (Thomas, & Velthouse, 1990, p. 678). Psychologically empowerment workers strive more for their role in the job (Kong et al., 2016, p. 2555), and this effort increases their commitment to the organization. In the results of the study, it is seen that psychological empowerment is an important variable for employees who work under negative influence. It is necessary to create a culture and climate in the direction of psychological strong employees in the organizations.

### Conclusion

Despite the increasing number of studies investigating the psychological attitudes and behaviors of employees and the factors that affect such behaviors, researches on employees have been increasingly continuing in recent years. In particular, the number of studies focused on examining the factors affecting organizational commitment is increasing day by day. In general, it is stated that there is a moderate and consistent relationship between various examples of more job satisfaction and tendency to stay in the organization (Porter & Steers, 1973, p. 152). This relationship has continued in the same direction until today. Factors that negatively affect the organization, such as intention to quitting work and organizational cynicism, lie behind not meeting the expectations of the employees and encountering situations that are not suitable for their personality structures. The importance of their response when confronted with an

empowerment psychological effect lie behind in the face of negative problems underlying the study. When the results of the research are examined, it is seen that stress and density, in these two elements that exhaust employees physically and mentally, if stress is in negative direction, density is in positive direction. Individuals' tendencies that occur while performing their task at work are defined as internal task motivation (Spreitzer, 1995, p. 1443). This is defined as the psychological condition that employees need to control their work. The importance of psychological empowerment for organizations is that, employees are more eager to achieve their goals and objectives, employees are confident in using their competencies and skills, and there is a significant improvement in employees' performance along with psychological empowerment. At the same time psychological empowerment is considered as positive influence on job satisfaction, productivity, and effectiveness and is defended that it eliminates the intention of quitting work (Laschinger et al., 2004, p. 537). These positive effects of psychological empowerment on employees can be seen in the results of the research. In particular, psychological empowerment as independent variable in the mediator variable, ensures that employees' commitment to the organization is strong and eliminates negative factors caused by stress. We can also explain that employees are willing to be successful in their jobs when psychological support is provided to the employees during the workload. As a result, negative effects of employees in case of stress are supported in the research results. At the same time, it can be explained that there is a positive effect on the employees when there is no stress factor in the workload.

### Ethical Declaration

In the writing process of the study titled "Examining the Commitment to the Organization of the Employees Who Work in a Organization against Stress, Workload and Psychological Empowerment", there were followed the scientific, ethical and the citation rules; was not made any falsification on the collected data and this study was not sent to any other academic media for evaluation.

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## TÜRKÇE GENİŞ ÖZET

Örgütsel bağlılık, çalışanların bir organizasyonda kendi istekleri doğrultusunda bağlılıklarını ifade etme durumudur. Örgütsel Bağlılık, örgütün var olan durumunu ve kalitesini yansıtan bir tutumdur (Mowday et al., 1982). Örgütsel bağlılığın yüksek seviyede olması, çalışan sirkülasyonunun minimum seviyede olduğunu göstermektedir. Bu doğrultuda, Örgüt ile kendisini özdeşleştiren çalışanlar, örgütün amaçlarını gerçekleştirme doğrultusunda örgüte bağlılıklarını göstermektedirler (Buchanan, 1974, s. 534). Bireyler yeteneklerini ve becerilerini kullanabilecekleri organizasyonların içinde olmak isterler. Bu yüzden ihtiyaçlarını ve beklentilerini karşılayabilecek olan örgütlerde çalışmayı tercih ederler. Özellikle stresin yoğun olduğu çalışma koşullarında örgütsel bağlılık ile ilgili sorunlar ortaya çıkabilmektedir. Çünkü iş esnasında yaşanan stres, çalışanların iş yaşamını zorlayan bir durumdur. İş sırasında yaşanan stres; örgüt içinde meydana gelen, çalışanların karşılayamayacağı iş taleplerinden ya da kaynak yetersizliğinden (çalışma koşullarının ya da imkânların yetersiz olması) oluştuğu, belirlenen hedeflerin gerçekleşmesinin zorlaştığı durumlarda oluştuğu ifade edilmektedir (French ve Caplan, 1972). Çalışanlar, ellerinde olmayan sebeplerden dolayı yaptıkları işi kontrol edemediklerinde stresleri artmaktadır. Bu durum aynı zamanda çalışanların yeteneklerini de zorlamaktadır (Donovan ve Kleiner, 1994, s. 32). Örgüt içinde yaşanan stres kaynaklarından biri de “İş Yoğunluğu” nun olmasıdır. Burke ve Cooper (2008), yaptıkları araştırmada iş yoğunluğunu, fiziksel tükenme ve zihinsel stres ile ilişkilendirmişlerdir. Yani, İş yoğunluğu çalışanların içinde bulunduğu örgüt ile iş durumu arasındaki ilişkiyi göstermektedir. Yüksek iş yoğunluğuna sahip çalışanların stresi yüksek olduğundan, örgüte olan bağlılıklarını da negatif yönde etkileyebilmektedir. Bir organizasyon içinde insan kaynakları açısından rekabet avantajını elde etmek için, çalışanların örgüte bağlılıklarının sağlanması, örgütün amaçlarının gerçekleştirilebilmesi önemlidir. Çalışanların daha iyi performans göstermeleri için psikolojik güçlendirmenin uygulanmasında fayda bulunmaktadır. Psikolojik güçlendirme, örgüt içinde çalışanların içsel motivasyonlarının sağlanmasında önemli bir faktör olarak kabul

edilmektedir (Thomas ve Velthouse, 1990, s. 667). Psikolojik güçlendirmenin başarılı olabilmesi için, çalışanların sahip oldukları değerlerle yaptıkları işin anlamlı olması gerekmektedir (Brief ve Nord, 1990). Aynı zamanda çalışanların motivasyonlarının yüksek olması açısından psikolojik güçlendirmenin başarılı olmasında, çalışanların sahip oldukları becerilerle yaptıkları işin doğru orantılı olması çok önemlidir. Yani doğru koltuğa doğru insan prensibi, psikolojik güçlendirmesinde temelinde yatmaktadır. Çalışanların becerileriyle yaptıkları iş aynı doğrultuda olduğunda performanslarına olumlu yönde yansımaktadır (Bandura, 1989, s. 1176). Bu nedenle araştırma modeli kapsamında, iş'e bağlı stress ve iş yoğunluğu'nun, psikolojik güçlendirme aracı değişken etkisi ile örgütsel bağlılığa etkileri incelenmektedir.

Araştırma hizmet sektöründe faaliyet gösteren kargo firmalarında çalışan beyaz yakalıları üzerinde gerçekleştirilmiştir. İş'e bağlı stres ve iş yoğunluğu bağımsız değişken, psikolojik güçlendirme aracı değişken, ve örgütsel bağlılık değişkeni ise bağımlı değişken olarak incelenmektedir. Bu değişkenler arasındaki ilişkilerin ortaya konması amaçlanmıştır. Çalışma için hizmet sektöründeki kargo firmalarının seçilmesinin sebebi, genel itibariyle iş stresinin ve iş yoğunluğunun beyaz yakalıları üzerindeki etkilerinin incelenmek istenmesidir. Araştırmanın amacı kapsamında 344 çalışan ile anket çalışması yürütülmüştür. Ankete 236 (%73) erkek 108 (%27) kadın beyaz yakalı çalışan cevap vermiştir. Anketi dolduran katılımcılara bakıldığında; 17-27 yaş grubunda 128 çalışan, 28-40 yaş aralığında 183 çalışan, ve 41 yaş üstü 33 çalışan anketi doldurmuşlardır. Anketi dolduran çalışanlardan 301'i üniversite mezunu, 43'ü ise yüksek lisans mezunudur. Analizler SPSS 25 Programı ve AMOS programı ile yapılmıştır. Likert ölçeğinin kullanıldığı sorularda faktör analizi ve güvenilirlik analizi yapılmıştır. Faktör analizinin sonuçları AMOS da yapılan doğrulayıcı faktör analizi ile kontrol edilmiştir. Aynı zamanda aracı değişken etkisinin analiz edilmesinde Hayes Process ve sobel testi kullanılmıştır. Değişkenler arasındaki ilişkilerin incelenmesinde korelasyon analizi; hipotezlerin test edilmesinde regresyon analizi yapılmıştır. Anket soruları demografik bilgiler ve değişkenleri temsil eden ölçek sorularından oluşmaktadır.

Çalışmada, çalışanların örgütlerde genel olarak yaşadıkları stres ve iş yükü karşısında örgütlerine olan bağlılıkları incelenmiştir. Çalışanların yaşadıkları negatif sorunlar karşısında, güçlendirici bir psikolojik etkiyle karşılaştıklarında verecekleri tepkinin önemine bakıldığında, olumlu yönde bir etkinin olduğu analizler sonucunda açıklanabilmektedir. Araştırma sonuçlarına bakıldığında stres ve iş yükü gibi çalışanları fiziken ve zihnen yoran bu iki unsurda stres negatif yönde iş yükü ise pozitif yönde olduğu görülmektedir. Özellikle çalışma hayatında sıklıkla yaşanan stresin örgütsel bağlılığı negatif yönde etkilediği görülebilmektedir. Bu durum da çalışanların işlerini yaparken maruz kaldıkları stres karşısında örgütlerine olan bağlılıklarının zayıfladığı anlaşılmaktadır. Örgütlerin, çalışanların işlerini yaparken maruz kalabilecekleri stres unsurlarını minimum seviyede tutacak önlemler almaları gerektiği savunulabilir. Çünkü çalışanların sürekli stres altında çalışması örgütlerin de aynı zaman da çalışan sirkülasyonuna maruz kalabilecekleri anlamına gelebilir. Sürekli çalışan sirkülasyonunun olduğu örgütlerde verimliliğin düşük seviyede olması muhtemeldir. Psikolojik güçlendirme, çalışanların belirlenen hedefleri ve amaçları gerçekleştirmede daha istekli olmaları, çalışanların yetkinliklerini ve becerilerini kullanmada kendilerine güvenmeleri, çalışanların psikolojik güçlendirme ile birlikte performanslarında pozitif yönde gelişme olması açısından örgütler için önemlidir. Aynı zamanda, psikolojik güçlendirme; iş tatmini, verimlilik, ve etkinliği pozitif yönde etkileyici unsur olarak kabul edilmekte, işten ayrılma niyetini de ortadan kaldırdığı savunulmaktadır (Laschinger vd., 2004, s. 537). Psikolojik güçlendirmenin çalışanlar üzerinde sağladığı bu olumlu etkiler, araştırmanın sonuçlarında da görülebilmektedir. Özellikle aracı değişken etkisinde ve bağımsız değişken olarak psikolojik güçlendirme, çalışanların örgüte olan bağlılıklarının kuvvetli olmasını sağlamakta, stres den kaynaklı negatif faktörleri ortadan kaldırmaktadır. İş yoğunluğunun yaşandığı sırada çalışanlara psikolojik açıdan destek verildiğinde, çalışanların işlerinde başarılı olmak için istekli davranmaya başladıkları açıklanabilmektedir. Sonuç olarak, Çalışanların stres yaşamaları durumunda karşılaştıkları negatif etkiler araştırma sonuçlarında desteklenmektedir. Aynı zaman da yaşadıkları iş yoğunluğunda stres faktörü olmadığında çalışanlar üzerinde olumlu etkilerin olduğu açıklanabilmektedir.