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Exploring the Interplay between Occupational Stress and Employee Turnover Intentions: Mediating Role of Organizational Commitment

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ABSTRACT

Purpose: The main aim of this research is to examine the relationship between Occupational Stress (OS) and Turnover Intentions (TI) of employees, with a specific focus on assessing the potential mediating influence of Organizational Commitment (OC).

Design/Methodology/Approach: A randomized technique was employed to select a sample of 628 private school instructors from J&K, India. The data was obtained using a meticulously designed questionnaire. The study employed Structural Equation Modeling (SEM) to investigate the causal linkages among OS, TI, and OC.

Findings: The study revealed that occupational stressors adversely impacted employees' psychological well-being, leading to heightened TI. However, OC acted as a mitigating factor against actual turnover by fostering positive sentiments among employees towards their respective organizations.

Research Limitations: The study's findings are limited to the context of private school instructors in J&K, India, and may not be generalizable to other industries or regions. In addition, the cross-sectional design of the data precludes the establishment of causal relationships with absolute certainty.

Managerial Application: Organizations should prioritize strategies to reduce OS among employees to mitigate turnover intentions. Fostering OC through supportive work environments and recognition can serve as a valuable tool in retaining employees.

Originality/Value: This study stands out by focusing on the interplay of OS and OC, and TI among private school instructors in Jammu and Kashmir, India. By addressing this specific context, the research offers novel insights into organizational behavior within a unique socio-cultural and geopolitical landscape. This targeted approach fills a crucial gap in the literature and provides valuable implications for HRM practices in the education sector.

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Introduction

The progress of modern civilization heavily relies on the extensive distribution of education, including its access to the most isolated regions of the world. The central figure in this undertaking is a teacher, who acts as a guiding light for advancement ([Smil, 2022](#)). Teaching, being a vocation centered around assisting others, is highly esteemed. Teachers have a responsibility to uphold moral integrity, as they have a crucial influence on the development of individuals, including future scientists, philosophers, leaders, and professionals in numerous fields ([Bhat et al., 2023](#)). As a result, researchers have been consistently interested in the motivations and difficulties experienced by teachers in their jobs, with stress being a significant component that hampers their performance. The growing prevalence of stress and burnout among teachers has posed a significant challenge in retaining highly skilled educators, as the demands of the job sometimes surpass its benefits ([Bhat et al., 2019](#)). The topic of occupational stress has been well examined, and research has shown that it harms both teacher satisfaction and organizational commitment.

Nevertheless, employee turnover remains a significant concern for firms in the educational sector. A recent study has focused on the correlation between work stress and turnover intentions. Research conducted by [Huang et al. \(2018\)](#) has demonstrated that occupational stress, resulting from multiple causes inside the workplace, can significantly impact individuals' inclination to quit their jobs. The study by [Arief et al. \(2022\)](#) has shed light on the pivotal role of organizational commitment as a mediator in the correlation between occupational stress and turnover intentions. This finding underscores the importance of organizational commitment in mitigating employee intentions to leave, as corroborated by [Yunita \(2020\)](#). Understanding the mediating influence of organizational commitment within the framework of occupational stress and turnover intentions is paramount for organizations. A thorough comprehension of this dynamic is essential for the formulation of effective retention strategies.

Numerous studies have investigated the interplay between occupational stress and turnover intentions, recognizing the pivotal role of organizational commitment. [Wang et al. \(2017\)](#) revealed that

organizational commitment acts as a mediator in the correlation between the psychological contract and turnover intention. Similarly, research by [Rahman and Som \(2023\)](#) and [Bhat et al. \(2021\)](#) has affirmed the mediating role of organizational commitment in the relationship between various factors and turnover intentions. Furthermore, studies by [Rubel and Kee \(2015\)](#) and [Risma et al. \(2018\)](#) have emphasized the significance of organizational commitment concerning turnover intentions across diverse industries and contexts. These findings collectively underscore the substantial predictive impact of organizational commitment on turnover intentions.

In addition, researchers have investigated the function of organizational commitment in connection to many aspects, including emotional intelligence ([Akhtar et al., 2017](#)), high-performance work practices ([Obeng et al., 2021](#)), and inclusive leadership ([Yasin et al., 2023](#)). These studies indicate that organizational commitment serves as a mediator in the interaction between various variables and turnover intentions, highlighting its significance in comprehending and resolving turnover problems. Analyzing occupational stress among educational staff is crucial for institutions, not only to guarantee the contentment and longevity of precious human resources but also to promote and improve organizational commitment. As the requirements of jobs get more intense, employees are anticipated to work extended hours and fulfill more stringent deadlines, increasing stress levels even further. There is a large body of research that has shown how occupational stress can weaken employees' loyalty to their organization and, as a result, increase the rate at which employees leave their jobs ([Bhatt et al., 2023](#); [Bhat et al., 2021](#)).

Gaining a comprehensive understanding of the complex relationship between job-related stress, dedication to the organization, and the intention to leave is of utmost importance in the field of education, particularly for teachers. Teaching is a job filled with difficult responsibilities, such as handling large amounts of work and dealing with student behavior problems and administrative stress. The constant and unyielding speed at which educational policies and practices are changing worsens these sources of stress. As a result, the overall welfare and contentment of teachers are

significantly impacted, which in turn affects their dedication to the institution and their likelihood of remaining or departing (Bhat and Tariq, 2022). Considering that teachers play a crucial role in creating the future through education, the high rates of instructors leaving their positions can have negative consequences on the quality of education offered to pupils. This can interrupt the continuity of learning and result in significant expenses for schools. Hence, it is crucial to investigate the mediating effect of organizational commitment on the association between occupational stress and turnover intentions. Exploring these possibilities allows for the development of methods that specifically target and reduce stressors, creating a more positive work environment (Lin et al., 2013). This also allows for the efficient allocation of resources towards attempts to retain employees, ultimately leading to improved educational quality and student results. By comprehending these factors, individuals involved can create focused measures to assist educators, reduce staff turnover, and foster stability inside the business, thus guaranteeing a more enduring and efficient educational system (Bhat, 2013). It is important to comprehend the mediating function of organizational commitment in the connection between occupational stress and employee turnover intentions to develop effective measures to reduce turnover and improve organizational performance in the education sector. This study seeks to investigate the function of organizational commitment as a mediator in the connection between occupational stress and employee turnover intentions. It attempts to provide insights into the mechanisms that impact employees' choices to either remain in or quit their employment. By exploring these connections, organizations can effectively tackle occupational stress and improve organizational commitment to decrease turnover intentions among their employees.

Literature Review

Occupational Stress

Occupational stress is a widespread problem that impacts many professions worldwide. Job stress is characterized as the detrimental physiological and psychological reactions that occur when the demands of a job surpass an individual's talents or available resources (Arunmozhi et al., 2018). The cybernetic theory of occupational stress focuses on the time-

related aspects of stress, including its formation, reaction, and resolution (Fevre et al., 2003). This theory emphasizes the discrepancy between the individual's needs and capabilities and the demands and resources of the environment as a primary catalyst for occupational stress (Xi & Huang, 2023). Studies have demonstrated that professional stress can result in adverse consequences, including depression, sleeplessness, and reduced quality of life (Kploanyi et al., 2020). Research has also shown that occupational stress is linked to physical and mental health hazards, decreased job capacity, and lower quality of life (Wu et al., 2010). Furthermore, different professions may exhibit distinct manifestations of occupational stress, as exemplified by the application of the challenge-hindrance paradigm to schoolteachers (Stiglbauer & Zuber, 2018). To tackle occupational stress, interventions such as educational programs have been suggested as a means to decrease stress levels and alleviate its effects on health (Sahlabadi et al., 2022). In addition, researchers have created theoretical models such as the ecological model of occupational stress to identify stress-inducing elements and protective factors in the workplace (Meischke et al., 2020). An essential aspect of designing methods to reduce stress and enhance well-being is gaining a comprehensive understanding of the current state of occupational stress and its impact on various professional groups, including medical staff and miners (Li et al., 2019; Zhu et al., 2022). Occupational stress is a multifaceted phenomenon that is shaped by job requirements, individual talents, and environmental influences. Theories and empirical evidence from various research provide useful insights into understanding and managing occupational stress in diverse jobs and contexts.

Employee Turnover Intention

The study of employee turnover intention is a critical focus in the fields of organizational behavior and human resource management. Several theoretical frameworks have been suggested to comprehend the aspects that impact employees' desire to leave their jobs. The social exchange theory is frequently employed to elucidate the correlation between human resource management practices and

turnover intention ([Jarwan & Ibrahim, 2020](#)). This theory posits that employees assess the advantages and disadvantages of staying in an organization, taking into account factors such as job satisfaction, organizational commitment, and perceived organizational support ([Nawaz et al., 2016](#); [Yamazakia & Petchdee, 2015](#)).

Moreover, the psychological contract theory elucidates the reciprocal expectations that exist between employees and organizations, which in turn influence turnover intention ([Wang et al., 2017](#); [Liu et al., 2019](#)). This statement highlights the significance of comprehending the implied commitments and responsibilities that influence the employment connection. In addition, the commitment-trust theory emphasizes the importance of interpersonal trust and organizational culture in predicting turnover intention ([Ozturk et al., 2014](#)). Moreover, turnover intention has been linked to factors such as abusive supervision, workplace bullying, and employee empowerment ([Pokhrel et al., 2022](#); [Liu et al., 2019](#); [Kim & Fernández, 2016](#)). The presence of abusive supervision and bullying has been found to result in a higher likelihood of employees wanting to leave their jobs, which is influenced by their level of job satisfaction and commitment to the organization ([Pokhrel et al., 2022](#); [Liu et al., 2019](#)). On the other hand, giving employees more control might decrease their desire to leave the company by increasing their contentment with their employment and their loyalty to the firm ([Kim & Fernández, 2016](#)).

Organizational commitment, work satisfaction, and job embeddedness have continuously been identified as crucial factors influencing turnover intention ([Yamazakia & Petchdee, 2015](#); [Li et al., 2022](#); [Okafor & Okoye, 2017](#)). Employees' impressions of their work environment, salary, performance appraisal, and career advancement significantly influence their intention to leave the organization ([Burhanudin & Wijanarko, 2022](#)). Organizations must comprehend the theoretical foundations of employee turnover intention to formulate efficient retention strategies. Organizations can analyze different theoretical frameworks and empirical facts to understand

the underlying reasons behind employees' desire to leave their jobs. By doing so, they can take steps to establish a work environment that is more engaging and helpful, thereby reducing turnover intention.

Organizational Commitment

Organizational commitment is a crucial idea for comprehending employee conduct within a company. Organizational commitment is the psychological bond that individuals have with their organization, which affects their choice to remain with the company and actively contribute to its goals ([Lim, 2010](#)). Job satisfaction, perceived organizational support, and organizational fairness are among the characteristics that can influence organizational commitment ([Putra et al., 2021](#); [To & Huang, 2022](#); [Hashempour et al., 2018](#)). Studies suggest that organizational commitment is a complex concept that encompasses affective, continuance, and normative commitment ([Allen & Meyer, 1990](#); [Lestari et al., 2023](#)). Affective commitment is highlighted as a key component of organizational commitment, emphasizing the emotional connection that employees develop with their organization ([Mercurio, 2015](#)). The emotional bond between individuals has a substantial impact on the attitudes and actions of employees inside the work environment.

Moreover, there is a correlation between organizational commitment and organizational citizenship behavior, leadership styles, and organizational culture ([Baloochi et al., 2019](#); [Petersen & Dietz, 2008](#)). Research has indicated that variables such as transformational leadership, job prospects, and religious orientation might have an impact on an individual's level of commitment to an organization ([Güllüce et al., 2016](#); [Tobidi et al., 2018](#)). These characteristics have a reciprocal relationship with organizational commitment, influencing employee attitudes and behaviors, which in turn affect organizational outcomes. Furthermore, research indicates that organizational commitment has advantages not only for individuals in terms of job performance and happiness but also plays a vital role in the success of the organization ([Tang et al., 2022](#); [Abdelhaleem et al., 2023](#)).

[Zeshan et al. \(2022\)](#) consider it to be an indicator of staff attrition, productivity, and overall success within a business. Hence, cultivating a robust sense of organizational commitment among employees is crucial for establishing a favorable work environment and attaining organizational objectives. Organizational commitment is a multifaceted notion that has a significant impact on employee behavior and the overall performance of a business. Organizations may improve employee engagement, retention, and overall performance by understanding the elements that affect organizational commitment and developing appropriate tactics.

Development of Research Hypotheses

Occupational stress and employee turnover intention

A persistent association exists between occupational stress and individuals' inclination to resign from their positions across many businesses and work settings. According to [Huang et al. \(2018\)](#), empirical evidence suggests a positive correlation between occupational stress and employees' inclination to resign from their employment. Numerous studies have investigated the correlation between these variables across various contexts, such as the hotel industry ([Yousaf et al., 2019](#)), the healthcare sector ([Mosadeghrad, 2014](#)), and educational establishments ([Owusu & Nkyi, 2021](#)). [Huang et al. \(2018\)](#) emphasized the significance of the relationship between coping mechanisms and attrition intentions concerning occupational stress. They specifically examined the role of occupational stress as a mediator in shaping turnover intentions. Recent research has investigated the impact of many factors, including service atmosphere, emotional regulation, and job stress, on individuals' intentions to leave their current employment ([Gautam & Gautam, 2022](#); [Chen & Qi, 2022](#)). [Yahaya et al. \(2019\)](#) and [Bhat et al. \(2021\)](#) have revealed findings examining the effects of occupational stress on job satisfaction, absenteeism, and organizational commitment, which in turn influence turnover intentions. The connection between work stress and

turnover intention has been the subject of extensive investigation. According to [Salahudin et al. \(2016\)](#), the findings consistently indicate that increased levels of stress harm employee engagement and increase the likelihood of personnel departing from the organization.

Furthermore, prior studies have investigated the association between occupational stress, burnout, and turnover intention across many occupational domains, including managerial personnel ([Bhat and Tariq, 2020](#)). The study conducted by [Jiang et al. \(2022\)](#) focused on emergency physicians, whereas [Owusu and Nkyi \(2021\)](#) examined senior high school instructors. [Qureshi \(2015\)](#) has identified occupational stress, such as burnout and work insecurity, as a significant contributor to turnover intentions. In addition, scholars have conducted investigations on the relationships between occupational stress and turnover intentions, exploring the potential mediating effects of social support, locus of control, and job satisfaction ([Quirin & Donnelly, 2001](#)). The existing body of evidence consistently supports the notion that occupational stress has a substantial influence on employees' propensity to leave their respective organizations. To effectively mitigate stress and enhance employee retention, organizations must possess a comprehensive understanding of the impact of occupational stress on turnover intentions.

H1: OS leads to employees' TI at their organizations.

Occupational stress and organizational commitment

The significance of organizational commitment lies in its ability to reconcile the relationship between occupational stress and individuals' intent to resign from their employment. The significance of organizational commitment in influencing turnover intentions has been underscored by numerous studies. According to [Mosadeghrad \(2013\)](#), it is imperative to implement strategies that target the reduction of occupational stress to diminish nurses' intentions to resign from their posts. The measures developed by [Meyer et al. \(1993\)](#) were designed to evaluate affective, continuing, and

normative commitment to employment. The researchers also established a correlation between these components and individuals' intentions to leave their current jobs. [Liu et al. \(2019\)](#) suggested including occupational commitment and turnover intentions in the current body of knowledge on organizational turnover as a means to enhance understanding. Furthermore, [Liu et al. \(2019\)](#) conducted a study that demonstrated the significant influence of organizational commitment in moderating the relationship between occupational health and safety and turnover intentions. The authors [Yousaf et al. \(2015\)](#) underscored the importance of examining the relationships between occupational commitment and intentions to depart from an organization. Furthermore, the study conducted by [Villanueva and Djurkovic \(2009\)](#) revealed a significant association between affective commitment and occupational stress, along with its influence on turnover intentions. In addition, [Tran \(2022\)](#) suggested that occupational stress serves as an intermediary in the relationship between work-family interactions, organizational commitment, and organizational justice. By examining the relationship between occupational stress and attitude toward organizational transformation, [Vakola and Nikolaou \(2005\)](#) explored the impact of organizational commitment. The aforementioned investigations shed insight into the intricate interplay among organizational commitment, occupational stress, and turnover intentions. The mediating role of organizational commitment is crucial in the complex relationship between occupational stress and employees' intentions to resign from their employment. A comprehensive understanding and proficient administration of organizational commitment can significantly contribute to the reduction of turnover rates by mitigating the adverse effects of occupational stress on employees' propensity to resign from their positions. Tran (2022) posited that occupational stress functions as a mediator within the nexus of work-family interactions, organizational commitment, and organizational justice. This assertion underscores the pivotal role of stress in shaping employees' attitudes and behaviors within the workplace. Furthermore, [Vakola and Nikolaou](#)

(2005) delved into the ramifications of organizational commitment on the relationship between occupational stress and attitude toward organizational transformation. These inquiries collectively illuminate the nuanced dynamics among organizational commitment, occupational stress, and turnover intentions.

The intermediary function of organizational commitment assumes paramount importance in comprehending the intricate interplay between occupational stress and employees' inclination to leave their positions. A profound grasp of organizational commitment and its proficient management holds the potential to substantially curtail turnover rates by mitigating the adverse impact of occupational stress on employees' propensity to resign. Thus, adept handling of organizational commitment emerges as a strategic imperative for fostering a conducive work environment and bolstering employee retention efforts.

H2: OC meditates on the relationship between OS and employees TI.

Research Methodology

This research employs a quantitative approach to explore the relationship between OS and employee turnover intention, with a particular focus on examining the potential mediating role of OC. Utilizing a cross-sectional design, data is collected from educators employed in private schools within the J&K region.

Sample and data collection

The data was obtained from a particular private educational institution located in J&K, India, via a rudimentary random sampling methodology. The sample size for this investigation was obtained using the formula proposed by Krejcie and Morgan in 1970, as the population size was not given.

Sample Size = (Range/2)² ÷ (Accuracy level/ confidence level)²

The sample size of 620 was found by employing this formula. A set of 650 questionnaires was disseminated to educators at private educational institutions, adhering to the specified criteria. Out of the 628 questionnaires received, 22 were eliminated because they were

incomplete. Hence, the final sample consists of 628 educators who were employed at diverse private educational institutions across the state. From June to July 2019, data was collected from instructors in private schools utilizing a meticulously crafted questionnaire comprising 51 statements related to various aspects of the present study. The primary objective of the present study is to investigate the correlation between OS and employee TI, with a specific focus on assessing the potential mediating influence of OC.

The selection of a population for the study that demonstrates an excess of labor supply relative to labor demand was of utmost importance. The current research considered private school instructors in the poor state of J&K (India) as suitable candidates. During the reliability test and Confirmatory Factor Analysis (CFA), the instrument underwent purification by removing one item each that reflected (PAS), (WOL), (IFS), and (NC) statements. The final data analysis involved the inversion of negatively phrased items and the identification and removal of any outliers from the final dataset. The study discovered three participants who were considered outliers and subsequently excluded from the sample, resulting in a final sample size of 628 participants. The Skewness and Kurtosis values fell within the range of -1 to 1, suggesting that the collected data has a normal distribution and is appropriate for further investigation.

Research Instrument

The primary research instrument employed in this investigation is a structured question-

naire. This survey encompasses a series of items and data points gathered through Likert-scale statements. These items are specifically crafted to evaluate levels of occupational stress, delineated into sub-dimensions such as Poor Administration Support, Professional Distress (PD), Exploitation (Exp), Inadequate Financial Support (IFS), Job Insecurity (JIS), Work Overload (WOL), and Strenuous Working Environment (SWE). Additionally, the questionnaire encompasses inquiries regarding turnover intention (TOI) and organizational commitment (OC), which includes Affective Commitment (AC), Normative Commitment (NC), and Continuous Commitment (CC). The design of questionnaire items is informed by existing scholarly literature and subsequently validated for reliability and validity through pilot testing (Bhat et al., 2024).

This study applies SEM to test the causal linkages among constructs and employs path analysis to evaluate the association between OS and TI, with OC serving as an intermediary. In addition, a mediation study was performed to examine the influence of variables on the connection between independent and dependent variables, following the methodological framework proposed by Baron and Kenny (1986).

Furthermore, the importance of evaluating the mediating test was determined based on the principles established by Chiu et al. (2022). In this study, a mediating test was used to examine the association between two negative psychological factors, with the positive feelings of employees being examined as the mediator.

Table 1: Measurement Scale

Construct	Measurement Scale	Source
Occupational Stress	Poor administrative support, professional distress, employee exploitation, job insecurity, work overload, inadequate financial security, strenuous working environment	Cox et al. (1987), Kyriacou & Satcliffe (1978), Cartwright and Copper (2002)
Organizational Commitment	Multidimensional Organizational Commitment scale	Meyer and Allen (1991)
Turnover Intention	Michigan Organizational Assessment Questionnaire	Cummann et al. (1979)

Source: Compiled by the authors

The results were derived from Regression analysis performed using Structure Equations Modeling.

Measurement model

The evaluation of the measurement model was assessed through convergent validity, discriminant validity, and reliability (Hair et al., 2013; Khan et al., 2023a). Convergent validity was assessed by scrutinizing factor loadings and computing the Average Variance Extracted (AVE). Reliability, on the other hand, was gauged using Cronbach’s alpha (á) and composite reliability (CR), outlined in Table. It’s noteworthy, following the insights of Hair et al. (2013), that all factor loads surpassed the recommended threshold of 0.70. Furthermore, drawing from the research by Hair et al. (2013) and Khan et al. (2023b), the measurements utilized in this study demonstrated exceptional quality. Specifically,

Cronbach’s alphas exceeded 0.70, the average variance extracted (AVE) was above 0.50, and composite reliability exceeded 0.70, indicating robust measurement constructs.

Discriminant Validity

Discriminant validity was evaluated by examining the correlation matrix between different constructs, as shown in Table 3. To establish discriminant validity, the diagonal figures (AVE) must have greater values than the off-diagonal components in the corresponding rows and columns (Fornell and Larcker, 1981). Furthermore, the Heterotrait-Monotrait (HTMT) ratio of correlations approach is utilized to perform a discriminant validity test, as proposed by Hair et al. (2019). The findings demonstrate that all HTMT values are lower than the proposed threshold of 0.85 (refer to Table 5), hence confirming the presence of discriminant validity (Hair et al.,

Table 2: Measurement model

Items	Factor loading	Cronbach’s alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
PAS1	0.994	0.996	0.997	0.989
PAS2	0.996			
PAS3	0.992			
PAS4	0.995			
PD1	0.984	0.977	0.982	0.918
PD2	0.987			
PD3	0.988			
PD4	0.987			
PD5	0.835			
EXP1	0.984	0.990	0.993	0.972
EXP2	0.985			
EXP3	0.985			
EXP4	0.990			
IFS1	0.991	0.995	0.996	0.984
IFS2	0.993			
IFS3	0.990			
IFS4	0.993			
JIS1	0.833	0.881	0.918	0.736

Items	Factor loading	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
JIS2	0.821			
JIS3	0.896			
JIS4	0.879			
WOL1	0.922	0.905	0.935	0.782
WOL2	0.887			
WOL3	0.785			
WOL4	0.934			
SWE1	0.798	0.860	0.906	0.707
SWE2	0.742			
SWE3	0.895			
SWE4	0.916			
AC1	0.922	0.950	0.96	0.828
AC2	0.876			
AC3	0.912			
AC4	0.897			
AC5	0.942			
CC1	0.860	0.906	0.927	0.682
CC2	0.701			
CC3	0.888			
CC4	0.813			
CC5	0.849			
CC6	0.831			
NC1	0.829	0.929	0.944	0.738
NC2	0.876			
NC3	0.882			
NC4	0.903			
NC5	0.862			
NC6	0.798			
TOI1	0.929	0.898	0.937	0.832
TOI2	0.942			
TOI3	0.863			

Source: Amos output

2019, Khan and Bhat, 2022). Therefore, the variables met the criteria for reliability and validity.

Furthermore, the possibility of Common Method Variance (CMV) was assessed before testing the hypotheses. The Harman's single

Table 3: Fornell and Larcker and (HTMT)

AC	CC	EXP	IFS	JIS	NC	PAS	PD	SWE	TOI	WOL
AC										
CC	0.031									
EXP	0.025	0.059								
IFS	0.065	0.026	0.491							
JIS	0.035	0.821	0.051	0.020						
NC	0.031	0.816	0.076	0.019	0.828					
PAS	0.132	0.024	0.702	0.407	0.026	0.033				
PD	0.034	0.027	0.628	0.410	0.038	0.044	0.497			
SWE	0.043	0.806	0.037	0.042	0.834	0.731	0.022	0.030		
TOI	0.030	0.806	0.027	0.021	0.786	0.873	0.032	0.022	0.799	
WOL	0.029	0.794	0.043	0.016	0.756	0.924	0.035	0.036	0.624	0.759

(HTMT)

	AC	CC	EXP	IFS	JIS	NC	PAS	PD	SWE	TOI	WOL
AC	0.910										
CC	0.031	0.826									
EXP	0.020	-0.056	0.986								
IFS	0.052	0.002	0.486	0.992							
JIS	0.009	0.785	-0.049	0.015	0.858						
NC	0.024	0.875	-0.074	0.012	0.756	0.859					
PAS	0.126	-0.019	0.697	0.402	-0.011	-0.027	0.994				
PD	-0.014	-0.018	0.618	0.403	-0.021	-0.043	0.490	0.958			
SWE	0.039	0.878	-0.034	0.022	0.737	0.802	-0.015	0.005	0.841		
TOI	0.032	0.813	-0.027	0.021	0.706	0.799	-0.030	-0.021	0.797	0.912	
WOL	-0.018	0.843	-0.039	0.007	0.684	0.809	-0.024	-0.019	0.823	0.817	0.884

Source: Amos output

component test initially identified multiple underlying factors, with the first factor explaining only 12.39 percent of the variability. Furthermore, the correlations between the latent components were found to be below 0.90, suggesting that CMV was not a serious issue (Rodríguez and Meseguer, 2020).

Results of the Study

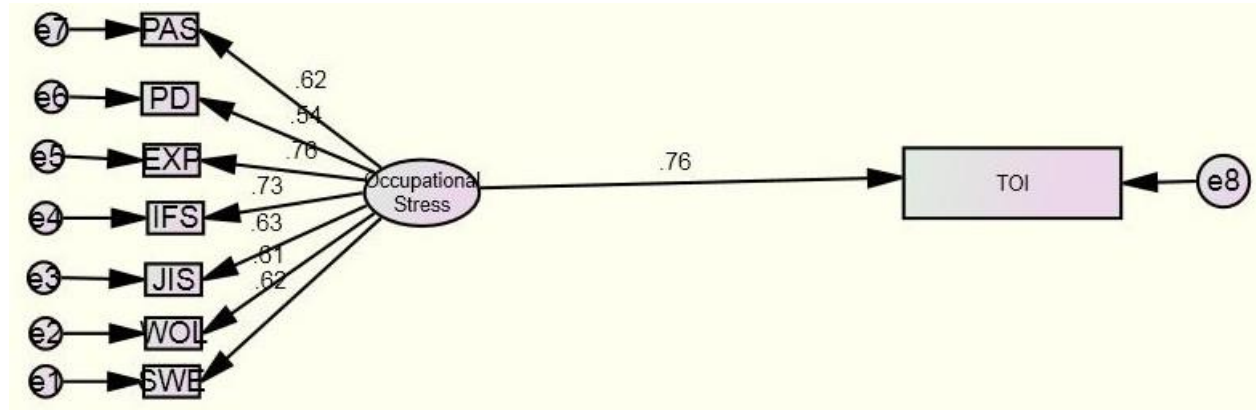
The model illustrates a distinct association between OS and employees' inclinations to leave their jobs. Based on the regression path coefficients, it can

be concluded that OS explains 76% of the variation in TI. This finding is statistically significant at a confidence level of 99%. It is worth mentioning that the model lacks degrees of freedom because it only includes two observable variables. In addition, the Root Mean Square Error of Approximation (RMSEA) value of 0.028 suggests that there is a small amount of variation between the observed and estimated models. The results highlight the substantial ability of work-related stress to forecast employees' intentions to leave their jobs. This conclusion is consistent with prior research, such

as the studies conducted by [Gautam & Gautam \(2022\)](#), [Chen and Qi \(2022\)](#), which also discovered a favorable correlation between stress levels and Turnover Intentions.

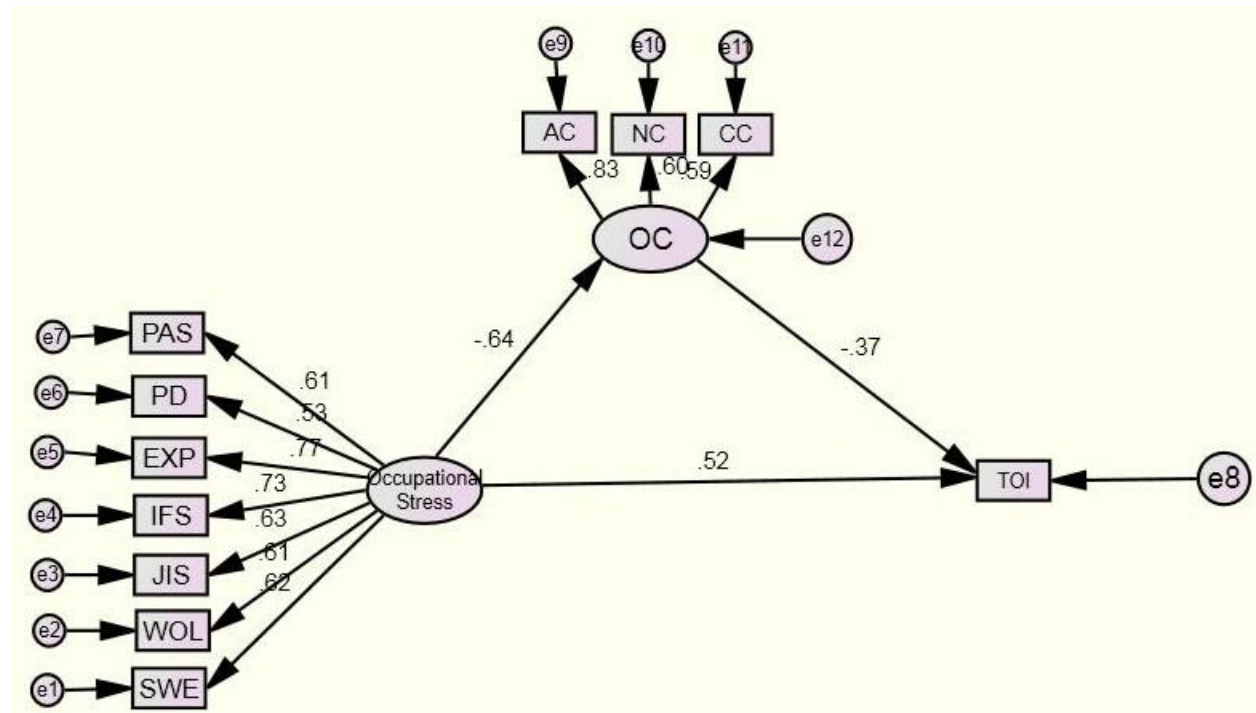
The concept starts by identifying seven fundamental aspects of a job, each playing a role in the development of external occupational stress. This stress, in turn, directly impacts an employee's

decision to leave their job. Each antecedent of OS was found to meet the necessary threshold of .50 in the standard estimation, confirming their importance in contributing to OS. The study investigated the theoretical connection between job-related stress and dedication to the organization in Research Model II. The third hypothesis is that employees' unfavorable attitudes towards their responsibilities were analyzed to their global



Figures 1: Research Model I: Direct relationship between OS and employee TI.

Source: Amos output



Figures 2: Research Model II: Mediating role of OC in the relationship between OS and TI

Source: Amos output

commitment, which is marked as OC. The regression weight analysis demonstrated a negative link between OS and OC, which is consistent with earlier studies ([Liu et al., 2019](#) & [Yousaf et al., 2015](#)). OC helps reduce actual turnover by promoting positive feelings among employees towards their organizations, as shown by the regression weights of OC on turnover intention (SRW = -0.37, CR = 6.78) and OS on turnover intention (SRW = 0.52, CR = 9.47). By incorporating OC as a mediator between OS and TI, using the methodology described by Baron and Kenny (1986), the coefficient of variation between OC and turnover intention decreases from 0.77 to 0.52. This indicates that OC acts as a mediator in the connection between OS and TI.

To determine the extent to which OC acts as a mediator in the relationship between OS and TI, the criteria put forth by [Barnhill et al. \(2018\)](#) were referenced. Partial mediation is indicated as the introduction of OC as a mediator led to a decrease in the regression standard weight between OS and TI, but the confidence level was reduced to 95%. In addition, Sobel's test was performed to determine the importance of the indirect path from the independent variable to the dependent variable through the mediator. The findings validated a substantial indirect correlation between professional stress and TI, which was mediated by employees' OC.

To assess the model's suitability for the data, many fit indices were examined. These included the Chi-square (χ^2) value of 196.21 with 42 degrees of freedom, a Normed χ^2 value of 4.671, a GFI value of 0.958, a CFI value of 0.973, and an RMSEA value of 0.005. These indices indicate a strong correspondence between the model and the underlying data.

Conclusion and Discussion

This study thoroughly examines the intricate relationship between OS and employees TI to leave their jobs, utilizing a comprehensive model that incorporates several aspects of job-related stress and OC. The results highlight the significant ability of OS to predict TI, with a remarkable 76% of the variation in TI being accounted by OS, surpassing the 99% confidence level. The model's focus on identifying seven essential aspects of a work that contribute to OS offers a detailed

understanding of the concept. Every antecedent of OS surpassed the necessary threshold, confirming their importance in contributing to total stress levels. Furthermore, the analysis of the connection between OS and OC demonstrates a negative link, in line with other studies ([Liu et al., 2019](#); [Villanueva & Djurkovic, 2009](#); [Tran, 2022](#)).

OC has a vital role in reducing TI by promoting favorable feelings among employees towards their firms. According to the mediation study, based on [Baron and Kenny's steps \(1986\)](#), it has been found that OC plays a partial mediating role in the link between OS and TI. This discovery emphasizes the significance of organizational tactics focused on increasing commitment levels to reduce turnover risks linked to occupational stress. The evaluation of the model's correspondence to the data using several fit indices shows a strong alignment, further confirming the model's dependability and efficacy in capturing the underlying dynamics. The model's robustness in explaining the observed events is confirmed by the high values of indices such as GFI and CFI, along with the minimal RMSEA.

The study examines different job-related stressors and their influence on employees' psychological affiliation with their firms. The study revealed that unfavorable working circumstances, insufficient administrative assistance, and uncertainty regarding job stability were identified as factors ([Bhat et al., 2021](#)) that prompted employees to consider leaving the business. Amidst a context of elevated unemployment rates and a lack of available jobs, the working conditions, despite being widely perceived as detrimental and unbearable, are considered preferable to being unemployed. The national economic climate has a substantial impact on the links between work and well-being.

The main organizational stressors found in this study include insufficient financial stability, excessive workload, uncertainty about job security, and inadequate administrative assistance for teachers. Employers frequently employ cost reduction tactics to thrive in competitive contexts, capitalizing on unfavorable external labor market conditions by giving meager pay. This results in a perceived lack of financial stability and serves as a significant trigger for professional stress. Workers frequently face unfavorable work conditions that

lead to stress, which is further exacerbated by a struggling labor market that forces them to keep their positions for their survival and the well-being of their families. Although there is inadequate management of human resources, the administrations of these firms can effectively reduce the desire of employees to leave their jobs. This is a result of the absence of other employment prospects, which compels individuals to accept subpar work-life experience and remain with their existing business.

Overall, the results indicate that individuals frequently remain employed by their schools while experiencing challenging working conditions. External economic conditions have a greater impact on the employee-organization relationship than employees' psychological feelings toward the organization, also known as OC (Tran, 2022). Moreover, the ideals and emotions that employees have towards their careers frequently serve as a strong bond that keeps them committed to their firm. The absence of perceived work alternatives has a substantial impact on the employer-employee relationship, causing human resource management to become less relevant during periods of unfavorable labor market conditions.

Implications of the Study

Considering a thorough examination of private schools' impact on the state's education sector and the elements that affect employee loyalty, it is crucial to take into account several important recommendations for improving the system. First and foremost, it is crucial to make a collective and focused endeavor to enhance the wage packages for educators, matching them with their skills and commitment, while also guaranteeing favorable working conditions. Moreover, it is crucial to have amiable administrative assistance and initiatives that foster fairness within the industry. Ensuring opportunities for individual development and employment stability is essential for retaining top people and strengthening organizational dedication. It is crucial to prioritize government measures that focus on alleviating stress among teachers, while simultaneously making concerted attempts to attract committed young individuals to the teaching profession. It is advisable to conduct additional research, both within the country and outside, using longitudinal studies, to enhance our comprehension of these processes. HR professionals

should take note of the study's results to reduce stressful work environments and promote employee dedication, hence maintaining a competitive advantage in the educational industry. If these proposals are put into practice, they have the potential to greatly enhance the quality of education and the general efficiency of the educational system.

Limitations and Future Directions

The study's utilization of self-reported data and its cross-sectional design add potential biases and restrict the capacity to prove causality. In addition, disregarding other relevant elements while concentrating exclusively on stress as a predictor of OC is an oversight. Subsequent investigations should incorporate objective metrics in addition to self-reported data and examine other variables beyond stress that could influence OC. Longitudinal research can offer a more comprehensive knowledge of cause-and-effect linkages while investigating alternative mediators can enhance our understanding of the mechanisms that influence TI.

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