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

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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 etkilebilmektedir hende örgütlerin olumsuz etkilerde edinebildiği neden olabilmektedir. Çalışanların iş yoğunluğu yaşamaları stres altında oldukları göstermektedir. İş yoğunluğu ve stresin farklı kavramları olduğunu bilince de olmak gerekmedir. İş yoğunluğu yaşayan çalışanlar işlerini memnuniyetle, isteyerek, severek yapmalarda örgüt olumlu yönde yarışabilmektedir. Ancak çalışanların stres altında iş yapmaları durumunda olumsuz etkiler söz konusu olabilmektedir. Araştırmamanın amacı kapsamında, çalışanların yaşamadaki iş stresini, iş yoğunluğunun, psikolojik güçlendirmenin, örgütsel bağlılığı ile etkileri incelenmektedir. Çalışmanın örneklem kitesini hizmet sektöründe bulunan kargo firmalarında çalışan 344 beyaz yakalı oluşturmuştur. Elde edilen bulgular IBM SPSS 25 ve AMOS programları kullanarak sırasıyla önce faktör analizi yapılmış, faktör analizinden sonra güvenilirlik analizi, korelasyon analizi ve regresyon analiziyile hipotezlər test edilmiş ve elde edilen sonuçlar değerlendirilmiştir. Ayrıca zamanda araçi değişken etkisinin analizinde sobel testi ve hayes process kullanılmıştır. Analizler sonucunda örgütlerde çalışanlara psikolojik güçlendirme uygulandığında örgütsel bağılılıkların olumlu yönde etkilendiğini sonucuna varılmıştır.

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

Atıf İçin / Please Cite As:

Adıguzel, Z., & Kucukoğlu, I. (2020). Examining the commitment to the organization of the employees who work in an organization against stress, workload and psychological empowerment. Manas Sosyal Araştırmalar Dergisi, 9(4), 2459-2474.

Geliş Tarihi / Received Date: 10.12.2019 Kabul Tarihi / Accepted Date: 24.08.2020

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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 (Iversen, 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. 76). 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 using 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 empowered 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).

Method

The research was carried 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.

Analyzes 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, Kamarel and Mermelstein in 1983; developed by Revicki et al. (1991); conducted by Aslan et al. (1996); conducted by Bataş, 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
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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

| Component | 1     | 2     | 3     | 4     | Skewness | Kurtosis |
|-----------|-------|-------|-------|-------|----------|----------|
| 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 |
| WI11: 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.

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).

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; X2/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).

| Variables                   | Number of Questions | Cronbach Alpha (α) Values |
|-----------------------------|---------------------|---------------------------|
| 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 ≤ r ≤ +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.

| 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 | 0.000 |
| | N | 344 | 344 | 344 | 344 |
| Workload | Pearson Correlation | -0.084 | 1 | .496** | .279** |
| | Sig. (2-tailed) | 0.118 | 0.000 | 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 | 0.000 |
| | N | 344 | 344 | 344 | 344 |
| Organizational Commitment | Pearson Correlation | -.341** | .279** | .332** | 1 |
| | Sig. (2-tailed) | 0.000 | 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.

| Hypotheses | Standard β | Sig. | Supported / Not Supported | Significance Level (Sig.) |
|------------|------------|------|---------------------------|--------------------------|
| H1: 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 |
| H2: 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 |
| H3: Psychological empowerment on employees in organizations has a positive effect on organizational commitment. | .332*** | 0.000 | Supported | P<0.001 |
| H4: 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 |
| H5: 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 β | Sig.   | Adjusted R Square | F Value |
|---------------------------|---------------------------|------------|--------|-------------------|---------|
| Perceived Work Stress     | organizational commitment | -.268***   | 0.000  | 0.114             | 44.995  |
| Psychological empowerment |                           | .257***    | 0.000  | 0.172             | 36.624  |
| Workload                  | organizational commitment | .151***    | 0.010  | 0.075             | 28.886  |
| Psychological empowerment |                           | .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          | -3.66414802 | 0.29549412 | 0.00024816 |
| MV       | Psychological Empowerment h | 0.424          | -3.63071073 | 0.71153309 | 0.00028264 |
| DV       | Organizational Commitment Sb | 0.035          | -3.6952649  | 0.00717681 | 0.00021685 |

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           | 4.07636829  | 0.45874013 | 0         |
| MV       | Psychological Empowerment b | 0.425          | 4.06063562  | 0.3083831  | 0         |
| DV       | Organizational Commitment Sb | 0.040          | 4.09228525  | 0.95235076 | 0         |

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

| Model | 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_es |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | -3.777 | .0562 | -6.7078 | .0000 | .4876 | .2665 | .3518 | .3410 |
| **Direct effect of X on Y** | Effect | se | t | p | LLCI | ULCI | c_ps | c_es |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | -2.969 | .0566 | -5.2419 | .0000 | .4083 | .1855 | .2770 | .2685 |
| **Indirect effect(s) of X on Y** | Effect | BootSE | BootLLCI | BootULCI |
| --- | --- | --- | --- | --- |
| psychological | -.0802 | -.1250 | -.0421 |
| **Partially standardized indirect effect(s) of X on Y** | Effect | BootSE | BootLLCI | BootULCI |
| --- | --- | --- | --- | --- |
| psychological | -.0748 | -.1164 | -.0396 |
| **Completely standardized indirect effect(s) of X on Y** | Effect | BootSE | BootLLCI | BootULCI |
| --- | --- | --- | --- | --- |
| psychological | -.0725 | -.1121 | -.0381 |

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

| Model | 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_es |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | .3889 | .0724 | 5.3745 | .0000 | .2665 | .5312 | .3628 | .2791 |
| **Direct effect of X on Y** | Effect | se | t | p | LLCI | ULCI | c_ps | c_es |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | .2110 | .0812 | 2.5991 | .0098 | .0513 | .3706 | .1968 | .1514 |
| **Indirect effect(s) of X on Y** | Effect | BootSE | BootLLCI | BootULCI |
| --- | --- | --- | --- | --- |
| psychological | .1779 | .0434 | .0968 | .2663 |
| **Partially standardized indirect effect(s) of X on Y** | Effect | BootSE | BootLLCI | BootULCI |
| --- | --- | --- | --- | --- |
| psychological | .1660 | .0914 | .2475 |
| **Completely standardized indirect effect(s) of X on Y** | Effect | BootSE | BootLLCI | BootULCI |
| --- | --- | --- | --- | --- |
| psychological | .1277 | .0695 | .1893 |

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;
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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edilmektedir (Thomas ve Velthouse, 1990, s. 667). Psikolojik güçlendirmenin başlıcalı olabilmesi için, çalışanların sahip oldukları değerlere yaptıkları işin anlamlı olması gerektiğini (Brief ve Nord, 1990). Aynı zamanda çalışanların motivasyonlarının yüksek olması açısından psikolojik güçlendirmenin başlıcalı olması, çalışanların sahip oldukları değerlere yaptıkları işin doğru orantılı olması çok önemlidir. Yanı doğru koltuğa doğru insan prensibi, psikolojik güçlendirmenin temelinde yatmaktadır. Çalışanların becerileriyle yaptığı işlerin doğru orantılı olduğu performanslara olumlu yönde yansımaktadır (Bandura, 1989, s. 1176). Bu nedenle araştırma modeli kapsamında, işe bağlı stress ve iş yoğunluğunu, psikolojik güçlendirme aracılığıyla yaratılan etkisi ile örgütSEL bağlılığa incelenmektedir.

Araştırma hizmet sektöründe faaliyet gösteren kargo firmalarında çalışan beyaz yakalılar üzerinde gerçekleştirilmştir. İşe bağlı stress ve iş yoğunluğu başlıcası değişik, psikolojik güçlendirme aracılığıyla aracılığıyla yaratılan etkisi ile örgütSEL bağlılığı incelenmektedir. Bu değişkenler arasındaki ilişkilerin ortaya konması amaçlanmıştır. Çalışma için hizmet sektöründeki kargo firmalarının seçilmesinin sebebi, genel itibariyle iş stressinin ve iş yoğunluğunun beyaz yakalılar üzerindeki etkilerinin incelenmek istenmesidir. Araştırmaının amacı kapsamında 344 çalışan ile anket çalışması yürütülmüştür. Ankete 236 (%73) erkek 108 (%27) kadın be yaz yakalı çalışan evrak vermiştir. Anketi dolduran kadınlardan 301'i üniversite mezunu, 43'ü ise yüksek lisans mezunudur. Analizler SPSS 25 Programı ve AMOS programı ile yapılmıştır. Likert ölçeğinin kullanılanlığı sorularda faktör analizi ve güvenilirlik analizi yapılmıştır. Faktör analizinin sonuçları AMOS da yapılan doğrulayıcı faktör analizi ile kontrol edilmiştir. Aynı zamanda aracılığıyla etkisinin analiz edilmesinde Hayes Process ve sobel testi kullanılmıştır. Değişkenler arasındaki ilişkilerin incelenmesinde korelasyon analizi, hipotezlerin test edildiğinde regresyon analizi yapılmıştır. Anket soruları demografik bilgiler ve değişkenler temsil eden ölçek sorularından oluşturmaktadır.

Çalışmada, çalışanların örgütlerde genel olarak yaşadıkları stress ve iş yükü karşısında örgütleri olan bağımlıkları incelenmiştir. Çalışanların yaşadıkları negatif sorunlar karşısında, güçlendirici bir psikolojik etkiye karşılaştıklarında verecekleri tepkilerin önemine bağlı olarak, olumlu yönde bir etkinin olduğu analizler sonucunda açıklanabilmektedir. Araştırmanın sonucunda stress ve iş yükü gibi çalışanları fiziksel ve zihinsel yaralanma riskini artırmaktadır. Özellikle çalışma hayatında sıkılıkla yaşanan stressin örgütSEL bağlılığı negatif yönde etkilediği görülülmektedir. Bu durumda çalışanların işlerini yaparken maruz kaldıkları stress ve iş yükü altında çalışanların örgütleri olan bağımlıklarını zayıfladığini anlaşılmaktadır. Örgütlerin, çalışanların işlerini yaparken maruz kaldıkları stress ve iş yükü altında çalışanların örgütleri olan bağımlıklarını zayıfladığini anlaşılmaktadır. Örgütlerin, çalışanların işlerini yaparken maruz kaldıkları stress ve iş yükü altında çalışanların örgütleri olan bağımlıklarını zayıfladığini anlaşılmaktadır. Örgütlerin, çalışanların işlerini yaparken maruz kaldıkları stress ve iş yükü altında çalışanların örgütleri olan bağımlıklarını zayıfladığini anlaşılmaktadır.