



RESEARCH ARTICLE

Unraveling the Links between Role Stressors, Commitment Facets, And Turnover Intentions: A Study Of Healthcare Workers In Saudi Arabia

Dr. Zafrul Allam¹, Dr. Sayeeduzzafar², Dr. Nasir Ali³, Dr. Vikram Jeet⁴

¹Assistant Professor Department of Management & Marketing, College of Business Administration, University of Bahrain, Kingdom of Bahrain

²Professor, HRM Department, University of Business and Technology, Jeddah, Saudi Arabia

³Associate Professor, Department of Business Administration, College of Business, University of Jeddah, Saudi Arabia

⁴ Assistant Professor, Department of Business Administration, College of Business, University of Jeddah, Saudi Arabia

ARTICLE INFO	ABSTRACT
Received: May 22, 2024 Accepted: Jun 27, 2024	In the era of technological advancements, social-cultural disparities, and rapid changes in the competitive environment, the issue of role stress and intention to leave has become a serious and alarming concern for employees in both service and manufacturing sectors. The present study aims to investigate the relationship between "organizational role stress, organization commitment, and intention to leave" in the health sectors in Saudi Arabia. The study involved 305 employees chosen randomly. The "Organizational Role Stress, Organization Commitment, Intention to Leave" scales, along with a "biographical information sheet", were utilized to gather data. To enhance the scientific integrity of the findings, both inferential and differential statistical techniques were employed. The research yielded a significant positive correlation between personal inadequacy and normative commitment, continuance commitment, and intention to leave among the participants. Furthermore, role erosion emerged as the most dominant stressor associated with affective commitment, indicating a clear and linear relationship. Role isolation was also found to be a significant predictor of both normative and continuance commitment. Lastly, role stagnation was identified as the most dominant stressor associated with intention to leave among the health sector employees. The findings of this study will have a significant impact on management and behavioral sciences. They offer valuable insights into how organizations can proactively prevent role stress and promote greater commitment among their employees. By addressing the factors that contribute to role stress, intention to quit and organizational commitment employers can strive to keep their employees engaged, healthy, contented, and highly competitive in the workplace. This will ultimately contribute to their productivity and overall performance.
Keywords Organizational Role Stress organizational commitment Intention to leave Inferential & differential statistics Saudi Arabia	
*Corresponding Author zallam@uob.edu.bh	

INTRODUCTION

Occupational role stress is a significant issue for health sector employees due to the demanding nature of their work and the long hours they spend in hospitals or health centers. The fast-paced and

unpredictable nature of their jobs can take a toll on their mental well-being, leading to chronic stress (Al-Mansour, 2021). The health sector's demands and pressures make it a challenging environment for professionals to navigate (Asaloei, Jim, & Werang, 2024). Stress is a word that is commonly used in Physics and Engineering to denote "pressure". However, during the 1930's, the word was introduced into the biological sciences as a way to describe the psychological stress experienced by human beings (Selye, 1936) and (Selye H. , 1946). Today, stress has become prevalent in various aspects of human existence, and it is considered a universal phenomenon that affects everyone, albeit to varying degrees (Karani, Deshpande, & Jayswal, 2023). Prolonged stress can have detrimental effects on both the psychological and physical behavior of individuals (Ashfaq & Irum, 2020). In recent years, the concept of "organizational role stress" has gained significant attention in management and social science literature (AlKahtani, Khan, & Allam, 2016). This term has emerged as a major concern for the management within organizations (Allam, A Study to Identify the Organizational Role Stress Factors as Perceived by the College of Sciences and Humanities Teachers, 2020). As organizations strive to create a conducive work environment for employees, it is crucial to recognize and address the impact of organizational role stress on individuals (Allam, 2020). Addressing and managing stress is essential for both individuals and organizations (Ali & Miralam, 2019). By recognizing and understanding the various factors that contribute to stress, organizations can create strategies to minimize its effects and promote a healthier work environment (Bottiani, Duran, Pas, & Bradshaw, 2019) and (Asaloei, Jim, & Werang, 2024). Organizational role stress (ORS) is a concept introduced by (Pareek, 1983) designed ten factors to better understand this phenomenon. These factors can be seen in the tables which includes:

S. No.	Stressors	Explanation
1.	Inter Role Distance (IRD)	This refers to the physical and emotional distance between individuals in different roles within a relationship or group.
2.	Role Stagnation (RS)	This refers to the situation when an individual remains in the same job or position for an extended period without any opportunities for growth or advancement.
3.	Role Expectation Conflict (RES)	This refers to the disparity between what is expected of a person in their role and what they actually are capable of doing.
4.	Role Erosion (RE)	This refers to the loss of responsibilities and authority within a role or position over time.
5.	Role Overload (RO)	This occurs when an employee's workload exceeds the capacity to handle tasks effectively.
6.	Role Isolation (RI)	This refers to the process of isolating a role or responsibility from the rest of a system or process.
7.	Personal Inadequacy (PI)	This refers to the feeling of not being good enough or capable enough in various areas of life.
8.	Self-Role Distance (SRD)	This refers to the psychological distance between an individual's self-concept and the role they are expected to play in a given situation or context.
9.	Role ambiguity (RA)	This refers to lack of clarity or confusion regarding one's job responsibilities or expectations.
10.	Resource Inadequacy (RIN)	This refers to measure quantifies the insufficiency of available resources to meet the desired objectives or requirements.

These ten factors provide a comprehensive framework for assessing and understanding organizational role stress. By identifying and understanding these factors, organizations can take proactive measures to mitigate the negative effects and enhance employee well-being (Allam, 2017; Allam, Asad, Ali, & Ali, 2021; Asad, et al., 2024).

Organizational commitment is a crucial factor in determining the attitudes, behaviors, and performance of employees within an organization (Asaloei, Jim, & Werang, 2024). In the field of organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization (Khan & Siddiqui, 2017). It is a concept that encompasses various dimensions and is closely tied to employee satisfaction, performance, and organizational success (To & Huang, 2022). Organizational commitment is characterized by an employee's strong identification with and commitment to the organization. It goes beyond mere job involvement and reflects a deep sense of loyalty, dedication, and overall satisfaction with the organization and its values (Mujajati, Ferreira, & du Plessis, 2024). Employees who are highly committed to their organization are more likely to exhibit positive attitudes, behaviors, and higher levels of performance (Lee & Kim, 2023). The term "organizational commitment" was first coined by (Allen & Meyer, 1991), who defined it as "a psychological state that characterizes the employee's relationship with the organization, and that has implications for the decision to continue or discontinue membership in the organization". This definition highlights the importance of organizational commitment in shaping employee attitudes and behaviors. Another definition of organizational commitment is given by (Arnold, et al., 2005), they defined it as "the relative strength of an individual's identification with and involvement in an organization". This definition emphasizes the extent to which an employee feels connected to the organization and actively participates in its affairs. Meyer and Allen's model offers a synthesized framework that aims to provide a comprehensive understanding of organizational commitment. The model consists of three distinct components, each representing a different psychological process underlying an individual's commitment to the organization. These components are affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1991), (Allen & Meyer, 1996) and (Meyer & Allen, 1997).

The affective commitment, which refers to the employee's emotional attachment to the organization (Evanschitzky, Iyer, Plassmann, Niessing, & Meffert, 2006). This dimension encompasses aspects such as job satisfaction, pride, and enthusiasm about working for the organization (Specchia, et al., 2021). Employees who are high on affective commitment are more likely to be committed to the organization's goals and values (Allen & Meyer, 1991) and (Mercurio, 2015). Another dimension of organizational commitment is continuance commitment. This dimension focuses on the employee's intention to stay with the organization, even when faced with external job offers (Allen & Meyer, 1991). Employees who are high on continuance commitment have a strong belief that the organization provides valuable opportunities and benefits for their career growth (Dutta, Vedak, & Kannan Poyil, 2023). The third dimension is normative commitment. This dimension refers to the employee's perception of organizational norms and values. Employees who are high on normative commitment adhere to the organization's rules and expectations, and they view their commitment to the organization as a reflection of their personal values (Allen & Meyer, 1991). Indeed, organizational commitment is a complex construct that plays a crucial role in shaping employee attitudes, behaviors, and performance within an organization. It is essential for organizations to foster a culture of commitment among their employees in order to attract and retain top talent, enhance productivity, and achieve long-term success (Allam, 2013).

The intention to leave, also known as turnover intention, is a crucial aspect in the fields of employee engagement, human resources, and strategy (Shields & Ward, 2001). The intention of quitting refers

to an employee's desire or plan to leave their current job in the near future (Suadican, Bonde, Olesen, & Gyntelber, 2013) and (Worku, Feleke, Debie, & Nigusie, 2019). It serves as a proxy indicator for measuring turnover in cross-sectional surveys. Employee retention is crucial to achieve a competitive advantage (Pertiwi & Piartrini, 2020). While intention to leave and intention to stay are distinct cognitive processes, several factors can influence employees' intentions to leave with their organizations (Manurung & Ratnawati, 2012). By prioritizing competitive compensation and benefits, effective leadership and communication, work-life balance, professional development opportunities, and recognition and rewards, organizations can create a positive work environment that encourages employee loyalty and discourages intention to leave strategies (Srinadi, 2015). The concept of intention to leave is complex and context-dependent, varying based on individual interactions and external factors (Jha, 2010). According to (Sutherland & Jordaan, 2004), labor intention to leave can be classified in the literature as either voluntary or involuntary. Voluntary intention to leave refers to the employee's decision to leave their current position, driven by factors such as a desire to seek a better employment environment or prospects, or dissatisfaction with their current job (Agustini, 2017). In contrast, involuntary intention to leave is categorized as employer-initiated and can be attributed to factors such as retrenchment or dismissal for misconduct or non-performance-related reasons. According to (Holtom, Mitchell, Lee, & Eberly, 2008), employee turnover refers to the process through which employees leave a position in an organization. It can manifest as either voluntary or involuntary. When an employee decides to terminate the working relationship with the organization, it is classified as voluntary turnover. On the other hand, involuntary turnover occurs when the employer decides to dismiss the employee or initiate some other form of separation and the intention to leave is influenced by various factors such as job satisfaction, organizational commitment, turnover culture, job search behavior, and career development (Lazzari, Alvarez, & Ruggieri, 2022).

REVIEW OF LITERATURE

The understanding of organizational role stress, organizational commitment, and intention to leave among healthcare workers is a significant concern that impacts the quality of patient care and the overall functioning of healthcare institutions. This literature review aims to synthesize and integrate the research findings on the factors contributing to the variables chosen for the investigation among healthcare professionals, with a specific focus on workers in the Kingdom of Saudi Arabia.

Organizational role stress and organizational commitment

Several studies have investigated the relationship between role stress and organizational commitment. (Dale & Fox, 2008) discovered that leadership styles can have a significant impact on organizational commitment, with role stress serving as a mediator. (Ihtiyaroglu & Ates, 2018) also found a weak positive correlation between stress and commitment. However, (Asaloei, Jim, & Werang, 2024) argues that organizational commitment is more nuanced, as individuals may have multiple commitments towards different groups. (Ghosh, 2014) emphasizes the importance of recognizing individual perspectives when studying organizational commitment. These studies collectively highlight the complexity of the interplay between role stress, leadership styles, and individual perspectives in shaping organizational commitment. However, role stress, particularly role ambiguity and role conflict, has consistently been found to have a negative impact on organizational commitment (Addae, Parboteeah, & Velinor, 2008), (Chang, Lu, Su, Lin, & Chang, 2010) and (Ackfeldt & Malhotra, 2013). This relationship is particularly significant in the public sector, where role stressors are associated with lower affective and normative commitment (Addae, Parboteeah, & Velinor, 2008). However, managerial interventions such as empowerment and professional development can help mitigate the negative effects of role stress on organizational commitment (Ackfeldt & Malhotra, 2013). A study by (Sayeeduzzafar & Nazneen, 2016) conducted

a comprehensive study that examined the relationship between role expectation conflict, role overload, resources inadequacy, and affective and normative commitment among faculty members in Indian and Saudi Arabian universities. The results of the study revealed that role expectation conflict exhibited a significant negative correlation with normative commitment. However, no significant relationships were observed between role overload and resources inadequacy with either affective or normative commitment. Also, (Kaur, 2020) employee satisfaction has been found to mediate the relationship between role stress and affective commitment.

(Abdelmoteleb, 2019) proposed a dynamic and reciprocal relationship between job stress and organizational commitment. According to their study, job satisfaction plays a vital role in mediating this relationship. When individuals experience high levels of job stress, their job satisfaction decreases, leading to lower levels of organizational commitment.

(Morrissette & Kisamor, 2020) conducted a study to establish the relationship between role stress, particularly role ambiguity, conflict, and overload, and affective organizational commitment. The research revealed that role stress has a negative influence on affective commitment. However, it was observed that this relationship is stronger in transactional occupations and western cultures.

(Orgambídez & Benitez, 2021) delved into the impact of role stress on work engagement and the relationship between work engagement and affective commitment. Their findings indicated that role conflict specifically has a significant impact on this relationship, leading to a diminished level of affective commitment.

(Hassan, Karim, Shah, & Khan, 2023) expanded upon their research by investigating the direct and indirect effects of role stress on organizational commitment. Their findings revealed that role stress has a direct impact on both high and low levels of organizational commitment. Additionally, job burnout was found to mediate the relationship between role stress and both types of organizational commitment.

In a study by (Hidayat & Tannady, 2023), it was revealed that job stress had a significant negative effect on knowledge transfer effectiveness in teams, and this effect was mediated by trust. This highlights the importance of trust as a mediator in the relationship between job stress and organizational commitment, particularly in team-based work environments.

Recent studies have shown that there is a complex relationship between OR stress and organizational commitment. As discovered by (Hngoi, Abdullah, Wan Sulaiman, & Zaiedy Nor, 2024) that job insecurity acts as a mediator between perceived organizational support and organizational commitment, highlighting the critical role of security in fostering commitment. However, (Otoo & Rather, 2024) emphasized the role of human resource development practices in enhancing employee engagement, with organizational commitment serving as a mediator in this relationship. (Karim & Sutioningsih, 2024) highlighted the importance of person-job and person-organization fit in influencing job satisfaction, which in turn affects organizational commitment. Moreover, (Sarman, Kosim, & Sari, 2023) demonstrated the mediating role of organizational commitment in the relationship between work-family conflict, job satisfaction, and nurse performance. These studies collectively underscore the significance of various factors in shaping organizational commitment, providing valuable insights for organizations.

Organizational role stress and intention to leave.

Several studies have investigated the relationship between organizational role stress and the intention to leave. (Mxenge, Dywili, & Bazana, 2014) also observed a significant correlation between

organizational stress and the intention to leave. Organizational commitment was found to have a mitigating effect. Similarly, (Rubel, Kee, & Rimi, 2017) identified work-family conflict as a mediator between role stressors and turnover intention. However, (Christy & Priartini, 2019) discovered that workload is a significant factor contributing to job stress, which in turn intensifies the intention to leave. These studies collectively suggest that role stress, particularly in the form of workload, work-family conflict, and work stress, can significantly impact employees' intention to leave. Additionally, (Jasinski & Derbis, 2022) observed workload is the strongest predictor of the intention to leave among employees.

(Manoppo, 2020) conducted this study with the primary intention of examining the effects of transformational leadership on work stress, organizational citizenship behavior (OCB), and turnover intention. Additionally, the study aimed to investigate the relationship between work stress and OCB, as well as examining the impact of OCB on turnover intention. The result of the study indicates that the higher the level of transformational leadership, the lower the turnover intention.

However, role ambiguity and role conflict have been identified as direct influencers of job satisfaction, which in turn predicts job stress and turnover intention (Hoak, 2021). This suggests that the clarity and consistency of organizational roles and responsibilities can significantly impact employees' job satisfaction and subsequent intention to leave. These findings highlight the importance of addressing role ambiguity and conflict to mitigate job stress and turnover intention.

Indeed, (Al-Mansour, 2021) reported a significant effect of job stress on nurses' turnover intentions in Saudi Arabia. Also, (Shah, Haider, Jindong, Mumtaz, & Rafiq, 2022) identified a positive effect of job stress and workload on turnover intention among nurses, particularly during the COVID-19 pandemic. These findings indicate the critical role of job stress as a mediator in the relationship between job satisfaction and turnover intention across various professional domains. Further, (Dodanwala & Santoso, 2022) found that job stress mediates the relationship between job satisfaction facets and turnover intention of construction professionals.

Research by (Hidayat & Tannady, 2023) who reported that workplace stress and incivility have a direct positive effect on turnover intention. Furthermore, (Hidayat & Tannady, 2023) highlighted that work-family conflict positively mediates the relationship between work stress and turnover intention. These findings suggest that work stress is a critical factor influencing employees' intentions to leave their organizations. Similarly, the relationship between workplace harassment and turnover intention is mediated by employee silence and mental stress (Mehmood, Husin, & Aziz, 2023). These mediating variables provide insights into the underlying mechanisms through which work stress influences employees' intentions to leave.

Burnout was found to predict the intention to leave, and psychological distress partially mediated the relationship between burnout and the intention to leave (Baquero, 2023). This finding underscores the importance of addressing burnout and psychological distress as potential contributors to turnover intentions.

(Aziiz & Susanti, 2024) conducted a study to examine the relationship between job satisfaction, job stress, and turnover intention in nurses. The study aimed to explore the potential influences of these variables on nurses' intentions to leave their current job. By analyzing the results of data processing, it was found that job stress was found to have a positive impact on turnover intention.

Organizational commitment and intention to leave.

Research consistently shows a negative and complex relationship between organizational commitment and intention to leave. (Neves, Parreira, Rodrigues, & Graveto, 2022) and (Piotrowski, Sygit-Kowalkowska, Boe, & Rawat, 2022) found that job satisfaction and resilience are key factors in reducing the intention to leave, with (Neves, Parreira, Rodrigues, & Graveto, 2022) also emphasizing the role of individual and structural factors. (Liu, Loi, & Ngo, 2020) introduces the concept of normative commitment as a mediator in the relationship between organizational social exchange and intention to leave. According to research, lack of career advancement has been identified as a significant predictor of both organizational commitment and intention to leave an organization (Moloney, Boxall, Parsons, & Cheung, 2018). Furthermore, organizational commitment has been assumed as a significant predictor of intention to leave in a recent study by (Arslan Yürümezoğlu, Kocaman, & Haydarı, 2019).

As per (Maha, Mária, & Dajnoki, 2020), a study was carried out to investigate the intention of talented employees to leave an organization and determine how talent management practices can impact this intention. The results of the study revealed that talent management practices indeed have a significant impact on employees' decision to leave an organization. Specifically, it was found that attracting talented employees has the strongest effect on reducing employees' intention to leave. According to (Shaha & Naushad, 2021), a study was undertaken with the aim of identifying the factors that influence academicians' turnover intentions and the strategies to mitigate them within business schools. The findings revealed that organizational support, compensation, and personnel management had detrimental effects on turnover intentions.

A study by (Sandhya & Sulphey, 2021) undertook to investigate the impact of psychological empowerment, psychological contract, and employee engagement on the voluntary turnover intentions of employees in the IT industry. They found a notable correlation between turnover intentions, employee engagement, psychological contract, and psychological empowerment. Additionally, they noted that employee engagement, in particular, has the potential to affect an individual's intention to leave the organization.

Another study by (Kundi, Baruch, & Ullah, 2023) highlighted the direct and indirect influences of perceived career development, perceived pay for performance, and affective organizational commitment on turnover intention. Their research revealed that these factors have both direct effects on turnover intention and also influence it indirectly through job satisfaction. Moreover, mental toughness has been identified as a significant factor affecting organizational commitment and job satisfaction, ultimately leading to reduced turnover intention (Mahand & Caldwell, 2023).

(Elrayah & Mabkhot, 2023) highlighted that organizational commitment plays a crucial role in an organization's success and growth. This paper aims to investigate the relationship between organizational commitment and turnover intentions, taking into account the role of job satisfaction and work environment. The findings of this study suggest that organizational commitment has a significant and significant impact on turnover intentions. Additionally, job satisfaction and the work environment are found to be mediating variables in this relationship between organizational commitment and turnover intention.

As per (Aziiz & Susanti, 2024) research, there is a significant negative relationship between organizational commitment and turnover intention. This means that individuals who exhibit strong organizational commitment are less likely to consider leaving their current job.

Most recently, (Allam, Ali, & Sayeeduzzafar, 2024) conducted a study among paramedical staff to investigate the effect of organizational commitment on job satisfaction. The findings revealed that

there was a positive correlation between commitment and job satisfaction. Specifically, the study showed that highly committed groups of paramedical staff experienced higher levels of job satisfaction compared to their counterparts. This conclusion suggests that individuals who are highly committed to their work may be less inclined to leave the organization. Accordingly, (Allam, Sayeeduzzafar, & Ali, 2024) the employer should create a conducive working environment to minimize job stress, reduce the intention to leave, and become the employer of choice.

Design of the Research

The present study employed a correlational research design to explore the potential correlations between organizational role stress factors and organizational commitment dimensions, as well as intention to leave among participants in the health sector. This design is depicted in Figure 1.

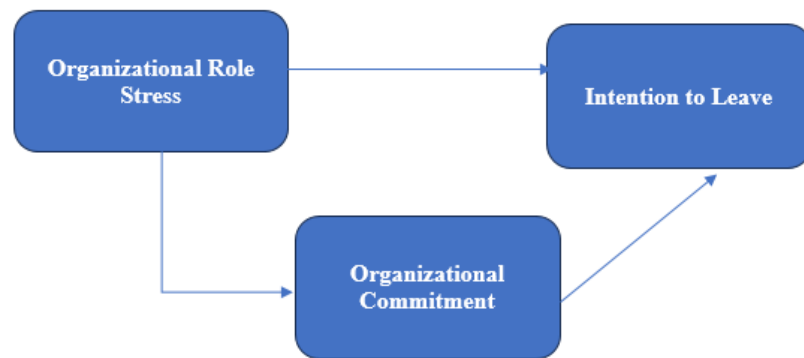


Figure 1 Research Framework

Objective of Study

The present study aimed to investigate the relationships between organizational role stress, affective commitment, normative commitment, continuance commitment, and intention to leave among health sector employees. Additionally, it aimed to identify the predictors of affective commitment, normative commitment, continuance commitment, and intention to leave within the realm of organizational role stress among health sector employees.

Hypothesis

In order to achieve the aforementioned research objectives, the following hypotheses have been developed:

H01: There won't be any significant correlations found between the factors of organizational role stress and affective commitment, normative commitment, continuance commitment and intention to leave among health sector employees.

H02: There won't be any predictor within the factors of organizational role stress of affective commitment.

H03: There won't be any predictor to exist within the factors of organizational role stress of normative commitment.

H04: There won't be any predictor that exists within the factors of organizational role stress of continuance commitment.

H05: There won't be any predictor within the factors of organizational role stress of intention to leave among health sector employees.

METHODOLOGY

Sample: The sample of the present investigation consisted of 305 health sector employees, all of whom were employed in "hospitals" in the K.S.A. The respondents who took part in the investigation were a diverse group in terms of their age, social status, age, experience, and nationality. This diversity is evident in Table 1, which provides a detailed breakdown of the characteristics of the participants.

Table-1 Demographic Profile

Particulars		Number	Per cent
Age	20-28 Years	78	25.58
	29-37 Years	119	39.01
	38-46 Years	62	20.32
	47 and above	46	15.09
Gender	Male	102	33.44
	Female	203	66.56
Marital Status	Married	235	77.04
	Single	70	22.96
Nationality	Saudis	219	71.80
	Non-Saudis	86	28.20
Total work experience	1-6 Years	112	36.72
	6-12 Years	106	34.76
	13-15 Years	43	14.10
	16 and above	44	14.42

Source: Authors' compilation.

The current sample has been categorized into 33.44% male and 66.56% female. Out of the 305 participants, the majority in the present study are married, accounting for 235 participants. In terms of age, the respondents are distributed as: 20-28 years (25.58%), 29-37 years (39.01%), 38-46 years (20.32%), and 47 & above (15.09%). In terms of work experience, the participants' experiences is ranging from 1 year to above 16 years. Most participants, 106 individuals, have 6-12 years of work experience. Most of the participants are Saudis national which consists of (71.80%).

Tools used: The current research employed a questionnaire method, utilizing three standardized psychometric measures. The specific details are as follows:

I. Organizational Role Stress: The scale of Organizational Role Stress developed by (Pareek, 1983) is used for the measurement of the extent of various role stressors of the respondents of the experiment. This scale provides an index of subject's perceived role stress on ten different dimensions (of 50 questions in the instrument). Responses were rated on a 5-point Likert scale ranging from never (0) to very frequently (4) and scale on each dimension ranges from 0 to 20. The reliability of the test was found to be 0.73.

II. Organizational Commitment Scale: This scale is used to measure organizational commitment. (Shawkat & Anasari, 2001) designed the Organizational Commitment Scale with fifteen items. The items are divided into three dimensions — from strongly agree to

strongly disagree. The three dimensions are affective commitment, continuance commitment and normative commitment. The sum score of the three dimensions is between 15 and 105. Two of the items are phrased negatively; consequently, scores were reversed for those two items. High scores indicate high levels of commitment. This scale has a split-half reliability coefficient of 0.80 and a congruent validity coefficient of 0.76.

III. Intention to Leave is a six-item instrument that assesses voluntary turnover among employees. Out of these six items, five are rated on a 5-point Likert-type scale ranging from 1 (never) to 5 (always). The remaining one item, however, utilizes a reverse-coded response to avoid response bias (Bothma & Roodt, 2013). One sample item from this scale is: "How often have you considered leaving your job?" This question asks individuals to reflect on the frequency of their thoughts regarding quitting their current employment. The Cronbach alpha reliability coefficient for the scale was 0.80.

IV. Biographical Information Sheet: The subjects' age, social status, and work experience were collected using a self-made biographical information sheet. This sheet served as a tool to gather relevant information about each subject, allowing for a comprehensive understanding of their background.

Data Analysis: In order to analyze the collected data effectively, the descriptive and inferential statistics were selected over other statistical methods. These statistical methods were deemed the most appropriate considering the study's objectives.

RESULTS AND DISCUSSION

Table 2: Mean, Sd. and Correlations between dimensions of organizational role stress and facets of organizational commitment and intention to leave of health sector employees (N = 305).

Organizational Role Stress Factors	Mean	Sd.	Affective Commitment	Normative Commitment	Continuance Commitment	Intention to Leave
1. Inter Role Distance	15.81	4.98	.101	.264**	.283**	.176**
2. Role Stagnation	14.49	5.21	.034	.289**	.290**	.284**
3. Role Expectation Conflict	15.74	4.52	.078	.239**	.201**	.046
4. Role Erosion	12.98	5.31	.177**	.289**	.210**	.062
5. Role Overload	16.34	4.62	.062	.249**	.277**	.148**
6. Role Isolation	13.69	5.42	.059	.366**	.303**	.176**
7. Personal Inadequacy	16.35	5.65	.041	.308**	.226**	.177**
8. Self-Role Distance	15.75	4.50	.076	.240**	.198**	.041
9. Role Ambiguity	14.39	4.28	.161**	.187**	.259**	.139*
10. Resource Inadequacy	15.33	5.50	.092	.296**	.295**	.132*

** . Correlation is significant at the 0.01 level.

* . Correlation is significant at the 0.05 level.

Table.2 represents overall descriptive results of variables studied among the employees of health sector in Saudi Arabia. The results revealed Means, SDs, and correlations between all factors of organizational role stress, organizational commitment, and intention to leave. Personal inadequacy appeared as the most dominant factor with mean value 16.35 revealed significant positive correlation between normative commitment ($r = .308, p < .01$), continuance commitment ($r = .226, p < .01$) and intention to leave ($r = .177, p < .01$) followed by role overload with mean = 16.34 and correlation between role overload and continuance normative commitment ($r = .249, p < .01$), continuance commitment ($r = .277, p < .01$) and intention to leave ($r = .148, p < .01$). Role erosion emerged as the least dominant factor with a mean score of 12.98. The correlation between role erosion and affective commitment ($r = .177, p < .01$), normative commitment ($r = .289, p < .01$), continuance commitment ($r = .210, p < .01$) found significant. But the correlation between role erosion and intention to leave ($r = .062$) was found insignificant. Role erosion preceded by Role isolation that influenced organizational commitment. The observed mean value of role isolation is 13.69; the correlation between role isolation and normative commitment ($r = .366, p < .01$), continuance commitment ($r = .303, p < .01$) and intention to leave ($r = .176, p < .01$). Overall organizational role stress factors revealed positive correlation with affective commitment, normative commitment, continuance commitment and intention to leave among the employees of health sector in Saudi Arabia. Thus, the proposed hypothesis (H01) was rejected. In past, it had been observed by the previous researchers that each of the variables selected for observation had some positive or negative relationship. For example; Stress was observed to have positive relationship with various facets of organizational commitment by (Sayeeduzzafar & Nazneen, 2016), (Hassan, Karim, Shah, & Khan, 2023) and (Asaloei, Jim, & Werang, 2024); Similarly stress had positive relationship with intention to leave by (Christy & Priartini, 2019), (Manoppo, 2020) and (Al-Mansour, 2021); while organizational commitment had relationship with intention to leave by (Neves, Parreira, Rodrigues, & Graveto, 2022), (Elrayah & Mabkhot, 2023) & (Aziiz & Susanti, 2024)) and so on. These findings are directly or indirectly in line with our findings.

Table 3: Model Summary of Regression analysis on Affective Commitment of health sector employees (N = 305).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.177 ^a	.031	.028	4.60506	.031	9.838	.002

Predictors: (Constant), Role Erosion

Model summary of Multiple Regression analysis shown in Table-3 revealed the predictor of affective commitment. Role erosion emerged as the most dominant stressor of affective commitment among health sector employees. The coefficient of correlation between role erosion and affective commitment found significant ($R = .177$) showed linear relationship. The coefficient of determination ($R^2 = .013$) explained 2.8% variance in the affective commitment and F value of F change ($F = 9.838, p < .01$) is significant. The R^2 change (.031) is the outcome of role erosion, and it appeared as a predictor of affective commitment among health sector employees. The role erosion affects the employees' affective commitment where employees are emotionally attached with their organization. The employees encountered role erosion stress, which is considered to be associated with feeling of worthlessness, low self-esteem, low motivation attached to emotional commitment, felt when important functions related to them are handed over to another one. This represents the employee's emotional attachment to the organization he/she works for. Various researches have established relation between stress and organizational commitment (Al Kahtani, Khan, & Allam, 2016),

(Sayeeduzzafar & Nazneen, 2016), (Abdelmoteleb, 2019), (Sharma & Kumra, 2020), (Kaur, 2020), (Saleem, Shenbei, & Hanif, 2020), (Orgambidez & Benitez, 2021), (Al-Mansour, 2021), (Zhao, Liao, Li, Jiang, & Ding, The Relationship Between Teacher Job Stress and Burnout: A Moderated Mediation Model, 2022), (Dodanwala & Santoso, 2022) and (Asaloei, Jim, & Werang, 2024). The proposed hypothesis (H02) stated that there would not be a predictor of affective commitment within the factors of stress was rejected.

Table 4: Model Summary of Regression analysis on Normative Commitment of health sector employees (N = 305).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.366 ^a	.134	.131	3.87840	.134	46.758	.000
2	.399 ^b	.160	.154	3.82649	.026	9.277	.003
3	.428 ^c	.183	.175	3.77911	.023	8.620	.004

a. Predictors: (Constant), Role Isolation

b. Predictors: (Constant), Role Isolation, Self-Role Distance

c. Predictors: (Constant), Role Isolation, Self-Role Distance, Personal Inadequacy

Table-4 presents the findings of multiple regression analysis and identifies the predictors of normative commitment within the factors of organizational role stress for health sector employees. In model-1, role isolation was identified as a significant predictor of normative commitment. The correlation coefficient between role isolation and normative commitment ($R = .366$) revealed that role isolation has significant influence on normative commitment. The calculated R^2 value of .134 represents the coefficient of determination that quantifies the shared variation in normative commitment. It explains that 13.4% of the variation in the normative commitment among health sector employees can be accounted for by role isolation. The calculated F Change ($F = 46.786$) was found to be significant at the .01 level of significance, indicating that the proposed null hypothesis (H03) was rejected. In the second step, a significant relationship was discovered between the coefficient of correlation between Role Isolation along with Self-Role Distance and normative commitment, with $R = .399$. The explained variation is 15.4%, indicating that Role Isolation and Self-Role Distance account for a significant proportion of the variation in normative commitment. Additionally, it was found that alone, Self-Role Distance accounts for 2.6% of the variation in normative commitment. In the third step, a linear relationship was observed between Personal Inadequacy along with Role Isolation, Self-Role Distance, and normative commitment. The calculated value of $R = .428$ suggests a strong association between these variables. The observed coefficient of determination ($R^2 = .186$) indicates that Personal Inadequacy alone contributes to 2.3% of the variation in normative commitment. The findings presented in this paper are in line with earlier research carried out by (Specchia, et al., 2021), (Graupmann & Pfundmair, 2023), & (Wong, 2023). These previous studies provide support for the relationship between Role Isolation, Self-Role Distance, personal inadequacy, and normative commitment.

Table 5: Model Summary of Regression analysis on Continuance Commitment of health sector employees (N = 305).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.303 ^a	.092	.089	4.19488	.092	30.635	.000
2	.346 ^b	.119	.114	4.13757	.028	9.452	.002
3	.364 ^c	.133	.124	4.11318	.013	4.592	.033

Predictors: (Constant), Role Isolation.

Predictors: (Constant), Role Isolation, Role Ambiguity.

c. Predictors: (Constant), Role Isolation, Role Ambiguity, Role Expectation Conflict

Table 5 presents the findings of the regression analysis conducted on continuance commitment among health sector employees. The results revealed that role isolation emerged as the most dominant predictor of continuance commitment. The coefficient of correlation, $R = .303$, demonstrates a significant positive relationship between role isolation and continuance commitment. This indicates that as role isolation increases, continuance commitment also tends to increase. Furthermore, the coefficient of determination, $R^2 = .092$, indicates that the regression model explained 9.2% of the variation in the dependent variable, continuance commitment. This means that role isolation played a significant role in predicting continuance commitment among the health sector employees. It is important to note that a significant F change ($F = 30.635$, $p < .01$) was found. This indicates that the null hypothesis (H_{04}), which proposed that role isolation does not have a significant relationship with continuance commitment, was rejected. This finding supports the conclusion that role isolation is indeed a significant predictor of continuance commitment among health sector employees. In the second model, role ambiguity and role isolation were found to be significant predictors of continuance commitment, with a significant correlation coefficient ($R = .346$) indicating a positive relationship between the two variables. The regression analysis revealed a value of $R^2 = .199$, indicating that these two predictors accounted for 11.9% of the variance in continuance commitment. Moreover, it was found that role ambiguity alone explained 2.8% of the variation in the dependent variable. In the next step, role expectation conflict emerged as a predictor of continuance commitment. The coefficient correlation ($R = .364$) demonstrated a significant positive relationship between role expectation conflict and continuance commitment. The coefficient of determination (R^2) of role expectation conflict, role isolation, and role ambiguity was found to be 0.133, which explained 13.3% of the variation in the dependent variable. However, when role expectation conflict was considered alone, it only explained 1.3% of the variation in continuance commitment. A value of F change ($F = 4.592$) was found significant at the .05 level of significance. This suggests that the variables in the model are contributing to the explanation of the dependent variable. The results of the study are in line with previous findings by (Sheraz, Wajid, Sajid, Qureshi, & Rizwan, 2014), (Abdelmoteleb, 2019), (Hakim, et al., 2023), (Wongsuwan, Phanniphong, & Na-Nan, 2023) and (Asaloei, Jim, & Werang, 2024). This indicates clearly that the organization offers valuable opportunities for growth, benefits, and development, which in turn leads to employees staying in the company or enhancing their commitment to the workplace. This, in turn, leads to increased productivity and financial performance. The findings of the study also suggest that the organization should focus on creating a supportive work environment and providing employees with greater job satisfaction.

Table 6: Model Summary of Regression analysis on Intention to Leave of health sector employees (N = 305).

Model	R	R Square	Adjusted Square	Change Statistics		
				R Change	F Change	Sig. F Change
1	.284 ^a	.080	.077	.080	26.484	.000

a. Predictors: (Constant), Role Stagnation

The Model summary of Multiple Regression analysis conducted to assess the predictors of intention to leave among health sector employees revealed that stress role stagnation emerged as the most dominant stressor. The correlation coefficient between role stagnation and intention to leave was found to be significant ($R = .284$), indicating a nonlinear relationship between the two variables. The coefficient of determination ($R^2 = .08$) explained 8.0% of the variance in intention to leave, indicating that the model was moderately predictive of the intention to leave. The F-change value ($F = 26.484$, $p < .001$) was significant, indicating that the regression model was significant. However, the hypothesis (H05) proposing that employees experiencing role stagnation in the health sector do not have more opportunities for learning and growth in this sector was not accepted. Instead, the results suggested that employees experiencing role stagnation in the health sector are more likely to intend to leave the organization. Several studies have been conducted to examine the connection between stress and employees' turnover intentions and decision to leave the organization. The findings of these studies have highlighted a significant relationship between role-related stress and employees' turnover intentions and decision to leave. High levels of stress, for instance, have been found to lead to a decrease in organizational commitment, which can ultimately contribute to voluntary employee turnover and intention to leave. One prominent study conducted by (Abdelmoteleb, 2019), (Dodanwala & Santoso, 2022), (Mehmood, Husin, & Aziz, 2023) and (Mansour & Azeem, 2024) found that role-related stress had a direct impact on employees' turnover intentions. Similarly, (Allam, A Study to Identify the Organizational Role Stress Factors as Perceived by the College of Sciences and Humanities Teachers, 2020) found that high stress levels contributed to a higher likelihood of employees considering leaving their current position. Furthermore, (Baquero, 2023) and (Hakim, et al., 2023) also explored the relationship between stress and turnover intentions. Both studies concluded that work overload, a specific type of role-related stress, had a significant influence on increasing turnover intention.

CONCLUSION

This study examined the associations between organizational role stress, affective commitment, normative commitment, continuance commitment, and intention to leave among health sector employees in Saudi Arabia. A sample of 305 individuals, representing a diverse range of age, social status, age, experience, and nationality, was selected from hospitals in the K.S.A. The current sample consisted of 33.44% male and 66.56% female participants. The majority of the participants were married, with work experience ranging from 1 year to above 16 years. To ensure reliability of the measures employed, three standardized psychometric scales were employed. Based on the findings, the mean, standard deviation, and correlations were determined between organizational role stress, organizational commitment, and intention to leave among the 305 health sector employees. The personal inadequacy factor emerged as the dominant factor, with a mean value of 16.35. However, role erosion emerged as the least dominant factor, and the correlation between role erosion and the intention to leave was found to be insignificant. The predictor of affective commitment among health sector employees was role erosion. The coefficient of correlation between role erosion and affective commitment was found to be significant ($R = .177$), indicating that there is a moderate relationship

between the two factors. The coefficient of determination, which quantifies the proportion of variance in the dependent variable explained by the independent variable, indicated that role erosion explained 2.8% of the variance in affective commitment.

The role erosion phenomenon has a significant impact on employees' affective commitment, as it affects the emotional attachment they have with their organization. When employees experience role erosion stress, it can lead to a decline in their normative commitment, which is the level of commitment they feel obligated to demonstrate. Furthermore, it is observed a significant relationship was found between role isolation and normative commitment. The correlation coefficient between role isolation and normative commitment was .366, indicating that the two variables are closely related. The calculated R^2 value of .134 also revealed that role isolation has a substantial impact on normative commitment. However, it was revealed that there is a significant relationship between role isolation and self-role distance, as well as between self-role distance and normative commitment. Self-role distance accounted for 2.6% of the variation in normative commitment, while a strong association was observed between personal inadequacy and normative commitment, with personal inadequacy contributing to 2.3% of the variation. In order to gain a deeper understanding of the factors that influence continuance commitment among health sector employees, a regression analysis was conducted. The findings revealed that role isolation was indeed a significant predictor of continuance commitment.

The results of the study showed that role isolation emerged as the most dominant predictor of continuance commitment, and that this role isolation played a significant role in predicting continuance commitment among the health sector employees. Additionally, it was observed that role expectation conflict emerged as a predictor of continuance commitment. The relationship between role expectation conflict and continuance commitment was found to be significant, and the variables in the model were found to be contributing to the explanation of the dependent variable. Several research studies have been conducted to examine the connection between stress and employees' turnover intentions and decision to leave the organization. The findings of these studies have consistently shown a significant relationship between role-related stress and employees' turnover intentions. When employees experience high levels of stress due to role stagnation, it often leads to increased dissatisfaction and decreased job satisfaction. This, in turn, can increase the likelihood of employees actively seeking new employment opportunities or resigning from their current roles. The regression model used in this particular study attempted to predict employees' intention to leave the organization based on their stress levels and opportunities for learning and growth. However, the lack of support for this hypothesis suggests that health sector employees may not perceive a deficit in opportunities for learning and growth.

Instead, the findings highlight the significant impact of role-related stress on employees' turnover intentions. This suggests that organizations within the health sector need to take proactive measures to address and prevent stress-related burnout among their employees.

Recommendations and Limitation of the study

Healthcare workers play a crucial role in the healthcare system, providing essential services to patients. However, their role is very demanding, leading to increased stress levels. Additionally, factors such as job dissatisfaction and burnout can impact their level of commitment and intention to leave. However, it is necessary to understand the factors that influence these variables for healthcare organizations to optimize their workforce and ensure the well-being and retention of their employees. There were suggestions put forth by (Al Kahtani, Khan , & Allam, 2016), (Al-Mansour, 2021), (Allam, Malik, & George, 2021) and (Malik, Khan, & Khan, 2024) regarding the importance of

implementing certain HR strategies and utilizing analytics for the well-being of workers in the Kingdom of Saudi Arabia. These recommendations emphasized the significance of these strategies in promoting optimal employee performance and effectiveness.

The generalization of the results obtained in this study is limited due to its reliance on the self-rating of health sector employees. Instead of employing the psychological test, the study evaluated occupational role stress, organizational commitment, and intention to leave. The sample was collected from one region of Saudi Arabia and consisted of a limited size, which may not represent all health sector employees working in Saudi Arabia. Furthermore, some respondents may not have been serious and may have manipulated the theme according to their personal interests. Despite these limitations, the results of this study indicate some significant limitations related to the chosen variables. The findings highlight the need for further research by researchers not only in the Kingdom but globally as well. While it is not possible to generalize the results, this study has provided avenues for further investigation in this area of study.

Research Significance

An investigation was conducted into the ways in which ORS and organizational commitment can influence healthcare workers' likelihood of leaving their jobs. It is found that role-related stress, particularly role isolation, has a significant negative impact on employee commitment and intention to leave. As a result, it is important to address role stress amongst healthcare professionals in order to improve patient care and retain staff. The study also acknowledges limitations, such as self-reported data and a regional sample, suggesting the need for further research to confirm these findings across a wider population.

REFERENCES

- Abdelmoteleb, S. (2019). A New Look at the Relationship Between Job Stress and Organizational Commitment: a Three-Wave Longitudinal Study. *34*, 321-336. doi:10.1007/S10869-018-9543-Z
- Ackfeldt, A.-L., & Malhotra, N. (2013). Revisiting the role stress-commitment relationship: Can managerial interventions help? *European Journal of Marketing*, *47*(3/4), 353-374. doi:10.1108/03090561311297373
- Addae, H., Parboteeah, P. K., & Velinor, N. (2008). Role stressors and organizational commitment: public sector employment in St Lucia. *International Journal of Manpower*, *29*(6), 567-582. doi:10.1108/01437720810904220
- Agustini, N. L. (2017). The Effect of Perceived Organizational Support on Turnover Intention with Organizational Commitment as a Mediating Variable. *Journal of Economics and Business, Udayana University*, *6*(1), 251-276 .
- Al Kahtani, N. S., Khan, N. A., & Allam, Z. (2016). Unfair HRM practices in the telecom sector in Saudi Arabia. An empirical investigation of selected public and private sector companies. *International Journal of Applied Business and Economic Research*, *14*(10), 6377-6396. doi:10.13140/RG.2.2.11554.91848
- Ali, N., & Miralam, M. S. (2019). The effect of job stress and need deficiency on performance. *Management Science Letters*, *9*(6), 945-956. doi:10.5267/j.msl.2019.3.010
- AlKahtani, N. S., Khan, N. A., & Allam, Z. (2016). Organizational role stress: An empirical perspective of university teachers of Kingdom of Saudi Arabia. *International Journal of Applied Business and Economic Research*, *14*(9), 336-355.

- Allam, Z. (2013). Job anxiety, organizational commitment and job satisfaction: An empirical assessment of supervisors in the state of Eritrea. *International Journal of Development and Management Review*, 8(1), 50-62.
- Allam, Z. (2017). Developing Employee Excellence through Psychological Empowerment: A Conceptual Approach. *International Journal of Applied Business and Economic Research*, 15(22), 121-126.
- Allam, Z. (2020). A Study to Identify the Organizational Role Stress Factors as Perceived by the College of Sciences and Humanities Teachers. *International Journal on Emerging Technologies*, 11(4), 496-502. doi:10.13140/RG.2.2.12393.77923
- Allam, Z., Ali, N., & Sayeeduzzafar. (2024). Understanding Job Satisfaction in Paramedical Staff: The Interplay of Organizational Commitment, Locus of Control, Experience, and Marital Status. *Kurdish Studies*, 12(2), 2839-2854. doi:10.58262/ks.v12i2.207
- Allam, Z., Asad, M., Ali, A., & Ali, N. (2021). Visualization of knowledge aspects on workplace spirituality through bibliometric analysis. *2021 International Conference on Decision Aid Sciences and Application (DASA)* (pp. 446-450). Sakheer, Bahrain: IEEE. doi:10.1109/DASA53625.2021.9682372
- Allam, Z., Malik, A., & George, S. (2021). The Relationship Between Emotional Exhaustion, Depersonalization, Personal Accomplishment, and Job Satisfaction: An Empirical Study in Saudi Arabia. *Journal of Asian Finance, Economics and Business*, 8(5), 1109–1117. doi:10.13106/jafeb.2021.vol8.no5.1109
- Allam, Z., Sayeeduzzafar, & Ali, N. (2024). Unveiling Employee Preferences: A Focus Group Exploration of Employer of Choice Attributes. *Migration Letters*, 21(5), 555-568.
- Allen, N. J., & Meyer, J. P. (1991). A Three-Component Conceptualization of Organizational Commitment. 1, 61-89. doi:10.1016/1053-4822(91)90011-Z
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment the organization: an examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252–276.
- Al-Mansour, K. (2021). Stress and turnover intention among healthcare workers in Saudi Arabia during the time of COVID-19: Can social support play a role? *PLoS ONE*, 16(10), e0258101. doi:10.1371/journal.pone.0258101
- Arnold, J., Silvester, J., Patterson, F., Robertson, I., Cooper, C., & Burnes, B. (2005). *Work Psychology: Understanding Human Behaviour in the Workplace* (4 ed.). England, United Kingdom: Pearson Education Limited.
- Arslan Yürümezoğlu, H., Kocaman, G., & Haydarî, S. (2019). Predicting nurses' organizational and professional turnover intentions. *Japan Journal of Nursing Science*, 16(3), 274-285. doi:10.1111/jjns.12236
- Asad, M., Bait Ali Sulaiman, M., Salim Ba Awain, A. M., Alsoud, M., Allam, Z., & Asif, M. U. (2024). Green entrepreneurial leadership, and performance of entrepreneurial firms: does green product innovation mediate? *Cogent Business & Management*, 11(1), 2355685. doi:10.1080/23311975.2024.2355685
- Asaloei, S. I., Jim, E. L., & Werang, B. R. (2024). Emotional Exhaustion, Job Satisfaction, and Organizational Commitment of Indonesian Healthcare Workers. *Kurdish Studies*, 12(2), 1709-1722. doi:10.58262/ks.v12i2.128
- Ashfaq, M., & Irum, S. (2020). Workplace spirituality paradigm and job stress. *Palarch's Journal of Archaeology of Egypt/Egyptology*, 17(9), 2667-2673.
- Aziiz, F. A., & Susanti, C. E. (2024). The Influence of Job Satisfaction and Organizational Commitment on Turnover Intention through Job Stress in Inpatient Nurses at Dr. Soetomo Hospital in Surabaya in the New Normal Era: (Internal Marketing Review). *Kurdish Studies*, 12(2), 828-846. doi:10.58262/ks.v12i2.064

- Baquero, A. (2023). Hotel Employees' Burnout and Intention to Quit: The Role of Psychological Distress and Financial Well-Being in a Moderation Mediation Model. *Behavioral Sciences*, 13(2), 84. doi:10.3390/bs13020084
- Bothma, C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), a507. doi:10.4102/sajhrm.v11i1.507
- Bottiani, J. H., Duran, C. A., Pas, E. T., & Bradshaw, C. P. (2019). Teacher stress and burnout in urban middle schools: Associations with job demands, resources, and effective classroom practices. *Journal of School Psychology*, 77, 36-51. doi:10.1016/j.jsp.2019.10.002
- Chang, W.-L., Lu, L.-C., Su, H.-J., Lin, T., & Chang, K.-Y. (2010). The Mediating Effect of Role Stressors on Market Orientation and Organizational Commitment. *Social Behavior and Personality: an international journal*, 38(10), 1431-1440. doi:10.2224/sbp.2010.38.10.1431
- Chao, M.-C., Jou, R. C., Liao, C.-C., & Kuo, C. (2016). Workplace Stress, Job Satisfaction, Job Performance, and Turnover Intention of Health Care Workers in Rural Taiwan. *Asia-Pacific Journal of Public Health*, 27(2), NP1827 - NP1836. doi:10.1177/1010539513506
- Christy, M. Y., & Priartini, P. S. (2019). Role of work stress and organizational commitments in educating workload effect on intention to quit. *International Research Journal of Management, IT and Social Sciences*, 6(4), 8-16. doi:10.21744/IRJMIS.V6N4.632
- Dale, K., & Fox, M. (2008). Leadership style and organizational commitment: Mediating effect of role stress. *Journal of Managerial Issues*, 20(1), 109-130.
- Daniel, J. L. (2015). Workplace spirituality and stress: evidence from Mexico and US. *Management Research Review*, 38(1), 29-43.
- Dodanwala, T., & Santoso, D. S. (2022). The mediating role of job stress on the relationship between job satisfaction facets and turnover intention of the construction professionals. *Engineering, Construction and Architectural Management*, 29(4), 1777-1796. doi:10.1108/ECAM-12-2020-1048
- Dutta, D., Vedak, C., & Kannan Poyil, A. (2023). I am the captain of my soul!" choosing where to work: impact on general well-being and organizational commitment. *Journal of Organizational Effectiveness: People and Performance*, 0055. doi:10.1108/JOEPP-02-2023-0055
- Elrayah, M., & Mabkhot, H. (2023). Organizational Commitment and Employees Turnover Intention in Saudi Public Sector: The Mediating Role of Job Satisfaction and Work Environemnt. *International Journal of Professional Business Review*, 8(10), 01-21. doi:10.26668/businessreview/2023.v8i10.3788
- Evanschitzky, H., Iyer, G., Plassmann, H., Niessing, J., & Meffert, H. (2006). The relative strength of affective commitment in securing loyalty in service relationships. *Journal of Business Research*, 59(12), 1207-1213. doi:10.1016/j.jbusres.2006.08.005
- Ghosh, R. (2014). Antecedents of Mentoring Support: A Meta-analysis of Individual, Relational, and Structural or Organizational factors. *Journal of Vocational Behavior*, 84(3), 367-384. doi:10.1016/j.jvb.2014.02.009
- Graupmann, V., & Pfundmair, M. (2023). When ostracism is mandated: COVID-19, social distancing, and psychological needs. *Journal of Social Psychology*, 163(1), 39-51. doi:10.1080/00224545.2022.2026284
- Hakim, A. K., Yanti, T., Hakim, M. R., Indah, P. P., Ady, A., & Tarigan, N. M. (2023). Pengaruh Role Stressor Terhadap Komitmen Organisasi dengan Pemberdayaan Karyawan Sebagai Variabel Intervening. *Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS)*, 4(2), 772-782. doi:10.47065/ekuitas.v4i2.2055
- Hassan, F. S., Karim, W., Shah, H. A., & Khan, N. (2023). Role stress and organizational commitment in the service industry: a moderated mediation model of job burnout and transformational leadership. 42(3), 165-182. doi:10.1108/jmd-10-2021-0292
- Hidayat, W. G., & Tannady, H. (2023). Analysis of Organizational Citizenship Behavior (OCB) Variables, Work Stress, Work Communication, Work Climate Affecting Employee

- Performance and Turnover Intention at PT. Bank Tabungan Negara (Persero) Tbk. Cabang Gresik. *International Journal of Science, Technology & Management*, 4(3), 688-696. doi:10.46729/ijstm.v4i3.834
- Hngoi , C. L., Abdullah, N.-A., Wan Sulaiman, W. S., & Zaiedy Nor, N. I. (2024). Examining job involvement and perceived organizational support toward organizational commitment: job insecurity as mediator. *Frontiers in Psychology*, 15, 1290122. doi:10.3389/fpsyg.2024.1290122
- Hoak, G. (2021). Covering COVID: Journalists' Stress and Perceived Organizational Support While Reporting on the Pandemic. *Journalism & Mass Communication Quarterly*, 98(3), 854-874. doi:10.1177/10776990211015105
- Holtom, B., Mitchell, T., Lee, T., & Eberly, M. (2008). 5 turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future. Holtom, Brooks C., Terence R. Mitchell, Thomas W. Lee, and Marion B. Eberly. "5 turnover and retention" *The Academy of Management Annals*, 2(1), 231-274.
- Ihtiyaroglu, N., & Ates, O. (2018). Analyzing the relationship between the students' stress-coping styles and school attachment. *Asian Journal of Education and Training*, 4(4), 371-379 . doi:10.20448/journal.522.2018.44.371.379
- Jasinski, A., & Derbis, R. (2022). Work Stressors and Intention to Leave the Current Workplace and Profession: The Mediating Role of Negative Affect at Work. *International Journal of Environmental Research and Public Health*, 19(21), 13992. doi:10.3390/ijerph192113992
- Jha, S. (2010). Determinant of Employee Turnover Intentions: A Review. *Indian Lecture Review*, 1(1), 1-22.
- Karani, A. M., Deshpande, R. C., & Jayswal, M. (2023). Impact of psychological contract fulfillment on well-being through the mediation of psychological distress: unveiling the evidences from banking sector. *International Journal of Organizational Analysis*, 31(3), 777-803. doi:10.1108/IJOA-07-2021-2861
- Karim, M., & Sutianingsih, S. (2024). The effect of person job fit, person organization fit on organizational commitment with job satisfaction as an intervening variable. *International Conference of Business and Social Sciences*. 3(1), p. 924. Surabaya, Indonesia: Proceeding 3rd International Conference on Business & Social Sciences (ICOBUSS). doi:https://doi.org/10.24034/icobuss.v3i1.469
- Kaur, P. (2020). Role Stress and Affective Commitment: Mediator Analysis of Employee Satisfaction. *Vision*, 24(4), 471-480. doi:10.1177/0972262920942673
- Khan, K. A., & Siddiqui, S. (2017). Organizational commitment as predictors of job satisfaction among executive of bank employees. *Indian Journal of Health and Wellbeing; Hisar*, 8(8), 932-935.
- Kundi, Y. M., Baruch, Y., & Ullah, R. (2023). The impact of discretionary HR practices on knowledge sharing and intention to quit – a three-wave study on the role of career satisfaction, organizational identification, and work engagement. *The International Journal of Human Resource Management*, 34(22), 4205-4231. doi:10.1080/09585192.2023.2180652
- Lazzari, M., Alvarez, J., & Ruggieri, S. (2022). Predicting and explaining employee turnover intention. *International Journal of Data Science and Analytics*, 14, 279-292. doi:10.1007/s41060-022-00329-w
- Lee, M., & Kim, B. (2023). Effect of the Employees' Mental Toughness on Organizational Commitment and Job Satisfaction: Mediating Psychological Well-Being. *Administrative Sciences*, 13(5), 133. doi:10.3390/admsci13050133
- Liu, Y., Loi , R., & Ngo, H.-y. (2020). Linking organizational social exchange to intention to leave: Does normative commitment matter? *The International Journal of Human Resource Management*, 31(13), 1663-1683. doi:10.1080/09585192.2017.1423097
- Maha , A.-D., Mária, H.-R., & Dajnoki, K. (2020). The effect of talent management practices on employee turnover intention in the Information and Communication Technologies (ICTs)

- sector: case of Jordan. *Problems and Perspectives in Management*, 18(4), 59-71. doi:10.21511/ppm.18(4).2020.06
- Mahand, T., & Caldwell, C. (2023). Quiet Quitting – Causes and Opportunities. *Business and Management Research*, 12(1), 9-19. doi:10.5430/bmr.v12n1p9
- Malik, A., Khan, N., & Khan, A. (2024). Human resource analytics: A novel approach to bridge the gap between human resource functions and organizational performance. *International Journal of Human Capital in Urban Management*, 9(2), 267-278. doi:10.22034/IJHCUM.2024.02.06
- Manoppo, V. P. (2020). Transformational leadership as a factor that decreases turnover intention: a mediation of work stress and organizational citizenship behavior. *The TQM Journal*, 32(6), 1395-1412. doi:10.1108/TQM-05-2020-0097
- Mansour, S., & Azeem, M. F. (2024). How do increased job demands resulting from rationalization of costs exhaust flight attendants and push them to leave? An international study. *Journal of Air Transport Management*, 115, 102539. doi:10.1016/j.jairtraman.2024.102539
- Manurung, M., & Ratnawati, I. (2012). Analysis of the Effect of Job Stress and Job Satisfaction on Employee Turnover Intention: Study at WidyaHusada STIKES Semarang. *Diponegoro Journal of Management*, 1(2), 145-157.
- Mehmood, S., Husin, N. S., & Aziz, A. (2023). Does work stress & workplace incivility influence Employee Turnover Intentions? Mediating Role of Work-family Conflict. *International Journal of Social Sciences and Economic Review*, 5(2), 01-14. doi:10.36923/ijsser.v5i2.177
- Mercurio, Z. (2015). Affective Commitment as a Core Essence of Organizational Commitment: An Integrative Literature Review. *14(4)*, 389-414. doi:10.1177/1534484315603612
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. SAGE Publications, Inc. doi:10.4135/9781452231556
- Moloney, W., Boxall, P., Parsons, M., & Cheung, G. (2018). Factors predicting Registered Nurses' intentions to leave their organization and profession: A job demands-resources framework. *Journal of advanced nursing*, 74(4), 864-875. doi:10.1111/jan.13497
- Morrisette, A., & Kisamor, J. (2020). A Meta-Analysis of the Relationship between Role Stress and Organizational Commitment: the Moderating Effects of Occupational Type and Culture. *Occupational Health Science*, 4, 23-42. doi:https://doi.org/10.1007/s41542-020-00062-5
- Mujajati, E., Ferreira, N., & du Plessis, M. (2024). Fostering organisational commitment: a resilience framework for private-sector organisations in South Africa. *Frontiers in Psychology*, 15, 1303866. doi:10.3389/fpsyg.2024.1303866
- Mxenge, S., Dywili, M., & Bazana, S. (2014). Organizational stress and employees' intention to quit amongst administrative personnel at the university of fort hare, eastern cape, South Africa. *International Journal of Research in Social Sciences*, 4(5), 13-29.
- Neves, T., Parreira, P., Rodrigues, V., & Graveto, J. (2022). Organizational Commitment and Intention to Leave of Nurses in Portuguese Hospitals. *International Journal of Environmental Research and Public Health*, 19(4), 2470. doi:10.3390/ijerph19042470
- Orgambidez, A., & Benitez, M. (2021). Understanding the link between work engagement and affective organisational commitment: The moderating effect of role stress. *International Journal of Psychology*, 56(5), 791-800. doi:10.1002/ijop.12741
- Otoo, F. K., & Rather, N. A. (2024). Human resource development practices and employee engagement: the mediating role of organizational commitment. *Rajagiri Management Journal*, 0267. doi:10.1108/RAMJ-09-2023-0267
- Pareek, U. (1983). *Organizational Role Stress Scale. Manual*. Ahmedabad, India: Navina Publication.
- Pertiwi, N. S., & Piartrini, P. S. (2020). The Effect of Job Insecurity on Job Satisfaction and Intention to Quit, Case Employee of Indo China Service Company. *American Journal of Humanities and Social Sciences Research*, 4(6), 18-22.
- Piotrowski, A., Sygit-Kowalkowska, E., Boe, O., & Rawat, S. (2022). Resilience, Occupational Stress, Job Satisfaction, and Intention to Leave the Organization among Nurses and Midwives during the

- COVID-19 Pandemic. *International Journal of Environmental Research and Public Health*, 19(11), 6826. doi:10.3390/ijerph19116826
- Rubel, M. R., Kee, D. M., & Rimi, N. N. (2017). The Mediating Role of Work–Family Conflict on Role Stressors and Employee Turnover Intention Relationship in Labour-oriented Organizations. *Global Business Review*, 18(6), 097215091771306. doi:10.1177/0972150917713061
- Saleem, Z., Shenbei, Z., & Hanif, A. M. (2020). Workplace Violence and Employee Engagement: The Mediating Role of Work Environment and Organizational Culture. *SAGE Open*, 10(2), 5885. doi:10.1177/2158244020935885
- Salin, D., & Notelaers, G. (2017). The effect of exposure to bullying on turnover intentions : the role of perceived psychological contract violation and benevolent behaviour. *Work and Stress*, 31(4), 355-374. doi:10.1080/02678373.2017.1330780
- Sandhya, S., & Sulphrey, M. (2021). Influence of empowerment, psychological contract and employee engagement on voluntary turnover intentions. *International Journal of Productivity and Performance Management*, 70(2), 325-349. doi:10.1108/IJPPM-04-2019-0189
- Sarman, R., Kosim, N., & Sari, R. K. (2023). Organizational commitment mediating work-family conflict and job satisfaction in nursing performance. *Trikonomika*, 22(2), 59-66. doi:10.23969/trikononika.v22i2.8064
- Sayeeduzzafar, Q., & Nazneen, A. (2016). A Comparative Study of Organizational Role Stress and Organizational Commitment Among The University Faculty Members of India and Saudi Arabia. *European Scientific Journal, ESJ*, 12(31), 108., 12(31), 108. doi:10.19044/esj.2016.v12n31p108
- Selye, H. (1936). Syndrome produced by Diverse Nocuous Agents. *Nature*, 32, 138. doi:10.1038/138032a0
- Selye, H. (1946). Managing Workplace Stress. In S. Cartwright, & C. Cooper. SAGE Publications, Inc; 1st edition (21 Feb. 1997).
- Shah, S. H., Haider, A., Jindong, J., Mumtaz, A., & Rafiq, N. (2022). The Impact of Job Stress and State Anger on Turnover Intention Among Nurses During COVID-19: The Mediating Role of Emotional Exhaustion. *Frontiers in Psychology*, 12, 810378. doi:10.3389/fpsyg.2021.810378
- Shaha, F., & Naushad, M. (2021). The empirical evidence on negating turnover intentions among academicians. *Problems and Perspectives in Management*, 19(4), 270-282. doi:10.21511/ppm.19(4).2021.22
- Sharma, P. K., & Kumra, R. (2020). Relationship between workplace spirituality, organizational justice and mental health: mediation role of employee engagement", <https://doi.org/10.1108/JAMR-01-2020-0007>. *Journal of Advances in Management Research*, 17(5), 627-650. doi:10.1108/JAMR-01-2020-0007
- Shawkat, S., & Anasari, S. A. (2001). *Organizational Commitment Scale, Unpublished Ph.D. thesis, Aligarh Muslim University, Aligarh, India*. Aligarh.
- Sheraz, A., Wajid, M., Sajid, M., Qureshi, W. H., & Rizwan, M. (2014). Antecedents of Job Stress and its impact on employee's Job Satisfaction and Turnover Intentions. *International Journal of Learning and Development*, 4(2), 204-226. doi:10.5296/ijld.v4i2.6098
- Shields, M., & Ward, M. (2001). Improving Nurse Retention in the National Health Service in England: The Impact of Job Satisfaction on Intentions to Quit. *Journal of Health Economics*, 20, 677-701.
- Specchia, M. L., Cozzolino, M. R., Carini, E., Di Pilla, A., Galletti, C., Ricciardi, W., & Damiani, G. (2021). Leadership styles and nurses' job satisfaction. Results of a systematic review. *International journal of environmental research and public health*, 18(4), 1552–1567. doi:10.3390/ijerph18041552
- Srinadi, N. (2015). The Role of Job Satisfaction Mediation in the Relationship of Work Motivation with Intention to Quit. *Journal of Economics and Business, Udayana University*, 4(3), 197-219.
- Suadicani, P., Bonde, J., Olesen, K., & Gyntelber, F. (2013). Job satisfaction and intention to quit the job. *Occupational Medicine*, 63(2), 96–102. doi:10.1093/occmed/kqs233

- Sutherland, M., & Jordaan, W. (2004). Factors Affecting The Retention Of Knowledge Workers. *SA Journal of Human Resource Management*, 2(2), a39. doi:10.4102/sajhrm.v2i2.39
- To, W. M., & Huang, G. (2022). Effects of equity, perceived organizational support and job satisfaction on organizational commitment in Macao's gaming industry. *Management Decision*, 60(9), 2433-2454. doi:10.1108/MD-11-2021-1447
- Wong, J. (2023). Role distance. An ethnographic study on how street-level managers cope. *Journal of public administration research and theory*, 1-12. doi:10.1093/jopart/muad027
- Wongsuwan, N., Phanniphong, K., & Na-Nan, K. (2023). How Job Stress Influences Organisational Commitment: Do Positive Thinking and Job Satisfaction Matter. *Sustainability*, 15(4), 3015. doi:10.3390/su15043015
- Worku, N., Feleke, A., Debie, A., & Nigusie, A. (2019). Magnitude of Intention to Leave and Associated Factors among Health Workers Working at Primary Hospitals of North Gondar Zone, Northwest Ethiopia: Mixed Methods. *BioMed Research International*, 7092964. doi:10.1155/2019/7092964
- Zhao, W., Liao, X., Li, Q., Jiang, W., & Ding, W. (2022). The Relationship Between Teacher Job Stress and Burnout: A Moderated Mediation Model. *Frontiers in Psychology*, 12, 6499. doi:10.3389/fpsyg.2021.784243
- Zhao, W., Liao, X., Li, Q., Jiang, W., & Ding, W. (2022). Zhao, W., Liao, X., Li, Q., Jiang, W., & Ding, W. (2022). The Relationship Between Teacher Job Stress and Burnout: A Moderated Mediation Model. *Frontiers in Psychology*, 12, 6499. doi:10.3389/fpsyg.2021.784243