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## THE IMPACT OF JOB STRESS ON TURNOVER INTENTION WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION

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### Abstract

This study aims to examine the effect of Job Stress on Turnover Intention with Affective Commitment, Continuance Commitment, and Normative Commitment as mediating variables in employees of PT. Global Foresight. This study uses a quantitative approach with the Structural Equation Modeling-Partial Least Square (SEM-PLS) method processed through SmartPLS 3.0 software. Data were obtained from 150 respondents selected using a non-probability sampling technique with a judgment sampling type, namely, determining the sample based on certain considerations relevant to the research objectives. The results showed that Job Stress did not have a significant direct effect on Turnover Intention, but had a significant effect on the three dimensions of organizational commitment, namely Affective, Continuance, and Normative Commitment. Furthermore, Affective Commitment and Continuance Commitment were proven to have a significant effect on Turnover Intention and were able to mediate the relationship between Job Stress and Turnover Intention. Conversely, Normative Commitment did not show a significant effect on Turnover Intention and could not act as a mediator. These findings indicate that the influence of job stress on employees' desire to leave the company is more influenced by emotional attachment and considerations of job continuity than normative obligations. This research offers important implications for management in managing work stress and building employee commitment to reduce turnover rates.

**Keywords:** Job Stress, Affective Commitment, Continuance Commitment, Normative Commitment, Turnover Intention

## INTRODUCTION

The success of a company depends on the behavior of its workforce. The challenge for every company is maintaining stability to sustain success. When a company is stable, management will find it easier to project and develop strategies for its progress (Pramesti & Waskito, 2025). Reliable employees are one of a company's most valuable assets, as a company's success is determined by its employees' performance. Human resource management and development are an investment for the company, requiring costs to support it, but the benefits are substantial, as the employees become professional and capable of performing all tasks within the company (Lukmawati, 2020).

Role conflict relates to incompatible role expectations. This conflict is related to conceptual differences between employees and different supervisors regarding the content or importance of required job tasks. This creates a conflict: commitment to one supervisor versus individual values related to organizational requirements (Azis et al., 2019). According to (Prasetyo & Waskito, 2023) An organization that cares about its employees must prevent them from “cross-fire” from two or more superiors who have incompatible work instructions and expectations (Ratnaningsih, 2021).

Turnover Intention is an employee's desire or intention to leave their job or leave an organization in the near future. This reflects a decision that has not yet been realized, but is a strong indicator of the possibility of actual turnover, namely, the employee's departure from the company (Nurdianti & Ilyas, 2019) High turnover intention often indicates internal problems within a company that can impact stability, productivity, and operational costs, as organizations must expend resources to recruit, train, and adapt new employees. Understanding the factors that influence turnover intention is important for management to develop effective strategies for retaining employees and increasing job satisfaction (Novitasari, 2020).

In the context of Indonesian organizations, turnover intention is a particular concern because it can impact a company's stability and sustainability. Many companies face challenges in retaining their best employees, especially amidst increasingly fierce industry competition. Therefore, companies must understand the factors contributing to turnover intention and implement strategies that can minimize the impact of job stress (Ardianto & Bukhori, 2021).

Job stress has been identified as one of the main factors contributing to turnover intention, namely the desire of employees to leave their jobs or organizations (Lestari & Waskito, 2025) High turnover intention poses a serious threat to organizations, as it can incur high costs due to employee replacement, training, and the loss of valuable knowledge and skills. Previous research has shown that poorly managed work stress can increase the risk of turnover intention among employees. (Wu et al., 2019).

The term “stress” comes from physics and was transferred into psychology. Essentially, the idea is that humans tend to resist external forces acting on them, just as matter and physical bodies do (P. Wang et al., 2020) .Yanner et al., (2020) Job stress is defined as a condition in which one or more factors within a company disrupt a person's psychological well-being. When there is a gap between abilities and job demands, job stress arises. Furthermore, pressure from superiors who set high targets can lead to job stress because achieving them requires employees to bear a heavy burden (Wulanfitri et al., 2020).

Stress is a form of response that is influenced by various external events in the form of positive and negative experiences (Lukmawati, 2020) says that work stress is a condition where employees feel pressured to complete their work. This work stress causes feelings of restlessness, a tendency to be alone, emotional instability, insomnia, excessive anxiety, an inability to relax, tension, nervousness, and health problems. Work stress is a condition of tension that creates physical and psychological imbalances, affecting an employee's emotions, thought processes, and condition. Work stress, according to (Lukmawati, 2020) can be measured in 4 indicators, including: Excessive workload. Pressure or time pressure to complete work. Inadequate feedback on work performance. Insufficient authority to carry out responsibilities (Ardianto & Bukhori, 2021).

However, the relationship between job stress and turnover intention is not always direct; it can be mediated by other factors, such as organizational commitment. Organizational commitment is the level of employee attachment and loyalty to the organization where they work. Organizational commitment is the emotional attachment, identification, and loyalty of employees to the company where they work (Arif & Fauzan, 2022). Employees with high organizational commitment tend to have a lower desire to leave the organization. Research shows that organizational commitment has a negative and significant effect on turnover intention.

Furthermore, organizational commitment can act as a mediator in the relationship between job stress and turnover intention. This means that job stress can influence organizational commitment, which in turn influences turnover intention. Previous research has shown that organizational commitment can mediate the effect of job stress on turnover intention (Ateş & İhtiyaroğlu, 2019). One factor that can influence the level of organizational commitment is the perception of job insecurity and the level of work stress, which has the potential to influence the increase or decrease of an individual's commitment to the organization, especially amidst continuous changes in the work environment. Organizational Commitment is a behavioral aspect that refers to an individual's desire to remain employed by their organization (Lukmawati, 2020). Employee commitment is of great significance because the alignment of employee interests, goals, and needs with the overall interests of the organization plays a crucial role in achieving optimal employee performance (Nurmala & Jasin, 2021) In the current context, assessing the level of organizational commitment in the new normal situation is essential, as organizational commitment is a crucial variable that influences employee productivity within the organizational environment. Organizational commitment can play a determining factor in responding to the new challenges faced by organizations (Suwanto et al., 2022).

Organizational commitment refers to the level of involvement and loyalty to the organization. Employees who have a high level of commitment are more likely to contribute to all company activities to achieve organizational goals (Lukmawati, 2020), defines organizational commitment as a condition in which employees identify with a particular organization and desire to maintain their membership. Members committed to an organization will maintain their membership. Commitment to an organization is not merely a formality of membership, but is accompanied by a love for the organization and a willingness to strive to achieve its goals.(Lukmawati, 2020), defines three types of commitment as part of organizational commitment, namely affective commitment, continuance commitment, and normative commitment (Yanner et al., 2020).

Affective commitment relates to employees' sense of belonging, attachment, and loyalty to the organization (Soelton et al., 2020). Employees who are committed tend to stay in the organization (Lukmawati, 2020) These researchers state that affective commitment can develop from positive experiences and encounters within the organization, experiences that communicate to employees that the organization supports them and treats them fairly (Anggreyani & Satria, 2020).

Continuance commitment develops from perceived costs (benefits versus costs), and requires employees to be aware of these benefits and costs. Therefore, different workers facing the same situation may experience different levels of continuance commitment. (Lukmawati, 2020) Therefore, continuance commitment is a neutral emotional reaction and is influenced by the consequences of the decision to remain in the organization or leave it. Furthermore, employees often feel committed to an organization purely out of personal interest (Kim & Kim, 2020).

Normative commitment leads employees to remain in the organization because of a sense of loyalty or obligation, and because they feel that it is the right thing to do (Park et al., 2020) Normative commitment develops from internal pressures resulting from norms that encourage a longer-term commitment to an organization. Individuals acquire these norms through socialization processes within their families and the surrounding culture, which include experiences that emphasize loyalty to a particular organization. Individuals undergo a process of internalization of norms and expectations, in which they learn and then realize family, cultural, and organizational expectations, leading to internalized loyalty to the workplace and a commitment to act in ways that align with the goals and interests of the organization (P. Wang et al., 2020).

Increasing organizational commitment can be done in various ways, such as providing career development opportunities, recognizing achievements, and creating a positive organizational culture (Michael et al., 2009) By increasing organizational commitment, employees will feel more connected to the organization and have a lower desire to leave it. At PT Yupi, a manufacturing company, employees may face pressure stemming from tight production targets, quality demands, and a fast-paced work environment. Poorly managed work stress can negatively impact employee well-being, decrease motivation, and reduce organizational commitment. This study focuses on PT Yupi in Karanganyar because the company represents a situation where a stressful work environment can affect employee commitment, as well as how companies can identify and manage work stress to maintain strong organizational commitment.

**Lack of Research on the Mediating Role of Organizational Commitment**  
Previous studies have mostly focused only on the direct relationship between Job Stress and Turnover Intention (Bashir & Ramay, 2020) Research on how Organizational Commitment mediates this relationship is still limited, especially in certain sectors such as education or health (Pranata & Netra, 2019a). Several studies show a direct relationship between Job Stress and Turnover Intention (Ahn & Chaoyu, 2019). While other studies show that Organizational Commitment has an important role as a mediating variable that reduces this impact (Giauque et al., 2019). These differences in results indicate the need for further research to clarify the relationship between the variables.

## RESEARCH METHOD

This type of research is quantitative research. Quantitative research is research that obtains data from a sample of the research population, then analyzes it using appropriate statistical methods, and then interprets it (Sugiyono, 2016). In this study, the population used was employees of PT. Foresight Global. According to (Sugiyono, 2018) A sample is a part of the whole and has characteristics that are owned by a population. This study had 150 respondents, with the sampling technique used in this study was non-probability sampling with a judgment sampling type. According to (Sugiyono, 2018) Judgment sampling is a non-probability sampling technique in which researchers determine samples based on certain assessments or considerations.

The data analysis technique in this study uses the Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) with the help of SmartPLS 3.0 software. The PLS method was chosen because it has advantages in processing data with a relatively small sample size, does not require normal data distribution, and is able to test complex models with latent variables. PLS analysis consists of two main stages, namely outer model testing and inner model testing. The outer model is used to evaluate the validity and reliability of indicators against latent constructs through convergent validity testing (loading factors and AVE), discriminant validity, and construct reliability (Composite Reliability and Cronbach's Alpha). Meanwhile, the inner model is used to test the relationship between latent constructs by looking at the R-square ( $R^2$ ) value, as well as the path significance test (path coefficient) through bootstrapping analysis, which produces t-statistics and p-values, where the hypothesis is declared significant if  $t > 1.96$  and  $p < 0.05$ .

## RESULTS AND DISCUSSION

### Outer Model Analysis

#### Convergent Validity

An indicator is declared to meet convergent validity in the good category if the outer loading value is  $> 0.7$ . The following are the outer loading values for each indicator in the research variables.

**Table 1.**  
**Outer Loading Value**

Variables	Indicator	Outer Loading	Information
Job Stress (X)	X.1	0.841	Valid
	X.2	0.849	Valid
	X.3	0.850	Valid
	X.4	0.841	Valid
Affective Commitment (Z1)	Z1.1	0.853	Valid
	Z1.2	0.864	Valid
	Z1.3	0.783	Valid
	Z1.4	0.843	Valid
	Z1.5	0.849	Valid
	Z1.6	0.848	Valid

	Z2.1	0.828	Valid
	Z2.2	0.830	Valid
Continuance	Z2.3	0.868	Valid
Commitment (Z2)	Z2.4	0.860	Valid
	Z2.5	0.875	Valid
	Z2.6	0.887	Valid
	Z3.1	0.767	Valid
	Z3.2	0.846	Valid
Normative Commitment	Z3.3	0.867	Valid
(Z3)	Z3.4	0.840	Valid
	Z3.5	0.775	Valid
	Z3.6	0.831	Valid
	Y.1	0.859	Valid
Turnover Intention (Y)	Y.2	0.867	Valid
	Y.3	0.846	Valid
	Y.4	0.866	Valid

Source: Processed primary data, 2025

Based on the table above, it is known that many of the research variable indicators have outer loading values  $> 0.7$ . However, according to (Ghozali & Latan, 2015) A measurement scale with a loading value of 0.5 to 0.6 is considered sufficient to meet convergent validity requirements. The data above shows that no variable indicators have an outer loading value below 0.5, so all indicators are deemed suitable or valid for research use and can be used for further analysis. In addition to looking at the outer loading value, convergent validity can also be assessed by looking at the AVE (Average Variance Extracted) value  $> 0.5$ , thus it can be said to be valid in terms of convergent validity (Fornell and Larcker, 1981). The following are the AVE values for each variable in this study:

**Table 2.**  
**Average Variance Extracted Value**

Variables	AVE (Average Variance Extracted)	Information
Job Stress (X)	0.715	Valid
Affective Commitment (Z1)	0.706	Valid
Continuance Commitment (Z2)	0.737	Valid
Normative Commitment (Z3)	0.675	Valid
Turnover Intention (Y)	0.739	Valid

Source: Processed primary data, 2025

Table 2 presents the Average Variance Extracted (AVE) values of each variable in the study to measure convergent validity. All variables show AVE values above 0.5, namely *Job Stress (X)* is 0.715, *Affective Commitment (Z1)* is 0.706, *Continuance Commitment (Z2)* is 0.737, *Normative Commitment (Z3)* is 0.675, and *Turnover Intention (Y)* of 0.739. Based on these values, all variables are declared valid because they meet the minimum criteria of  $AVE > 0.5$ , which means that the indicators in each variable are able to explain the variance of the construct well.

### **Discriminant Validity**

Discriminant validity is intuitively intended to ensure that each concept of each construct or latent variable is different from other variables. The discriminant validity test uses cross-loading values. An indicator is declared to meet discriminant validity if the

indicator's cross-loading value on a variable is the largest compared to other variables (Chin, 1998). The following are the cross-loading values for each indicator:

**Table 3.**  
**Cross Loading**

Indicator	Job Stress (X)	Affective Commitment(Z1)	Continuance Commitment(Z2)	Normative Commitment(Z3)	Turnover Intention(Y)
X.1	<b>0.841</b>	0.697	0.704	-0.151	0.620
X.2	<b>0.849</b>	0.700	0.727	-0.109	0.672
X.3	<b>0.850</b>	0.743	0.739	-0.122	0.683
X.4	<b>0.841</b>	0.760	0.724	-0.160	0.683
Y.1	0.639	0.726	0.758	-0.114	<b>0.859</b>
Y.2	0.693	0.749	0.763	-0.183	<b>0.867</b>
Y.3	0.704	0.746	0.797	-0.111	<b>0.846</b>
Y.4	0.668	0.745	0.763	-0.188	<b>0.866</b>
Z1.1	0.727	<b>0.853</b>	0.747	-0.104	0.722
Z1.2	0.717	<b>0.864</b>	0.759	-0.136	0.749
Z1.3	0.679	<b>0.783</b>	0.658	-0.166	0.671
Z1.4	0.707	<b>0.843</b>	0.755	-0.111	0.743
Z1.5	0.759	<b>0.849</b>	0.739	-0.162	0.697
Z1.6	0.736	<b>0.848</b>	0.770	-0.179	0.765
Z2.1	0.716	0.756	<b>0.828</b>	-0.087	0.753
Z2.2	0.655	0.763	<b>0.830</b>	-0.107	0.754
Z2.3	0.741	0.764	<b>0.868</b>	-0.223	0.783
Z2.4	0.774	0.754	<b>0.860</b>	-0.129	0.765
Z2.5	0.776	0.750	<b>0.875</b>	-0.126	0.780
Z2.6	0.742	0.744	<b>0.887</b>	-0.151	0.781
Z3.1	-0.136	-0.119	-0.101	<b>0.767</b>	-0.122
Z3.2	-0.120	-0.141	-0.136	<b>0.846</b>	-0.162
Z3.3	-0.187	-0.191	-0.174	<b>0.867</b>	-0.167
Z3.4	-0.098	-0.139	-0.138	<b>0.840</b>	-0.158
Z3.5	-0.035	-0.081	-0.074	<b>0.775</b>	-0.086
Z3.6	-0.148	-0.125	-0.129	<b>0.831</b>	-0.127

Source: Processed primary data, 2025

Based on the data presented in the table above, it can be seen that each indicator in the research variable has the largest cross-loading value on the variable it forms compared to the cross-loading values on the other variables. Based on these results, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

**Reliability Test**

Composite reliability is the section used to test the reliability values of indicators in a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.7. Below are the composite reliability values for each variable in this study:

**Table 4.**  
**Composite Reliability**

Variables	Composite Reliability	Information
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Job Stress (X)	0.909	Reliable
Affective Commitment (Z1)	0.935	Reliable
Continuance Commitment (Z2)	0.944	Reliable
Normative Commitment(Z3)	0.926	Reliable
Turnover Intention (Y)	0.919	Reliable

Source: Processed primary data, 2025

Table 4 displays the Composite Reliability values of each variable in the study, which are used to measure the internal consistency of the construct. All variables show values above the threshold of 0.7, indicating high reliability. Job Stress(X) has a value of 0.909, Affective Commitment(Z1) is 0.935, Continuance Commitment(Z2) is 0.944, Normative Commitment(Z3) is 0.926, and Turnover Intention(Y) is 0.919. Thus, all constructs in the model are declared reliable and can be used for further analysis.

The second reliability test is Cronbach's Alpha. Cronbach's Alpha is a statistical technique used to measure internal consistency in the reliability of instruments or psychometric data. A construct is considered reliable if its Cronbach's Alpha value is greater than 0.7. The Cronbach's Alpha values in this study are shown below.

**Table 5.**  
**Cronbach Alpha**

Variables	Cronbach's Alpha	Information
Job Stress (X)	0.867	Reliable
Affective Commitment (Z1)	0.917	Reliable
Continuance Commitment (Z2)	0.928	Reliable
Normative Commitment (Z3)	0.905	Reliable
Turnover Intention (Y)	0.882	Reliable

Source: Processed primary data, 2025

Table 5 presents the Cronbach's Alpha values for each research variable as an indicator of internal reliability. All values are above the minimum threshold of 0.7, indicating that the instrument used to measure each variable has good internal consistency. Job Stress(X) has a value of 0.867, Affective Commitment(Z1) is 0.917, Continuance Commitment(Z2) is 0.928, Normative Commitment(Z3) is 0.905, and Turnover Intention(Y) is 0.882. Therefore, all variables can be declared reliable and suitable for use in further testing.

### Goodness of Fit Test

The R2 or R-Square value indicates the determination of exogenous variables on their endogenous variables. A higher R2 value indicates a better level of determination. R2 values of 0.75, 0.50, and 0.25 indicate a strong, moderate, and weak model, respectively (Ghozali, 2015). The following are the values of the coefficient of determination in this study.

**Table 6.**  
**R-Square Value**

Variables	R-Square
Affective Commitment (Z1)	0.737
Continuance Commitment (Z2)	0.733
Normative Commitment (Z3)	0.026
Turnover Intention (Y)	0.830

Data source primary processed, 2025

Based on the table above, R-Square is used to see the magnitude of the influence of the variable Job Stress on Affective Commitment, namely with a value of 0.737 or 73.7%, it

can be said that this relationship is a strong relationship. Variable Job Stress to Continuance Commitment, namely with a value of 0.733 or 73.3%, it can be said that this relationship is a strong relationship. Variable Job Stress to Normative Commitment, namely with a value of 0.026 or 2.6%, it can be said that this relationship is a weak relationship. And the Job Stress variable on Turnover Intention, namely with a value of 0.830 or 83%, it can be said that this relationship is a strong relationship.

### Hypothesis Testing

To test the hypothesis in this study, we can use a table of path coefficient values for direct influences and specific indirect effects for indirect influences (mediation).

### Path Coefficient Test

Testing the path coefficient using the bootstrapping process to see the t-statistics or p-values (critical ratios) and the original sample values obtained from the process. A p-value <0.05 indicates a direct influence between variables, while a p-value >0.05 indicates no direct influence between variables. In this study, the significance value used was a t-statistic of 1.96 (significant level = 5%). If the t-statistic value is >1.96, there is a significant influence. Below are the path coefficient values from the test results.

**Table 7.**  
**Path Coefficient (Direct Effect)**

	Hypothesis	Original Sample	t-Statistics	P Values	Description
Job Stress(X) ->Turnover Intention(Y)	H1	-0.071	0.816	0.415	<b>Negative Insignificant</b>
Job Stress(X) ->Affective Commitment(Z1)	H2	0.858	25,737	0,000	<b>Significant Positive</b>
Job Stress(X) ->Continuance Commitment(Z2)	H3	0.856	24,437	0,000	<b>Significant Positive</b>
Job Stress(X) ->Normative Commitment(Z3)	H4	-0.160	2,862	0.004	<b>Negative Significant</b>
Affective Commitment(Z1) -> Turnover Intention (Y)	H5	0.359	3,657	0,000	<b>Positive Significant</b>
Continuance Commitment(Z2) -> Turnover Intention(Y)	H6	0.638	6,753	0,000	<b>Positive Significant</b>
Normative Commitment(Z3) -> Turnover Intention (Y)	H7	-0.021	0.583	0.560	<b>Negative No Significant</b>

Source: Processed primary data, 2025

Based on the results of the hypothesis analysis, it can be concluded that not all relationships between variables in this study show a significant influence. Job Stress is

proven to have no significant effect on Turnover Intention ( $t = 0.816$ ;  $p = 0.415$ ), so the first hypothesis is rejected. However, Job Stress has a significant effect on the three forms of commitment, namely Affective Commitment ( $t = 25.737$ ;  $p = 0.000$ ), Continuance Commitment ( $t = 24.437$ ;  $p = 0.000$ ), and Normative Commitment ( $t = 2.862$ ;  $p = 0.004$ ), which means that hypotheses two, three, and four are accepted. Furthermore, Affective Commitment ( $t = 3.657$ ;  $p = 0.000$ ) and Continuance Commitment ( $t = 6.753$ ;  $p = 0.000$ ) have a significant effect on Turnover Intention, which supports hypotheses five and six. However, Normative Commitment did not significantly influence Turnover Intention ( $t = 0.538$ ;  $p = 0.560$ ), thus the seventh hypothesis was rejected. This finding indicates that the influence of Job Stress on Turnover Intention is more indirect through affective and continuance commitment.

**Indirect Effect Test**

**Table 8.**  
**Indirect Effect Test**

	Hypothesis	Original Sample	t-Statistics	P Values	Description
Job Stress(X) ->Affective Commitment(Z1) ->Turnover Intention(Y)	H8	0.308	3,623	0,000	<b>Significant</b>
Job Stress(X) ->Continuance Commitment(Z2) ->Turnover Intention(Y)	H9	0.547	6,534	0,000	<b>Significant</b>
Job Stress(X) ->Normative Commitment(Z3) ->Turnover Intention(Y)	H10	0.003	0.529	0.597	<b>Not Significant</b>

Source: Processed primary data, 202

Based on the results of the mediation hypothesis testing, it was found that Affective Commitment and Continuance Commitment were able to mediate the relationship between Job Stress and Turnover Intention. This was indicated by the t-statistic value of 3.263 and p-value of 0.000 for Affective Commitment, and the t-statistic value of 6.534 and p-value of 0.000 for Continuance Commitment, both of which met the significant criteria ( $t > 1.96$  and  $p < 0.05$ ), so that the eighth and ninth hypotheses were accepted. Meanwhile, Normative Commitment was not proven to be able to mediate the relationship between Job Stress and Turnover Intention because the t-statistic value of 0.529 and p-value of 0.597, which did not meet the significance requirements ( $t < 1.96$  and  $p > 0.05$ ), so that the tenth hypothesis was rejected. These findings indicate that the influence of job stress on employee turnover intentions is more effectively explained through emotional attachment and job continuity, rather than normative obligations.

**Influence Job Stress on Turnover Intention**

Job Stress does not have a significant influence on Turnover Intention. This research is in contrast to research conducted by (Wahyono & Riyanto, 2020);(Wahyono & Riyanto, 2020);(Novitasari, 2020) who found that work stress has a significant effect on turnover

intention. So it can be concluded that the results of this study do not support previous research.

Work stress is a psychological condition that arises when an individual feels there is an imbalance between the demands of the job and his ability to meet those demands (Wongsuwan et al., 2023) However, the results of this study indicate that job stress does not significantly influence employee turnover intention. This finding can be explained by several factors, such as the existence of effective coping mechanisms or social support from coworkers and superiors that can reduce the impact of stress on the desire to leave the job. Furthermore, a conducive organizational culture and company policies that support employee well-being, such as work-life balance programs or counseling facilities, can act as buffers that prevent work stress from turning into turnover intention. Strong organizational commitment may also make employees more resilient to work pressure, so that even though they experience stress, they do not immediately consider leaving the company.

#### **Influence Job Stress to Affective Commitment**

Job Stress has a significant influence on Affective Commitment. This research is in line with research conducted by (Li et al., 2021);(Ateş & İhtiyaroğlu, 2019);(Khotimah & Ekayan, 2025) who found that work stress has a significant effect on affective commitment. So it can be concluded that the results of this study support previous research.

The results of the study show that job stress has a significant effect on affective commitment, where high levels of work stress can reduce employees' emotional attachment to the organization. Affective commitment reflects employees' loyalty and psychological involvement. Therefore, when work pressures increase, such as excessive workloads, role conflict, or an unsupportive work environment, employees tend to feel emotional exhaustion and lose their sense of belonging to the company. Prolonged stress can trigger perceptions of injustice or dissatisfaction, which ultimately weakens the emotional bond between employees and the organization. In some cases, if stress is accompanied by challenges that stimulate development (challenge stress), its impact on affective commitment may not be entirely negative. This finding underscores the importance of workplace stress management through interventions such as employee assistance programs, time management training, or open communication, to maintain employee affective commitment in the long term.

#### **Influence Job Stress to Continuance Commitment**

Job Stress has a significant influence on Continuance Commitment. This research is in line with research conducted by (Li et al., 2021);(Noesgaard & Jorgensen, 2024);(Wangsa & Edalmen, 2022) who found that job stress has a significant effect on continuance commitment. So it can be concluded that the results of this study support previous research.

Research findings reveal that job stress significantly influences continuance commitment, which is an employee's commitment based on the cost-benefit considerations of leaving the organization. As job stress levels increase, employees tend to rationally evaluate the costs and benefits they will face if they decide to leave the company. On the one hand, high stress can trigger a desire to seek alternative employment, but on the other hand, factors such as limited job opportunities, a lack of adequate skills, or financial dependence on salary and benefits can actually strengthen the desire to stay. This means that even though employees experience stress at work, economic considerations and the lack of better options often lead them to stay, even though the commitment is forced. This phenomenon suggests

that continuance commitment is more influenced by external, material factors than emotional attachment..

### **Influence Job Stress to Normative Commitment**

Job Stress has a significant influence on Normative Commitment. This research is in line with research conducted (Ateş & İhtiyaroğlu, 2019);(Goetz & Wald, 2022);(TK Lee et al., 2022) who found that job stress has a significant influence on normative commitment. So it can be concluded that the results of this study support previous research.

The research results indicate that job stress has a significant impact on normative commitment, which is an employee's commitment based on a sense of obligation or moral responsibility to remain with the organization. When employees experience excessive work pressure, a psychological dilemma arises between the desire to leave and a sense of normative attachment to the company. On the one hand, high work stress can erode loyalty, but on the other hand, personal values such as work ethic, social norms, or a sense of indebtedness to the organization can actually strengthen the desire to stay. This phenomenon often occurs in employees who feel a moral obligation due to receiving certain benefits from the company, such as training, promotions, or support during difficult times. Interestingly, the effect of stress on normative commitment is dynamic: the stronger an employee identifies with the organization's values, the greater their ability to persist even under stressful conditions. These findings suggest that organizations need to build positive psychological bonds through practices such as strengthening company culture, mentoring programs, or recognizing employee contributions..

### **Influence Affective Commitment to Turnover Intention**

Affective Commitment has a significant influence on Turnover Intention. This research is in line with research conducted (Y. Lee & Min, 2019);(Hutabarat et al., 2024);(Wong & Wong, 2017) who found that Affective Commitment has a significant impact on Turnover Intention. So it can be concluded that the results of this study support previous research.

This study revealed that affective commitment has a significant influence in reducing employee turnover intention. Affective commitment, which reflects emotional attachment and identification with the organization, acts as a strong restraining factor against the desire to leave the company. Employees with high levels of affective commitment tend to feel a deep connection to the organization's values and goals, making them more motivated to stay despite work challenges. This emotional bond creates a deep sense of belonging, making employees less easily tempted by opportunities elsewhere.. Furthermore, strong affective commitment also has the potential to moderate the negative influence of external factors such as job stress or salary dissatisfaction. This means that, despite job pressures, emotionally attached employees are more likely to choose to stay for sentimental reasons rather than purely rational considerations.

### **Influence Continuance Commitment to Turnover Intention**

Continuance Commitment has a significant influence on Turnover Intention. This research is in line with research conducted by (Chigeda et al., 2022);(Serhan et al., 2022);(Yücel, 2019) who found that Continuance Commitment has a significant impact on Turnover Intention. So it can be concluded that the results of this study support previous research.

Research findings indicate that continuance commitment significantly reduces employee turnover intention, albeit through a different mechanism than other types of commitment. This commitment arises from rational considerations of the financial or non-material losses that would be incurred if leaving the organization, such as the loss of benefits, pension benefits, or social status. Employees with high continuance commitment tend to stay not because of emotional attachment, but because of the lack of more rewarding job alternatives or the excessive cost of leaving. This phenomenon aligns with exchange theory, which views employment relationships as cost-benefit calculations. However, it should be noted that the anchoring effect of this commitment is temporary and susceptible to changes in external conditions. When other job opportunities with better compensation arise or when the costs of staying become too high, this type of commitment can quickly erode. These findings suggest that while continuance commitment is effective in suppressing turnover intention in the short term, organizations need to balance this by building affective commitment to create more sustainable employee retention..

#### **Influence Normative Commitment on Turnover Intention**

Normative Commitment does not have a significant influence on Turnover Intention. This research is in contrast to research conducted by (Noesgaard & Jorgensen, 2024);(Sartori et al., 2023);(Suharno et al., 2017) who found that Normative Commitment has a positive and significant effect on Turnover Intention. So, it can be concluded that the results of this study do not support previous research.

These findings suggest that a sense of moral obligation or indebtedness to an organization is not strong enough to prevent employees from leaving their jobs. In the context of contemporary work dynamics, normative loyalty is increasingly being eroded by pragmatic factors such as career opportunities, work-life balance, and financial compensation. Modern employees tend to make rational considerations that prioritize personal interests over purely normative bonds. Although organizations may have invested in certain forms of training or benefits, this does not necessarily create a sense of commitment sufficient to inhibit turnover intention. This phenomenon may also be influenced by changing values among generations of workers who prioritize self-actualization and flexibility over blind loyalty. These findings suggest that employee retention strategies that rely solely on building normative commitment through specific programs without balancing it with fulfilling employees' basic needs will be less effective..

#### **Influence Job Stress on Turnover Intention Mediated By Affective Commitment**

Affective Commitment can mediate the influence between Job Stress and Turnover Intention. This research is in line with research conducted by (T. Wang et al., 2023);(Tetteh et al., 2020);(Muchtadin & Sundary, 2023), who found that Job Stress has a significant effect on Turnover Intention, which is mediated by Organizational Commitment. So, it can be concluded that the research results support previous research.

This study revealed that affective commitment plays a significant mediating role in the relationship between job stress and turnover intention. This means that high levels of work stress do not necessarily increase employees' desire to leave, but rather are influenced by the extent to which the stress erodes their emotional attachment to the organization. As job stress increases, employees tend to experience a decline in affective commitment due to feelings of discord with the company's values or a loss of ownership over their work. This weakening of the emotional bond then drives turnover intention. When job stress depletes

these resources without adequate compensation, employees may begin to consider leaving as a form of self-protection. Practical implications: Organizations need to strengthen affective commitment through strategies such as increasing social support in the workplace, creating an inclusive work environment, and recognizing employee contributions.

#### **Influence of Job Stress on Turnover Intention Mediated By Continuance Commitment**

Continuance Commitment can mediate the influence between Job Stress and Turnover Intention. This research is in line with research conducted by (SH Lee & Jeong, 2017);(Al Balushi et al., 2022);(Akkoca, 2023) who found that Job Stress has a significant effect on Turnover Intention, which is mediated by Organizational Commitment. So, it can be concluded that the research results support previous research.

Research findings reveal that continuance commitment plays a crucial mediator role in the relationship between job stress and turnover intention. Contrary to the often-assumed direct mechanism, job stress does not directly induce employees to leave but rather first influences rational considerations about the costs and benefits associated with the decision to remain. When experiencing high work pressure, employees subconsciously engage in economic calculations, comparing financial losses with the psychological discomfort they experience. A strong continuance commitment creates a "golden handcuff" that makes employees feel compelled to stay despite stressful conditions, effectively dampening the desire to leave. However, this defense mechanism is fragile because it depends on external factors that can change, such as the emergence of other job opportunities with better compensation or reduced turnover costs.

#### **Influence Job Stress on Turnover Intention Mediated By Normative Commitment**

Normative Commitment cannot mediate the influence between Job Stress and Turnover Intention. This research is in contrast to research conducted by(Pranata & Netra, 2019a);(Jung et al., 2024);(Ridho, 2023) who found that Job Stress has a significant effect on Turnover Intention, which is mediated by Organizational Commitment. So, it can be concluded that the research results do not support previous research.

The results of the study indicate that normative commitment is unable to mediate the effect of job stress on turnover intention. This finding indicates that a sense of moral obligation or indebtedness to the organization is not strong enough to act as a buffer when employees face excessive work pressure. In situations of high work stress, rational considerations of career continuity and personal well-being tend to override purely normative ties. Modern employees, particularly millennials and Gen Z, prioritize mental health and work-life balance over obligation-based loyalty. Although companies may have invested in certain forms of training or benefits, this does not automatically create a sense of commitment sufficient to resist the urge to leave when the workload becomes unbearable. This phenomenon also reflects changing values in the contemporary workplace, where employee relationships with companies are increasingly transactional.

## **CONCLUSION**

Based on the results of the research conducted using the Partial Least Square (PLS) analysis method, it can be concluded that not all variables in this research model have a significant effect on turnover intention. Job stress was shown to have no significant direct effect on turnover intention, so the first hypothesis was rejected. However, job stress had a

significant effect on all three forms of organizational commitment, namely affective commitment, continuance commitment, and normative commitment. Furthermore, affective commitment and continuance commitment were shown to have a significant effect on turnover intention, while normative commitment did not have a significant effect on turnover intention. In the mediation test, affective commitment and continuance commitment were shown to be able to mediate the relationship between job stress and turnover intention, while normative commitment was not able to act as a mediator. These findings indicate that the effect of job stress on turnover intention is indirect, through two forms of commitment: affective and continuance.

### **Suggestion**

This study provides several implications that can be used as evaluation material for further research and the company. For future researchers, it is recommended to add other variables such as job satisfaction, work-life balance, or work environment conditions (both physical and social) to enrich the understanding of the factors that influence turnover intention, especially as an alternative to the job stress variable, which has been shown to have no direct effect on turnover intention. Meanwhile, for company management, especially PT. Foresight Global, it is recommended to strengthen employee affective commitment and continuance commitment. This can be done through career development programs, providing performance rewards, employee involvement in the decision-making process, and improving two-way communication, in order to create an emotional bond and a strong sense of belonging among employees to the company, thereby reducing the level of intention to leave the company.

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