

# Research conducted in an international company with the aim to determine managers effect on employees' stress levels, their intention to resign, and commitment to the organization

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## ABSTRACT

### Keywords:

*Organizational Stress,  
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The purpose of this study is to identify the extent of manager's effect on employees' stress levels, their intention to resign and commitment to the organization. The research is descriptive and correlation analysis has been used. Upon examination of 652 surveys, it becomes clear that managers have direct impact on employees' various perceptions of the job. This research highlights the importance of correct managerial skills in shaping a positive business environment for employees.

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Although the concept of a manager and a leader are defined differently, the employee values the person who directly reports to them. The employee's relationship with his/her manager, the emotional relationship the employee establishes, their business dynamics, and even many other unseen dynamics that are imputed to the manager are attributed nearly to the entire company. Subjects related to the manager not only affect the employee's organizational satisfaction and

commitment rate, their effect stretch to the employee's motivation, job satisfaction, performance perception, time management perception, stress levels, and finalizes with employee's decision to leave the organization.

The manager is defined as the individual who operates by the means of others and leadership is the process of influencing others to reach a certain goal. It is clear that both of these concepts were defined based on people and relationships. Where there is a certain goal to be reached in an organization, the person to reveal this goal would be the manager together with the employee and realization of this goal would most likely depend on a key individual, namely the manager.

### **Organizational Stress**

The word of "Stress" originally transferred from Latin language, the word "Estrie" and French language, the word "Esterce" to our language. It has been used by Selye (1977) for the first time and it has been defined as "non-specific reaction of the body to any external requirement". On the other hand, stress can be defined as a tension which occurs from the extraordinary demands, pressures, and opportunities in individual. Stress can be defined as a power generating sadness and anxiety where comes from internal and external sources. This power causes people to give up their needs or avoid from giving proper responses to the incidents. (Gümüştekin & Öztemiz, 2004).

Stress is a shown adaptive response via psychological processes and individual differences arisen as a result of reflection of extreme psychological and/or physical pressures on people that any external (environmental) movement, situation, and incident have to the organism (Artan, 1986).

Stress is considered as an organizational behavioral issue and there are various sources of stress in the organization. Regarding Artan (1986), employees with high excitement are highly preferred by companies. On the contrary, individuals with a high level of excitement often feel guilty on trivial matters, make exaggerated predictions about their health problems, over think about possible events for the future, and cannot get rid of the influence of the failures that they made in the past (Artan, 1986). Therefore, it can be said that there is a relation between stress and personality type. Similarly, it is known that people with Type A and B personality react differently to stress. When people are under severe stress, A-type personality individuals has been shown to have more heart disease problems then B-type personality individuals. Individuals with type A personality are intense emotional, more aggressive, more passionate, and more competitive people. These people feel themselves in a never-ending competition. Type-A has three characteristics including excessive effort for success, exaggerated lack of time, and aggression and hostility. B-Type personality individuals show no strict rules and they are more flexible people. They are relaxed, patient, not overly ambitious, and calm people (İştar, 2012). In addition, role uncertainty, effort of establishing proper relationships with other employees and managers, downsizing, competitive working environment, and the process of acceptance norms and values can be different stress factors for individuals (Boyd, Tuckey, & Winefield, 2014). Insufficient wage, excess workload, monotony, lack of career opportunities, unsuitable jobs and duties, long working periods, overtime working, social conditions, the complexity of duties, negative working conditions, time pressure and with parallel to this

research aim arising from managers, lack of decision making, lack of over responsibility, unfair performance evaluation, lack of authority, and unsupportive management approach are another stress factors for individuals (Yamuç & Türker, 2015).

### **Organizational Commitment**

Organizational commitment refers to employee's collaboration with the organization, the degree of feeling themselves as a part of the organization, the sum of internalized normative pressures that provide to move towards organizational interests, regardless of any individual interests fully emotional commitment, individual attitude in the scope of organizational loyalty, and the power of employees' commitment for the organization (Bozkurt & Yurt, 2013). Employees' attitude towards loyalty of organization, their desire to stay in the organization, and their dedication to the goals and values of the organization without any financial worries are other definitions on this subject (Gaertner & Nollen, 1989; Luthans, 1995).

There are three dimensions of organizational commitment, namely emotional commitment, continuation commitment, normative or moral commitment. Employee's emotional commitment reflects employee's integration with the organization. Emotional commitment covers employee's acceptance of organizational goals and values and employee's extraordinary efforts for the benefit of the organization (Gül, 2002).

Continuation commitment is related to employees' leaving intention. Employees consider these two situations: They reach some rewards by staying in the organization and they lose some rewards by leaving from the organization. Basically, continuation commitment is the situation of continuation of membership due to employee's awareness about their costs and damages if they leave the company (Bozkurt & Yurt, 2013).

In normative or moral commitment, working for the organization is a task for employees. This situation is "right" for employees because commitment is something needs to be shown. Employees stay in the organization because it is a task for them. With this point of view, it is different from the emotional commitment. In the same way employee does not consider their lost and costs if they decide to leave the organization in the normative or moral commitment. With this point of view, it is separated from the continuation commitment (Solmuş, 2004).

### **Intention to Resign**

Generally, intention to resign can be defined as employees' active and destructive action due to unsatisfied working conditions. Intention to resign is very important for managers because it directly affects the corporate effectiveness. The determination of factors, which affects intention to resign, can predict the resign issues, explains their causes, and can allow to take necessary precautions on this subject. Generally, employees have been affected by working atmosphere, relationship with their colleagues, their demands and expectation from the organization, career improvement opportunities, and self-determination (Gül, Oktay, & Gökçe, 2008).

## Method

Under the light of all this information the main objective of our research is to demonstrate the significance of the manager for employees and therefore, for the organization. At this point our research sets forth some specific variables and reveals that the rate of satisfaction regarding the manager directly affects motivation, job satisfaction, stress, togetherness, and the decision to resign from the job. In order to have a wide range of samples and obtain objective results an international company was chosen for this research. The Turkey region headquarters of this international company domestically operates in 28 different cities and in different volumes (number of employees varies). The research sample includes employees of all cities. To measure each variable 5 differently scaled questionnaires were used. The questionnaires were distributed in a sealed envelope to all the employees following an explanation on how to fill them and they were collected the next week. All data collected from this research was analysed using SPSS 11.5 statistical package program. A correspondence analysis of data was conducted for normal distribution and it has been determined that it is normal distribution. For this reason, parametric tests were used for the hypothesis test and also frequency tables, central and commonness criterion together with paired sample t-test and Pearson correlation test came into use in the current research.

The sphere of this research is formed based on an international company, which operates in over 100 countries and has 29 branches in security sector in Turkey. In the sampling of this research employees who were ill, excused or on sick leave during the research time were excluded. Therefore, randomized sampling method was used in the study. Totally 652 individuals with valid surveys participated in the sampling. In the research, the sample size has not been calculated and it was ensured that the number of individuals participating in the research was enough (10 times the number of items) in order to perform validity and reliability analysis of scales. The tool that was used to collect data for the research is survey method. The survey consists of questions based on scaling socio-demographic and professional information and stress, intention to resign, and organizational commitment. To protect the integrity of the research the surveys were delivered in sealed envelopes following an informational briefing. The organizational commitment scale is a 3 dimensional questionnaire developed by Meyer and Allen (1997) with 1-5 scaled 18 question and intention to resign was developed by Blau and Boal (1989) with 1-6 scaled 4 question. Manager satisfaction was asked directly and was scaled as 1 for the worst case and 5 for the best case.

## Results

For the validity analysis of scaling tools used in the research explanatory factor analysis was performed. For reliability, internal consistency analysis was performed by calculating Cronbach Alpha values. Table 1 shows the internal consistency analysis.

Table 1  
*Internal Consistency Analysis*

Scale	Cronbach Alpha
Organizational Commitment	0.85
Intention to Resign	0.90
Stress	0.95

The internal consistency analysis of scales reveals that all Cronbach Alpha values are above 0.70 and there are no scaling items that have a negative effect. As a result of factor analysis performed for the validity of scales, the KMO value of stress scales was identified as 0.95 and the first factor explained the 41% of the total variance; the KMO value of intention to resign sales was 0.80 and as a single factor explained the 76% of the total variance, KMO value of intention to resign was identified as 0.88 and the first factor explained the 31% of the total variance. The organizational stress scale was analysed as single factored due to the aim of the research and due to the first factor explaining more than 30% of the total variance. The data obtained from the research was transferred to an electronic environment and analysed with SPSS 11.5 statistical package program. In the analysis and the evaluations frequency tables, value of central tendency and dispersion with Pearson's correlation test was used. Table 2 exhibits some socio-demographic and professional characteristics of research participants.

Table 2

*Some Socio-Demographic and Professional Characteristics of Research Participants*

Features	Categories	n	%
Gender	Male	545	83.6
	Female	20	3.1
	Unspecified	87	13.3
Age Group	20-30	186	28.5
	31-40	275	42.2
	41-50	75	11.5
	51+	18	2.8
	Unspecified	98	15.0
Education	Elementary	43	6.6
	High School	382	58.6
	College	70	10.7
	Bachelor Degree	62	9.5
	Post Graduate	4	0.6
	Unspecified	91	14.0
Marital Status	Married	347	53.2
	Single	162	24.9
	Unspecified	143	21.9
Job Group	Blue Collar	316	48.5
	White Collar	131	20.1
	Unspecified	205	31.4
Income Perception	Low Income	264	40.5
	Middle Income	233	35.7
	Upper Income	10	1.5
	Unspecified	145	22.2
Total		652	100.0

As it is shown in Table 2, 83.6% of research participants were male, 42.2% are within the 31-40 age group; following this, 58.6% were high school graduates, 53.2% were married, 48.5% were blue collar, and %40.5 were in the low income group.

Table 3

*Relations Employees Satisfaction Level from Their Managers, Level of Stress, Intention to Resign, Organizational Commitment(Pearson Correlation Test was used.)*

	Mean	S.D.		1	2	3	4	5	6
Manager Satisfaction (1)	3.28	1.28	r	1	-0.36	-0.47	0.47	0.17	0.49
			p	.	0.00	0.00	0.00	0.00	0.00
			n	527	414	395	488	477	483
Stress (2)	2.83	0.84	r		1	0.45	-0.42	-0.14	-0.37
			p		.	0.00	0.00	0.00	0.00
			n		442	354	431	418	425
Intention to Resign(3)	3.55	1.69	r			1	-0.49	-0.17	-0.56
			p			.	0.00	0.00	0.00
			n			430	420	407	408
Emotional Commitment (4)	3.35	0.82	r				1	0.13	0.60
			p				.	0.00	0.00
			n				524	505	508
Obligatory Commitment (5)	2.76	0.81	r					1	0.44
			p					.	0.00
			n					512	497
Normative Commitment (6)	2.96	0.87	r						1
			p						.
			n						515

According to the research participants, when we examine the manager satisfaction's relation with stress, intention to resign, and organizational commitment, there is a weak negative correlation between manager satisfaction and stress, medium level negative correlation with intention to resign; positive medium level correlation with emotional commitment; very weak positive correlation with obligatory commitment; and medium level positive correlation with normative commitment that is statistically meaningful ( $p < 0,05$ ).

### Discussion and Conclusion

The research draws attention to revealing the importance of having a definition of a correct manager and its meaning for the employees. What diversifies this research from other researches that aim to determine the relationship between the manager and the employee is that many variables were taken into account simultaneously during the analysis process. The importance of this research is that it gives a new perspective to not only big scaled but also small scaled managers regarding their behaviour and their relationship with employees.

In conclusion, it can be said that the managers' attitude towards their employees have important impacts. Factors such as satisfaction and commitment that have a direct effect on the performance are related with the manager's attitude and behaviour. Modern-day managers should be more conscious of their behaviour towards their employees and increase their awareness within this new and changing role because manager's behaviour might affect the employee positively as well as negatively. Within the concepts of leader manager, coach manager and mentor manager, manager who steers their employees and who are able to establish a good and efficient communication can improve their employees' performances up to a desired level.

As a result of the conducted research it was revealed that manager satisfaction level has a direct impact on stress, commitment, and intention to resign ( $p < 0.05$ ). It can be seen that manager satisfaction has an impact on normative commitment within the context of organizational commitment ( $r = 0.49$ ). This case brings to mind the fact that manager satisfaction retraces to fair and ethical behaviour therefore both in selection and in application

process employees gave ethical rules and justice prominence. Therefore, it is possible to say that employees who are in a fair and ethical organizational climate develop positively within the context of normative commitment. Similarly, it is apparent that manager satisfaction also affects emotional commitment positively ( $r=0.47$ ). The findings carry a great importance showing us that even when the employees are only satisfied with their managers an emotional bond is formed with the organization. On the other side, manager satisfaction decreases the intention to resign from the organization ( $r=-0.47$ ). This is also an important result towards avoiding job resignations that have destructive effects in the organizations. In the research results it is also seen that manager satisfaction decreases stress levels in the organization ( $r=-0.36$ ). Having a stress free environment is very important for productivity and efficiency. Additionally, manager satisfaction demonstrated the lowest impact on obligatory (consistent) commitment ( $r=0.17$ ).

In conclusion, the research results revealed the importance of managers establishing a positive relationship with their employees. It is clear that in organizations where there is a good manager-employee relationship resignation and stress levels decrease therefore commitment increases. For this reason, managers should meet their employees' expectations and create an organizational climate that is fair and that complies with ethical rules. Also, they should have good knowledge of their employees' skills and personality traits and adopt a conditional management mentality that can meet each employee's expectation.

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