



## The mediating role of organizational support and job stress in the relationship between organizational culture and leave intention

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### ABSTRACT

The study aims to determine the sequential mediating role of organizational support and job stress in the effect of organizational culture on the intention to leave. The sample of this study consists of white-collar professionals working in the banking and finance sector in İstanbul. The convenience sampling method was preferred in the data collection process. Within the scope of the study, data was collected from a total of 441 participants. SPSS 27 package program and SPSS Process macro V4.2 were used to analyze the data. According to the research findings, it was determined that organizational culture increases the perceived organizational support perception of employees. In addition, organizational culture reduces the job stress and leave intentions of employees in the banking and finance sector. It was determined that perceived organizational support reduces the stress of employees. On the other hand, perceived organizational support significantly reduces employees' leave intentions, while job stress increases them. According to the mediation analysis findings, increasing perceived organizational support in organizational culture reduces job stress and decreases employees' intention to leave. In summary, managerial support and job stress mediate the effect of organizational culture on leave. The study presents important findings about the buffering hypothesis.

## Örgüt kültürü ve işten ayrılma niyeti arasındaki ilişkide örgütsel destek ve iş stresinin aracılık rolü

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### ÖZ

Araştırmanın amacı örgüt kültürünün işten ayrılma niyetine etkisinden örgütsel destek ve iş stresinin sıralı aracılık rolünün tespit edilmesidir. Bu araştırmanın örneklemini, İstanbul'da bankacılık ve finans sektöründe çalışan beyaz yakalı profesyoneller oluşturmaktadır. Veri

**Anahtar Kelimeler:**

Örgüt kültürü,  
algılanan örgütsel  
destek, iş stresi, işten  
ayrılma niyeti.

toplama sürecinde kolayda örnekleme yöntemi tercih edilmiştir. Araştırma kapsamında, toplamda 441 katılımcıdan veri toplanmıştır. Verilerin analizinde SPSS 27 paket programı ve SPSS Process V4.2 makrosu kullanılmıştır. Araştırma bulgularına göre örgüt kültürünün çalışanların algılanan örgütsel destek algısını yükselttiği tespit edilmiştir. Ayrıca örgüt kültürü, bankacılık ve finans sektöründeki çalışanların iş stresini ve işten ayrılma niyetlerini de azaltmaktadır. Algılanan örgütsel desteğin çalışanların streslerini azalttığı tespit edilmiştir. Diğer yandan algılanan örgütsel destek çalışanların işten ayrılma niyetlerini de önemli düzeyde azaltmaktadır. İş stresi ise çalışanların işten ayrılma niyetlerini arttırmaktadır. Aracılık analizleri bulgularına göre örgüt kültürünün algılanan örgütsel desteği artırması iş stresini azaltmakta ve çalışanların işten ayrılma niyeti azalmaktadır. Özetle örgüt kültürünün işten ayrılmaya olan etkisinde örgütsel destek ve iş stresinin aracılık rolü bulunmaktadır. Araştırma, Buffering (Tampon Etkisi) Hipotezi hakkında önemli bulgular sunmaktadır.

**1. Introduction**

Intention to quit is important because it indicates the intention of employees to leave their current jobs within a certain period (Weisberg, 1994; Sasso, Bagnasco, Catania, Zanini, Aleo and Watson, 2019; Stemmer et al. 2022). The intention to quit qualified employees is seen as a problem that managers should take precautions against. Because the departure of competent personnel causes significant negativities in terms of finance, time and competition for organizations (Giao, Vuong, Huan, Tushar, and Quan, 2020; Awan, Dunnann, Jamil, Gul, Abwar, Idrees, and Guangyu, 2021). In addition, all efforts made to orient, train and work effectively as personnel selected to replace the departing personnel may be in vain (Allen, Bryant, and Vardaman, 2010).

As in many sectors, since the banking and finance sectors are sectors that are open to stress due to their structure, quitting their jobs frequently occurs. Especially the intense stress factor can cause employees to succumb to stress after a while and their physical and cognitive integrity deteriorate. Therefore, organizational mechanisms prepared to cope with stress are important. The buffering hypothesis points to social support in coping with stress (Cohen and Wills, 1985; Aglar and Arıkan, 2018). The reflection of social support within the organization is seen as perceived organizational support (Ekmekçi, Xhako, and Camgoz, 2021). Eisenberger, Huntington, Hutchison, and Sowa (1986) define the concept of “perceived organizational support” as “an employee’s perception that the organization values their contributions and is interested in the employee’s well-being.” Organizational support enables the employee to feel supported within the organization and to be a valuable employee. One of the important factors in the formation of a supportive organizational mechanism is seen as organizational culture. Organizational culture is a complex structure that constitutes the basic identity of an organization and includes shared values, beliefs, and behaviors among its members (Schein, 1985). The fact that organizational support is embedded in the norms of the organization can cause employees to perceive support mechanisms and reduce their stress levels. Thus, employees’ intentions to leave their jobs may decrease. As can be seen, employees’ intentions to leave their jobs may arise from organizational-level factors. However, in the literature, there is limited knowledge on how organizational culture increases organizational support in the banking and finance sector, how organizational support reduces organizational stress, and how employees' leave intentions are affected as a result. This knowledge limitation creates a barrier to solving problems about how organizational level factors and job factors affect employees' leave intentions.

Therefore, in our research, we aim to determine the sequential mediating role of organizational support and job stress in the effect of organizational culture on leave intention. We create a good combination of organizational and individual factors by basing our research on the buffering hypothesis. The expected contribution at the end of our research is to determine how organizational culture reduces job stress through organizational support and how employees' leave intentions change when job stress decreases.

The conceptual and theoretical framework is presented in the first part of the research. Then, the relationships between the concepts and hypotheses are presented. In the next section, information is provided about the methods used in the research. The research is completed with findings, conclusions, and discussions.

## 2. Conceptual framework and hypotheses

The buffering hypothesis is used in the theoretical background of this study, which examines the mediating role of organizational support and job stress in the effect of organizational culture on leave intention. The buffering hypothesis (referred to as theory in some sources) explains how social support reduces stress (Alloway and Bebbington, 1987; Haines, Hurlbert, and Zimmer, 1991). In Caplan's (1974) buffering hypothesis, it is argued that social support reduces the stress level in individuals and thus increases their mental health and well-being (Shantz, Alfes, and Latham, 2016). Although not a frequently used approach in the organizational literature, the buffering hypothesis is related to organizational support (Osca, Urien, González-Camino, Martínez-Pérez, and Martínez-Pérez, 2005), job stress (Haines et al., 1991), leave intention (Diehl, Rieger, Letzel, Schablon, Nienhaus, Escobar-Pinzon, and Dietz 2020), and organizational culture (Newton and Jimmieson, 2006). The related concepts and the relationships between these concepts are presented below.

Hofstede (2001) emphasizes the impact of national culture on organizational culture. In this context, organizational culture emerges as a combination of norms and values that guide individuals' behaviors and play a decisive role in employees' ability to adapt to this culture, satisfaction, and happiness (Tran, 2021). According to Bellou (2010), organizational culture is the sum of employees' interactions and the meanings employees attribute to these interactions. Organizational culture represents the work environment, goals, and vision through various elements such as norms, symbols, assumptions and habits (Hofstede, 1998; Krumbholz and Maiden, 2000). Organizational culture is a structure consisting of four dimensions. While clan culture focuses on participation and cooperation by creating a familial atmosphere, market culture prioritizes success and competition. Adhocracy culture encourages innovation and creativity and supports the spirit of risk-taking and experimentation. Hierarchy culture is based on order, rules and clear roles, and emphasizes the effectiveness of processes and doing the right job. Each culture determines the identity, working styles and successes of organizations and can become dominant in different ways according to the needs and goals of the organizations (Quinn and Cameron, 1983; Cameron and Quinn, 1999). As a result, organizational culture is shaped by deep-rooted values, norms, and beliefs that determine an organization's identity and guide workplace behaviors (Schein, 2000; Akanji, Mordi, Ituma, Adisa, and Ajonbadi, 2020).

The concept of organizational support is rooted in the organizational support theory presented by Eisenberger et al. (1986). According to this theory, there is a relationship between employees and the organization, which reciprocally ensures that one side reciprocates the other. Organizational support includes valuing employees in return for their contributions and efforts to the organization and the employees exhibiting positive approaches and behaviors toward the organization in response to this positive approach (Meyer, Allen, and Gellatly, 1990; Nayır, 2013). Erdoğan and Enders (2007) defined the perception of organizational support as “the degree to which an individual believes that the organization values him/her, values his/her contributions, and provides him/her with help and support.” Rhoades and Eisenberger (2002) stated that employers should provide these opportunities and benefits voluntarily and without external pressure so that employees can perceive more support. Perceived organizational support provides many organizational-level returns, such as job satisfaction, higher organizational commitment, and a positive sense of belonging (Ahmed, Nawaz, Ali, and Islam, 2015). Perceived organizational support can create a sense that the organization cares about the well-being of employees and can also help achieve organizational goals. On the other hand, when employees feel that their jobs are under threat and do not perceive any organizational support to mitigate the effects of this threat, they may withdraw or quit their jobs in response (Salau, 2022).

Job stress is “an awareness or feeling of dysfunction resulting from perceived conditions or events in the work environment” (Parker and DeCotiis, 1983, p. 161). The transactional stress model (Lazarus, 1966; Lazarus and Folkman, 1984) was adapted for teacher stress by Kyriacou and Sutcliffe (1978), who emphasized that subjective perceptions establish the link between demands and stress

responses. Here, stress is a negative response to demands that exceed coping abilities (Kyriacou and Sutcliffe, 1978). Although stress can sometimes be positive, research has generally focused on distress, where demands exceed resources and negatively affect individuals and institutions (Troesch and Bauer, 2017). Job stress is one of the leading causes of physical and mental problems among healthcare professionals and can reduce productivity in healthcare organizations; it has been observed to have particularly negative effects on nurses (Asefzadeh, Kalhor and Tir, 2017). Job stress is a harmful physical and emotional response when an employee faces job demands and pressures exceeding their knowledge and abilities (Zabin, Zaitoun, Sweity, and de Tantilillo, 2023). However, staff shortages, workload, inadequate reporting of adverse events, and lack of ongoing training can increase stress and adverse events, thus jeopardizing patient safety (Wami, Demssie, Wassie, and Ahmed, 2016).

Sasso et al. (2019) defines intention to leave as employees' intention to leave their current jobs. Factors that constitute individuals' intention to leave their jobs (Holland, Tham, Sheehan, and Cooper, 2019) include employer behaviors, deficiencies in evaluation criteria, burnout, miscommunication, and low levels of job satisfaction. According to Vandenberg and Nelson (1999), intention to leave is defined as "an individual's subjective assessment that he or she will leave the organization permanently at some point shortly." Subjective assessments predict employee leave (McCarthy, Tyrrell, and Lehane, 2007).

## 2.1. Hypotheses

Organizational culture is an important guide in determining employees' behavioral patterns (Jones, Jimmieson, and Griffiths, 2005). Employees' perception that the organization's management can ignore acceptable errors of employees increases the perception of organizational support (Ekmekçioğlu and Öner, 2024). Previous studies in literature support this view. The research conducted by Salau (2022) proves that organizational culture in health enterprises causes an increase in perceived organizational support. According to the research, employees' positive perceptions of organizational support increase their performance, while organizational culture strengthens this relationship.

Similarly, the research conducted by Santos and Gonçalves (2018) determined that organizational culture in higher education increases employees' perceptions of organizational support. Considering the study results, a positive organizational culture increases employees' perceptions of being supported by the organization. The hypothesis created due to this inference is as follows;

H<sub>1</sub>: Organizational culture positively affects organizational support.

When organizations have a dominant culture, employees feel pressured and the stress level of employees may increase (Kokt and Ramarumo, 2015). On the other hand, a positive organizational culture can reduce job stress by increasing employees' perceptions of support (Santos and Gonçalves, 2018; Olulana, 2015). The study conducted by Joiner (2001) examined the effects of organizational culture components on employees' job stress and performance. The findings determined that low central structure, high power distance and uncertainty avoidance components reduced employees' stress. Considering the previous information in the literature, we propose the following hypothesis;

H<sub>2</sub>: Organizational culture negatively affects job stress.

While the dominance of organizational culture increases employees' intention to leave the job, a more moderate culture can be expected to increase employees' intention to continue in the organization. In fact, employees' tendency to leave may be high, especially in cultures with high power distance (Mashile, Munyeka, and Ndlovu, 2021). Designing the organizational environment positively enables employees to develop positive commitments to the organization, thus reducing employees' intentions to leave (Liou and Cheng (2010). Positive organizational cultures enable employees to participate more in organizational processes, and employees who can express themselves freely have reduced intentions to leave (Acaray, 2014). The research conducted by Akgün and Yıldırım (2020) proves that organizational culture reduces employees' intentions to leave.

H<sub>3</sub>: Organizational culture negatively affects intentions to leave.

Employees in many sectors work under stress. Stress is the state of physical and mental tension experienced by employees. When employees' stress becomes unmanageable, health problems arise, and employees may experience negativities in both health and work success (Akgündüz, Gök and Alkan,

2017; Turunç and Avcı, 2015; Afşar, Erdoğan, İbrahimoglu, Şaylan, and Köksal, 2021; Solmaz, 2023). According to the buffering hypothesis, the support employees receive in the work environment will help them be less affected by stressors (Shantz et al., 2016). Employees who support the organization will feel valued and respected (Aslan and İnce, 2019). Thus, organizational support will increase employees' ability to cope with stress and reduce stress levels (Turunç and Avcı, 2015). The study conducted by Kim and Barak (2015) determined that employees' positive communication with management increases their perception of support and reduces their intention to leave the job. In the study conducted by Aslan and İnce (2019), it was determined that perceived organizational support reduces employees' job stress, and employees' intention to leave the job decreases when their job stress decreases. Thus, the hypotheses of the research created are as follows;

H<sub>4</sub>: Organizational support negatively affects job stress.

H<sub>5</sub>: Organizational support negatively affects the intention to leave the job.

The intention to leave the job refers to employees' intention to leave their jobs at some point in the future. Stress caused by the nature of the job sometimes cannot be controlled by employees and negatively affects employees' outputs (Turunç and Çelik, 2010; Aslan and İnce, 2019). Job stress directly and indirectly affects the intention to leave the job. Employees' job stress reduces job satisfaction and causes them to become depressed. Thus, employees may tend to leave the job (Lo, Chien, Hwang, Huang, and Chiou, 2018). In addition, a negative climate in the workplace may increase employees' stress, and thus, employees may tend to leave the job (Oh, Uhm, and Yoon, 2016). In the study conducted by Villanueva and Djurkovic (2009), it was determined that SME employees' job stress increases their intention to leave the job. As a result, stress is expected to increase their intention to leave the job. Therefore, the research hypothesis created is as follows;

H<sub>6</sub>: Job stress positively affects the intention to leave the job.

Employees' positive perception of the organizational culture may also increase the perception that the organization is supportive (Ekmekçioğlu and Öner, 2024). When employees perceive that the organization, managers and co-workers support them, their stress level decreases (Joiner, 2001; AlHashmi, Jabeen, and Papastathopoulos, 2019). Employees' job stress is positively related to their intention to leave. When job stress increases to an unmanageable level, employees may begin to leave (Oh et al., 2016; Dhar and Dhar, 2010). In summary, organizational culture can reduce employees' intention to leave (Dóra, Péter, Péter, and Andrea, 2019). Organizational culture increases employees' perception of organizational support. Employees with a high perception of organizational support have reduced job stress. Employees with reduced job stress have reduced intentions to leave. The hypotheses of the research based on the inferences are as follows;

H<sub>7</sub>: Organizational support has a mediating role in the effect of organizational culture on the intention to leave.

H<sub>8</sub>: Job stress has a mediating role in the effect of organizational culture on the intention to leave.

H<sub>9</sub>: Organizational support and job stress mediate the effect of organizational culture on the intention to leave.

### 3. Method

Measurement tools: Organizational culture was measured with an 8-item, unidimensional scale developed by Maral (2019) based on the work of Barney (1986). Job stress was assessed with a 7-item scale developed by Efeoğlu (2006). Perceived organizational support was measured with an 8-item scale developed by Eisenberger, Cummings, Armeli, and Lynch (1997) and adapted to Turkish by Altun (2023). The intention to leave the job was assessed with a 4-item scale used in Aylan's (2012) study. A 7-point Likert scale was used as the measurement type (1- strongly disagree, 7- strongly agree). Ethical approval was obtained from the Scientific Research and Publication Ethics Committee for Social and Human Sciences at Istanbul Beykent University in the meeting dated January 26, 2024, with decision number 90585.

Sample and sampling method: The sample of this study consists of white-collar professionals working in the banking and finance sector in Istanbul. The convenience sampling method was preferred in the data collection process. This method provides efficiency in terms of time and cost by allowing researchers to work with participants who are easily accessible. Within the scope of the research, data was collected from a total of 441 participants. Participants provided valuable insights into organizational dynamics in the banking and finance sector with the study's objectives.

Conceptual model: Figure 1 gives the conceptual model of this research, which examines the mediating role of organizational support and job stress in the effect of organizational culture on the intention to continue working.

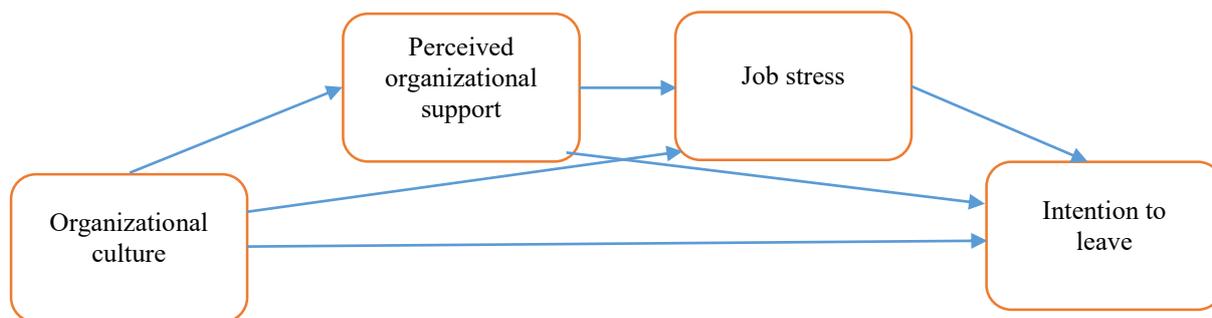


Figure 1. Conceptual model of research

According to the conceptual model in Figure 1, organizational culture is the independent variable (X), organizational support (M<sub>1</sub>) and job stress (M<sub>2</sub>) are the mediating variables, and continuance intention is the dependent variable (Y). Model 6, developed by Hayes (2017) for Process Macro, was used to create the conceptual model. According to the model, the effect of organizational culture on continuance intention should occur first through organizational support and then through job stress.

Research analyses: Different techniques were used in the analysis of the data. First, factor analysis and reliability analysis were performed for the suitability of the measurement tools. The views of Hair, Black, Babin, and Anderson (2014) were used in the evaluation of the suitability of the findings obtained (KMO ≥ 0.70; Bartlett's Test (p) <0.05; Cronbach's Alpha ≥ 0.70; Explained variance ≥ 60%). Then, correlation analysis was performed to determine the relationships between the variables. Simple linear regression analysis was performed depending on the significant relationships between the variables. SPSS 27 package program was used in the said analysis. Then, Process macro developed by Hayes and working with SPSS was used for testing the model. Model number 6 was selected for the mediation model. Model 6 is called the serial mediation model. Resampling and confidence interval (CI) are used to analyze mediation models in Hayes's (2017) Process macro. The absence of a zero (0) value between the lower and upper confidence intervals (LLCI, ULCI) ensures that the result is reliable.

#### 4. Findings

This part of the research includes the findings of factor analysis, reliability analysis, correlation analysis, regression analysis and mediation analysis.

Table 1

Factor and Reliability Analysis Findings

	Intention to leave	Organizational culture	Job stress	Perceived organizational support
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.768	.878	.895	.919
Approx. Chi-Square	1080.831	3916.906	2489.286	3700.986

Bartlett's Test of Sphericity	df	6	28	21	28
	Sig.	.000	.000	.000	.000
Total variance explained		%75.169	%75.441	%69.768	%75.924
Cronbach's Alpha		.888	.952	.926	.954

The factor and reliability values of the measurement tools are presented in Table 1. According to the findings, the KMO values of continuance intention, organizational culture, job stress and organizational support scales are above the 0.7 limit. In addition, Bartlett's test result of the measurement tools is significant at the  $p < 0.05$  level. The explanation level of the measurement tools in question is 60% and above. In addition, Cronbach's Alpha coefficients of the scales are 0.70 and above. As a result of the factor and reliability analyses, the items in the scales obtained appropriate results. Thus, no item was left out of the analysis. According to the analysis findings, it is possible to state that using the continuance intention, organizational culture, job stress and organizational support scales in the research is appropriate.

Table 2

*Correlation analysis*

	Mean	Std. Deviation	Intention to leave	Organizational culture	Job stress	Perceived organizational support
Intention to leave	3.852	1.79909	1			
Organizational culture	4.7449	1.57077	-.723**	1		
Job stress	3.7483	1.76234	.425**	-.254**	1	
Perceived organizational support	4.7381	1.51346	.,769**	.840**	-.267**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
N:441

The correlation analysis findings are given in Table 2. According to the analysis findings, there are negative and strong relationships between intention to leave and organizational culture ( $r = -0.723$ ,  $p < 0.01$ ) and organizational support ( $r = -0.769$ ,  $p < 0.01$ ). On the other hand, a positive and moderate relationship was observed between intention to leave and job stress ( $r = -0.425$ ,  $p < 0.01$ ). In addition, a negative and weak relationship was found between organizational culture and job stress ( $r = -0.254$ ,  $p < 0.01$ ) and a negative and weak relationship was found between organizational support and job stress ( $r = -0.267$ ,  $p < 0.01$ ).

Finally, a positive and strong relationship exists between organizational culture and organizational support ( $r = 0.840$ ,  $p < 0.01$ ). Since the relationships between the variables are significant, regression analysis and mediation analyses were conducted to determine the causality relationships between the dependent and independent variables. The findings obtained to determine direct, and indirect relationships are presented in Table 3.

Table 3

*Direct and indirect effects*

	B	P	Hypotheses
Organizational culture → Perceived organizational support	.840	0.000	H <sub>1</sub> : supported
Organizational culture → Job stress	-.254	0.000	H <sub>2</sub> : supported
Organizational culture → Intention to leave	-.723	0.000	H <sub>3</sub> : supported

Perceived organizational support → Job stress						H <sub>4</sub> : supported
Perceived organizational support → Intention to leave						H <sub>5</sub> : supported
Job stress → Intention to leave						H <sub>6</sub> : supported
	<i>Effect</i>	<i>BootSe</i>	<i>BootLLCI</i>	<i>BootULCI</i>		<i>Hypotheses</i>
Organizational culture → Perceived organizational support → Intention to leave	-0.4894	.0586	-.5977	-.4397		H <sub>7</sub> : supported
Organizational culture → Job stress → Intention to leave	-.0263	.0195	-.0671	-.0093		H <sub>8</sub> : supported
Organizational culture → Perceived organizational support → Job stress → Intention to leave	-.0401	.0190	-.0785	-.0045		H <sub>9</sub> : supported

In this study, where the mediating role of organizational support and job stress in the effect of organizational culture on continuance intention is examined, regression and mediation analysis findings are presented in Table 3. According to the findings, organizational culture positively and strongly affects organizational support ( $\beta=0.840$ ,  $p<0.01$ ). According to the findings, it is possible to say that employees in environments where organizational culture is strong feel more organizational support. In addition, organizational culture hurts job stress ( $\beta=-0.254$ ,  $p<0.01$ ). When organizational culture is strong, employees' job stress decreases. Organizational culture also positively affects continuance intention ( $\beta=0.723$ ,  $p<0.01$ ).

The obtained finding shows that employees' continuance intention increases in organizations with positive organizational culture. Organizational support hurts job stress ( $\beta=-0.267$ ,  $p<0.01$ ). The findings show that employees' job stress decreases in environments where organizational support is high. In addition, it has been determined that organizational support positively affects the intention to continue working ( $\beta=0.769$ ,  $p<0.01$ ); when employees feel supported, their tendency to continue working increases. The effect of job stress on the intention to continue working is negative ( $\beta=-0.425$ ,  $p<0.01$ ). According to the findings, it is seen that when job stress increases, employees' intention to continue working decreases.

All direct effects were statistically significant, and the hypotheses were supported. When examining indirect effects, it shows that organizational culture negatively affects the intention to continue working through organizational support (Effect = -0.4894, CI[-.5977/-.4397]). This finding reveals that when employees have a positive perception of organizational culture, their sense of organizational support increases, and thus, their intention to leave the job decreases. The indirect effect of organizational culture on leave intention through job stress is significant (Effect= -.0263, CI[-.0671/-.0093]). According to the findings, organizational culture reduces employees' intention to leave by reducing job stress. It has been determined that organizational culture indirectly affects leave intentions through organizational support and job stress (Effect = -0.401, CI[-.0785/-.0045]). According to the findings, organizational culture can positively affect leave intention through employee support and a low-stress environment. This finding reveals that organizational culture also contributes to leave intention through indirect effects.

## 5. Conclusion, discussion and recommendations

As a result of the research, it was determined that organizational culture increases the perceived organizational support perception of employees. In addition, organizational culture also reduces the job stress and leave intentions of employees in the banking and finance sector. It was determined that perceived organizational support reduces the stress of employees. On the other hand, perceived organizational support significantly reduces employees' leave intentions. Job stress increases the leave intentions of employees.

When the results of the mediation analyses are examined, it is seen that organizational culture reduces the leave intention by increasing the perceived organizational support. On the other hand, another result is that organizational culture increases the intention to continue working by reducing job stress. Finally, increasing the perceived organizational support of organizational culture reduces job

stress and employees' leave intention decreases. In summary, organizational support and job stress mediate the effect of organizational culture on leave.

The fact that organizational culture reduces job stress through organizational support is similar to the results of the research conducted by Santos and Goç Alves (2018). In addition, the buffering hypothesis predicts that employees' perception of support in the workplace helps them control and overcome stress (Shantz et al., 2016). Organizational culture and support reduce job stress (Kim and Barak, 2015) and decrease leave intention (Acaray, 2014; Liou and Cheng, 2010) is also consistent with previous studies in the literature. Since there is no specific study examining the mediating role of perceived organizational support and job stress in the effect of organizational culture on leave intention, it is impossible to compare the results of previous research with the results of this research. However, when the direct relationships between the variables are examined, it is possible to state that the results are consistent with the literature. The research findings are consistent with the buffering hypothesis. Although the buffering hypothesis generally attracts intense interest in psychology, it can be adapted to the organizational literature. The positive and supportive structure of the organizational environment and work environment seems appropriate to meet the social support emphasis of the buffering hypothesis (Cohen and Wills, 1985; Shantz et al., 2016). Our research used organizational culture for a positive organizational environment, and perceived organizational support was used as the counterpart of social support. Therefore, organizational culture and organizational support must reduce job stress. The positive structure of organizational culture increases perceived organizational support, thus reducing the stress level of employees. As a result, employees whose stress levels decrease have lower intentions to leave their jobs.

The research is important because it was conducted with white-collar employees in the finance and banking sectors. The finance and banking sectors form the basis of financial affairs, and any mistakes made may cause significant problems for employees and companies. Therefore, it is expected that employees have high-stress levels. Losing professional employees who have gained experience over many years will significantly lose financial and intellectual resources for companies in the finance and banking sectors. This research focuses on how to prevent employees from being overly stressed and what organizational culture and intra-organizational relationships should be established by company management. Thus, reducing employees' intentions to leave their jobs and reducing leave rates and resource consumption is possible.

The research findings contribute to literature in certain ways but are limited in others. Our research was conducted on cross-sectional data, which is insufficient to examine the periodic movements of employee stress. At the same time, we do not have an in-depth analysis of the level of stress and its sources. In addition, our sample consists of professionals in the finance and banking sectors. Therefore, it may be difficult to generalize our findings to other sectors.

Some suggestions can be made considering the limitations of the research. The first is to determine the sources of stress for employees and which sources of stress they need organizational support against. In this way, the sources of stress that employees have difficulty resisting, expect support for and cause them to leave their jobs can be determined. Another suggestion is related to the approach on which the research is based. The buffering hypothesis focuses on support in reducing stress. Therefore, stress and support come to the fore in reducing the intention to leave the job. Different approaches can help explain the relationship between stress and leaving the job with different variables.

Some of the research's suggestions are aimed at managers. One suggestion that can be presented to company managers is to strengthen the support mechanisms in companies. Implementing activities such as awareness training, coaching systems, etc., for employees to manage work-related stress can increase their perception of support. In addition, the inclusiveness of the organizational culture can make employees feel that they are working in a prosperous environment. Thus, employees' intention to leave the job can decrease.

Our research makes some contributions to literature. First, it tries to adapt the buffering hypothesis, which is especially used in psychology, to the organizational literature. Another contribution is that it is a rare study examining the role of perceived organizational support and stress in the relationship between organizational culture and leave. Thus, it contributes to understanding the

individual outcomes of organizational-level factors. One of the contributions of the research is that it presents factors that may be important to company managers in terms of buffering job stress.

### Author statement

#### Research and publication ethics statement

This study has been prepared in accordance with the ethical principles of scientific research and publication.

#### Approval of the ethics board

Approval for this research was received at the Scientific Research and Publication Ethics Committee for Social and Human Sciences meeting dated 26.01.2024 and numbered 90585.

#### Author contribution

The author has contributed to the entirety of the study.

#### Conflict of interest

There is no conflict of interest arising from the study for the authors or third parties.

#### Declaration of support

No support has been granted for his study

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