

# The effect of work-related stress on organizational commitment and turnover intention: A multigroup analysis of employees in public and private sector companies in Mexico

## O efeito do estresse relacionado ao trabalho no compromisso organizacional e na intenção de rotatividade: Uma análise multigrupo de funcionários em empresas dos setores público e privado no México

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## Abstract

**Purpose:** This study aims to analyze the impact of organizational commitment and work-related stress on turnover intention among employees in Mexico, comparing the public and private sectors.

**Originality/value:** The research fills a knowledge gap by exploring sector-specific differences in the relationships among organizational commitment, stress, and turnover intention, particularly in the context of an emerging market such as Mexico. It provides insights into how organizational dynamics shape employee behavior, addressing a need for tailored strategies in diverse work environments.

**Design/methodology/approach:** The study adopts a quantitative, non-experimental, cross-sectional design. Data were collected through a structured questionnaire from a sample of 233 employees across public and private sectors. Structural Equation Modelling (SEM) and multi-group analysis were employed to examine the relationships between the variables.

**Findings:** The results indicate that organizational commitment acts as a buffer against work-related stress, reducing turnover intention, especially in the public sector. In the private sector, however, stress directly influences turnover intention, highlighting the need for effective stress management.

**Contribution/implication:** This study contributes to the Conservation of Resources Theory by demonstrating how organizational commitment mitigates the impact of stress on turnover intention. Practically, it suggests that private organizations should prioritize stress management, while both sectors benefit from policies that promote a healthy work environment and strong employee commitment.

**Keywords:** organizational commitment, work-related stress, turnover intention, multigroup analysis, Conservation of Resources Theory

## Resumo

**Objetivo:** Este estudo visa analisar o impacto do comprometimento organizacional e do estresse ocupacional na intenção de rotatividade entre funcionários no México, comparando os setores público e privado.

**Originalidade/valor:** A pesquisa preenche uma lacuna de conhecimento ao explorar as diferenças específicas entre os setores na relação entre comprometimento organizacional, estresse e intenção de rotatividade, particularmente no contexto de um mercado emergente como o México. O estudo oferece insights sobre como as dinâmicas organizacionais moldam o comportamento dos funcionários, abordando a necessidade de estratégias adaptadas a ambientes de trabalho diversos.

**Design/metodologia/abordagem:** O estudo adota um desenho quantitativo, não experimental e transversal. Os dados foram coletados por meio de um questionário estruturado aplicado a uma amostra de 233 funcionários dos setores público e privado. Foram utilizados Modelagem de Equações Estruturais (SEM) e análise multigrupo para examinar as relações entre as variáveis.

**Resultados:** Os resultados indicam que o comprometimento organizacional atua como um amortecedor contra o estresse ocupacional, reduzindo a intenção de rotatividade, especialmente no setor público. No setor privado, o estresse influencia diretamente a intenção de rotatividade, destacando a necessidade de uma gestão eficaz do estresse.

**Contribuição/implicação:** Este estudo contribui para a Teoria da Conservação de Recursos, demonstrando como o comprometimento organizacional mitiga o impacto do estresse na intenção de rotatividade. Na prática, sugere que as organizações privadas devem priorizar a gestão do estresse, enquanto ambos os setores se beneficiam de políticas que promovam um ambiente de trabalho saudável e um forte comprometimento dos funcionários.

**Palavras-chave:** comprometimento organizacional, estresse ocupacional, intenção de rotatividade, análise multigrupo, teoria da conservação de recursos

## INTRODUCTION

The COVID-19 pandemic has caused profound changes across various social spheres, significantly affecting mental health and disrupting organizational functioning (Dutta & Mishra, 2023; Dwivedi et al., 2020). In this post-pandemic context, the relationship between employees' psychological well-being and their organizational behaviors has become increasingly relevant (Pradhan et al., 2023). Factors such as work-related stress, organizational commitment, and turnover intention determinants have become critical for the sustainability of organizations (Rawashdeh & Tamimi, 2019; Redondo et al., 2019). Given the high incidence of work-related stress, studying these dynamics is essential to understand their organizational impact (Zhang et al., 2024).

In this context, organizational commitment emerges as a vital factor in retaining talent and mitigating the adverse effects of work-related stress (Aggarwal et al., 2022). It not only influences employees' emotional well-being but also enhances their performance and strengthens their loyalty to the organization (Abdullah et al., 2020). Nevertheless, the interrelationship between organizational commitment, work-related stress, and turnover intention remains an under-researched area, particularly when comparing employees in the public and private sectors (Lai et al., 2022; Balushi et al., 2022). The differences in these variables underscore a significant knowledge gap, highlighting the urgent need for comparative studies (Dodanwala & Santoso, 2021).

Despite extensive literature on organizational commitment and work-related stress, a notable gap remains in research on these variables in emerging contexts, such as Mexico (Ravina-Ripoll et al., 2024). Most studies have focused on developed economies, where organizational structures, labor conditions, and public policies differ significantly (Suzuki & Hur, 2019). In this scenario, Mexico, with its particular combination of public and private companies, is a strategic environment for sectoral comparisons that reveal key differences in stress management and organizational commitment (Salazar-Altamirano et al., 2025). However, the literature still lacks studies that empirically contrast these dynamics in emerging contexts, where structural and cultural factors can significantly modify these relationships (Martínez-Arvizu et al., 2025a). Carrying out comparative analyses across sectors is, therefore, a necessary means of enriching theoretical and practical knowledge of organizational behavior in developing economies.

Therefore, the objective of this research is to explore the effect of organizational commitment and work-related stress on turnover intention within

a sample of Mexican workers, comparing employees from both the public and private sectors. This study aims to address a gap in the literature by providing empirical evidence on the interaction among these variables in an emerging, post-pandemic context. In doing so, it seeks to contribute to the design of both organizational and public policies that promote a healthy work environment and reduce turnover intention, thereby fostering organizational sustainability and competitiveness. The article is structured as follows: a review of the literature on organizational commitment, work-related stress, and turnover intention; a description of the applied methodology; the presentation of results and their discussion in relation to previous studies; and conclusions with recommendations for future research and organizational strategies.

## LITERATURE REVIEW

### Turnover intention

Turnover intention is a psychological concept that denotes an employee's predisposition to voluntarily leave their job (Ahmad, 2018; Skelton et al., 2019; Lazzari et al., 2022). This conceptual framework has been extensively debated in academic literature due to its relevance as a key predictor of actual turnover (Bolt et al., 2022). The realization of this intention has significant implications for organizational stability, generating considerable costs associated with the recruitment and training of new employees (Galván-Vela et al., 2024; Ravina-Ripoll et al., 2024).

In academic circles, the study of turnover intention has gained increasing importance in recent years, driven by changes in global work dynamics (Memon et al., 2020). These shifts have been exacerbated by factors such as the rise in work-related stress and employees' growing expectations for their well-being at work (Suzuki & Hur, 2019). In this environment, turnover intention not only affects organizational productivity but also has profound implications for global talent management (Guzeller & Celiker, 2019; Kumar, 2021), being particularly relevant in emerging markets and the post-pandemic context (Le et al., 2022).

Building on this scientific knowledge, numerous empirical studies have examined the interrelationship between organizational commitment and turnover intention, significantly advancing understanding of these phenomena. A noteworthy study by Novitasari (2020) in Indonesia, involving 147 employees from the automotive sector, found that although organizational



commitment does not have a direct effect on turnover intention, it helps reduce work-related stress, which significantly influences turnover intention. In contrast, the research conducted by Syafaatun and Yuliantini (2023) among 90 employees at PT. Jakarta Aquarium demonstrated that organizational commitment has a significant, adverse effect on turnover intention, suggesting that higher levels of commitment reduce the likelihood that employees will consider leaving the organization.

Similarly, regarding the relationship between work-related stress and turnover intention, Malik's (2023) study in Saudi Arabia, which involved 140 academics, found that work-related stress was not significantly correlated with turnover intention. However, factors such as job satisfaction played a more substantial role in employees' decisions to leave their positions. In contrast, the research by Tetteh et al. (2020) in Ghana, with a sample of 407 employees in the mining sector, found that work-related stress is a significant predictor of turnover intention, underscoring the need for effective stress management to reduce turnover rates within organizations.

Finally, recent studies that simultaneously examine organizational commitment and work-related stress have shown that both factors jointly influence turnover intention. A prominent study by Parmar et al. (2022), conducted in private universities in Pakistan, demonstrated that job burnout has a direct, negative effect on organizational commitment, thereby significantly increasing turnover intention among academic staff. Complementarily, research by Martínez-Arvizu et al. (2025b), conducted on Mexican workers in the public and private sectors, found that job stress has a greater impact on turnover intention in the private sector, highlighting the importance of the sectoral context in the interaction between these variables.

## Organizational commitment

Organizational commitment is a concept that represents the level of identification, loyalty, and sense of belonging that employees develop toward their organization (Bae, 2021; Wang et al., 2020). According to Yang and Tseng (2022), this commitment has been widely recognized as a critical determinant of talent retention and work performance, as it fosters greater alignment between employees and organizational objectives, significantly reducing the likelihood of turnover. Moreover, this commitment not only enhances staff stability but also promotes a culture of higher productivity and internal cohesion, both essential aspects for the long-term success of organizations (Awwad et al., 2023; Espasandín-Bustelo et al., 2020).





Over the past few decades, organizational commitment has been subject to extensive academic scrutiny due to its critical influence on the sustainability and long-term success of organizations, particularly in environments marked by accelerated digitalization and technological innovation (Herrera & De Las Heras-Rosas, 2021). In this context of digital transformation, investigating organizational commitment becomes essential, as it determines not only employees' ability to adapt and be resilient in the face of continuous change but also their overall well-being in an increasingly dynamic and challenging work environment (Ludviga & Kalvina, 2023). Additionally, this study is crucial for understanding how public and private sector companies can maintain high performance and internal cohesion during periods of technological disruption (Ishak et al., 2022; Wang et al., 2020).

The importance of examining organizational commitment has gained further relevance due to the rapid digitalization driven by the COVID-19 pandemic, which has profoundly reshaped global work dynamics (Amankwah-Amoah et al., 2021). The integration of digital technologies demands a higher level of commitment from employees, who face challenges related to technological adaptation and the stress brought about by this ongoing transformation (Nadeem et al., 2023; Trenerry et al., 2021). Furthermore, researchers such as Rodrigo and Palacios (2020) emphasize that organizational commitment not only influences talent retention but also enhances the innovative capacity of public and private enterprises, making it a key element for ensuring their success and competitiveness in the post-pandemic context.

Empirically, certain studies have shown a direct relationship between organizational culture and work-related stress as determinants of organizational commitment. A notable example is the research by Nguyen et al. (2019) in Vietnam, involving 319 professionals from the information technology (IT) sector. The results indicated that an adaptive organizational culture focused on employee well-being significantly increases organizational commitment, which, in turn, reduces work-related stress and fosters an environment of continuous innovation. In contrast, the study by Aminizadeh et al. (2021) in Iran, which examined 200 paramedics in the pre-hospital sector during the COVID-19 pandemic, demonstrated that perceived work-related stress had a significant negative impact on organizational commitment, highlighting how adverse working conditions can weaken the bond between employees and their organization, regardless of the sector.

Collectively, these studies demonstrate that although a positive organizational culture can strengthen employee commitment and mitigate stress, in high-pressure scenarios such as those experienced during the pandemic,



stress can have profoundly negative effects on organizational commitment. This underscores the critical importance of comprehensively managing both organizational culture and the work environment to ensure employee well-being and long-term talent retention. Proper management of these factors is fundamental for maintaining the stability and sustainability of organizations in challenging contexts.

## Work-related stress

Work-related stress is a complex phenomenon that arises when the demands of the work environment exceed the human capacity to manage them effectively (Beehr & Newman, 1978; Dutta & Mishra, 2023; Jamal et al., 2023). This concept can manifest in physical, emotional, or cognitive reactions, affecting not only employees' well-being but also organizational performance (Darvishmotevali & Ali, 2020; Salazar-Altamirano et al., 2024). In the context of organizational governance, the study of work-related stress has gained importance due to its direct impact on variables such as organizational commitment and turnover intention (Hoeve et al., 2019). Stress not only increases the likelihood that employees will consider leaving the organization, but it also erodes their level of commitment and loyalty towards the company (Ampofo & Karatepe, 2021; Gifford et al., 2022). In an environment marked by digital transformation and post-pandemic effects, investigating work-related stress is essential to understanding how these emerging dynamics affect organizational stability and sustainability (Reuschl et al., 2022).

The increasing importance of studying work-related stress stems from its profound impact on productivity and employee well-being in a constantly evolving work environment (Johnson et al., 2020). Accelerated digitalization and the widespread adoption of remote work have created new sources of stress, as employees struggle to adapt to emerging technologies while grappling with blurred boundaries between work and personal life (Marsh et al., 2021). In this sense, recent evidence in the Latin American context confirms these effects: the study by Salazar-Altamirano et al. (2025), conducted in Mexico with public and private sector workers, shows that job stress significantly decreases organizational satisfaction and happiness, elements closely linked to turnover intention according to previous literature. Therefore, understanding and managing stress from a contextual perspective is fundamental to developing organizational policies that foster sustainable work environments and favor talent retention (Dodanwala et al., 2022; Rodríguez-Sánchez et al., 2020).





Within this theoretical framework, the Conservation of Resources (COR) Theory (Hobfoll, 1989) emerges as a robust model for explaining the interaction among work-related stress, organizational commitment, and turnover intention. According to Folkman (2011), this theory posits that individuals strive to conserve and protect personal resources such as time, energy, and emotional well-being. When stressful work environments threaten these resources, employees tend to experience higher levels of stress, increasing their likelihood of leaving the organization, regardless of whether they work in the public or private sector. In this context, organizational commitment can act as a protective resource, buffering the negative impact of stress and reducing turnover intention.

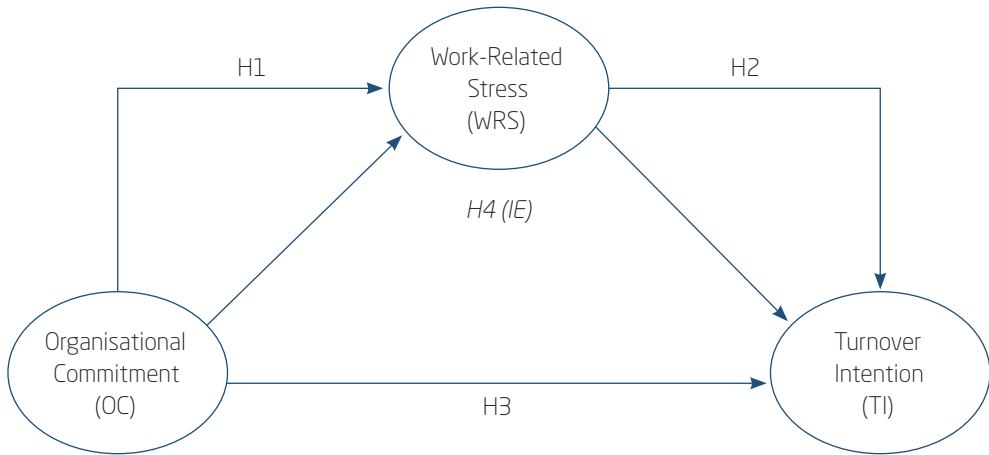
Building on these premises, recent empirical studies have further explored the application of this theory. A notable example is the study by Lim and Moon (2023) in South Korea, which, based on Conservation of Resources Theory (COR), examined how emotional work demands and perceived organizational support influence turnover intention among firefighters. The results indicated that work-related stress stemming from emotional demands, specifically “surface acting”, significantly increases turnover intention. However, perceived organizational support played a crucial role in mitigating these adverse effects by providing the necessary emotional resources to counteract burnout. This study not only reinforces the value of Hobfoll’s theory but also highlights the importance of organizational commitment as a mechanism to safeguard employees’ emotional resources in highly demanding work environments.

Based on these arguments, the following hypotheses are proposed to investigate the interrelationships between organizational commitment, work-related stress, and turnover intention, as well as the potential differences between public and private sector employees in Mexico:

- **H1:** Organizational commitment has a negative and significant effect on work-related stress among workers in Mexico.
- **H2:** Work-related stress has a positive and significant effect on turnover intention among workers in Mexico.
- **H3:** Organizational commitment negatively and significantly affects turnover intention among workers in Mexico.
- **H4:** Work-related stress mediates the relationship between organizational commitment and turnover intention among workers in Mexico.
- **H5:** Differences exist in the relationships between organizational commitment, work-related stress, and turnover intention between public and private sector companies in Mexico.

The theoretical model associated with these hypotheses is presented in Figure 1.

**Figure 1**  
*Proposed Theoretical Model*



## METHODOLOGY

### Participants and procedure

This research adopted a quantitative, non-experimental, cross-sectional design to analyze the relationships among organizational commitment, work-related stress, and turnover intention among workers in Mexico. Data were collected through a structured questionnaire administered digitally in April 2024. The non-probabilistic sample comprised 233 employees from various institutions, including both the public and private sectors. The detailed characteristics of the sample are presented in Table 1.

The participants exhibited the following demographic characteristics: 52.36% were women and 47.64% were men. Participants' ages ranged from 20 to 68 years, with a mean age of 36.54 years and a standard deviation of 9.85 years. In terms of education, the majority of participants (89.70%) held a bachelor's or postgraduate degree, while 9.01% had completed high school, and only 1.29% had a middle school education or lower.

Regarding income levels, 47.21% of respondents reported monthly earnings exceeding \$15,000, while 9.87% reported earnings below \$6,000.

Additionally, 16.31% earned between \$6,001 and \$9,000, while 13.30% reported incomes ranging from \$9,001 to \$12,000 or from \$12,001 to \$15,000. The sample included employees from both public and private-sector institutions, with 48.50% and 51.50% of respondents, respectively.

**Table 1**  
*Descriptive data*

Variable	Options	Frequency	Percentage
Sex	Female	122	52.36%
	Male	111	47.64%
Level of education	Middle school or less	3	1.29%
	High school	21	9.01%
	Undergraduate/graduate school	209	89.70%
Level of income	Less than \$6,000.00	23	9.87%
	\$6,001.00 to \$9,000.00	38	16.31%
	\$9,001.00 to \$12,000.00	31	13.30%
	\$12,001.00 to \$15,000.00	31	13.30%
	\$15,001.00 and up	110	47.21%
Type of institution	Public	113	48.50%
	Private	120	51.50%
Variable	Limits	Mean	S.D.
Age (years)	20 to 68 years	36.54	9.85

## Instruments

For data collection, a structured questionnaire was designed, incorporating previously validated scales to measure the study’s key variables: organizational commitment, work-related stress, and turnover intention. This questionnaire was digitally distributed to participants and used a 5-point Likert scale, with 1 indicating “strongly disagree” and 5 indicating “strongly agree.” The instruments were culturally adapted to the Mexican context through linguistic revision and pilot testing to ensure comprehension and semantic validity. This structure enabled participants to provide detailed responses regarding their level of agreement with each item, facilitating analysis of the relationships among the variables.

Organizational commitment was assessed using 12 items from the Allen and Meyer (1996) questionnaire, a widely used instrument for measuring affective, continuance, and normative commitment. Work-related stress was measured using eight items adapted from the scale by Parker and DeCotiis (1983), which captures workers' perceptions of pressure and job-related exhaustion. Finally, turnover intention was measured using the scale adapted from Uludag et al. (2023), which includes statements about employees' desire to leave their current jobs. These scales were selected for their reliability and validity in previous studies, thereby ensuring accurate measurement of the investigated variables.

## Data analysis technique

To analyze the relationships between organizational commitment, work-related stress, and turnover intention, the software Jamovi (version 2.3.28) was employed. The initial analysis involved a univariate exploration of the variables, calculating measures such as the mean, mode, and standard deviation, and assessing the skewness and kurtosis of the distributions. This initial step ensured the appropriateness of the data and the internal consistency of the items comprising each construct.

Subsequently, an exploratory factor analysis was conducted to determine the instrument's reliability. In addition, multivariate analysis techniques were implemented, including Structural Equation Modelling (SEM) using the PLS-SEM approach. This method was chosen to validate the proposed model and assess the relationships between the studied variables, given its ability to handle complex variables and its predictive focus (Dash & Paul, 2021). Finally, a multigroup analysis (MGA) was performed to examine differences in the relationships among variables by sector (public or private), following the methodological recommendations of Matthews (2017).

## RESULTS AND DISCUSSION

### Exploratory Factor Analysis (EFA)

Initially, an Exploratory Factor Analysis (EFA) was conducted to assess the instrument's validity and reliability. The results are presented in Table 2. This analysis aimed to examine the relationships between the items that compose the variables of organizational commitment, work-related stress,

and turnover intention. To ensure that the data were appropriate for this type of analysis, measures such as the KMO Test and Bartlett's Test of Sphericity were used to verify sampling adequacy and the significance of the item correlations. These measures indicated that the dataset was suitable for conducting the factor analysis, providing a solid foundation for further studies.

**Table 2**  
*Exploratory factor analysis*

Variable	Organizational commitment	Work-related stress	Turnover intention
Correlations between items	0.570 < - > 0.804	0.484 < - > 0.612	0.434 < - > 0.687
Level of correlations	High	Moderate	Moderate
Significance	0.000	0.000	0.000
Determinant	0.015	0.388	0.104
Communalities	0.617 < - > 0.770	0.684 < - > 0.775	0.520 < - > 0.802
Level of communalities	Adequate	Adequate	Adequate
KMO Test	0.886	0.715	0.787
Barlett's test	0.000	0.000	0.000
Total variance explicated	70.98%	71.02%	70.59%

The EFA results indicated that the correlations among the items were high for organizational commitment and moderate for work-related stress and turnover intention, suggesting adequate relationships within each variable. These values point to good construct validity, as the items are strongly related to their respective dimensions. Additionally, the communalities of each item were acceptable, indicating that the items explain a substantial portion of the variance in the constructs (Hair et al., 2013).

Moreover, the KMO values for all variables exceeded the recommended minimum of 0.700, with 0.886 for organizational commitment, 0.715 for work-related stress, and 0.787 for turnover intention, indicating good sample adequacy (Kaiser, 1974). Likewise, Bartlett's Test was significant ( $p < 0.001$ ) for all variables, supporting the presence of sufficient inter-item correlations to justify the use of EFA (Bartlett, 1954). The total variance explained was 70.98% for organizational commitment, 71.02% for work-related stress, and 70.59% for turnover intention, suggesting that the selected items capture a significant proportion of the variance in each construct (Hair et al., 2013).

## Structural Equation Modelling (SEM)

In the development of the Structural Equation Modelling (SEM), model fit and construct validity were evaluated using Jamovi. As part of this process, the relationships between organizational commitment, work-related stress, and turnover intention were thoroughly examined, providing a solid foundation for interpreting the results. This approach enabled an in-depth understanding of how these variables interact within the Mexican labor context, yielding robust insights into the dynamics influencing employee turnover intention.

### Convergent and discriminant validity

The model's validity was first evaluated using indicators of convergent and discriminant validity, following the methodological recommendations of Hair et al. (2016). Regarding convergent validity (see Table 3), three key metrics were analyzed for each construct: Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). The results indicated that all constructs exceeded the minimum Cronbach's alpha threshold of 0.7, suggesting good internal consistency of the items measuring the variables (Nunnally & Bernstein, 1994). Specifically, the Cronbach's alpha values for organizational commitment were high in the overall sample (0.917) and in the public sector (0.930) and private sector (0.902) subgroups. Similarly, the composite reliability (CR) of all constructs exceeded the recommended threshold of 0.7 (Hair et al., 2013), with values ranging from 0.775 to 0.944, indicating that the items consistently measure the proposed constructs. Moreover, the AVE for all constructs exceeded 0.5, confirming that a significant proportion of the items' variance is explained by their respective constructs (Hair et al., 2016).

Regarding discriminant validity (see Table 4), both the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT) were used for evaluation. According to the Fornell-Larcker criterion, the square root of the AVE for each construct was greater than the correlations between the other constructs, confirming discriminant validity (Fornell & Larcker, 1981). For example, the square root of the AVE for organizational commitment was 0.807, while the correlations with work-related stress (-0.370) and turnover intention (-0.301) were lower, indicating that the constructs are distinct. Additionally, the HTMT criterion indicated that all values were below the critical threshold of 0.85 (Hair et al., 2016), ranging from 0.297 to 0.384, suggesting that the constructs exhibit clear differentiation.



**Table 3**  
*Convergent validity*

	Alpha de Cronbach			Composite Reliability			AVE		
	Full sample	Public	Private	Full sample	Public	Private	Full sample	Public	Private
1 Organizational commitment	0.917	0.93	0.902	0.929	0.944	0.901	0.651	0.673	0.609
2 Work-related stress	0.795	0.798	0.807	0.801	0.775	0.829	0.574	0.573	0.608
3 Turnover intention	0.800	0.768	0.819	0.809	0.786	0.833	0.590	0.550	0.613

**Table 4**  
*Discriminant validity*

	HTMT Criterion			Fornell-Larcker Criterion		
	1	2	3	1	2	3
1 Organizational commitment				0.807		
2 Work-related stress		0.384		-0.370	0.758	
3 Turnover intention		0.297	0.354	-0.301	0.356	0.768

### Fit indicators

To evaluate the structural model, a series of fit measures was employed, including absolute, incremental, and parsimonious indicators, with the results presented in the corresponding tables. For absolute fit, the CMIN was 122 for the total sample and 128 for the multigroup analysis (MGA). Although this is a marginal fit, it is expected given the sensitivity of the Chi-square statistic to sample size (Bollen, 1989). The associated p-value was below 0.05 in both cases, which does not meet the acceptability criteria; however, it has been noted that this indicator is not the best-fit parameter for large models (Hair et al., 2013). The SRMR values were 0.039 for the total sample and 0.057 for the MGA, both within the acceptable range (SRMR < 0.08), suggesting good concordance between the observed and predicted matrices (Hu & Bentler, 1999). The RMSEA was 0.077 for the total sample and 0.086 for the MGA, which is considered acceptable, though marginal in the multigroup analysis (Browne & Cudeck, 1992).

For incremental fit indices, both the CFI and IFI exceeded the 0.900 threshold, with values of 0.952 in the total sample and 0.942 in the MGA, indicating adequate fit (Hu & Bentler, 1999). The TLI, with values of 0.937 and 0.925, also remained within acceptable ranges, further confirming the robustness of the model. Finally, parsimonious fit indicators, such as CMIN/DF, yielded values of 2.39 and 1.85 for the total sample and the MGA, respectively, which are within the recommended range. The PGFI, with values of 0.56 and 0.556, also indicated an adequate, parsimonious fit, ensuring the model is efficient and avoids overfitting (Mulaik et al., 1989).

**Table 5**  
*Measures of fit*

Type of fit	Fit measure	Acceptance level	Full sample	MGA	Acceptability
Absolute or global	CMIN	CMIN = double of DF	122	128	Acceptable
	P value	> 0.05	0.006	0.000	Marginal
	SRMR	< 0.08	0.039	0.057	Acceptable
	RMSEA	< 0.08	0.077	0.086	Acceptable
Incremental	CFI	> 0.900	0.952	0.942	Acceptable
	IFI	> 0.900	0.952	0.943	Acceptable
	TLI	> 0.900	0.937	0.925	Acceptable
Parsimonious	CMIN/DF	> 2	2.39	1.85	Acceptable
	PGFI	> 0.500	0.56	0.556	Acceptable

### Multigroup analysis

The multigroup analysis (MGA) was conducted to assess differences between the public and private sectors regarding organizational commitment (OC), work-related stress (WS), and turnover intention (TI). To ensure comparability between the models in both groups, an invariance analysis was performed through configural, metric, and scalar models. These models allowed for the evaluation of whether the structures and relationships among the variables remained consistent across groups, facilitating an accurate comparison between the public and private sectors.

### Invariance analysis

The results of the invariance analysis, presented in Table 6, display the fit indices for the configural, metric, and scalar models. For the configural

model, a  $X^2$  value of 189 and a CFI of 0.942 were obtained, indicating adequate fit for the model's configuration across both groups. The RMSEA was 0.086, and the SRMR was 0.057, both within acceptable ranges, suggesting that the baseline model is appropriate without any additional constraints. In the metric model, the  $X^2$  increased to 195, with a difference of -6 compared to the configural model. The CFI decreased slightly to 0.944 ( $\Delta\text{CFI} = -0.002$ ), indicating that metric invariance holds across the groups. Additionally, the RMSEA improved to 0.080, further reinforcing the model's adequacy.

Finally, in the scalar model, the  $X^2$  was 201, with a difference of -6 relative to the metric model, and a CFI of 0.946 ( $\Delta\text{CFI} = -0.002$ ). The RMSEA further decreased to 0.076, and the SRMR remained within acceptable limits (0.058), suggesting that scalar invariance is also supported. These results confirm the validity of the multigroup analysis, allowing a direct comparison of relationships among the sectors and supporting the reliability of the evaluated models (Cheung & Rensvold, 2002).

**Table 6**  
*Fit indices for invariance models*

Model	$X^2$	$\Delta X^2$	CFI	$\Delta\text{CFI}$	RMSEA	$\Delta\text{RMSEA}$	SRMR	AIC	BIC
Configural	189		0.942		0.086		0.057	7889.916	8159.097
Metric	195	-6	0.944	-0.002	0.080	0.006	0.057	7877.565	8115.687
Scalar	201	-6	0.946	-0.002	0.076	0.004	0.058	7866.257	7073.320

## Hypothesis testing

The results of the direct and indirect effects, presented in Table 7, reveal significant differences between the public and private sectors. For Hypothesis H1, which posits that organizational commitment (OC) negatively influences work-related stress (JS), a significant negative effect was found in the total sample (-0.370), with a stronger impact in the public sector (-0.463) compared to the private sector (-0.241), showing a difference of -0.222 between the two groups. This suggests that organizational commitment reduces work-related stress in both industries, but more prominently in the public sector.

Regarding Hypothesis H2, which examines the relationship between work-related stress (JS) and turnover intention (TI), the effect was positive and significant in the total sample (0.283) and in the private sector (0.343). However, in the public sector, this effect was not significant (0.213). The

difference between the sectors was -0.130, indicating that work-related stress has a greater impact on turnover intention in the private sector.

For Hypothesis H3, which analyses the direct effect of organizational commitment (OC) on turnover intention (TI), a significant negative effect was observed in the total sample (-0.196). When broken down by sector, a negative effect was observed in both the public (-0.158) and private (-0.225) sectors, both significant, with a smaller difference between the two sectors (-0.067).

Finally, the indirect effects proposed in Hypothesis H4, suggesting that work-related stress mediates the relationship between organizational commitment and turnover intention, showed a significant negative impact in the total sample (-0.105). While this effect was also significant in the public sector (-0.098), it was marginally significant at the 10% level in the private sector (-0.083), with a minimal difference between the sectors (0.015), indicating a similar mediation effect in both cases.

**Table 7**  
*Hypothesis testing*

				Direct effects					
		Variables		Full Sample	Public	Private	MGA Difference		
H1	WRS	<---	OC	-0.370***	-0.463***	-0.241**	-0.222		
H2	TI	<---	WRS	0.283***	0.213	0.343***	-0.130		
H3	TI	<---	OC	-0.196***	-0.158	-0.225**	-0.067		
				Indirect effects					
H4	TI	<---	WRS	<---	OC	-0.105***	-0.098	-0.083*	0.015

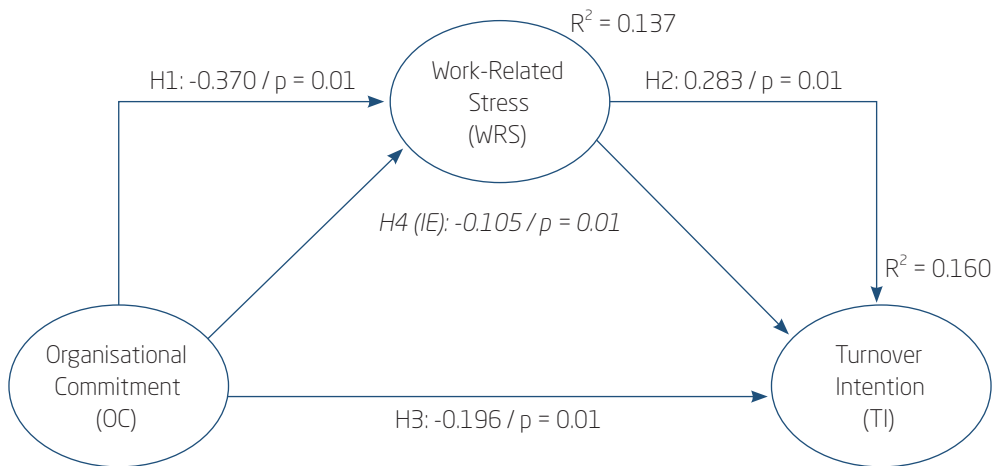
\*, \*\* and \*\*\* denotes statistical significance at 10%, 5% and 1%, respectively.

Lastly, Figure 2 presents the structural model developed for the analysis of the entire sample, excluding the Multigroup Analysis (MGA). The relationships between the variables studied, Organizational Commitment (OC), Work-Related Stress (JS), and Turnover Intention (TI), are illustrated with arrows representing the proposed hypotheses, including both direct and indirect effects. The R<sup>2</sup> values obtained for Work-Related Stress and Turnover Intention were 0.137 and 0.160, respectively, indicating that the independent variables explain only a small proportion of the variance in these two dependent variables (see Figure 2).

Although these  $R^2$  values may be considered low in absolute terms, it is not uncommon to obtain relatively low values in social and organizational research due to the complexity of the phenomena being studied. According to Falk and Miller (1992), an  $R^2$  greater than 0.10 is acceptable for explanatory models in the social sciences, as multiple factors often influence these fields. The results suggest that, while organizational commitment and work-related stress play important roles, other variables not included in the model also affect stress and turnover intention. This does not invalidate the model but rather highlights the complexity of workplace dynamics, which involve both individual and organizational factors.

Additionally, excluding the Multigroup Analysis allowed the focus to be on the general sample, providing a more comprehensive view of the relationships among the variables. Despite the relatively low  $R^2$  values, the structural model still offers valuable insights into how organizational commitment influences employee well-being and their turnover intention.

**Figure 2**  
*Structural model (total sample)*



## Discussion

The findings of this study provide a comprehensive understanding of the relationships between organizational commitment, work-related stress, and turnover intention among workers in Mexico, comparing the public and private sectors. These relationships have been extensively discussed in the literature, highlighting the importance of organizational commitment as a

key factor in mitigating work-related stress and reducing turnover intention (Abdullah et al., 2020; Ravina-Ripoll et al., 2024). In this context, the results largely confirm the proposed hypotheses, offering new insights into how these dynamics differ between sectors.

Regarding Hypothesis H1, our results indicate that organizational commitment has a significant negative effect on work-related stress, with a stronger impact in the public sector. This finding aligns with previous studies that emphasize how greater organizational commitment provides employees with a sense of belonging and stability, thereby reducing stress (Aggarwal et al., 2022). The greater stress reduction in the public sector could be linked to job security and the more stable structures within this sector, which reduces the uncertainty that typically generates stress in employees (Lai et al., 2022). However, in the private sector, although organizational commitment also reduces stress, the impact is smaller, likely due to higher competitive pressures and less job stability that characterize this sector.

In relation to Hypothesis H2, the results confirm that work-related stress has a positive and significant impact on turnover intention, particularly in the private sector, where this relationship is stronger. This finding is consistent with previous research, which identifies stress as a decisive factor for employees considering leaving their jobs, especially in work environments with higher demands and less stability (Memon et al., 2020; Skelton et al., 2019). In the public sector, although stress also influences turnover intention, its impact was not significant, which may be explained by the sector's higher job security, reducing the need for employees to seek other opportunities to address their stress.

For Hypothesis H3, organizational commitment showed a significant negative effect on turnover intention in the general sample. However, when analyzing by sector, this effect was not significant in the public sector, while in the private sector, organizational commitment had a significant negative effect on turnover intention. This may be related to external job opportunities to which private-sector employees are more exposed. In contexts where external opportunities are more attractive, even committed employees may be more willing to consider changing jobs if they perceive a lack of support or better opportunities elsewhere (Suzuki & Hur, 2019). In contrast, in the public sector, committed employees tend to stay in their positions due to job security, regardless of more attractive external conditions.

Finally, Hypothesis H4, which explores the mediating role of work-related stress in the relationship between organizational commitment and turnover intention, showed a significant effect in the general sample, consistent with studies highlighting stress as a mediator in this relationship



(Novitasari, 2020). However, in the public and private sectors, this effect was less significant, particularly in the private sector, where the mediation was marginal at 10%. These results suggest that although stress acts as a general mediator between organizational commitment and turnover intention, other factors, such as job satisfaction or organizational support, may play a more decisive role in both sectors (Tetteh et al., 2020).

Thus, the results indicate that, in the public sector, strengthening organizational commitment is key to reducing work-related stress and, consequently, turnover intention, due to the stability inherent in this environment. On the other hand, in the private sector, effective stress management is essential to prevent employee turnover, as, despite the importance of commitment, work pressure and a lack of support may lead even committed employees to seek new opportunities. In both sectors, organizational commitment is important, but its effects and the role of stress vary according to the specific dynamics of each context.

## CONCLUSIONS

### Summary of results

This study has revealed that both organizational commitment and work-related stress are key factors influencing turnover intention among employees in the Mexican context, with notable differences between the public and private sectors. Organizational commitment is a substantial factor in buffering work-related stress, significantly reducing the intention to leave the organization. However, the multigroup analysis results highlight an interesting disparity: in the public sector, organizational commitment has a stronger impact on reducing stress, while in the private sector, work-related stress more directly influences turnover intention, regardless of commitment levels. These findings underscore the need for sector-specific strategies, opening a new area of exploration in human resource management in diverse contexts.

### Theoretical contributions

On a theoretical level, this research makes significant contributions to the validation and expansion of the Conservation of Resources (COR) Theory (Hobfoll, 1989). The results support the hypothesis that organizational commitment acts as a protective resource, helping employees better cope



with the effects of work-related stress, thereby reducing their propensity to leave the organization. Additionally, by analyzing differences between the public and private sectors in an emerging context such as Mexico, this study offers a new perspective on how specific work environments shape relationships among stress, commitment, and turnover. The dynamics identified in each sector enhance the understanding of these interactions and open new avenues for research in similar contexts, where labor structures and organizational cultures influence employees' responses to stress.

## Practical implications

From a practical perspective, these findings have clear implications for decision-makers in both the public and private sectors. In the public sector, organizations are advised to strengthen organizational commitment as a predominant strategy for reducing work-related stress. The inherent security and stability of this sector allow committed employees to experience less stress, significantly decreasing their intention to leave. In this sense, institutional recognition programs, internal promotion schemes, and participatory spaces that strengthen the link between the worker and the organization can be implemented. In addition, from the public policy sphere, guidelines that institutionalize psychosocial well-being within governmental agencies can be developed.

In the private sector, effective management of work-related stress becomes essential to prevent employee turnover. Companies should complement the promotion of organizational commitment with holistic well-being policies, such as mental health programs, flexible working hours, hybrid work schemes, and stress management training. This is crucial to ensure that committed staff do not seek opportunities outside the organization due to pressure or stress. While organizational commitment is fundamental in both sectors, its impact and the role of work-related stress differ across contexts, making it imperative for private companies to prioritize stress management to retain key talent. In both sectors, the design of tailored interventions is relevant to reducing turnover levels and improving the quality of the working environment.

## Limitations and future research directions

Despite the significant findings, this study presents certain limitations that merit consideration. First, the research focused exclusively on the Mexican context, limiting the generalizability of the results to other countries



with different cultural and labor characteristics. Future studies could replicate this analysis in other Latin American countries or emerging economies to verify whether the observed patterns hold in other environments. Additionally, the cross-sectional design of the study prevents the observation of how the relationships among work-related stress, organizational commitment, and turnover intention evolve. Longitudinal studies would allow capturing how these dynamics change, particularly in response to shifts in labor policies or technological transformations.

Furthermore, although the multi-group analysis identified sectoral differences, future research could delve deeper into specific types of organizations, such as public safety institutions or hospitals, where working conditions tend to be more demanding and stress levels high. Exploring these settings would help better understand how the effects of work engagement and work stress vary, and to design strategies better adapted to each organizational reality. Moreover, including new variables such as job satisfaction, organizational leadership, and social support could enrich the analysis and provide a more comprehensive view of the factors influencing turnover intention. It would also be interesting to explore how different leadership styles, such as transformational or transactional, affect employees' ability to manage stress and remain committed to the organization. This approach would help develop a more detailed understanding of the complex relationships between the work environment, commitment, and talent retention.

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