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THE MEDIATING ROLE OF PERCEIVED STRESS BETWEEN PERSONNEL EMPOWERMENT AND INTENTION TO LEAVE THE JOB IN ACCOMMODATION ENTERPRISES: ESKISEHIR CASE

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The aim of this study is to identify the relationship between personnel empowerment, intention to leave the job and perceived stress, and the mediating role of the perceived stress between intention to leave and empowerment. Accommodation enterprises in Eskişehir with three, four and five stars are included in this study. A questionnaire was used as the data collection tool used in this study. The data gathered by survey technique from 151 active employees working in accommodation business were analyzed and interpreted by an up-to-date SPSS software (Statistical Program for Social Sciences). The reliability, factor, correlation, and hierarchical regression analyses were also carried out. These analyses revealed a positive relationship between perceived stress and intention to leave the job. In addition, the hierarchical regression showed that perceived stress has a mediating role between empowerment staff and intention to leave.

Keywords: Empowerment, Intention to leave, Stress, Accommodation Establishments, Eskişehir

INTRODUCTION

The concept of stress was defined as "*the physical and behavioral change in an individual due to physical or psychological factors originating from the individual's environment or self, and the force with first psychologically and then physically observable effects on the organism*" Gümüştekin and Öztemiz (2004)

Job stress can have a negative effect on both employees' health, and the performance and productivity of a business. Moreover, not coming to work on time, increasing employee turnover, aggression, not favoring the business, carelessness, increasing accident probability, increasing loss of workforce due to illnesses may result in negative consequences for the business. Stress factors stemming from these reasons and negatively affecting employees must be examined, negative conditions must be improved and techniques to cope with stress must be applied. (Okutan and Tengilimoğlu, 2002, p. 16). One of the techniques used in business to reduce or remove the negative factors mentioned above is practicing empowerment.

Since empowerment offers benefits for businesses, administrators and employees, they are getting increasingly important for tourism businesses. Empowered staff would better identify with their jobs and show more interest in customers. In addition, administrative employees would not try to take control of the low-level employees and focus more on the administrative issues.

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As a result of tourism employees' putting more effort in their work, business satisfaction and success would be ensured. At the same time, ability to make decisions and take responsibility would make employees feel how essential their roles are for the business. Thus, businesses need to embrace empowerment practices to make employees commit to their jobs and reduce or prevent the intention to leave. Therefore, in this study empowerment in accommodation business, the relationship between the intention of leave and perceived stress, and the mediating role of perceived stress between empowerment and intention to leave are examined.

2. LITERATURE REVIEW

2.1. Stress

The word stress originally comes from the Latin word "estrictia". While it was used with the meaning of calamity, trouble, sorrow and grief in the 17th century, in the 18th and 19th centuries the term "stress" changed to assume the meanings of pressure, power, challenge related to people, objects, organs, and mental structures. Therefore, stress began to be used to refer to the deformation of people or objects with the effects of such power.

The concept of stress is defined as "an unspecific reaction of the body to an external demand" Selye (1976) (cited in Turunç and Çelik, 2010, p. 186). The stress is considered as "a state of tension threatening an individual's power of coping with the environment in his/her physical conditions, mental processes and feelings" (Davis, 1984). General stress resources (stressors) are categorized into three groups as personal stressors (sensitivity, sex, introversion), stressors in work environment, and stressors emanating from an individual's interaction with his/her environment (Pehlivan, 1995).

The most important stressor factor is the personality. The first serious study on personal stress was carried out by Rosenman and Friedman in 1974. In their study, personality was divided into two types: Type A and Type B. Type A refers to personal characteristics such as sensitivity, hurriedness, aggressiveness, irritability, aversion to rest, being anti-social and in continuous motion. Type B involves personal characteristics such as calmness, self-confidence, being social and not being competitive (cited in Sabuncuoğlu and Tüz, 1998, p. 192)

Organizational stress resources involve job specifications, and psychological and physical pressures that the job itself puts on the employees. The most important factors in this dimension are long and irregular working hours, conditions in the working environment and work load. Sharing the same place and having continuous interaction with people who have different personal characteristics is additional factor (Sarıışık, 2008, p. 155-156).
Stressors related to an individual's living environment depend on ego and work life. These stressors widely range from physical, economical, social conditions, socio-cultural changes, political uncertainities, to technological changes and uncertainities. (Örnek and Aydın, 2011, p. 150).

Various stressors can lead to a multitude of negative symptoms on the individual. Long term reactions to stress can cause chronic disorders. These include physical problems like hyper tension, headache, heart diseases, physical disorders, or mental and psychological problems. Along with these symptoms, individuals display different reactions to stress such as anxiety, depression, fear, opposition and withdrawal depending on their behavioral patterns and mental capacities. (Baltaş and Baltaş, 1986, p. 29).

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Stress has negative effects on both organizations and individuals. It harms employees' emotional and mental abilities. It is also a significant factor in business continuity and employee turnover rate. When an employee is not satisfied with the job, he/she will first show absenteeism and then quit the job, ultimately leading the organisation to lose qualified employees and profitability. Besides these factors, stress can cause personal or group conflicts leading to low performance in the organization.

The review of the relevant literature reveals the following studies that have been carried out so far: Focusing on stress from employees' point of view, Akova and Işık (2008) studied stress-creating factors, employees' reactions under stress and their ways to cope with stress. The results indicated that insufficient salary or bonuses, heavy work load and limited time for professional development were organizational stressors, while insufficient time allocation to family and to other social activities were non-organizational stressors.

Yirik, Ören and Ekici (2014) carried out a study on hotel employees to examine the relationships between their organizational stress and level of organizational exhaustion depending on their demographic features. Findings indicate that there is a positive relationship between organizational stress and individual success level for employees aged 34-41, and between organizational stress and individual success level for the employees with tourism education.

According to the findings of a study conducted by Sökmen (2005) with managers of accommodation establishments, while the stress factors for male and female managers were not much different, the male managers were under more stress than their female counterparts. Furthermore, long work hours, conflicts with higher management, lack of encouragement from higher management, unrest–noise in the workplace and the idea of not receiving recompense for performed work were listed as sources of stress.

To find out the stressors disturbing the hotel staff and negatively affecting their productivity, and the effects of stress on employees, a study was conducted by Saldamlı (2000). This study found that, according to their order of importance, the stressors were: being unable to spend enough time for family and social life due to too much work, inadequate salary and poor financial conditions, working with inexperienced and unprofessional coworkers, intense work schedule/excessive workload and lack of moral support.

2.2. Personnel Empowerment

As one of the modern management techniques, empowerment arose from the need for employees who can take initiatives, make decisions and carry out these decisions on behalf of the organization within their authority and responsibilities (Dalay, Coşkun and Altunışık, 2002, p. 219).

Koçel, (2005) defined empowerment as the process of developing individuals and increasing their decision-making capabilities through cooperation, sharing, coaching and team work.

Empowerment was defined by Besterfield, Besterfield-Michna, Besterfield and Besterfield-Sacre (1999, p. 77) as the ownership and responsibility taken within well-defined limits by an employee with organizational commitment, confidence and skill in order to achieve organizational aims and values to ensure customer satisfaction and to improve this process

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2.2.1. Dimensions of Empowerment

Thomas and Velthouse (1990), stressed that the concept of empowerment is multi-dimensional and cannot be analyzed unidimensionally. In line with Thomas and Velthouse's (1990) categorization, the concept of empowerment was subsumed under four subdimensions as "meaning, competence, autonomy and impact" by Spreitzer (1995).

I. Meaning: Covers the requirements of a job role and the harmony among beliefs, values and behaviors (Brief and Nord, 1990; Hackman and Oldham, 1980).

II.Competence: An individual's belief in self skills and capacity to fulfill activities.

III.Autonomy (Self-Determination): Reflects the independence in initiating and maintaining work behaviors, processes, work methods, and efforts (Bell and Staw, 1989; Spector, 1986).

IV.Impact: The degree of personal impact on the strategic, administrative or operational work outcomes (Ashforth, 1989).

2.2.2. Concepts Regarding Empowerment

Empowerment is usually associated with the concepts of delegation of authority, employee participation and motivation. Though not the same, delegation of authority and empowerment are closely related. To be able to get better results in authorization, it is essential for the superior to temporarily transfer his/her power to his/her subordinate. However, for empowerment, the performer of a task has to be put in charge of the task and given the responsibility and control attached to the task as well. Therefore, a temporary transfer of authority is not possible in empowerment (Dalay, Coşkun and Altunışık, 2002, pp. 220- 221).

The active involvement of the personnel in decision-making is defined as participative decision-making (PDM). Thanks to such participation, staff can be motivated, decision quality is improved, individual objectives are balanced against organizational objectives, employee turnover rate is lowered, productivity is increased, and conflicts and infighting are prevented (Eren, 2003, pp. 503-504).

While the definition of motivation delineates an employee profile that is supervised, managed and guided, the concept of empowerment dictates the employee to self manage and self control; and to be able to succeed at achieving the main objective of the organization the employee needs to make himself/herself well-qualified and able to make work decisions without the need for control from a superior. Moreover, while the idea of motivation suggests benefiting from employee's capacity to the maximum level, empowerment aims to improve such capacity.

Although in many respects job enrichment is similar to empowerment, it is actually quite different. Firstly, while empowerment focuses on how employees personally perceive the provided conditions, job enrichment focuses on the job and its qualities rather than individuals. Secondly, empowerment allows the employee to shape his/her own tasks and working conditions and thus have the power to affect the business activities and results. However, even when workers in job enrichment are equipped with a certain degree of planning and decision-making authority, this doesnt cover their duties or working

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conditions. Besides, even though the duties they perform are not enriched at the organizational level, employees may feel empowered (Çöl, 2004, p. 17; Perçin, 2008, p. 101; Spreitzer, 1996, pp. 484-485). Some studies conducted on empowerment are presented below.

Another study conducted with 4- and 5- star hotel personnel in Ankara by Seçgin, (2007) indicate that the employees with 5 years and longer experience feel more empowered compared to those with less experience. Additionally, the staff with vocational school or higher degrees feel more empowered than those with high school or lower degrees.

İlısu (2012) carried out a study to find out the effect of empowerment on organizational citizenship and intention to leave. The findings show that, there is a negatively significant relationship between perceptions of empowerment and levels of intention to leave. In other words, as the hospital staff's empowerment perception level increases, so does their level of intention to leave.

Doğan and Demiral (2009) conducted a study to determine the effect of empowerment and psychological contract practices on academic university personnel's organizational commitment. The obtained data demonstrate that empowerment and psychological contract positively affect continuation and emotional commitment.

2.3. Intention to leave

Intention to leave is defined by Tett and Meyer (1993) as intentionally and purposely leaving an organization, while Lyons (1971) describes it as the tendency to leave a job.

The factors affecting intention to leave can be grouped as external factors (unemployment rate, potential job opportunities etc.), personal factors (age, personality, family etc.) and enterprise-related factors (salary, management style etc.) (Cotton and Tuttla, 1986, p. 63-64)

Tendency to leave work has important implications for employees, establishments and general economy. From the perspective of employees it presents psychological problems, irregular income, familial problems, wasting the gains acquired from a job, adapting to the new job, new education, etc costs as well. From the perspective of accommodation establishments, finding new workers, training, adaptation, occupational accidents, etc costs which reflect on the general economy as the loss of production and labor (Avcı and Küçükusta, 2009, p. 37). Some studies on intention to leave can be listed as follows:

According to a study carried out by Onay and Kılıcı (2011) with the participation of four- and five-star hotel staff to determine the interplay among the variables of job stress, feeling burnout, and intention to leave, the most influential factors on intention to leave were found to be individual and organizational stressors as the stress factors related to work.

Teoman (2007) attempted to find out the effect of the relationship of justice perception created as an outcome of performance assessment process with internal, external and social rewards on the intention to leave. The findings showed that there was a negative correlation between the intention to leave and the total justice perception regarding performance assessment process. On the other hand, perception of fair reward was found to be negatively correlated to the intention to leave.

Azaklı (2011) conducted a study with hotel employees to find out the relationships among the hotel employees' perceptions of job insecurity, organizational commitment and intention to leave work. The results indicated that perception of job insecurity supports intention to leave. Nevertheless, females' intention to leave was lower than the males, but

high school, associate and undergraduate degree holders had higher level of intention to leave than those with postgraduate degrees.

3. PURPOSE AND METHOD

The purpose of the present study is to determine the relationships among empowerment; intention to leave and perceived stress in accommodation establishments, and find out the meadiating role of perceived stress between empowerment and intention to leave.

3.1. Research Model and Hypotheses

The review of literature shows that the variables of the present research are studied from various perspectives. Akova and Işık (2008) tried to identify the elements creating stress, employee reactions to stress and their ways to cope with it from the employee perspective. Yirik, Ören and Ekici (2014) analyzed the relationship between organizational stress and organizational burnout levels on the basis of employee demographics. Sökmen (2005) attempted to find out causes and intensity of stress for managers and whether gender was a determinant factor. Saldamlı (2000) tackled stress from different aspects by studying it to determine the stress sources that disturb employees and negatively affect their productivity, in addition to its effects on employees. Focusing on empowerment, Seçgin (2007), tried to find out to what degree hotel personnel are empowered and the benefits to be gained from practising empowerment in hotels. İlısu (2012) studied the effect of empowerment on organizational citizenship and intention to leave, while Doğan and Demiral (2009) tried to determine the effects of empowerment and psychological contract implementations on ensuring employees' organizational commitment. As the final variable of the current study, intention to leave work is analyzed by Onay and Kılıcı (2011) in terms of job stress and feeling of burnout and their interplay was interpreted on the basis of their obtained data. Teoman (2007) related the perception of justice formed in the process of performans assessment and its relationship with internal, external and socail rewards to intention to leave and tried to determine the interaction among them. Finally, Azaklı (2011) attempted to find out the relationship among hotel employees' perceptions of job insecurity, organizational commitment and intention to leave. However, no study to date has been found regarding the relationships among empowerment, intention to leave and perceived stress in accommodation establishments and the mediating role of perceived stress between empowerment and intention to leave. Aiming to contribute to filling this gap in the literature, the hypotheses of this study are as follows:

H₁: There is a statistically significant relationship between perceived stress level and intention to leave.
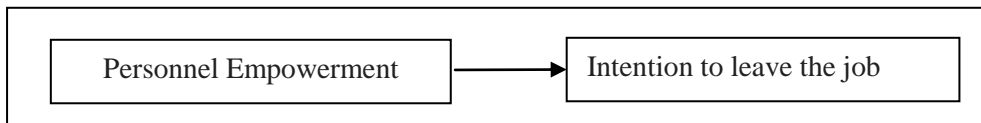
H₂: There is a statistically significant relationship between personnel empowerment and intention to leave.

H₃: There is a statistically significant relationship between perceived stress level and personnel empowerment.

H₄: The perceived stress variable plays a mediating role between personnel empowerment and intention to leave the job.
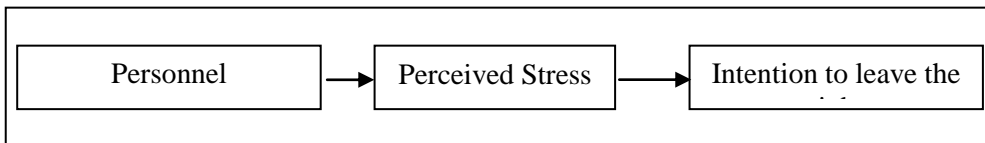
In order to analyze the results of these developed hypotheses more deeply, two different models were created in this study. The first model aimed to determine the direct effect of empowerment on intention to leave.

Figure 1: Direct Model: Direct Effect of Personnel Empowerment staff on Intention to leave the job

Personnel Empowerment	→	Intention to leave the job

The second model was used to find out the mediating role of perceived stress in the effect of empowerment on intention to leave. With these models developed for the study, determining the effects of a mediating variable may yield more comprehensive results than focusing only on the basic variables.

Figure 2: Indirect Model: Indirect Effect of Personnel Empowerment on Intention to leave the job as Mediated by Perceived Stress Level

Personnel	→	Perceived Stress	→	Intention to leave the

3.2. Research Population and Sample

Based on the purpose of the study, the research population was determined as all the personnel working at the three, four and five star hotels in Eskişehir. Since it was not possible to reach all the personnel working in these accommodation establishments due to time and budget constraints, a sample was selected through sampling method to represent the aforementioned research population. A total of 190 surveys were distributed, and of those 162 were returned by the participants. However, during the entry of collected data into the SPSS program, 11 surveys were found to be incomplete and they were not included in the analysis. Thus, the research sample is constituted by 151 employees actively working in three, four or five star accommodation establishments in Eskişehir.

3.3. Data Collection tool

A survey form that consists of a total of four sections was used as the data collection tool. The first section has 12 statements aiming to measure empowerment in accommodation establishments, the second section includes 6 statements aiming to measure employee intention to leave, the third section has 4 statements about the level of perceived stress, and the fourth and final section has 8 statements to elicit participants' demographic attributes.
As the empowerment scale in the first part of the survey, the psychological empowerment scale developed by Spreitzer (1995) and also implemented by Pelit (2008) was used, which includes four-dimensional 12 statements that were subjected to validity and reliability analysis. In the light of the obtained data, the reliability level of the scale was found satisfactory to go on with the analysis ($\alpha > 0.70$).

For the leaving job scale in the second part of the survey, a six-item scale was adapted from the job exit scale developed by Rusbult, Farrell, Rogers and Mainous (1988), and Wayne, Shore and Linden (1997) was used, of which validity and reliability were analyzed by Karartaş (2013).

The unidimensional scale developed by Cohen, Kamarck and Hermelstein (1983) and also used by Küçükusta (2007) was applied as the stress scale in the second part of the survey. In the light of the obtained data, the reliability level of the scale was found adequate to proceed with the analysis (α>0.70).

The questions in the first and second parts of the survey were organized as 5-point Likert type "(5) Strongly agree, (4) Agree, (3) Neither agree Nor disagree, (2) Disagree, and (1) Strongly disagree". In the third part, a 5-point time scale was used as "(5) Always, (4) Often, (3) Sometimes, (2) Seldom, and (1) Never". With these statements, the participants were asked to select the statements that best reflect their lived work experiences and their opinions by considering their own workplaces.

4.FINDINGS AND COMMENTS

4.1. Findings Regarding the Participants' Demographic Attributes

In this section, the demographic information about 151 participants elicited through the questions in the fourth part of the survey is presented.

Table 1. Findings Regarding Demographic Attributes

	Variable	Sayı(n)	%		Variable	Number(n)	%
Gender	Male	89	58,9	Department	Front Desk	42	27,8
	Female	62	41,1		Housekeeping	35	23,2
Age	18-23	22	14,6		Catering	47	31,1
	24-29	66	43,7		Sales-Marketing	14	9,3
	30-35	45	29,8		Public Relations	3	2,0
	36-41	14	9,3		Accounting	5	3,3
	42 and over	4	2,6		Human Resources	1	,7
Marital Status	Married	68	45,0		Other	4	2,6
	Single	79	52,3	Class of the Accommodation Establishment	Three Stars	59	39,1
	Widowed/ Divorced	4	2,6		Four Stars	53	35,1
Education Status	Elementary	9	6,0		Five Stars	39	25,8
	High school	57	37,7	Years of Experience in	2 years or less	37	24,5
	Associate degree	47	31,1		3-5 Years	47	31,1
	Undergraduate	38	25,2		6-8 Years	38	25,2

				the Sector	9-11 Years	20	13,2
	Master's	---	----				
	PhD	---	---		12 Years and over	9	6,0
Educated in Tourism	Yes	67	44,4	Total		151	100
	No	84	55,6				
Total		151	100				

According to Table 1, 58,9% of the research participants are males. 14,6% are aged 18-23, 43,7% are aged 24-29, 29,8% are aged 30-35, 9,3% are aged 36-41, and finally 2,6% are 42 and older. Furthermore, 45% are married, 52, 3% are single and 2,6% are widowed/divorced. As for their level of education, 9% have elementary, 37,7% have high school or its equivalents, 31,1% have associate and 25,2% have undergraduate degrees. In addition, 44,4% have a degree in tourism. 27,8% work at the front desk, 23,2% work in housekeeping, 31,1% in catering, 9,3% in sales/marketing, 2% in PR, 3,3% in accounting and 0,7% work in HR. Of the accommodation establishments included in the research sample, 39,1% have three, 35,1% have four and 25,8% have five stars. 24,5% of the participants have two years or less experience, 31,1% have three to five, 25,2% have six to eight, 13,2% have nine to eleven, and 6% have twelve years or longer sectoral experience.

4.2. Validity and Reliability of the Scales

Table 2 presents the findings about the reliability analyses of empowerment, leaving the job and perceived stress scales. According to these findings, the empowerment scale used in the study is quite reliable, and the scales of intention to leave and perceived stress are highly reliable.

Table 2: Findings regarding the reliability of the scales used in the study

	Cronbach's Alpha	Number of Questions (N)
Empowerment	,779	12
1- Meaning Dimension	,867	3
2- Competence Dimension	,710	3
3- Independence Dimension	,881	3
4- Impact Dimension	,815	3
Intention to leave	,934	6
Perceived stress	,864	4

4.3. Findings Regarding Factor Analysis

The factor analysis findings on empowerment indicate that KMO sample value is satisfactory, and Bartlett test value is appropriate for factor analysis (KMO value: 0,734, Bartlett test result: p<0,05). Additionally, principal components analysis and varimax rotation technique were used for the factor analysis. As such, empowerment can be seen to be subsumed under 12 items and 4 dimensions. These 4 dimensions explain 75.14% of the total variance.

Table 3: Factor Analysis Findings Regarding Empowerment

Empowerment	Factor Loads			
MEANING				
• My job is important for me.	,813			

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• My work activities are personally meaningful for me.	,864			
• My job is meaningful for me.	,900			
COMPETENCE				
• I am sure that I have the skills that are necessary for my job.		,795		
• I am sure that I have the capacity that is necessary to carry out my job activities.		,827		
• I have the skills that are necessary for my job.		,745		
INDEPENDENCE				
• I mostly have the decision-making authority on how to do my job.			,862	
• I decide how to do my job myself.			,869	
• I have considerable degree of opportunity to do my job independently and freely.			,876	
IMPACT				
• I have a lot of impact on what goes on in my department.				,853
• I have considerable degree of control on what goes on in my department.				,897
• I have considerable influence on everything that goes on in my department.				,801
Factor self values (Eigen value)	3,734	2,235	1,786	1,264
Explained variance values for the factors (%)	31,113	18,622	14,882	10,532
Explained total variance value (%)	75,149			
KMO value	,734			
Bartlett Sphericity Test Value	817,378			

4.4. Findings Regarding the Correlation Analysis

In this part of the study, firstly, the means, standard errors and correlations for the data about participants' empowerment, leaving work and perceived stress level were analyzed. The correlation analysis findings are presented in Table 4.

Table 4: Means, Standard Errors and Correlation Values

Variables	Means	S.E.	1	2	3
1.Empowerment	3,406	,4945	1		
2.Intention to leave	2,398	,9349	-,308[**]	1	
3.Perceived Stress	2,205	,8221	-,235[**]	,505[**]	1
* p< 0,05, ** p< 0,01,					

As can be seen in Table 4, there is a positive relationship at statistically medium-level significance between perceived stress and intention to leave (r= 0,505, p<0,01). **H₁** hypothesis is supported on the basis of the obtained data. Thus, it can be said that as the stress perceived by the employee increases, so does his/her intention to leave.

According to the obtained data, there is a statistically medium-level significant and negative relationship between empowerment and intention to leave (r= -0,308, p<0,01). Hence, **H₂** hypothesis is accepted. Therefore, it is possible to say that as the empowerment practices increase in accommodation establishments, employees' intentions to leave may decrease.

The findings indicate that empowerment and perceived stress have a negative relationship with statistically weak significance (r= -0,235, p<0,01). Accordingly, it can be said that empowerment implementations relatively reduce the stress level that employees

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perceive. In other words, the more emphasis put on empowerment by accommodation establishments, the less stress is perceived by the personnel. Consequently, **H₃** is accepted.

4.5. Findings Regarding Regression Analysis

In this part of the study, hierarchical regression analysis was conducted to determine the mediating role of perceived stress in the effect of psychological empowerment on intention to leave in accommodation establishments. The empowerment and perceived stress were respectively included in the hierarchical regression model.

Table 5: Hierarchical Regression Analysis Results Regarding the Effects of Empowerment and Perceived Stress Level on Intention to leave

Model	β	p	R	R^2	R^2 (Change)	F	P
1.Step Constant	4,385	,000					
Empowerment	-,583	,000	,308[a]	,095	,095	15,664	,000[b]
2. Step Constant	2,544	,000					
Empowerment	-,380	,005	,542[b]	,293	,198	30,703	,000[c]
Perceived Stress	,521	,000					
a. Predictors: (Constant), PG_ Mean.							
b. Predictors: (Constant), PG_ Mean., S_ Mean.							
c. Dependent Variable: IA_Mean.							

The results of the hierarchical regression analysis conducted to find out the effects of empowerment on intention to leave are given in Table 5. As can be observed from Table 5, regression model created in the first step is significant (F=15,664, p<0,01). Empowerment significantly (β=-0,586, p<0,01) affects intention to leave and explains 9,5% of the total variance.

In the second step, the perceived stress variable was added to the created model. A re-analysis of Table 5 shows that, the model created according to the F test results in the second step can be said to be significant (F=30,703, p<0,01). The perceived stress can be observed to significantly (β=0,521, p<0,01) affect the intention to leave. With the perceived stress variable, the explained variance rises to 29%.

An overall analysis indicates that empowerment and perceived stress affect intention to leave both directly and indirectly. Thus, in order to better ascertain the mediating role of perceived stress in the indirect model, Sobel test was carried out. The details of the Sobel test are presented in Table 6 below.

Table 6: Sobel Test Regarding the Mediating Effect of Perceived Stress on the Relationship between Empowerment and Intention to Leave

Model		z value	p
Empowerment>Perceived stress> Intention to leave		-3.3758	0.000735

According to the information in Table 6, empowerment affects intention to leave through the mediation of perceived stress level. Hence, **H₄** hypothesis was supported as well.

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CONCLUSION AND SUGGESTIONS

This study aims to analyze the mediating role of the perceived stress in the relationship between empowerment and intention to leave, and the relationships among empowerment, intention to leave and perceived stress in accommodation establishments. The data obtained throughout the field work conducted via the research survey were entered into the latest version of SPSS package program and then were interpreted in line with the purpose of the study.

The obtained findings indicate that there is a statistically significant and positive relationship between perceived stress and employees' intention to leave. This relationship between the two variables suggests that, as the level of stress perceived by the employee increases, so might his/her intention to leave. This result supports that of the study conducted by Onay and Kılıcı (2011).

Another important finding is that there is a statistically moderately significant and negative relationship between empowerment and intention to leave, which means that as empowerment practices become more frequent in accommodation establishments, employees' intention to leave will drop. This finding lends support to İlısu's (2012) study.

Additionally, a statistically weak and negative relationship has been found between empowerment and perceived stress, indicating that empowerment implementations relatively reduces the level of stress perceived by employees.

One further important finding is that this study ascertains the mediating role of perceived stress between empowerment and intention to leave. Thus, it can be said that empowerment may directly affect intention to leave, or indirectly affect it via the mediating role of perceived stress.

When these research findings are considered, accommodation establishments can be advised to pay due attention to their implementations for the personnel to reduce absenteeism, and as the next step, their leave of employment due to stress. Due to the increased employee turnover rate resulting from such job quits, enterprises may risk losing their qualified personnel, which may lead to losses in both financial gains and customer satisfaction.

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