

## The Influence of Psychological Empowerment & Turnover Intention Through Career Growth in Pharmaceutical Companies, Lahore, Pakistan

**<sup>1</sup>Sameera Amjad, <sup>2</sup>Hafiz Muhammad Basit, <sup>3</sup>Ahmed Usman Khan,  
<sup>4</sup>Hamza Akram**

<sup>1,2,3</sup>Faculty of Management & Administrative Sciences, Superior University Lahore.

<sup>4</sup>School of Economics and Management, North China Electric Power University, Beijing

<sup>1</sup>[samiraamjad@gmail.com](mailto:samiraamjad@gmail.com)

<sup>2</sup>[hbasit87@gmail.com](mailto:hbasit87@gmail.com)

<sup>3</sup>[usmankhan3151@gmail.com](mailto:usmankhan3151@gmail.com)

<sup>4</sup>[hamzaakram739@gmail.com](mailto:hamzaakram739@gmail.com)

---

### ARTICLE DETAILS

#### History

Received : August

Revised Format : September

Accepted : October

---

#### Keywords :

psychological empowerment,  
turnover intention and career  
growth

---

### ABSTRACTS

The aim of this study is to examine the impact of psychological empowerment on employee turnover intention with the moderating effect of career growth. A cross sectional survey was used to collect data. A total of 207 employees of different pharmaceutical companies in Lahore, were participating through random sampling in this survey. Our finding shows that the two dimensions of psychological empowerment (emotional and relational) have an inverse relationship with intention to quit, whereas (behavioral and cognitive) psychological empowerment is not significantly related to the theory. Career growth shows moderating effect on relational psychological empowerment and turnover intention, although there is no moderating impact found in the remaining dimension of psychological empowerment (cognitive, emotional and behavioral) and turnover intention. Because of the strategic importance of human capital in an organization, it is important for the continuity of the pharmaceutical firms to retain their employees by providing best career growth path to move the employees as well as organization to the next level and save the human capital cost.

---

©2022 STIM Lasharan Jaya Makassar

## INTRODUCTION

Today's business environment become more competitive and demands the instantaneous and continuous development. Globalization compelled the organization to incorporate the emerging policies that define the quality outcomes. When companies foster the empowerment practices, employees will be able to facilitate their abilities to contribute to achieve organizational goals with the competitive edge ( Rashida et al,2021;Hosney et al,2021)

Psychological empowerment has been a center perception used for community psychology theory values along with practice on behalf of the previous 30 years (Rappaport, 1987). According to Hancer (2001) a lot of managers have the same opinion that imposing empowerment in the midst of the employee's leads to multiple advantages to the organization. When individuals are psychologically empowered they will be more satisfied with their job in the direction of doing their schedule function activities that is also motivated them to retain with the organization (Nissani et al, 2021). Psychologically empowered

\*Corresponding Author Email Address: [Hamzaakram739@gmail.com](mailto:Hamzaakram739@gmail.com)  
© 2022 STIM Lasharan Jaya Makassar

employees have increased the confidence level of organization and that enable the workers are very committed to the organization(Rashid et al,2021). Human resource and OD personnel's must take these critical dimensions of psychological empowerment into consideration, as they have the potential to increase employee satisfaction and intention to stay. These factors are critical for organizational efficiency and ensuring the organizations long term viability in today's dynamic labor market (Nassani et al, 2021).

In today's competitive environment one of the challenges that organizations are facing is restructuring, downsizing, privatization, technological up the gradation and rightsizing (Aslam, 2016 ;Permarupan et al,2021).Good image and fame of the business traps the individuals trust on their workplace(Brown & Chikeleze,2021).Recent research stated that a company will take 20 years to earn good name in the market and 5 minutes to lost it goodwill(Stauffer et al,2021).These business changes increase the unemployment ratio and injustice practices in the organization context of Pakistan (Aslam, 2016). Psychologically empowered employees demonstrate more satisfaction and less rate of turnover intention (Brown & Chikeleze,2021; Nisanni,2021;Aslam, 2016; Meyerson & Kline, 2008; Nawaz, Pangil, & Bhatti, 2016) and show more positive performance (Nissani et al, 2021). Karavardar (2014)said Career growth practices is vital because it argued that workers abundantly involved regarding their chance of career growth whether or not within the organization they are presently operating for or in different organization. Karavardar (2014) additionally argued that to retain workers, organization ought to specialize in career growth policies that would produce psychological contract with its workers. Organizations where employee's expectation regarding career growth met can ultimately stay longer and increase their intent to stay with this organization. Our investigation is useful for associations; with the discoveries of our examination associations can engage their representatives which lessen turnover goal.

So as to persuade achievement and to be fruitful in world to adapt up to the consistently evolving condition, associations need potential workers at top and lower levels. The best organizations around the globe are putting forth a valiant effort by psychological enabling their representatives and giving vocation development chances to keep their most important resource remain in their associations. Now days the one of the major challenge that organizations are facing is employee turnover (Gan & Yusof, 2020; T. A. Shah, Khattak, Zolin, & Shah, 2020). Employees are most valuable assets for the organization and consider as backbone for organizations. (Qing, Asif, Hussain, & Jameel, 2020)study suggested that future research should be conducted on that how other work related organization factors affect the relationship of psychological empowerment, organization commitment and intent to quit. It is a line of work that focuses on developing positive relationships with employees as a means of nurturing economic organizations. Typically as a result of our understanding that members and staff types play a critical role in determining how to implement potential improvements (Zhao & Zhou, 2021). The concept of psychological empowerment is simple yet the most research done the psychological empowerment dimensions(Meaning, competence, Self-determination and Image) . A lot of queries stay regarding this element formation Christens (2012a)and the associations connecting elements of psychological empowerment (Peterson, 2014). There are only two papers that work on the dimension of psychological of empowerment that is a big gap. The first structure is a representation of psychological empowerment complex via Christens (2012a)that was modified from the previous work of M. A. Zimmerman (1995)on three dimensions (Emotional, Cognitive and Behavioral) is just qualitative point of view and the second researcher that also works on three dimensions is the Peterson et al. (2020)that also work on these three dimensions (Emotional, Cognitive and Behavioral) on community level.

Our major contribution is that we conduct research on these four dimensions of psychological empowerment (Cognitive, Emotional, Behavioral and Relational) with turnover and career Growth. According to Nawaz, Siddiqui, Rasheed, and Iqbal (2020) career

growth moderate the relationship of organization commitment and turnover, but still there is gap exist to investigate the career growth impact as mediator or moderator with other variable relationship. There is need to explore the moderating and mediating impact of career growth on psychological empowerment and turnover intention (Nawaz et al., 2020). Hemmati, Talebi, Yari Haj Atalou, and Hassani (2018) suggested in their study future research should be done to explore the other workforce related variable as moderator and mediator impact on the relationship of psychological empowerment and turnover intention.

By means of financial rate, the volume of the pharmaceutical companies in Pakistan is \$3.2 billion specified to the total amount of the worldwide pharmaceutical market is predictable to be over \$ 1 trillion, Pakistan is barely 0.9 percent of the market. Top 100 pharmaceutical companies in Pakistan contribute 95% in annual profit (Ahmed, Vveinhardt, & Streimikiene, 2018;PACRA,2021) , remaining pharmaceutical company's productivity is very low mainly reasons are cost and quality of human capital. The annual turnover of employees is 10%.

This study will help the pharmaceutical companies management that how they will increase the productivity of organization with their employees. There are so many factors that affect the organizations productivity such as job stress, lack of employee commitment, lack of job satisfaction, less career growth, lack of recognition, employee turnover and many more. Among these factors employee turnover is the most critical issue that organization face all over the world.

## **Theories underpinning the conceptual framework**

### **Social exchange theory**

This investigation relies on the social exchange theory(SET) Blau (1964) it defines that nowadays when the employee are feel fully empowered than they show more contentment to organization and then they make their intention to be with their current organization are more strong. It is recommended that when people supposed that they have capability to make more easily relations with people and also they have quality to make better public exchange relationship with their organizations than their intention to quit with their jobs are probably less it all based on social exchange theory (Blau, 1964).the present study the perspective adopted the SET to examine the employee psychological needs and its impact on the performance and intention to stay in pharmaceutical section. Once the individual psychological needs are met they feel more empowered and mentally relax in exchange they are more loyal and willing to deliver their jobs performance well to achieve the organization goal. According to Lee and Nie (2017) companies helps the employees by providing the tasks and authority which make them more responsible and give the meaning and purpose of their work towards the achievement of company's mission, moreover when organization invest for human capital development ultimately it leads to positive attachment and longer stay with the company. According to Islam, Khan, Ahmad, Ali, and Ahmed (2014) thinking about the advantages of having empowered than that employees decide to retain their existing jobs because when they are more satisfied than the ultimate result is reduce the level of intention to quit. This study adds value to the existing literature by exploring the new psychological empower dimensions and its association with turnover intention through career growth based on social exchange theory.

### **Objective of study**

To examine the relationship between the dimensions of psychological empowerment (Emotional, Cognitive, Relational and Behavioral) and employees Turnover intention in the Pharmaceutical companies in Lahore

To investigate whether Career Growth moderate the relationship between the dimensions of psychological empowerment PE (Emotional, Cognitive, Relational and Behavioral) and Turnover intent.

## **LITERATURE REVIEW**

### **Value-Psychological empowerment**

Rousseau (2004)defined psychological empowerment as it is perception that lies in the mind of the employee explaining it as the belief of the persons that organization shapes it in term of contract between employee and organization. According to this definition psychological empowerment is expectation of individuals from the organization is having the authority of freely doing work based on their belief and values and in return organizations expect dedication towards organization's achievement of goal. Rousseau (2004)expressed the term belief as the based on promise of exchange between the employee dedication towards work and organization authority to employee of freely doing work. psychological empowerment is an idea under which individual feel extra self-determinant, competent, meaning, and collision concerning their position in the organization (McShane & Von Glinow, 2009).

### **Emotional psychological empowerment**

According to (Speer & Peterson, 2000; M. A. Zimmerman & Zahniser, 1991) first dimension is emotional psychological empowerment that has the capability to improve the associations. Emotional psychological empowerment is association with yourself it can be also defined as how much you think about yourself which is usually people doesn't do. The majority of research on psychological empowerment have paying attention on the this dimension which is also called intrapersonal component that have been measured by means of sociopolitical control scale which considered to assess believed cope of one's sociopolitical surroundings

### **Cognitive psychological empowerment:**

According to (Gutiérrez, DeLois, & GlenMaye, 1995; Speer & Peterson, 2000) second dimension is cognitive psychological empowerment which focuses on community that how much think about community as individual usually ignore this factor and focuses on himself only. It involves the laws relating to the community, having awareness about the community and other ethical requirements to become better individual personality and it indicates that person is more skillful. This dimension which is also called as interactional part of psychological empowerment has been measured by means of cognitive empowerment scale (Gutiérrez et al., 1995; Peterson & Reid, 2003; Speer & Peterson, 2000).

### **Behavioral psychological empowerment:**

According to(Speer & Peterson, 2000; M. A. Zimmerman & Zahniser, 1991) the third dimension is behavioral psychological empowerment that focuses on the conducts of the person that how he acts such as in the organizational contribution, community commitment holds one's own behaviors and self-ruled decision making processes. This element of psychological empowerment has been measured by means of behavioral empowerment scale (Peterson, Hamme, & Speer, 2002; Speer, Jackson, & Peterson, 2001).

### **Relational psychological empowerment:**

According to Conger and Conger and Kanungo (1988a), the fourth dimension is relational psychological empowerment is that employees are in such a environment that they are free to take their decisions which also helpful for relationships among employees of the

organization. It is studies at different level of analysis which decreases the miss-appreciation of employees and misuse power of management of higher hierarchy in organization. This dimension is measured using relational component Scale that builds on the theoretical significance of relationality, caring, and respect. Significantly, it is center of attention is both the self and others.

According to the Peterson et al. (2020) current research that was consist of two presented theories that recognized in the literature of empowerment. The first outline at the employee's level and second at the organizational level. The employee's level of Psychological empowerment based of four theorizes element (cognition, emotion, relational and behavior). Basically it took two wide approaches of empowerment (Ahearne, Mathieu, & Rapp, 2005).

First one is psychological construct and the second one is the structural construct. The Structural construct that assign and mitigate the decision making to the employees of association (Francis & Alagas, 2021), psychological construct is the one that connects the inspirational circumstances of the workers in any association (Amenumey & Lockwood, 2008; Conger & Kanungo, 1988b; Kanter & Stein, 1979; G. M. Spreitzer, 1995; Thomas & Velthouse, 1990). To the organizational psychology researchers, the buildup of empowerment specifically the psychological component of employee empowerment in associations holds great importance (Hashemi, Nadi, & Hosseini, 2012). In the previous two decades, the empowerment has been broadly apprehensive by associational behavior considers in the investigation of empowerment that it acknowledged by various associational managers & applied in their association (Li-Chaoping & Shi-Kan, 2006).

Employees are more empowered by having more trust that result in direct relationship of trust and empowerment (Wyatt, 1996). The predecessor Psychological empowerment are management, reliance and organization function (Chang, Chou, & Cheng, 2007). Psychological empowerment results in efficiency and novelty (G. M. Spreitzer, 1995). Efficiency defines that employee perform the job tasks in a suitable and significant way. The workers that are more psychologically empowered they answer to the exploration and demand of the customer and actively perform their task (T. A. Shah et al., 2020).Innovation explain as new empowerment method are used by organization by giving flexible environment and also they are free to take their decision in result of this employees comes up with novelty in their work (Luthans, Youssef, & Avolio, 2007). When an organization gives their employees encouraging mind-set at the place of work than the employee feel pleased and happy they do their work more actively and in a better way that ultimately boost the level of tenure and decrease the level of intent to quit (T. A. Shah et al., 2020)

### **Employee turnover intention**

Turnover intention is an ongoing issue for researchers and organizations. Researchers believe that turnover intention is a serious issue because high level of employee turnover also affects other employees working in that workplace. It eventually generates stress among other employees and becomes a barrier between employees from increasing their loyalty towards their organization (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013). Furthermore, author Juhdi, Pa'wan, and Hansaram (2013) in his article in 2013 stated that the companies with high turnover rate face more difficulties in management and it thus becomes more costly, it can then affect the overall organizational performance. Not only the western countries are facing employees' turnover intention, but it has also became a crucial issue in Asian countries according to (S. H. A. Shah & Beh, 2016).

According to Tett and Meyer (1993) describe that the intention to quit as workers cautiously thoughts, emotion, and considerately take assessment in the direction of get away from the organization. The intention to quit has inverse relationship with above all the productivity of organization (AbuAlRub & AL-ZARU, 2008). Turnover intention is probable

in future (Alexander, Lichtenstein, Oh, & Ullman, 1998). An employee has bad effects on his behavior as he leaves the organization on his own desire (Albrecht & Marty, 2017). An employee gain and losses staff the rate of this depends on two types; one is voluntary that means employee leaving on his own desire and other is involuntary which mean employee is not leaving on his own desires (Curry, Wakefield, Price, & Mueller, 1986). Disruption is more expensive as it keeps away the employees from their organization on their will (Albrecht & Marty, 2017). The organization is more suitable to allow go employees when they decide not to exit the organization by their own (Stohr, Self, & Lovrich, 1992; Weng & McElroy, 2012)

Representative turnover has been one of the most confounded zones in HR look into(T. A. Shah et al., 2020) . Bothma and Roodt (2013) characterize it as "a psychological choice winning between a person's methodology with reference to work to proceed or leave the work". Moreover organization rate of employee loss is known as turnover, this loss can be occurring can be voluntarily or involuntarily (Anvar, Huzaid, Miri, & Chermahini, 2013). Human resource turnover become one of the most critical issues in an organization and can be increasing day by day. Job dissatisfaction and lack of learning and development of employee is the reason of intent to quit whereas job satisfaction, promotional growth, career growth scope leads to intent to stay(Adel Ali & Rafie Mohd Arshad, 2018). To avoid the turnover cost organization should pay more attention towards non-monetary measure such as psychological contract, psychological empowerment (Sandhya & Sulpey, 2020)

From the stance of this research, turnover intention can therefore be defined as an employee's personal decision to leave an organization to seek a more promising position somewhere else as per the authors (Brewer & Kovner, 2014; Sjöberg & Sverke, 2000). According to a research article published by (Ahmad & Rainyee, 2014; Udechukwu & Mujtaba, 2007) it has been thought that the actual turnover behavior can be immediately determined by the turnover intentions within the organization. According to the author Cho, Johanson, and Guchait (2009) turnover intentions implicit employee's organization to leave his position which shows a contravention between worker and organization. These turnover intentions are linked with various factors on individual and organization level. Employees usually leave organizations because they cannot work under negative environments or because those organizations could not help them meet their career goals and they start looking for financially better opportunities.

As per the research agency Sun and Wang (2017) employment turnover can be comprehended as employee's inattentive behavior in the sense that they are still at work but they don't pay attention to the work. In short employee's turnover intention is a forerunner to turnover itself. It can furthermore be explained as employee's alienation from his/her organization and to actively search for more or better career opportunities. The causes of employee turnover intention have been investigated by many researchers in various disciplines and across behavioral, longitudinal, and organizational aspects (Haque, Fernando, & Caputi, 2020). Additionally, for employees that reside, are known as stayers, optimistic special effects of employment self-sufficiency on employment meeting, plus as well upturned fundamental possessions, were informed. In some specific situations, turnover can be very productive.

### **Relationship between dimensions of psychological empowerment and employee turnover intention**

According to Cai and Zhou (2009)a study conducted within china in the direction of establish that psychological empowerment may there exist any effect lying on job of nurses and they establish that if the nurses are empowered by the organization that leads to less rate of turnover intention so in this study it is proved with the purpose of empowerment that have opposite relation among turnover intention. According to Ravichandran, Gilmore, and Strohbehn (2007) they also carry out research inside hospitality in the direction of establish

that psychological empowerment may there exist any effect on employees intention of turnover on behalf of the students that perform within hospitality as well as they establish to there is no direct relationship into this organization between the turnover intention and empowerment. By providing positive attitude at the work place give the pleasuring feeling of doing work which make him more satisfied, increase the employee tenure and reduce turnover intention T. A. Shah et al. (2020)and finding shows the inverse relationship among psychological empowerment and turnover intention in telecommunication sector. T. A. Shah et al. (2020)to avoid the turnover cost organization should pay more attention towards non-monetary measure such as psychological empowerment, psychological contract. Psychological empowerment has inverse relationship with turnover intention (Sandhya & Sulphey, 2020). Literature shows the significance of psychological empowerment for employees and business organizations and positive influence on job performance (Nissani et al,2021) and likelihood of plummeting turnover among employees of organizations(Permaarupan et al, 2021).According to this relational cultural theory the goal of human development is contributing to growth promotion and participating relationships has been recognized. management was establish to have no direct relations lying on emotional, behavioral and cognitive proportions of psychological empowerment from side to side its effects on prospect position arrangement and good judgment of organization (Peterson et al., 2020). Shakirah & Shah (2021) studies result show the significance positive impact of psychological empowerment on employees performance and inversely influence on employees intention to quit and contribute the organizational goal.

Hypothesis 1: The dimensions of psychological empowerment may be negatively related to turnover intention.

Hypothesis 1(a): Emotional psychological empowerment may be negatively related to turnover intention.

Hypothesis 1(b): Cognitive psychological empowerment may be negatively related to turnover intention.

Hypothesis 1(c): Relational psychological empowerment may be negatively related to turnover intention.

Hypothesis 1(d): Behavioral psychological empowerment may be negatively related to turnover intention.

### **Career Growth:**

The center of the career development theory is that Organizational career growth. There is four elements of arrangement career growth represent that the speed of skilled talent achievement, the rate of promotion, the rate of career goal realization, and the rate of remuneration raise (Weng, McElroy, Morrow, & Liu, 2010). Structure career growth wants the cooperation of each the leader and therefore the worker. Organization can increase the loyalty of employee by providing career growth opportunities (Yang et al., 2015). Employees growth in the organization can be captured by two wide dimensions first are classified employee's career hard work and also the elements of disposition to reward the employee's efforts on the behalf of the organization. Managerial career growth focuses on career management on the far side the alternative created by people, with the aim of recognizing that the role of the organization in managing career crucial steps Spagnoli (2017) moreover career growth is defined as one's employment with organization and has been closely connected to many vital work outcomes, like job satisfaction, performance, worker voice (Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014). Some structure processes influence the extent to those workers understands a psychological contract obligation with their employers. Specifically, once advantage determines the career ad growth prospects of worker they are

additional doubles to understand that their expectations are met, as a result of its logical assume that provide career sustainability (Ramamoorthy, Flood, Slattery, & Sardessai, 2005).

According to A. Cohen (1991) an important factor that affects ratio of employee turnover is the career concern. Career concern of employees is thought to be very personal and many authors argue over it because the needs and career goals of employees tend to change time to time. In this modern era, employees are very specific and clear about their career goals and they are likely to leave the organization if their standards are not met within the organization they are working. It is becoming normal for people to move from one organization to other because they are concerned about their career goals. They usually do this because the other organization offers a better salary or promising position. Furthermore, having work experience in multiple organizations usually looks good on an individual's resume, and it also builds up their credibility. Other than that, there are plenty of studies done and are being conducted on career concerns, and many of them suggests that career concern can predict turnover intention. An investigation or association opening phase is the first phase of career(S. Cohen, 1991). Exploration phase is defined by "is to select a job and an organization in which to begin a career in one's chosen field of interest". At this time, for substitute employment that happen in their service of the first year, staff carries choices, also at this time staff is estimating the which degree feels appropriate according to their requirement and staff understand the cultural values of the association (Ornstein, Cron, & Slocum Jr, 1989). Next to exploration phase comes the transition phase. In this stage, in order to be succeed in employment, staff is interested in gaining proficiency in skills (J. H. Greenhaus & Parasuraman, 2002). To set hopes related to employment and occupation within the association, workers begin to discover their location(J. H. Greenhaus, Bedeian, & Mossholder, 1987). The third career stage is known as the midcareer phase, which is defined by J. H. Greenhaus et al. (1987), "be accepted as a responsible employee to the organization and to make a place for themselves in employment and organization". At this phase workers are wishing to get promoted and are also willing to get settled in association (J. Greenhaus, Callanan, & Godshalk, 2000). Next to midcareer comes the later career phase, in this phase workers is interested in not location of the association, but also the important stuff in their life like their social circle of family and friends. In this phase workers are concerned with getting established as well as their retirement (S. Cohen, 1991; J. H. Greenhaus et al., 1987; D. E. Super, 1980)..

### **Moderating role of career growth with dimensions of Psychological Empowerment and Turnover Intention:**

Organization where employee receive handsome remuneration and well-designed training programs and strong performance management system are highly contented toward their performance that results less rate of turnover (Abubakar, Chauhan, & Kura, 2015; Kadiresan, Selamat, Selladurai, Ramendran, & Mohamed, 2015; Naqvi & Bashir, 2015; Rubel & Kee, 2015; Thirapatsakun, Kuntonbutr, & Mechida, 2015). According to researcher said that 53 percent employee leaves the organization because of less career growth opportunities. Organization that facilitate the employee with good salary package, polish their skill through training and development program and give extrinsic reward as promotion will improve a good judgment of ethical requirement towards their workplace and more intent to stay (Karavardar, 2014). Career growth has very strong impact on turnover intention. Career growth and labor supportive environment can reduce the intention of nurses to leave the workplace(Quiet al ,2020) explain in their study that 40 percent of the employee turnover can be reduce if employees are more satisfied and met with career growth opportunities. Human resource factors such as the performance evaluation, salary, well developed training programs, career growth significantly affect the employee's intent to stay and intent to leave(Yang, 2018). For checking the effects of these factors in their study and discover that career growth had vital associations among turnover intention. Greater Professional development and increase in pay packages can negatively influence the intention to leave the

job. It is the best fit of theory of met expectation, psychological contact and psychological empowerment (Bedeian, 2012; Porter & Steers, 1973). According Chinese study career growth dimension have negative influence with intent to quit and affective career commitment of employee with organization partially mediate the relationship of career growth & turnover intention Weng and McElroy (2012) among all dimension Promotion in salary is strong reason of most Chinese employees to stay with the organization (Weng & McElroy, 2012; Xiong, 2008). The similar result found in among Australian employee (Hess, Jepsen, & Dries, 2012).

Hypothesis 2: Career growth may have moderating the relationship of Psychological Empowerment dimensions and Turnover intention.

Hypothesis 2(a): Career growth may have moderating the relationship of Cognitive psychological empowerment and turnover intention.

Hypothesis 2(b): Career growth may have moderating the relationship of Emotional psychological empowerment and turnover intention.

Hypothesis 2(c): Career growth may have moderating the relationship of Relational psychological empowerment and turnover intention.

Hypothesis 2(d): Career growth may have moderating the relationship of Behavioral psychological empowerment and turnover intention.

## **DATA AND METHODOLOGY**

### **It Population & Unit of Analysis**

The selected population for this research is the middle level managers from public sector and private sector of 12 different pharmaceutical companies in Lahore, Pakistan. We are taking these 12 companies from the level of 4 tops, 4 middle and 4 lower ranks for getting the data accuracy. The reason behind this selection is time and resource scarcity. The unit of analysis for this study will be the individuals.

### **Sample Size and population:**

Primary data was collected through questionnaires filled by employees of pharmaceutical sectors Pakistan (Lahore). A cover letter is attached which explains the research objective and importance of research and participants are voluntary in nature. In total 300 questionnaires were circulated among the employees of 12 public and private pharmaceutical companies. 245 returned and the rate of response was 84%. The responses that were obtained by extreme and missing values were excluded afterwards. Hence, the total number of left responses was 210. So the final sample size thus was 207. The sampling technique utilized was simple random sampling, which is a clear strategy that doles out every component of the sample an equivalent possibility of being picked as the subject.

### **Instrumentations:**

At five points Likert scale is used as the questionnaire, it is shown in (appendix II). Remaining subsections describe the measurements of the variables comprising the study.

### **Psychological empowerment**

This tool was developed using presented and validated scales considered assessing cognitive, emotional, relational, and behavioral empowerment and turnover intention and also

the career growth. The evaluation of psychological empowerment was consisting on a 37-items that also divided into four dimensional empowerment scale developed by (Peterson et al., 2020).

### **Cognitive empowerment**

This scale was used to evaluate the cognitive dimensions of psychological empowerment by (Speer & Peterson, 2000). This tool has total 9 items using a 5 point Likert-type scale agreed or disagreed. The Cronbach's Alpha is 0.77.

### **Emotional empowerment**

This scale was used to evaluate the emotional dimensions of psychological empowerment by M. A. Zimmerman and Zahniser (1991). The scale has 17 items of the SPCSR using a (Hodge & Gillespie, 2007). The tool has each end of a 5-point scale. The emotional empowerment Cronbach's Alpha is 0.92.

### **Behavioral empowerment**

This scale was used to evaluate the behavioral dimensions of psychological empowerment of Speer and Peterson (2000). The Cronbach's Alpha is 0.83.

### **Relational Management Scale (RMS)**

This scale was used to evaluate the relational dimensions of psychological empowerment was measured by Di Fabio (2016) using the 12-item 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The RMS scale had very good reliability (0.89).

### **Employee turnover intention**

Turnover intention scale using by (Ganesan & Weitz, 1996)5-point Likert scale (1 = strongly disagree to 5 = strongly agree. The Cronbach's alpha for this scale of turnover intention is found 0.83.

### **Career growth**

Career growth scale using by Weng and McElroy (2012) 5-point Likert scale (1 = strongly disagree to 5 = strongly agree. The career growth Cronbach's  $\alpha$  is 0.901.

### **Demographics**

<b>Demographic variables</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	101	48.8
	Female	106	51.2
<b>Age</b>	20-25	84	46.6
	26-30	70	33.8
<b>Age</b>	31-35	42	20.3
	36 & above	11	5.3
<b>Qualification</b>	Bachelor's	99	47.8
	Master's	63	30.4
	MPhil	32	15.5
<b>Designation</b>	PhD	13	6.3
	Middle level	161	77.7

	Top level Employees	26	12.6
	Other technical staff	20	9.7
<b>Tenure</b>	1-5 years	125	60.4
	6-10 years	56	27.1
	More than 11 years	26	12.6
<b>Sector</b>	Private	142	68.6
	Public	65	31.4

Table 4-1: Descriptive analysis

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CG	207	1.00	5.00	3.6644	.54933	-.685	.169	.931	.337
CE	207	1.00	5.00	3.7146	.40769	-.368	.169	-.283	.337
EE	207	1.00	5.00	3.6908	.56741	-.669	.169	.395	.337
BE	207	1.00	5.00	3.6618	.62227	-.787	.169	1.288	.337
RE	207	1.00	5.00	3.9404	.44097	-.805	.169	.890	.337
TI	207	1.00	5.00	2.9478	.71188	-.246	.169	-.673	.337

### Descriptive analysis

Descriptive analysis used to check the data normality in this test we will check skewness and kurtosis values if the values are in between + 1.96 and -1.96 then we will consider data is normal distributed.

Table 4-2: Internal Consistency and Indicator Reliability

Confirmatory Factor Analysis (CFA)		
Variables	Composite Reliability	AVE
Behavioral empowerment	0.785	0.661
Career Growth	0.875	0.585
Cognitive empowerment	0.804	0.672
Emotional empowerment	0.81	0.671
Relational empowerment	0.839	0.566
Turnover Intention	0.904	0.759

### Internal Consistency Reliability (Composite Reliability)

Measurement model analysis assures the reliability and rationality of the constructs. According to Henseler, Ringle, and Sinkovics (2009) the outer model can be calculated through the values of AVE that is called average variance extracted, CR. In the below Table 4-2 that demonstrate the results of reliability in which the values of composite reliability that ranges between the 0.785 to 0.904 while the entire constructs of the average variance extracted exceed the admitting value of 0.5, and the values of the average variance extracted fit between the 0.566 and 0.759.

Table 4-4: Discriminant validity- Fornell-Larker criterion

Discriminant validity- Fornell-Larker criterion			
	Behavioral	Career Growth	Cognitive
Behavioral	0.813		
Career Growth	0.053	0.765	
Cognitive	0.137	0.26	0.82
Emotional	0.139	0.35	0.219
Relational	0.03	0.457	0.219
Turnover intention	0.097	-0.343	-0.162

### Discriminant Validity

The discriminant validity that expressing simply a construct could be done through two or more constructs. The convergent validity was look at via utilized a graph of PLS to take out the values of cross loading and factor loading of all the indicators to their latent constructs. In the above table 4-4 that showed results each of the indicators have loaded values on their construct respectively that have values under the range of 0.581 to 0.992 it conveyed that they loaded higher on their construct values that is higher than any other construct.

Table 4-5: Coefficients of Determination (R2)

R2	
ETI	R Square
	0.186

### 4.4.6 Coefficients of Determination (R2)

The ranges of value of R2 is from 0 to 1 with the elevated stages shows that elevated stages of analytical accuracy (Hair Jr et al., 2016). The value of R2 of these variables in this model is employee turnover intention with 0.186. R2 of employee turnover intention was substantial with a value of 0.186. This means that

psychological empowerment explained 18.6% of the variance in employee turnover intention.

#### 4.5.7 Effect Size $f^2$

According to J. Cohen (2013), The  $f^2$  value of 0.35 is considered as large, the  $f^2$  value of 0.15 is considered as medium and the  $f^2$  value of 0.02 is considered as small. Table 4.7 shows that  $f^2$  of Behavioral, cognitive, Emotional, relational, and career Growth had relatively small to moderate effect sizes (J. Cohen, 2013). This range of effect sizes was reasonable since there were many factors that affect turnover intention (Luk et al., 2008). This means that the estimated model fitted the data very well.

Table 4-6: Effect Sizes ( $f^2$ )

f square					
	Behavioral	Career Growth	Cognitive	Emotional	Turnover intention
Behavioral					0.026
Career Growth					0.038
Cognitive					0.104
Emotional					0.037
Relational					0.018
Turnover intention	0.026	0.038	0.104	0.037	

#### 4.5.8 Moderation Relationships

Moderation happened when the association among the two variables is moderated or have an effect on through a third variable, referred as a moderator (A. D. Cohen, 2014). Statistically, the effect of a moderator variable is illustrate that as an interaction term, and could be either a categorical variable (e.g., gender) or a quantitative variable (e.g., Career growth) that influences the strength or/and the direction of the relationship connecting a dependent variable and independent variables (A. D. Cohen, 2014).

Table 4-7: Moderation analysis:

Moderation Analysis							
Hypothesis	Relationship	Original Sample (O)	T Statistics	P Values	2.50%	97.50%	Decision
H1	Behavioral -> Turnover intention	0.326	1.015	0.31	-0.219	1.058	un supports
H2	Career Growth -> Turnover intention	1.179	2.174	0.03	-0.093	1.913	un supports
H3	Cognitive -> Turnover intention	0.561	1.432	0.153	-0.414	1.136	un supports

H4	Emotional Turnover intention ->	-0.516	1.992	0.047	-0.982	0.052	Supports
H5	Relational Turnover intention ->	0.644	2.25	0.025	-0.081	1.108	Supports
H6	Moderating Effect 1 Turnover intention ->	-0.057	0.758	0.449	-0.253	0.039	un supports
H7	Moderating Effect 2 Turnover intention ->	-0.188	1.467	0.143	-0.398	0.107	un supports
H8	Moderating Effect 3 Turnover intention ->	0.101	1.267	0.206	-0.072	0.239	un supports
H9	Moderating Effect 4 Turnover intention ->	-0.288	2.533	0.012	-0.481	-0.015	Supports

Figure No.2: Two-stage Approach: Moderating Effects Model (PLS Algorithm)

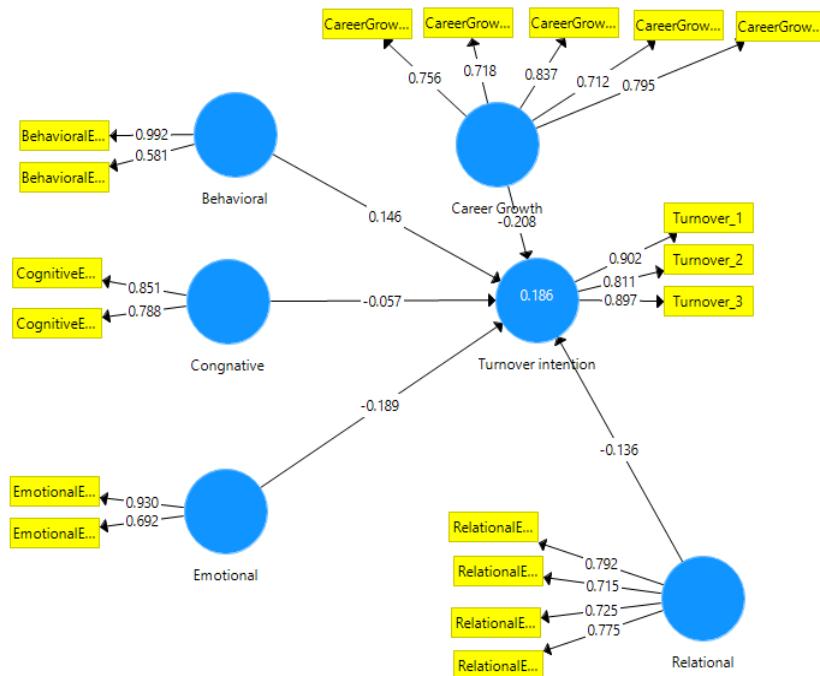
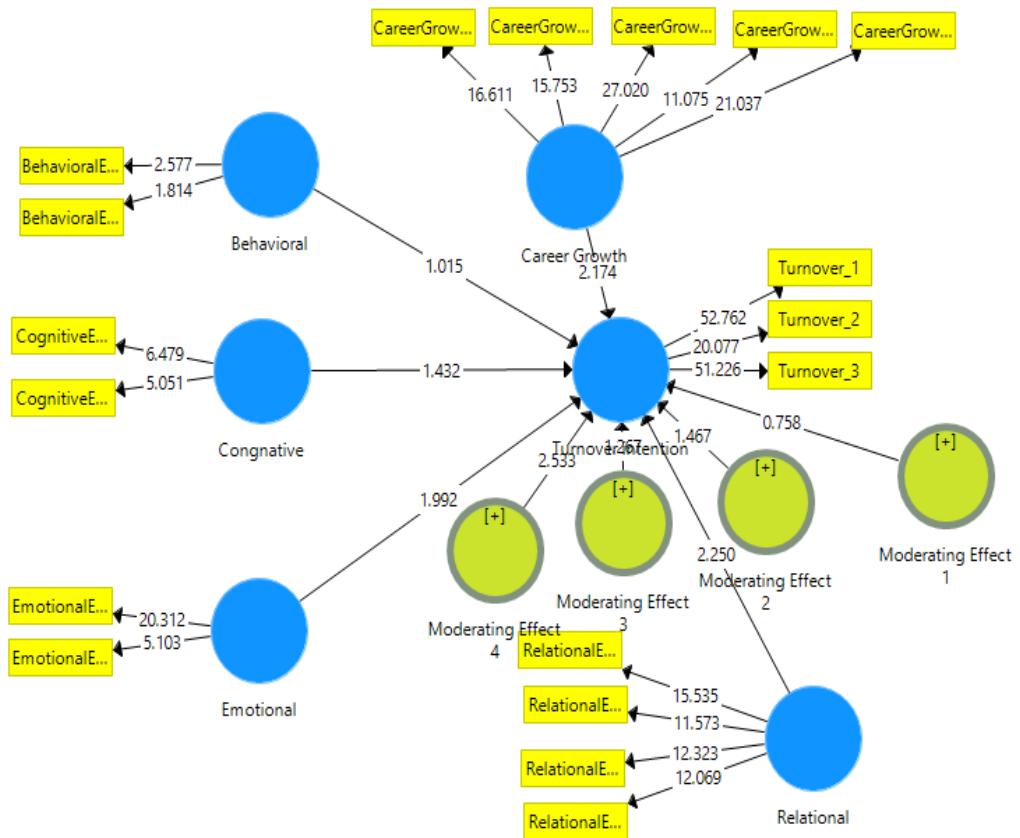


Figure number.3: Two-stage Approach: Moderating Effects Model (PLS Algorithm)



## DISCUSSION:

For assessing between the latent variables the proposed hypotheses, structural model and path coefficients are tested. Within the model the value of path coefficient needs to be at least 0.1 for specific effects model (Joe F Hair et al., 2011; Wetzels, Odekerken-Schröder, & Van Oppen, 2009). Below the table no 4.10 in our study nine proposed hypotheses in which 6 are unsupported and 3 hypotheses are supported. For Supported hypotheses the level for significance is 0.05 that have signs in their right direction and the ranges of values of path coefficient ( $\beta$ ) are from 0.101 to 1.179.

### H1: Behavioral psychological empowerment has an inverse association with employee turnover intention

Result from the output of PLS-SEM showed a positive and insignificant relationship of Behavioral psychological empowerment with employee turnover intention ( $\beta = 0.326$ ,  $t = 1.015$ ,  $p (*N.S)$ ). Therefore, Hypothesis 1 is unsupported.

### H2: Career Growth has an inverse association with the employee turnover intention.

Result from the output of PLS-SEM showed a significant but positive relationship of Career Growth with employee turnover intention ( $\beta = 1.179$ ,  $t = 2.174$ ,  $p < 0.05$ ). Therefore, Hypothesis 2 is unsupported.

**H3: Cognitive psychological empowerment has an inverse association with employee turnover intention.**

Result from the output of PLS-SEM showed a significant but positive association between the cognitive psychological empowerment with the employee turnover intention ( $\beta = 0.561$ ,  $t = 1.432$ ,  $p (*N.S)$ ). Therefore, Hypothesis 3 is also unsupported.

**H4: Emotional psychological empowerment has an inverse association with the employee turnover intention**

Result from the output of PLS-SEM showed a significant and negative relationship of emotional psychological empowerment with employee turnover intention ( $\beta = -0.516$ ,  $t = 1.992$ ,  $p < 0.047$ ). That means, the p value is less than 0.05 so it is acceptable. Therefore, Hypothesis 4 is supported.

**H5: Relational psychological empowerment has an inverse association with the employee turnover intention.**

Result from the output of PLS-SEM showed a significant but positive association between the relational psychological empowerment with employee turnover intention ( $\beta = 0.644$ ,  $t = 2.25$ ,  $p < 0.025$ ). That means, the p value is less than 0.05 so it is acceptable, but the value of beta is positive. Therefore, Hypothesis 5 is supported.

**H6: Career growth as a moderator between the relationship of Behavioral psychological empowerment and turnover intention.**

As discussed earlier, this study employed the two-stage approach to investigate the moderating effect of Career growth of the association between the behavioral psychological empowerment and turnover intention. Figure 2 and Figure 3 illustrate the moderating effect test for the model. In Table 4.8 and Figure 3, Hypothesis 6 demonstrating that the t-value 0.758 was lower than the cutoff value of 1.645, indicating that the result was not statistically significant. Thus, the result showed no credible evidence of the moderation effect of career growth on the association between the behavioral psychological empowerment and the employee turnover intention ( $\beta = -0.057$ ,  $t = 0.758$ ,  $p < 0.05$ ). Hence, H6 was rejected and no conclusion can be drawn (Hess et al., 2012; Weng & McElroy, 2012; Xiong, 2008)..

**H7: Career growth act as a moderator between the relationship of Cognitive psychological empowerment and turnover intention.**

Figure 3, Hypothesis 7 demonstrates that the t-value 1.467 was lower than the cutoff value of 1.645, indicating that the result was not statistically significant. Thus, the result showed no credible evidence of the moderation effect of Career growth on the relationship between the cognitive psychological empowerment and employee turnover intention ( $\beta = -0.188$ ,  $t = 1.467$ ,  $p < 0.05$ ).

#### **H8: Career growth as a moderator between the relationship of Emotional psychological empowerment and turnover intention.**

Figure 2 and Figure 3 illustrate the moderating effect test for the model. In Table 4.8 and Figure 3, Hypothesis 8 explaining the t-value 1.267 was lower than the cutoff values of 1.645, indicating that the result was not statistically significant. Thus, the result showed no credible evidence of the moderation effect of Career growth on the relationship between the emotional psychological empowerment and employee turnover intention ( $\beta = 0.101$ ,  $t = 1.267$   $p < 0.05$ ).

#### **H9: Career growth as a moderator between the relationship of Relational psychological empowerment and turnover intention.**

In the table no.4.8 and Figure 3, Hypothesis 9 explaining the t-value 2.533 was higher than the cutoff values of 1.645, indicating that the result was statistically significant. Thus, the result showed credible evidence of the moderating effect of Career growth on the association between relational psychological empowerment and the employee turnover intention ( $\beta = 0.101$ ,  $t = 1.267$   $p < 0.05$ ).

The main reason of our results is insignificant of career growth on relationship of psychological empowerment and turnover intention results are insignificant because in our sample size from pharmaceutical people, there is 70-80% is youth. As youth is not motivated and not focused on their career so they move on easily from one organization to another and do not think about getting stable. So they do not make an inverse relationship with turnover. And this is the reason; the results are not according to our literature.

Another plausible reason for the insignificant effect of career growth between the association of psychological empowerment and turnover intention might be due in the direction of the situation of Covid 19 because in this situation when we are collecting the data everyone facing the crises and their career moral are very low so there are not in that situation in which they are thinking about their career growth so that's why the moderation are insignificantly connect with the relationship of psychological empowerment and turnover intention.

Another reason of our results is insignificant of career growth in relationship of psychological empowerment and the turnover intention because in our sample size the people who are giving the data they have mostly job nature on a contractual basis and also them representing the whole population of pharmaceutical. There is 67% is contractual basis. As the people who are connected with the organization on contractual basis, they are not motivated and not focused on their performance of the organization so if they have better option they move on easily from one organization to another and do not think about the organization. So they do not make an inverse relationship with turnover. And this is the reason; the results are not according to our literature.

## **CONCLUSION**

The This study focuses on the discussion and analysis of psychological empowerment (namely behavioral, relational, Emotional and cognitive), career growth and turnover intention within the pharmaceutical sector of Pakistan. Specifically, the study is designed to determine the moderation with the effect of career growth on the relationship of psychological empowerment and turnover intention. An empirical investigation using

statistical tests shows psychological empowerment is positively related to turnover intention. Which means that this psychological empowerment of the employees in pharmaceutical sector can enhance or reduce the turnover intention to the pharmaceutical? However, it must be noted that employees' job characteristics partially impacts the affective commitment through transformational leadership i.e. four dimensions of psychological empowerment decreases the level of turnover intention and then in turn career growth also effect to make less rate of return to the pharmaceutical. The prime finding is that the career growth as a moderator has an impact on turnover intention in the proposed model. Hence the policy makers in the pharmaceutical sector should focus on the career growth of their department representatives. The secondary findings are the enhancing the employees' psychological empowerment manifests in less rate of turnover to the institutes. Career growth of employees will help in several ways to contribute to the performance of the overall pharmaceutical sector and individual pharmaceutical as well. The research model received much empirical support as the majority of the hypotheses were supported. Our finding shows that the two dimensions of psychological empowerment (emotional and relational) have an inverse relationship with intention to quit, whereas (behavioral and cognitive) psychological empowerment are not significantly related to the theory. Career growth shows moderating effect on relational psychological empowerment and turnover intention, although there is no moderating impact found in the remaining dimension of psychological empowerment (cognitive, emotional and behavioral) and turnover intention. The findings suggest on the need for the owners/managers of pharmaceutical to develop suitable strategies to develop career growth and to implement a good HR system, as these could promote and motivate organizational employees, which is key for enhanced organizational performance that ultimately give the reason of less rate of return in any organization.

### **Practical implementations**

This study makes a significant contribution to the body of literature and provides practical implication for Asian business. The year of 2021 has been a crucial year for the economy, where businesses and government face tough challenges to overcome the COVID-19 pandemic appropriately, quickly adaptive to recover the economy. The crises in the corporate sector require an analysis of what is happening and future projection and collaboration of related parties. A crisis in the company can cause unrests for the internal public. For this company needs to consolidate internal resources for business recovery. For that time an internal crises communication strategy ensured that company's main objectives and values are maintained. The conclusions suggest the managers need to put psychological empowerment as the center of attention because when workers will be psychologically empowered, they'll be even more pleased with their work as well as it will eventually decrease turnover intention. We found that career growth; helps moderate the relationship between psychological empowerment and turnover intention.

### **Limitation of the study and future direction:**

In the behavioral sciences similar to all the research, this research represents various limitations. Firstly, for this study data is collected from the pharmaceutical of Lahore; second limitation is the sampling techniques that we have been used in this study are convenience sampling. Therefore the consequences that occur might not correspond to the overall population of the pharmaceutical sector of Pakistan.

Lastly, this research is a cross sectional research, but it can also be deliberate in a longitudinal method that shows additional precise conclusions as well as how it influences on human beings. After these boundaries the main reason is resource constraints as well as time. In order to expand the conclusions of this research, there are numerous instructions for the future. The first one is that you can get your sample even crossways the country. The second one is that a few of the samples of probability are utilized to simplify the conclusions. In case to obtain additional satisfying conclusions, one must gather information from many different

cities. Mediation of specific variable can also be researched out, but because of time constraint it is not deliberated here. Consequently the future explore can regard these to expand the conclusion.

We will suggest in the future study use of motivation as moderator and career growth as mediator. Certain other variables can also be investigated like committing ethical leadership with the arbitrary role of psychological empowerment in pharmaceutical organization. Cross sectional and longitudinal research design with more results should be first handedly tested in different cultures. In case to obtain additional satisfying conclusions, one must gather information from many different cities. Consequently the future explore can regard these to expand the conclusion, it can also be deliberate in a longitudinal method that shows additional precise conclusions as well as how it influences on human beings.

## REFERENCES:

Abbas, M., & Raja, U. (2015). Impact of psychological capital on innovative performance and job stress. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 32(2), 128-138.

AbuAlRub, R. F., & AL-ZARU, I. M. (2008). Job stress, recognition, job performance and intention to stay at work among Jordanian hospital nurses. *Journal of nursing management*, 16(3), 227-236.

Abubakar, R. A., Chauhan, A., & Kura, K. M. (2015). Relationship between human resource management practices and employee's turnover intention among registered nurses in Nigerian public hospitals: the mediating role of organisational trust. *Sains Humanika*, 5(2).

Adel Ali, R., & Rafie Mohd Arshad, M. (2018). Empirical analysis on factors impacting on intention to use m-learning in basic education in Egypt. *International Review of Research in Open and Distributed Learning*, 19(2).

Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of applied psychology*, 90(5), 945.

Ahmad, A., & Rainyee, R. A. (2014). Which is the better predictor of employee turnover intentions: Job satisfaction or organizational commitment? A literature review. *Business and Management*, 6(1), 74-81.

Ahmed, R. R., Vveinhardt, J., & Streimikiene, D. (2018). The direct and indirect impact of Pharmaceutical industry in Economic expansion and Job creation: Evidence from Bootstrapping and Normal theory methods. *Amfiteatru Economic*, 20(48), 454-469.

Albrecht, S. L., & Marty, A. (2017). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The International Journal of Human Resource Management*, 1-25.

Alexander, J. A., Lichtenstein, R., Oh, H. J., & Ullman, E. (1998). A causal model of voluntary turnover among nursing personnel in long-term psychiatric settings. *Research in Nursing & Health*, 21(5), 415-427.

Amenumey, E. K., & Lockwood, A. (2008). Psychological climate and psychological empowerment: an exploration in a luxury UK hotel group. *Tourism and Hospitality Research*, 8(4), 265-281.

Anvar, R., Huzaid, N. S. B. J., Miri, S. A., & Chermahini, S. H. (2013). Mediating effect of psychological contract in the relationship between learning and development initiatives and engineers' intention to stay. *Rev. Eur. Stud.*, 5, 233.

Arshadi, N., & Damiri, H. (2013). The relationship of job stress with turnover intention and job performance: Moderating role of OBSE. *Procedia-Social and Behavioral Sciences*, 84, 706-710.

Aslam, A. (2016). School–Work Transitions among Second-Generation Immigrants.

Bailey, C., Mankin, D., Kelliher, C., & Garavan, T. (2018). Strategic human resource management: Oxford University Press.

Baird, K., & Wang, H. (2010). Employee empowerment: Extent of adoption and influential factors. *Personnel Review*.

Bandura, A. Self-efficacy: Toward a Unify in Theory of Behavioral change. *Psychol Rev*, 84(2).

Bandura, A. (1986). The explanatory and predictive scope of self-efficacy theory. *Journal of social and clinical psychology*, 4(3), 359-373.

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.

Bedeian, A. G. (2012). Evolution of Management Thought: Critical Perspectives on Business and Management Thought: Routledge.

Bigliardi, B., Petroni, A., & Dormio, A. I. (2005). Organizational socialization, career aspirations and turnover intentions among design engineers. *Leadership & organization development journal*.

Blau, P. M. (1964). Social exchange theory. Retrieved September, 3(2007), 62.

Bothma, C. F., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), 1-12.

Brewer, C. S., & Kovner, C. T. (2014). Intersection of migration and turnover theories—What can we learn? *Nursing Outlook*, 62(1), 29-38.

Brief, A. P., & Aldag, R. J. (1975). Employee reactions to job characteristics: A constructive replication. *Journal of applied psychology*, 60(2), 182.

Brief, A. P., & Nord, W. R. (1990). Work and meaning: Definitions and interpretations.

Bryman, A. (2015). Social research methods 5 th edn New York. In: NY: Oxford University Press.

Busari, A. H., Mughal, Y. H., Khan, S. N., Rasool, S., & Kiyani, A. A. (2017). Analytical cognitive style moderation on promotion and turnover intention. *Journal of Management Development*.

Cai, C., & Zhou, Z. (2009). Structural empowerment, job satisfaction, and turnover intention of Chinese clinical nurses. *Nursing & health sciences*, 11(4), 397-403.

Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). The Michigan organizational assessment questionnaire. Unpublished manuscript, University of Michigan, Ann Arbor, 71-138.

Chang, P.-L., Chou, Y.-C., & Cheng, F.-C. (2007). Career needs, career development programs, organizational commitment and turnover intention of nurses in Taiwan”, *Journal of Nursing Management*, 15, 1-10. *Journal of Nursing Management* 15, 1-10.

Cho, S., Johanson, M. M., & Guchait, P. (2009). Employees intent to leave: A comparison of determinants of intent to leave versus intent to stay. *International Journal of Hospitality Management*, 28(3), 374-381.

Christens, B. D. (2012a). Targeting empowerment in community development: A community psychology approach to enhancing local power and well-being. *Community Development Journal*, 47(4), 538-554.

Christens, B. D. (2012b). Toward relational empowerment. *American journal of community psychology*, 50(1-2), 114-128.

Cohen, A. (1991). Career stage as a moderator of the relationships between organizational commitment and its outcomes: A meta-analysis. *Journal of occupational psychology*, 64(3), 253-268.

Cohen, A. D. (2014). *Strategies in learning and using a second language*: Routledge.

Cohen, J. (2013). *Statistical power analysis for the behavioral sciences*: Academic press.

Cohen, S. (1991). *Rock culture in Liverpool: Popular music in the making*: Oxford University Press on Demand.

Cole, M. S., & Bruch, H. (2006). Organizational identity strength, identification, and commitment and their relationships to turnover intention: Does organizational hierarchy matter? *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(5), 585-605.

Conger, J. A., & Kanungo, R. N. (1988a). Behavioral dimensions of charismatic leadership.

Conger, J. A., & Kanungo, R. N. (1988b). The empowerment process: Integrating theory and practice. *Academy of Management review*, 13(3), 471-482.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*: Sage publications.

Culbert, S. A., & McDONOUGH, J. J. (1986). The politics of trust and organization empowerment. *Public Administration Quarterly*, 171-188.

Curry, J. P., Wakefield, D. S., Price, J. L., & Mueller, C. W. (1986). On the causal ordering of job satisfaction and organizational commitment. *Academy of management Journal*, 29(4), 847-858.

De Lange, A. H., De Witte, H., & Notelaers, G. (2008). Should I stay or should I go? Examining longitudinal relations among job resources and work engagement for stayers versus movers. *Work & Stress*, 22(3), 201-223.

Di Fabio, A. (2016). Positive relational management for healthy organizations: psychometric properties of a new scale for prevention for workers. *Frontiers in psychology*, 7, 1523.

Elanain, H. M. A. (2014). Leader-member exchange and intent to turnover. *Management Research Review*.

Francis, R. S., & Alagas, E. N. (2021). Hotel Employees' Psychological Empowerment Influence on Their Organizational Citizenship Behavior Towards Their Job Performance. In *Organizational Behavior Challenges in the Tourism Industry* (pp. 284-304): IGI Global.

Gan, J. L., & Yusof, H. M. (2020). CAN GUANXI REDUCE TURNOVER INTENTION? A REVIEW PAPER. *International Journal of Accounting*, 4(17), 46-52.

Ganesan, S., & Weitz, B. A. (1996). The impact of staffing policies on retail buyer job attitudes and behaviors. *Journal of retailing*, 72(1), 31-56.

Gould, S., & Penley, L. E. (1984). Career strategies and salary progression: A study of their relationships in a municipal bureaucracy. *Organizational Behavior and Human Performance*, 34(2), 244-265.

Greenhaus, J., Callanan, G., & Godshalk, V. (2000). *Career Management*.(3rd edn) Forth Worth. In: Harcourt College Publishers.

Greenhaus, J. H., Bedeian, A. G., & Mossholder, K. W. (1987). Work experiences, job performance, and feelings of personal and family well-being. *Journal of Vocational Behavior*, 31(2), 200-215.

Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2010). *Career management*: Sage.

Greenhaus, J. H., & Parasuraman, S. (2002). The allocation of time to work and family roles.

Greenhaus, J. H., Parasuraman, S., Granrose, C. S., Rabinowitz, S., & Beutell, N. J. (1989). Sources of work-family conflict among two-career couples. *Journal of Vocational Behavior*, 34(2), 133-153.

Greider, T., & Garkovich, L. (1994). Landscapes: The social construction of nature and the environment. *Rural sociology*, 59(1), 1-24.

Griffeth, R., & Hom, P. (2002). Innovative theory and empirical research on employee turnover: IAP.

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of management*, 26(3), 463-488.

Gummesson, E. (2000). *Qualitative methods in management research*: Sage.

Gutiérrez, L. M., DeLois, K. A., & GlenMaye, L. (1995). Understanding empowerment practice: Building on practitioner-based knowledge. *Families in society*, 76(9), 534-542.

Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of applied psychology*, 60(2), 159.

Hackman, J. R., & Oldham, G. R. (1980). Work redesign.

Haenlein, M., & Kaplan, A. M. (2004). A beginner's guide to partial least squares analysis. *Understanding statistics*, 3(4), 283-297.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, 19(2), 139-152.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long range planning*, 46(1-2), 1-12.

Hair Jr, J. F., Babin, B. J., & Anderson, R. E. (2010). A GLOBAL P-ERSPECT-IVIE.

Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). A primer on partial least squares structural equation modeling (PLS-SEM): Sage publications.

Hancer, M. (2001). An analysis of psychological empowerment and job satisfaction for restaurant employees. The Ohio State University,

Hancock, J. I., Allen, D. G., Bosco, F. A., McDaniel, K. R., & Pierce, C. A. (2013). Meta-analytic review of employee turnover as a predictor of firm performance. *Journal of Management*, 39(3), 573-603.

Hanisch, K. A., & Hulin, C. L. (1990). Job attitudes and organizational withdrawal: An examination of retirement and other voluntary withdrawal behaviors. *Journal of Vocational Behavior*, 37(1), 60-78.

Haque, A., Fernando, M., & Caputi, P. (2020). The relationship between responsible leadership and organisational commitment and the mediating effect of employee turnover intentions: An empirical study with Australian employees. *Journal of Business Ethics*, 156(3), 759-774.

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268.

Hashemi, S. M. K., Nadi, H. K., & Hosseini, S. M. (2012). Effects of Perceived Organizational Support and Psychological Empowerment on Creative Performance among Agricultural Personnel. *Research Journal of Applied Sciences, Engineering and Technology*, 4(10), 1359-1365.

Hechanova, M. R. M., Alampay, R. B. A., & Franco, E. P. (2006). Psychological empowerment, job satisfaction and performance among Filipino service workers. *Asian journal of social psychology*, 9(1), 72-78.

Hemmati, A., Talebi, B., Yari Haj Atalou, J., & Hassani, M. (2018). Structural modeling of career and organizational consequences of psychological empowerment among faculty members of Islamic Azad University in West Azerbaijan Province, Iran,(2017). *Journal of Occupational Health and Epidemiology*, 7(2), 119-129.

Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing*: Emerald Group Publishing Limited.

Hess, N., Jepsen, D. M., & Dries, N. (2012). Career and employer change in the age of the 'boundaryless' career. *Journal of Vocational Behavior*, 81(2), 280-288.

Hodge, D. R., & Gillespie, D. F. (2007). Phrase completion scales: a better measurement approach than Likert scales? *Journal of Social Service Research*, 33(4), 1-12.

Hom, P. W., Caranikas-Walker, F., Prussia, G. E., & Griffeth, R. W. (1992). A meta-analytical structural equations analysis of a model of employee turnover. *Journal of applied psychology*, 77(6), 890.

Islam, T., Khan, M. M., & Bukhari, F. H. (2016). The role of organizational learning culture and psychological empowerment in reducing turnover intention and enhancing citizenship behavior. *The Learning Organization*, 23(2/3), 156-169. doi:10.1108/tlo-10-2015-0057

Islam, T., Khan, S. U. R., Ahmad, U. N. B. U., Ali, G., & Ahmed, I. (2014). Organizational learning culture and psychological empowerment as antecedents of employees' job related attitudes: a mediation model. *Journal of Asia Business Studies*.

Itzhaky, H., & York, A. S. (2000). Empowerment and community participation: Does gender make a difference? *Social Work Research*, 24(4), 225-234.

Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR practices and turnover intention: the mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002-3019.

Kadiresan, V., Selamat, M. H., Selladurai, S., Ramendran, C. S., & Mohamed, R. K. M. H. (2015). Performance appraisal and training and development of human resource management practices (HRM) on organizational commitment and turnover intention. *Asian Social Science*, 11(24), 162.

Kanter, R. M., & Stein, B. A. (1979). Life in organizations: Workplaces as people experience them.

Karavardar, G. (2014). Organizational career growth and turnover intention: an application in audit firms in Turkey. *International Business Research*, 7(9), 67.

Kellough, J. E., & Osuna, W. (1995). Cross-agency comparisons of quit rates in the federal service: Another look at the evidence. *Review of Public Personnel Administration*, 15(4), 58-68.

Kim, S.-W., Price, J. L., Mueller, C. W., & Watson, T. W. (1996). The determinants of career intent among physicians at a US Air Force hospital. *Human relations*, 49(7), 947-976.

King, D. R., Dalton, D. R., Daily, C. M., & Covin, J. G. (2004). Meta-analyses of post-acquisition performance: Indications of unidentified moderators. *Strategic management journal*, 25(2), 187-200.

Kizilos, M. A. (1995). Employee involvement, prosocial organizational behavior, and organization performance. University of Southern California,

Klidas, A. K. (2002). The cultural relativity of employee empowerment: Findings from the European hotel industry. Paper presented at the EuroCHRIE International Conference on Cross Cultural Challenges in the Tourism Industry: The Educational Answers.

Kraimer, M. L., Seibert, S. E., Wayne, S. J., Liden, R. C., & Bravo, J. (2011). Antecedents and outcomes of organizational support for development: The critical role of career opportunities. *Journal of applied psychology*, 96(3), 485.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.

Lashley, C. (2000). Empowerment through involvement: a case study of TGI Fridays restaurants. *Personnel Review*.

Lawler III, E. E. (1992). The ultimate advantage: Creating the high-involvement organization.

Lee, H. L. (2002). Aligning supply chain strategies with product uncertainties. *California management review*, 44(3), 105-119.

Lee, M., & Koh, J. (2001). Is empowerment really a new concept? *International journal of human resource management*, 12(4), 684-695.

Lee, S.-Y., & Whitford, A. B. (2008). Exit, voice, loyalty, and pay: Evidence from the public workforce. *Journal of Public Administration Research and Theory*, 18(4), 647-671.

Li-Chaoping, X., & Shi-Kan, C.-X. (2006). Psychological Empowerment: Measurement and its Effect on Employees' Work Attitude in China. *Acta Psychologica Sinica*, 38(01), 99-106.

Long, C. S., Thean, L. Y., Ismail, W. K. W., & Jusoh, A. (2012). Leadership styles and employees' turnover intention: Exploratory study of academic staff in a Malaysian College. *World Applied Sciences Journal*, 19(4), 575-581.

Luk, C.-L., Yau, O. H., Sin, L. Y., Alan, C., Chow, R. P., & Lee, J. S. (2008). The effects of social capital and organizational innovativeness in different institutional contexts. *Journal of International Business Studies*, 39(4), 589-612.

Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). Psychological capital: Investing and developing positive organizational behavior. *Positive organizational behavior*, 1(2), 9-24.

MacCarthy, T. (2007). MacCarthy on Cross-examination.

McShane, S., & Von Glinow, M. (2009). *Organizational Behavior* [University of Phoenix Custom Edition e-text]. In.

Meier, K. J., & Hicklin, A. (2008). Employee turnover and organizational performance: Testing a hypothesis from classical public administration. *Journal of Public Administration Research and Theory*, 18(4), 573-590.

Mendes, F., & Stander, M. W. (2011). Positive organisation: The role of leader behaviour in work engagement and retention. *SA Journal of Industrial Psychology*, 37(1), 1-13.

Meyerson, S. L., & Kline, T. J. (2008). Psychological and environmental empowerment: Antecedents and consequences. *Leadership & Organization Development Journal*.

Morrow, P. C., & McElroy, J. C. (1987). Work commitment and job satisfaction over three career stages. *Journal of Vocational Behavior*, 30(3), 330-346.

Mowday, R. T., Porter, L. W., & Steers, R. (1982). Organizational linkages: The psychology of commitment, absenteeism, and turnover. In: San Diego, CA: Academic Press.

Naqvi, S. M. M. R., & Bashir, S. (2015). IT-expert retention through organizational commitment: A study of public sector information technology professionals in Pakistan. *Applied Computing and Informatics*, 11(1), 60-75.

Nawaz, M. S., Pangil, F., & Bhatti, M. A. (2016). The Relationship between Human Resource Development Factors and Turnover Intention: A Conceptual Framework. *International Journal of Academic Research in Business and Social Sciences*, 5(12). doi:10.6007/IJARBSS/v5-i12/1959

Nawaz, M. S., Siddiqui, S. H., Rasheed, R., & Iqbal, S. M. J. (2020). Managing Turnover Intentions among Faculty of Higher Education Using Human Resource Management and Career Growth Practices. *Review of Economics and Development Studies*, 5(1), 109-124.

Noe, R. A. (1996). Is career management related to employee development and performance? *Journal of Organizational behavior*, 17(2), 119-133.

Nunnally, J. C. (1994). *Psychometric theory 3E*: Tata McGraw-hill education.

Ornstein, S., Cron, W. L., & Slocum Jr, J. W. (1989). Life stage versus career stage: A comparative test of the theories of Levinson and Super. *Journal of Organizational behavior*, 10(2), 117-133.

Paillé, P. (2013). Organizational citizenship behaviour and employee retention: how important are turnover cognitions? *The International Journal of Human Resource Management*, 24(4), 768-790.

Peterson, N. A. (2014). Empowerment theory: Clarifying the nature of higher-order multidimensional constructs. *American journal of community psychology*, 53(1-2), 96-108.

Peterson, N. A., Hamme, C. L., & Speer, P. W. (2002). Cognitive empowerment of African Americans and Caucasians: Differences in understandings of power, political functioning, and shaping ideology. *Journal of Black Studies*, 32(3), 336-351.

Peterson, N. A., Powell, K. G., Treitler, P., Litterer, D., Borys, S., & Hallcom, D. (2020). The strategic prevention framework in community-based coalitions: Internal processes and associated changes in policies affecting adolescent substance abuse. *Children and Youth Services Review*, 101, 352-362.

Peterson, N. A., & Reid, R. J. (2003). Paths to psychological empowerment in an urban community: Sense of community and citizen participation in substance abuse prevention activities. *Journal of Community Psychology*, 31(1), 25-38.

Peterson, N. A., & Zimmerman, M. A. (2004). Beyond the individual: Toward a nomological network of organizational empowerment. *American journal of community psychology*, 34(1-2), 129-145.

Petter, S., Straub, D., & Rai, A. (2007). Specifying formative constructs in information systems research. *MIS quarterly*, 623-656.

Porter, L. W., & Steers, R. M. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological bulletin*, 80(2), 151.

Qing, M., Asif, M., Hussain, A., & Jameel, A. (2020). Exploring the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations: The mediating role of psychological empowerment. *Review of Managerial Science*, 1-28.

Ramamoorthy, N., Flood, P. C., Slattery, T., & Sardessai, R. (2005). Determinants of innovative work behaviour: Development and test of an integrated model. *Creativity and innovation management*, 14(2), 142-150.

Rappaport, J. (1987). Terms of empowerment/exemplars of prevention: Toward a theory for community psychology. *American journal of community psychology*, 15(2), 121-148.

Ravichandran, S., Gilmore, S. A., & Strohbehn, C. (2007). Organizational citizenship behavior research in hospitality: Current status and future research directions. *Journal of Human Resources in Hospitality & Tourism*, 6(2), 59-78.

Rosenbusch, N., Brinckmann, J., & Bausch, A. (2011). Is innovation always beneficial? A meta-analysis of the relationship between innovation and performance in SMEs. *Journal of business Venturing*, 26(4), 441-457.

Rousseau, D. M. (2004). Psychological contracts in the workplace: Understanding the ties that motivate. *Academy of Management Perspectives*, 18(1), 120-127.

Rubel, M. R. B., & Kee, D. M. H. (2015). Perceived fairness of performance appraisal, promotion opportunity and nurses turnover intention: The role of organizational commitment. *Asian Social Science*, 11(9), 183.

Sandhya, S., & Sulphey, M. (2020). An assessment of contribution of employee engagement, psychological contract and psychological empowerment towards turnover intentions of IT employees. *International Journal of Environment, Workplace and Employment*, 5(1), 22-31.

Sarstedt, M., Ringle, C. M., Henseler, J., & Hair, J. F. (2014). On the emancipation of PLS-SEM: A commentary on Rigdon (2012). *Long range planning*, 47(3), 154-160.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*: Pearson education.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315.

Sekaran, U., & Bougie, R. (2003). *Research Methods For Business, A Skill Building Approach*, John Willey & Sons. Inc. New York.

Selden, S. C., & Moynihan, D. P. (2000). A model of voluntary turnover in state government. *Review of Public Personnel Administration*, 20(2), 63-74.

Shah, S. H. A., & Beh, L.-S. (2016). Impact of motivation enhancing practices and mediating role of talent engagement on turnover intentions: Evidence from Malaysia. *International Review of Management and Marketing*, 6(4).

Shah, T. A., Khattak, M. N., Zolin, R., & Shah, S. Z. A. (2020). Psychological empowerment and employee attitudinal outcomes. *Management Research Review*.

Sjöberg, A., & Sverke, M. (2000). The interactive effect of job involvement and organizational commitment on job turnover revisited: A note on the mediating role of turnover intention. *Scandinavian Journal of Psychology*, 41(3), 247-252.

Smith, J. A. (2003). *Qualitative psychology: A practical guide to research methods*: Sage Publications, Inc.

Son, S., Kim, D. Y., & Kim, M. (2014). How perceived interpersonal justice relates to job burnout and intention to leave: The role of leader-member exchange and cognition-based trust in leaders. *Asian journal of social psychology*, 17(1), 12-24.

Spagnoli, P. (2017). Organizational socialization learning, organizational career growth, and work outcomes: A moderated mediation model. *Journal of Career Development*, 0894845317700728.

Speer, P. W., Jackson, C. B., & Peterson, N. A. (2001). The relationship between social cohesion and empowerment: Support and new implications for theory. *Health education & behavior*, 28(6), 716-732.

Speer, P. W., & Peterson, N. A. (2000). Psychometric properties of an empowerment scale: Testing cognitive, emotional, and behavioral domains. *Social Work Research*, 24(2), 109-118.

Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. M. (2004). Enabling thriving at work: A process model of human growth in organizations. *Organization Science*.

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management journal*, 38(5), 1442-1465.

Steynberg, R. P., & Veldsman, T. H. (2011). A comprehensive, holistic people integration process for mergers and acquisitions. *SA Journal of Human Resource Management*, 9(1), 1-16.

Stohr, M. K., Self, R. L., & Lovrich, N. P. (1992). Staff turnover in new generation jails: An investigation of its causes and prevention. *Journal of Criminal Justice*, 20(5), 455-478.

Sun, R., & Wang, W. (2017). Transformational leadership, employee turnover intention, and actual voluntary turnover in public organizations. *Public Management Review*, 19(8), 1124-1141.

Super, D., Zelkowitz, R., & Thompson, A. (1981). *Career Concerns Inventory: adult form 1, preliminary manual*. New York: Teachers College, Columbia University.

Super, D. E. (1980). A life-span, life-space approach to career development. *Journal of Vocational Behavior*, 16(3), 282-298.

Taplin, I. M., & Winterton, J. (2007). The importance of management style in labour retention. *International journal of sociology and social policy*.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel psychology*, 46(2), 259-293.

Thirapatsakun, T., Kuntonbutr, C., & Mechida, P. (2015). The relationships among four factors and turnover intentions at different levels of perceived organizational support. *Journal of US-China Public Administration*, 12(2), 89-104.

Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of Management review*, 15(4), 666-681.

Udechukwu, I. I., & Mujtaba, B. G. (2007). Determining the probability that an employee will stay or leave the organization: A mathematical and theoretical model for organizations. *Human Resource Development Review*, 6(2), 164-184.

Wang, Q., Weng, Q., McElroy, J. C., Ashkanasy, N. M., & Lievens, F. (2014). Organizational career growth and subsequent voice behavior: The role of affective commitment and gender. *Journal of Vocational Behavior*, 84(3), 431-441.

Weng, Q., & McElroy, J. C. (2012). Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior*, 80(2), 256-265.

Weng, Q., McElroy, J. C., Morrow, P. C., & Liu, R. (2010). The relationship between career growth and organizational commitment. *Journal of Vocational Behavior*, 77(3), 391-400.

Wetzel, M., Odekerken-Schröder, G., & Van Oppen, C. (2009). Using PLS path modeling for assessing hierarchical construct models: Guidelines and empirical illustration. *MIS quarterly*, 177-195.

Wyatt, D. (1996). Trust is Power: First trust yourself and then trust others by being vulnerable. *Executive Excellence*, 13, 12-13.

Xiong, L. (2008). Researching on the moderating effects of the organizational identification in the decision of employee turnover intention. *Soft Science*, 22(7), 64-69.

Yang, Y., Liu, Y.-H., Liu, J.-Y., & Zhang, H.-F. (2015). The impact of work support and organizational career growth on nurse turnover intention in China. *International Journal of Nursing Sciences*, 2(2), 134-139.

Yao, K., & Cui, X. (2010). Study on the moderating effect of the employee psychological empowerment on the enterprise employee turnover tendency: Taking small and middle enterprises in Jinan as the example. *International Business Research*, 3(3), 21.

Zikmund, W. (1997). *Business Research Methods*, Texas: The Dryden Press.

Zimmerman, B. J. (1990). Self-regulated learning and academic achievement: An overview. *Educational psychologist*, 25(1), 3-17.

Zimmerman, B. J. (2000). Attaining self-regulation: A social cognitive perspective. In *Handbook of self-regulation* (pp. 13-39): Elsevier.

Zimmerman, M. A. (1995). Psychological empowerment: Issues and illustrations. *American journal of community psychology*, 23(5), 581-599.

Zimmerman, M. A., & Zahniser, J. H. (1991). Refinements of sphere-specific measures of perceived control: Development of a sociopolitical control scale. *Journal of Community Psychology*, 19(2), 189-204.