

RESEARCH ARTICLE

Management Strategies for Employee Empowerment and Engagement: Implications for Turnover Intentions

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Abstract: The objective of this study is to explore the relationship between employee empowerment and turnover intentions with mediating role of employee engagement. For this purpose, a survey method is conducted with a data sample of 119 employees working in the IT industry, small to medium sized organizations in Rawalpindi, Pakistan. If employees are empowerment they are fully engaged are more committed to the organization which can reduce turnover intention. The results show that there is a significant negative relationship between employee empowerment and turnover intension providing a practical implication for enhancing organizational productivity and development with opportunities for its employees.

Keywords: Adventure Tourism, Indigenous Sports, Adventure Activities, Seasonal Events

JEL Classification: M54, J63, J60, C83, C10

Introduction

In this dynamic workplace, Information Technology is one the fastest and growing sector and where organizations employee a large number of people directly or indirectly from all over the world with its continuous evolution with the technology. Despite the opportunities and flexible timing to work from home employee still feel pressured and have voluntary high rates of turnover and thus employee empowerment has become a critical factor to effect employee's behavior and organizational dynamics.

Employee empowerment can be defined as the practices and processes in an individual is allowed to make decisions, to take initiative and contribute to their work environment. Due to increase in the competitiveness and retention of talented, skilled and valuable employees in today's dynamic market, understanding the concept of employee empowerment on turnover intention becomes harmful for the organization in the long term development. Increase in the turnover rates can be detrimental and financial cost of employee turnover for the organizations in the IT sector, where the skilled employee is scarce.

Most likely, this research article is trying to help the organizations where the turnover intentions are increasing among the employees, which is a significant challenge for the organizations striving for stability, growth and development. Despite the investment in the recruitment and training, many organizations are facing high turnover rates. This issue is to be raised urgently as the organizations have to bear the cost of

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employee training and higher salaries, and retention of talented employees is becoming crucial. The IT industry facing the challenges of hiring talented and skilled employees, training, developing and their retention is affecting the organizations finance and production hence making turnover the costliest. This article explores the relationship between employee empowerment and turnover intentions with mediating role of employee engagement.

Linking this crucial issue with the employee empowerment theory, which states that empowering employees leads to greater responsibility, autonomy and involvement in decision making processes which provide great understanding of these dynamics. Empowerment can enhance the employees sense of ownership of their work which leads to motivation engagement and satisfaction. According to the theory, when employees are empowered, they feel more emotionally involved in their roles and feel committed to the organization. The importance of this relationship helps us understand that the more engaged employees are less likely to leave their jobs.

However, the relationship between employee empowerment, employee engagement and their effect on turnover is multifaceted. As empowerment act as a catalyst for engagement it makes the employees feel empowered and thus, they exhibit higher level of engagement characterized by enthusiasm, dedication and are more connected to work. This heightened engagement serves as a buffer against turnover intention as the engaged employees often perceive their roles as meaningful and are less attracted towards opportunities elsewhere. Conversely, lack of empowerment can lead to feelings of disconnection and disengagement, which may increase the likelihood of employee's turnover intentions.

Hence, in the IT industry, where innovation and adaptability are important, the implications of this relationship are particular significant. The IT sector is characterized by rapid technological advancement and competitive pressure making it difficult for organizations to retain skilled and talented employees who can derive innovation and progress. Thus, supporting an empowered environment IT companies can enhance employee engagement, therefore reducing turnover intentions, committed workforce and ensuring stability. By leveraging empowerment as a strategic tool, companies can cultivate more engaged workforce, ultimately decrease the turnover rate and enhance organizational stability.

Furthermore, the contribution of this research extends as it provides practical insights for IT organizations seeking to implement effective employee empowerment strategies. By understanding the mechanisms through which empowerment impacts engagement and turnover intentions, leaders can develop targeted interventions that can enhance employee satisfaction and retention. Such strategies may include providing autonomy in decision making, fostering open communication channels between staff and management, offering opportunities for skill development. This article aims to contribute to these industry practitioners striving to create empowering work environment that foster loyalty and commitment among employees, add value to these relationships.

Literature Review

The study highlights the importance of employee empowerment, suggesting that it positively influences employee engagement and reduces turnover intentions. This aligns with empowerment theory, which posits that empowering employees can lead to increased job satisfaction and commitment.

Hence, Angie R Skelton, Deborah Nattress and Rocky J Dwyer examine the Employee turnover expenses can cost businesses more than 100 per cent of a single employee's annual wages and negatively affection an organization's production and profits. High employee turnover also could affect community tax collections, social programs and physical and mental health issues in the US in 2018. The study utilized Herzberg's Two-Factor Theory to examine the relationship between job satisfaction and turnover intentions. The Job Embeddedness Theory by Mitchell et al. (2001) was used to predict employee turnover intentions based on the extent of job satisfaction and job embeddedness. The relationship between job satisfaction and job embeddedness is positive, leading to improved work engagement and reduced turnover intentions.

Moreover, Sandhya and Sulphey (2020) have explored the influence of psychological empowerment, psychological contract and employee engagement on voluntary intentions of employee. This study explored this relationship in the IT industry with a sample of 392 Indian IT professionals using Partial Least Square-Structural Equation Modelling (PLS-SEM) in their data analysis. The findings indicate that there is a significant positive influence of psychological contract, psychological empowerment and employee engagement. Employee engagement mediates and reduces voluntary turnover intention of employees.

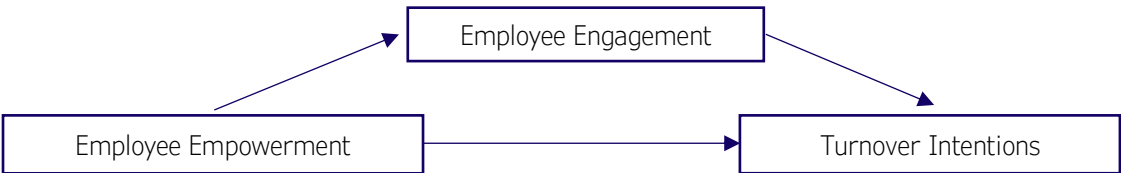
Here's a rephrased version of the paragraph with in-text citations:

Research has shown that employee satisfaction with pay is a crucial factor in reducing turnover intentions (Salleh & Memon, 2015). In fact, studies have revealed a negative relationship between pay satisfaction and turnover intentions, with engagement playing a mediating role (Salleh & Memon, 2015). According to social exchange theory, employees who are satisfied with their pay develop a sense of fairness and being valued, leading to positive attitudinal and behavioral outcomes, such as high engagement (Eisenberger et al., 1986). Highly engaged employees are less likely to have turnover intentions (Harter et al., 2002). Empowerment also plays a significant role in reducing turnover intentions (Nowak, 2020). A study by Nowak (2020) found that providing empowering resources can increase employee identification and reduce turnover. Similarly, Babakus et al. (2017) found that empowerment fosters work engagement, which in turn reduces turnover intentions.

Other studies have also highlighted the importance of engagement in reducing turnover intentions. For instance, Hauck et al. (2011) found that nurses who perceive themselves as empowered have higher levels of organizational commitment and lower turnover intentions. Similarly, Ten Brummelhuis et al. (2011) found that engagement is negatively associated with turnover intentions. Recent studies have also supported these findings. For example, Annan Prah and Andoh (2023) found that employee learning partially mediates the effect of employee engagement and empowerment on turnover intentions. Similarly, Islam et al. (2023) found that work engagement mediates the impact of high-involvement work practices on bank employees' turnover intentions.

In conclusion, the literature suggests that employee engagement, empowerment, and satisfaction with pay are crucial factors in reducing turnover intentions. Organizations can reduce turnover by providing empowering resources, fostering work engagement, and ensuring that employees are satisfied with their pay

Conceptual Framework



Hypothesis Development

- H1:** There is a significant relationship between employee empowerment and turnover intention.
- H2:** Employee engagement mediated the relationship between employee empowerment and turnover intentions.

Literature Gap

The relationship between employee empowerment and turnover is extensively explored in organizational behavior literature with a general consensus that empowering employees can reduce turnover intentions of employees by enhancing the job satisfaction, employee wellbeing and organizational commitment. However,

the direct impact of empowerment on turnover is not discussed much and only few studies have focused on the mechanisms. While there is some evidence linking empowerment to engagement, the specific pathways through which empowerment fosters engagement and subsequently reducing turnover, remains unexplored. Most of the studies have treated employee engagement as an outcome of leadership styles or organizational culture without addressing how employee empowerment might lead to higher levels of engagement that ultimately impacts turnover. This a gap in the literature creates a need for more nuanced research examining the mediating role of engagement between empowerment and turnover.

Methodology

Research Design

This study helps us explore the impact of employee empowerment on turnover intentions with a focus on how employee engagement mediated this relationship. To achieve this, a quantitative research design is adopted, using survey based approach to collect data from employees across IT industry. The scales of empowerment, engagement and turnover are adopted from previous studies. After the collection of data statistical techniques are used to explore the relationship in their the contextual framework. Demographics of respondents and key factors are statistically summarized, while the mediating effect of employee empowerment, direct and indirect effect of employee empowerment on turnover intention are assessed. Furthermore, correlation analysis and regression analysis are used to assess the presented hypothesis and to find the mediating effect of employee engagement in the relationship of employee empowerment and turnover intention.

Research Framework

This article is based on the conceptual framework where employee empowerment serves as the independent variable (IV), employee engagement (Mediator) and turnover intention (DV) dependent variable. We can say that this framework helps us further explore this relationship and contribute to research.

Sample Selection

The sample for this study consists of employee working in organization across IT sector in the twin cities i.e. Rawalpindi and Islamabad, Pakistan. Participants are selected through a convenience sampling technique using Google form, ensuring the representation of IT sector with different level. A total of 119 responses from employees is received out of 170 questionnaires. Participants are assured of anonymity and confidently to encourage honest responses. The data is gathered through a 20-item questionnaire.

Data Collection

Data is collected using a structured questionnaire consisting of three sections. The first section gathered demographic information such as age, gender, education, marital status, job position and years of experience. The second section measured employee empowerment, (Hayes 1994) using a 5-item scale is adopted. This scale assesses the degree of control employee feels over their work, their sense of competence and their autonomy.

The third section examined turnover intentions and employee engagement. Turnover intentions (Seashore et al 1982, by Mobley, Horner and Hollingsworth 1978) are measured using 7-item scale capturing the likelihood of employees leaving the organization. Employee engagement is assessed with 8-item scale Likert continuum from 1 (strongly disagree) to 5 (strongly agree) focusing on the emotional aspect of engagement. The total number of questionnaires are 170 out of 119 are filled properly and received.

The data is analyzed using SPSS, which is used to test the proposed hypothesis. SPSS is chosen as it allows the examination of direct and indirect relationship between the variables. Firstly, it is conducted to ensure the validity and reliability of the measurement scales. Secondly, this analysis is used to evaluate the

direct impact of employee empowerment on turnover intentions, as well as the mediating role of employee engagement.

This study complies with ethical guidelines, ensuring that all the participants provided consent before participating in the survey. Although, participants have the right to withdraw at any point without any consequences. Confidentiality is maintained and only aggregate results are presented. This methodology is structured to further support research and analysis process while addressing the relationship between the key variables of employee empowerment, employee engagement and turnover.

Findings

Demographics

The data of 119 respondents is used in this study. The distribution of gender shows that the males are in majority. With 72 males (42.4%) and 47 females (27.6%) participated and responses are received indicating male domination. The distribution of age shows a mix of respondents. The group with more numbers belongs to the respondents with the ages from 25-33 with 50 responses (29.4%) followed by the young participants (19.4%) with the ages between 18-25. The next group with 30 respondents (17.6%) ages are 32-49 and the older respondents are only 6 (3.5%) who are more than 50 years. The distribution of job is at various levels in the organization. Job position with level 3 have high percentage (22.7%) followed by position 4 (23.5). Middle level jobs are presented in these job positions The job position 1 with 17 (10%) and position 2 with 26 respondents (15.%). While position 5 have 21 (12.4%) respondents. The demographics indicate balanced distribution. The demographics show variation in the job experiences of respondents. 47 (27.6%) respondents have 4 years of experience, 28 (16.5%) respondents with 3 years of experience which indicates moderate experience workforce. 25 (14.7%) respondents have 2 years of experience lastly 19 (11.2%) respondents have only 1 year of experience which suggest a significant number of respondents have moderate level of job experience. The educational distribution shows a large group with the bachelor’s degree 102 while the remaining respondents have master’s degree. This shows that the participants are well educated. The last key factor in the demographics is marital status and as it is indicating that 61 respondents are married while 58 are unmarried.

Table 1
Demographics

Gender	Frequency	Percent	Valid Percent	Cummulative Percent
Male	72	42.4%	42.2%	100%
Femal	47	27.6%	27.6%	57.6%
Total	119	70%	100%	
Age				
18-25	33	19.4%	27.7%	27.7%
25-33	50	29.4%	42%	69.7%
32-49	30	17.6%	25.2%	95%
49+	6	3.5%	5%	100%
Total	119	70%	100%	
Job Position				
Job Position 1	17	10%	14.3%	14.3%
Job Position 2	26	15.3%	21.8%	36.1%
Job Position 3	27	15.9%	22.7%	58.8%
Job Position 4	28	16.5%	23.5%	82.4%
Job Position 5	21	12.4%	17.3%	100%
Total	119	70%	100	

Job Experience				
1 Year	19	11.2%	16%	16%
2 Year	25	14.7%	21%	37%
3 Year	28	16.5%	23.5%	60.5%
4 Year	47	27.6%	39.5%	100%
Total	119	70%	100%	
Education				
Bachelor's Degree	102	60%	85.7%	85.7%
Master's Degree	5	2.9%	4.2%	89.9%
Doctorate Degree	1	0.6%	0.8%	100%
Total	119	70%	100%	
Education				
Married	61	35.9%	52.6%	52.6%
Single	58	32.4%	47.4%	100%
Total	119	68.2%	100%	

The data collected containing demographics are shown in Table 1.

Reliability

The reliability is described through several statistics provided in the table, which shows moderate explanatory power. The R value is 0.306 indicating a positive relationship between employee empowerment and turnover, the independent variable impacts dependent variable. The R Square is 0.094 explains the variability of independent variable in the dependent variable. This highlights that the model has a variation, giving insight to the existence of relationship between the variables. The Adjusted R Square is 0.086 which is quite accurate according to the model assessment of the relationship between employee empowerment and turnover intension along with the mediating role of employee engagement. The standard Error of the Estimate is 0.6164 which shows that the models prediction is fairly close to the observed values. With some variability, the model is reasonably precise with the outcomes.

Table 2

Reliability

Model	R	R Square	Adjusted R Square	Std. Error of Estimation
	.306 ^a	.094	.086	0.6164

The reliability of this study is shown in table 2.

Correlation

The correlation is between three variables: Employee Empowerment, Employee Engagement and Turnover Intentions. The effect of employee empowerment on turnover with the correlation coefficient is -0.306 which indicates that there is a negative relationship. If employee empowerment increases then turnover intension reduces, the negative relationship suggests that high empowerment is linked with low turnover intentions. On the other hand, employee empowerment and employee engagement are positively relation and the correlation coefficient is 0.467 which indicated that increase in employee empowerment also increases engagement. That is if employees are empowered they are more engaged in their work. However, the correlation coefficient is -0.331 which indicates that there is negative relationship between turnover and employee engagement. As the turnover intension of employees increases then the engagement decreases.

Table 3*Correlation*

Variables	IV	DV	M
Employee Empowerment	1	-.306	.467
Turnover Intentions	-.306	1	-.331
Total	.467	-.331	1

The correlation between variable is shown in table 3.

Hypothesis Testing

The coefficient for empowerment is -0.326 and the t-value is -3.478 and p-value of 0.001. This statistic shows that employee empowerment significantly affects turnover intentions. The negative coefficient indicates here that increase in empowerment decreases the turnover intention of employees. The lower value of p 0.001 and the value of t -3.478 which is beyond the critical value of 1.96 shows that the relation is statistically significant. Furthermore, the standard error of coefficient is 0.094 which shows precision of coefficient estimate, the smaller this coefficient the more reliable estimation. Thus the hypothesis test is statistically significant showing a negative relationship between employee empowerment and turnover intention.

Table 4*Hypothesis Testing*

Hyp	B	Std. Error	Beta	t	Sig
	4.629	.392		11.820	.000
IV	-.326	.094	-.306	-3.478	.001

Regression Analysis

Regression analysis indicates that sum of squares is 4.597, the total variation in the dependent variable. This ANOVA higher value of model suggests there is a significant variance in the dependent variable. A single independent variable is tested in this model and the residual degree is 117. Hence, 118 is the total degree of freedom, the degree of freedom is 1 which indicates that total correspondents minus one. The mean square is 4.597 and the residual value is 0.380 which assist in calculating the F-statistics. The F-value is 12.096 which suggests that independent variable has a significant effect in dependent variable. The p value is 0.001 which indicates that regression model is statistically significant and there is a significant variance in the dependent variable (turnover intention).

Table 5*Regression*

	Sum of Squares	df	Mean Square	f	Sig
Regression	4.597	1	4.597	12.096	0.001 ^b
Residual	44.462	117	.380		

Mediation Analysis

Mediation analysis is used to examine the effect of independent variable on dependent variable or if these variables are mediated by another variable, hence the total effect is -0.2067 with p-value of 0.04 and t-value of -1.99. These statistics indicate that there is significant negative relationship between employee empowerment and turnover intentions supporting the hypothesis. The direct effect is -0.3361 with p-value 0.0152 and t-value -2.46 which indicates that even with addition of a mediating variable employee empowerment continues to have a negative influence in turnover intention.

Table 6
Mediation Analysis

	Sum of Squares	df	Mean Square	f
Total effect of empowerment on turnover	-.2067	.1038	-1.99	.04
Direct effect of empowerment on turnover	-.3361	.1364	-2.46	.0152

Conclusion

The primary objective of this research is to assess the current state of employee engagement in the IT sector, to study the association between employee empowerment and employee turnover intention. Through the analysis of survey responses from 130 employees, this research helps us understand the relationship between the variables to be significant.

This study focuses on IT professionals from small to medium sized enterprises, with a total of 130 respondents participated in the survey, which is designed to capture data on the basis of the engagement and empowerment of employees. This helps us understand the relationship of variables and if engagement plays the mediating role is helping in employee retention and decreases the rate of turnover in the organizations.

This study observes that there is a significant relationship between turnover intention and other variables of employee empowerment and employee engagement which is aligned with the previous study. This study provides valuable insight into the current state of the IT industry, particularly regarding employee empowerment and employee engagement. Work engagement and job resource is positively associated and there is need for performance feedback, coaching, mentoring and providing social support to employees and organizations should make sure these processes and procedures are met which is significant during onboarding training and development. Moreover, studies that explore these relationships often neglect industry specific contexts or do not consider the impact of organizational culture or structure which can vary significantly across sectors. Thus, there is a need for research that accounts for these contextual factors when examining the empowerment-engagement and turnover. (Chopra et al.) Although from the research, it is evident that engaged employee are more committed to the organization and reduce turnover intention, there is a need for employee training and development which can help employees have sense of belonging, encouragement and confidence to work in an autonomous environment. This can pave the path for organization to retain talented and skilled employees.

Key Findings and Practical Implications

Through this research, it is founded that medium sized organizations have more engaged employees with the new IT skills such AI and Clouds, who seem to be more confident and hence are more engaged in their work leading to employee satisfaction and low level of turnover intention. (Jacobs & Roodt, 2007) However, on the other hand small size organization have high turnover intentions due lack of training and development, employees are not empowered to make the decision, they lack the autonomy and are not engaged in their work, which leads to high turnover intention.

Future Directions

The findings of this study help for future exploration within the IT industry. One key area for further research is the impact of organizational culture on technology adoption, how technological adoptions impacts turnover. While this study focuses on small to medium sized companies as a primary factor, future studies could explore how leadership styles, employee behavior and attitude, organizational commitment and organizational values influence employees work and impact turnover intention. The competitive advantage and sustainability can be achieved through innovative employee-friendly policies for the future of organization. Organizations should also focus on employer branding on the aspects like socialization, growth and development. Additionally, research could investigate long term effect of employee training leads to productivity and reduced turnover (Albrecht & Andreetta, 2011; Babakus et al., 2017; Salleh & Memon, 2015; Wen et al., 2022)

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