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THE EFFECT OF EMPOWERMENT ON EMPLOYEES' TURNOVER INTENTION: AN APPLICATION ON INDUSTRY OF KONYA

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ABSTRACT

Empowerment is the process by which individuals or groups can make informed choices and transform the choices they make into decisions or outcomes. Turnover intention is the desire of employees to leave their organizations that do not meet their requirements. Turnover which occurred unplanned and random affects the healthy development of organizations. Since managers can actively influence the factors that cause their tendency to leave work, it is crucial to grasp the turnover intention and take some precautions before employees left the organization. It was aimed to investigate the relationship between empowerment and turnover intention through research. In this context, a survey has been conducted on the employees of nineteen separate enterprises operating in different sectors in Konya Industrial Zone, including the first five hundred and the second five hundred largest industrial establishments of Turkey, and important data has been reached about the relationship between empowerment and turnover intention. In the study, the structural validity of the scale was analyzed by factor analysis; the existence of relationships between the variables is determined by correlation analysis and the qualification of this relationship was revealed by regression analysis. According to this research results; there is a negative relationship between empowerment and turnover intention.

STRUCTURED ABSTRACT

Purpose –The aim which are pursued with the research is that whether there is a relationship amongst empowerment and turnover intention of the workers or not and provided that this is true, being determined what this present relationship's qualification and size are

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Design/methodology/approach – In this research, the administrators and the workers of the organizations which bear on a business in industry of Konya are picked as sample. The data which have been obtained from 194 surveys in the sample have been subjected to different statistical analysis by being used a statistic program In factor analysis, the structural validity of the scale were analyzed. In reliability analysis, alpha coefficients of each are examined. In correlation analysis, relationship between dependent variable and independent variable is searched. The existence of relationships between variables which were propounded in research model was determined by correlation analysis. In addition, linear regression analysis were done to explain the qualification of the relation.

Findings – The results of the research show that there is a significant and negative relationship between empowerment and turnover intention. According to regression analysis, the behavior alteration of participants relation to their "Turnover Intention" is explained by "Empowerment". In this context, R² determination coefficient shows that 12.4 % of the state of minde chanhe of employees relation to "Turnover Intention" results from "Empowerment". change caused by turnover intention results from empowerment. When employees' empowerment increases 1 unit, that causes 0.368 unit decrease on their turnover intention.

Research limitations/implications – As in each social research, a few limitations have been run across in this study, as well. It should be viewed as that the study has been done on relatively little example by focusing on time slack and cost, so the study group is limited in representing to the aggregate and the conclusions can't be generalised.

Practical implications – The findings indicate that empowerment practices reduce employees' turnover intentions. Managers should use empowerment techniques to protect their organization from the devastating damage of turnover.

Originality/value – It is assumed that this study makes a substantial assist to understanding the relationship between "Empowerment" and employees' "Turnover Intentions".

Keywords: Empowerment, Turnover Intention

Jel Classification: M54, M51.

Paper type - Research paper

PERSONEL GÜÇLENDİRMENİN İŞGÖRENLERİN İŞTEN AYRILMA EĞİLİMİ ÜZERİNE ETKİSİ: KONYA SANAYİ BÖLGESİ ÜZERİNE BİR UYGULAMA

ÖZET

Personel güçlendirme, bireylerin ya da grupların bilinçli seçimler yapabilme ve yaptıkları seçimleri kararlara ya da sonuçlara dönüştürme sürecidir. İşten ayrılma eğilimi ise, işgörenlerin, gereksinimlerini

karşılamaayan örgütlerini terk etme isteklerini ifade etmektedir. Plansız ve rastgele gerçekleşen işgören devri örgütlerin sağlıklı gelişimini olumsuz etkilemektedir. Yöneticiler, işgörenlerinin işten ayrılma eğilimine neden olan faktörleri aktif olarak etkileyebildikleri için, işgören henüz örgütü terk etmeden önce işten ayrılma eğiliminin anlaşılması ve birtakım tedbirleri alınması önem arz etmektedir. Araştırma ile personel güçlendirme ile işten ayrılma eğilimi arasındaki ilişkinin incelenmesi amaçlanmıştır. Bu çerçevede Konya Sanayi Bölgesi'nde farklı sektörlerde faaliyet gösteren, içlerinde Türkiye'nin ilk beşyüz ve ikinci beşyüz büyük sanayi kuruluşları da bulunan ondokuz ayrı işletmenin çalışanları üzerinde bir anket çalışması yapılarak personel güçlendirme ile işten ayrılma eğilimi arasındaki ilişki hakkında önemli verilere ulaşılmıştır. Araştırmada, faktör analizi ile ölçeğin yapısal geçerliliği analiz edilmiş; değişkenler arasındaki ilişkinin varlığı korelasyon analizi ile belirlenmiş ve regresyon analizi yapılarak bu ilişkinin niteliği ortaya konmuştur. Buna göre araştırma sonuçları; personel güçlendirme ile işten ayrılma eğilimi arasında negatif yönde bir ilişki bulunduğunu göstermiştir.

Anahtar Kelimeler: Personel Güçlendirme, İşten Ayrılma Eğilimi

Introduction

Empowerment is the strengthening of subordinates by increasing their effectiveness. Producing highly self-confident, effective and competent employees who are able to make autonomous decisions and who are responsible for decisions they make takes the main objective of employee empowerment.

On the other hand, the turnover is one of the main problems that organizations and managers have to deal with. In the United States, the prevention of high turnover has been an important goal for policy makers in Washington. "A broad literature emerging over the past three decades has identified the antecedents of turnover, including individual characteristics, employee attitudes, organizational conditions, and managerial practices. However, very little is known about the impact of the empowerment of employees on their tendency to leave work." (Fernandez & Kim, 2013).

In this framework, the aim of this study is to examine the concept of empowerment in an exhaustive way, and to demonstrate analytically how employee is affecting employees' turnover intention.

1. Empowerment

Empowerment is defined as "the process by which individuals or groups make conscious choices and develop the capacity to transform these choices into desired actions and outcomes". (Alsop, Bertelsen, & Holland, 2006)

Empowerment is also defined as an increase in task motivation due to four factors; these are "meaning", "competence", "impact", and "self-determination". These elements reflect the orientation of the employees to their business and are associated with positive outcomes (Harris, Wheeler, & Kacmar, 2009).

According to Schwahn and Spady, today's formula of success is; "Meaningful work + access to information + creativity + empowerment = innovation and productivity" (Schwahn & Spady, 2010).

Nancy Foy gives a nice example about the difference between empowerment and delegation: She says “If you give your 12-years-old daughter money to buy jeans, that’s delegation. If you give her a clothes allowance which she can spend as she chooses, that’s empowerment” (Lashley, 2001).

People in any team or organizational framework; If they have the freedom to act within known boundaries to obtain agreed outcomes, they have been empowered. If they were taken from the hands of freedom they already possessed, they have been disempowered. If the freedom has never been given at the beginning or if it has never been informed of its existence, they have been unempowered (Applegarth & Posner, 1999).

2. Turnover Intention

“Employee turnover is divided into voluntary and involuntary”. The voluntary turnover depends on the employees' desire leaving its own job and eventually they leave the organization. The voluntary turnover is mostly due to the inability of the associates to meet the requirements of the employees. In involuntary turnover, organizations have initiative, and the unqualified employees that do not meet the requirements of the organization are generally fired from the work. It may be useful to dismiss unskilled employees for developing the organization. However, voluntary turnover has adversely affected the development of organizations because of the unplanned and random occurrence. For this reason, it is important to predict the voluntary turnover and keeping on a reasonable rate for the organization healthy (Hongvichit, 2015).

“Turnover is an important decision that that may involve risks such as uncertainty about alternative opportunities, financial costs such as unvested pensions, transaction costs such as moving from one workplace to another, psychological costs such as loss of valued business relationships. In most cases, the expression of the tendency to leave work is actually much easier than to actually leave the work.” (Allen, Weeks, & Moffitt, 2005).

Since they can actively influence the factors that cause their employees to turnover intention, it is very valuable for managers to understand their tendency to leave work before their employees leaving the organization (Perryer, Jordan, Firms, & Travaglione, 2010).

3. A Review of the Literature of Relationship between Empowerment and Turnover Intention

There is a lot of research on the relationship between Empowerment and Turnover Intention. Some of the results obtained from these studies are listed below:

In a study carried out in 2014, De Klerk and Stander found a negative correlation between empowerment and turnover intention (de Klerk & Stander, 2014).

Deborah et al. concluded that in the study they conducted on a hotel management, the perception of employee empowerment had a concurrent influence on employees' tendency to leave work (Deborah Christine Widjaja, Margarita Fulbertus, & Fenny Kusuma D.W., 2008).

Islam et al. in a survey on Malay-Chinese workers working in the banking and insurance sectors of Malaysia, they found that empowerment directly or indirectly affected employees' turnover intentions. (Islam, Khan, & Bukhari, 2016)

In a study on nurses, Choi et al. found a significant negative relationship between empowerment and turnover intention (Choi, Jang, Park, & Lee, 2014).

In their study on the nurses, Smith et al. found a significant negative relationship between empowerment and anticipated turnover on a sample of the majority of participants perceived themselves as moderately empowered (Smith, Capitulo, Quinn Griffin, & Fitzpatrick, 2012).

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“In their study on the frontline service workers of six 4 and 5 star hotels in the Macau Special Administrative Region of China, Humborstad & Perry found a statistically significant relationship between staff empowerment practices and turnover intention” (Humborstad & Perry, 2011).

In 2013, Fernandez and Kim developed a causal model of how the empowerment in the US federal bureaucracy affected the turnover intention. According to empirical results, empowerment has effect indirectly on turnover intention by affecting job satisfaction of employees (Fernandez & Kim, 2013).

4. Methodology

In this part, Empowerment and the variable of Turnover Intention which is influenced by Empowerment are analyzed by relying upon the datas of the study which is done on the workers and the administrators in nineteen organizations which bear on a business in various parts in industry of Konya

4.1. Aim

This research will add to a superior comprehension of the empowerment and the relationship amongst empowerment and turnover intention. The points which are sought with the study can be expressed this way: That whether there is a relationship amongst empowerment and turnover intention of the workers or not and provided that this is true, being determined what this present relationship's qualification and size are.

4.2. Sample

In this research, the administrators and the workers of the organizations which bear on a business in industry of Konya are picked as sample; including Konya Seker Inc., Kombassan Paper Inc., Kompen Inc., Komyapı Inc., Ittifak Holding Inc., Ova Sut Inc., Enka Sut Inc., and so forth which are among initial five hundred and the second five hundred biggest industrial companies in Turkey.

4.3. Limitations

As in each social research, a few limitations have been run across in this study, as well. It should be viewed as that the study has been done on relatively little example by focusing on time slack and cost, so the study group is limited in representing to the aggregate and the conclusions can't be generalised.

4.4. The Model of Survey

In this research, while the Empowerment is picked as independent variable, Turnover Intention is picked as dependent variables. Here, the relations between dependent and independent variables are tried to search and measured. A hypothesis was built on related to this subject and this hypothesis' correctness and whether it is upheld or not are searched.

H₁: Empowerment has a negative effect on the employees' Turnover Intention.

Table 1: *Dependent and Independent Variables*

Independent Variable	X
Empowerment	X
Dependent Variable	Y
Turnover Intention	Y

As a symbolic model like below has been utilized in this research.

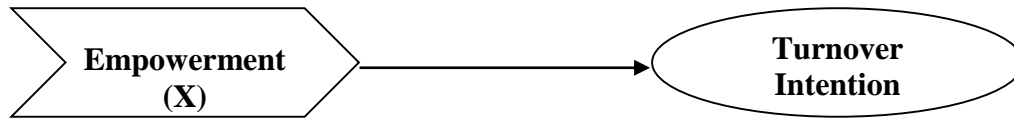


Figure 1: *The Relation between Empowerment and Turnover Intention*

4.5. The Method of Data Collection

A questionnaire form has been utilized as the essential instrument of the study. The responses given to the questions have been obtained with the assistance of 5 point Likert type scale (1: certainly disagree; ... ; 5: certainly agree). The entire of the questions in the survey have been made up the questions utilized before in the literature. The questions that measure the variable of empowerment have been used by Paré et al (2000); and the questions that measure the variable of turnover intention have been used by Daniels (2004), Lewis (2010), Knudsen et al (2008), Arkoubi et al (2011), McKay et al (2007), Liu (2005), Fun (2007), Masdia (2009), Appollis (2010) and Alam and Mohammad (2010) before.

The survey have been sent to 300 individuals in the level of administrators or workers and 207 of them have returned. 13 of the surveys which returned have not been added into the study. So the quantity of the surveys utilized is 194.

4.6. Data Analysis

The data which have been obtained from 194 surveys in the sample have been subjected to different statistical analysis by being used a statistic program

5. Findings

Data gathered from questionnaires and findings were analyzed below.

5.1. Factor Analysis

In factor analysis, the dependent and independent variables were analyzed separately. The factor loadings of the variables were given in Table 2. Total variance clarified is 65.709 %. As per the factor analysis, it might be said that scale has structural validity.

Table 2: *The Factor Loadings of Variables*

Independent Variable	Questions	Component	Resource
Empowerment (X)	EMP.4	.860	(Paré, Tremblay, & Lalonde, 2000)
	EMP.3	.839	
	EMP.2	.801	
	EMP.5	.580	
	EMP.8	.409	
Dependent Variable	Questions	Component	Resource

Turnover Intention (Y)	TI.5	.935	(Daniels, 2004)
	TI.7	.899	(Lewis, 2010)
	TI.6	.891	(Knudsen, Ducharme, & Roman, 2008)
	TI.3	.871	(Arkoubi, Bishop, & Scott, 2011)
	TI.1	.851	(McKay et al., 2007)
	TI.8	.840	(Liu, 2005)
	TI.10	.823	(Fun, 2007)
	TI.9	.783	(Masdia, 2009)
	TI.4	.715	(Appollis, 2010)
	TI.2	.673	(Alam & Mohammad, 2010)

* The questions whose factor load is not distributed to the appropriate components are removed from the scale.

5.2. Reliability Analysis

In reliability analysis, alpha coefficients of each are examined. Cronbach alpha reliability coefficients are indicated in Table 3.

Table 3: The Results of Reliability Analysis

Variables	Number of Questions	Cronbach Alfa (α) Coefficients
Empowerment (X)	5	.767
Turnover Intention (Y)	10	.952

Subsequently, reliability values for variables are above the value accepted by the literature.

5.3. Correlation Analysis

Pearson correlation coefficients are appeared in Table 4. In correlation table, relationship between dependent variable and independent variable was inspected.

Table 4: The Values of Correlation

Variables	X	Y
Empowerment (X)	1.00	
Turnover Intention	-	1.0
Pearson Corr. and Significance.	.352**	00

** . Corr., ρ=0.01.

When looking at Table 4, it can be seen that; There is a significant relation (ρ=0.01 and β= -.352) in a negative way between “Empowerment” and “Turnover Intention”.

The averages perceptions of participants on questions are given in Table 5.

Table 5: *The Averages of Participant Perceptions on Questions*

Independent Variable	Questions	Mean	Std. Deviation
Empowerment (X)	EMP.2 “A great latitude is given to employees for the organization of their work (e.g., work schedules)”	2.85	1,227
	EMP.3 “Employees in my work unit have a lot of autonomy in regard to project management”	2.81	1,172
	EMP.4 “In my work unit, employees have a great deal of liberty in the conduct of their work”	3.07	1,245
	EMP.5 “Employees in my work unit are extensively involved in the recruitment process”	2.85	1,233
	EMP.8 “My work unit is considered as a strategic division in my organization”	3.38	1,204
Turnover Intention (Y)	TI.1 “Hardly ever think about leaving”	2.46	1,308
	TI.2 “In the last few months, I have seriously thought about looking for a new job”	2.38	1,353
	TI.3 “I have started to consider my job options outside of this company”	2.54	1,292
	TI.4 “How frequently have you been scanning newspapers for new job opportunities”	2.03	1,142
	TI.5 “I would like to find other employment by leaving nursing”	2.36	1,325
	TI.6 “As soon as I can find a better job, I will leave this center”	2.47	1,389
	TI.7 “I plan to leave my present employer as soon as possible”	2.28	1,236
	TI.8 “It is very possible that I will look for a new job next year”	2.23	1,200
	TI.9 “I often think of leaving my organization”	2.25	1,210
	TI.10 “I am actively searching for an alternative to the organization”	2.26	1,204

5.4. Regression Analysis and Hypothesis Tests

Hypothesis in the model is examined by regression analyses. The letter of X symbolizes “Empowerment” as the independent variable. And the letter of Y symbolizes “Turnover Intention” as the dependent variable.

According to the result of regression analysis, our hypothesis will be accepted or rejected with respect to variables' β coefficients and significance (ρ) levels.

In hypothesis, it is assumed that there is a relationship between “Empowerment” and “Turnover Intention”. This relationship which was propounded in the model was found by Pearson correlation analysis. Besides, to clarify the qualification of this relationship linear regression analysis were done. Findings of the linear regression analysis are as follows:

As appeared in Table 6, in this regression model; $R^2 = .124$; $\rho = .000$ and $F = 27.216$ values were acquired. This R^2 and F values, indicate that the variable of “Empowerment” explains “Turnover Intention”.

Table 6: The effect of Empowerment on Turnover Intention

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	("Constant")	3.604	.255		14.123	.000
	"Empowerment"	-.427	.082	-.352	-5.217	.000

Dependent Variable: "Turnover Intention"; R: .352; R²: .124; Adjusted R²: .120; D-W: 1.863; Model F: 27.216, p<0.0001

According to Table 6, the behavior alteration of participants relation to their "Turnover Intention" is explained by "Empowerment". R² determination coefficient shows that 12.4 % of the state of mind change of employees relation to "Turnover Intention" results from "Empowerment". When "Empowerment" is increased 1 unit, "Turnover Intention" will decrease 0.368 unit. H₁ hypothesis is supported by this result. In other words, "Empowerment" decreases the "Turnover Intention".

The regression results of empowerment and Turnover Intention were shown together schematically in Figure 2 below. Relations belonging to the accepted results are indicated with thick dashed-line arrows.

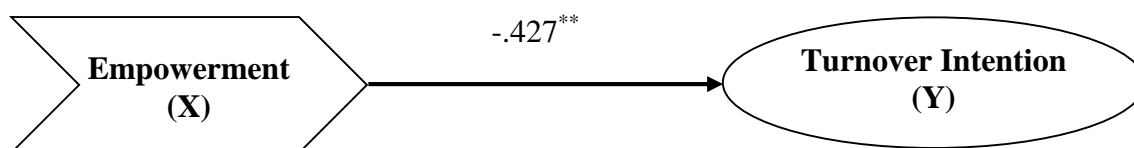


Figure 2: The Relation between "Empowerment" and "Turnover Intention"

5.5. Results of Hypothesis

The outcomes concerning hypothesis are indicated in Table 8. According to the result criteria as R², Beta (β), Significance (ρ) and Accepted/Rejected status (A/R), the hypothesis is accepted as it is significant at the rate of 1 %.

Table 8: The Results of Hypothesis

No	Hypothesis	R ²	β	ρ	A/R
H ₁	"Empowerment" has a negative effect on the employees' "Turnover Intention".	.124	-.427**	.000	A

6. Conclusions and Recommendations

In this study, it was planned to search whether there is a significant relationship between "Empowerment" and employees' "Turnover intention".

The outcomes of our study demonstrate that there is a significant and negative relationship between "Empowerment" and "Turnover Intention". De Klerk and Stander (2014), Deborah et al (2008), Islam et al. (2016), Choi et al (2014), Smith et al (2012) and Humborstad and Perry's (2011) research's findings likewise bolster that outcome.

The findings of this study suggest that "Empowerment" has a negative effect on the "Turnover Intention", and in businesses with high empowerment level employees' turnover intention level will be lower. Subsequently, when businesses empower their employees using empowerment methods, they will have kept themselves from the harmful impacts of the turnover.

Practitioners should use empowerment techniques to increase the motivation of their employees. For this;

1. They should make their job more meaningful for their employees.
2. They should empower their employees by giving authority and responsibility
3. Employees should have more influence on work output.
4. Employees must be able to make decisions that affect themselves.

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