

The Role of Employee Empowerment and Organizational Support in Employee Turnover Intention

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ABSTRACT

This paper explores the role of employee empowerment and organizational support in employee turnover intention. It examines the literature on employee empowerment and organizational support, and how they relate to employee turnover. The study found that when employees are empowered and are supported by the organization, they are satisfied with their job and work environment, and they like to retain in the organization. The study highlights negative perceptions and dissatisfaction with job roles and work environment can lead to high turnover rates. The research reveals that organizations that promote positive work culture, effective communication, and supportive leadership can enhance employee empowerment and organizational support, which brings in lower turnover rates. Overall, the paper highlights the critical role of employee empowerment and organizational support in employee turnover ratio. The study recommends that organizations should focus on creating a positive work culture, developing effective communication strategies, and fostering supportive leadership to improve employee empowerment and organizational support. This, in turn, can help reduce employee turnover and improve organizational performance.

Keywords: Employee Empowerment, Organizational Support, Employee Turnover Intention

Introduction

A company's turnover rate is defined as the percentage of its workforce that leaves within a certain time frame. The expenses of staff turnover, including time spent recruiting and training new workers, may add up to a significant sum for any business. The important factors that influence employee turnover are employee empowerment and organizational support. Page Employee empowerment and organizational support are closely related to the work environment, including the culture, leadership, job design, compensation, and benefits. When employees feel empowered and supported by the organization, they get satisfied with their jobs.

This leads to lower turnover rates and greater commitment towards the organization. On the

other hand, lack of empowerment and inadequate organization support leads to disengagement and dissatisfaction, because of which people do not like to stay in the organization. Therefore, it is essential for organizations to understand and monitor their employee empowerment levels and organizational support to identify potential issues and take necessary actions to improve them.

Organizations may accomplish their objectives more effectively if they foster a favourable work environment that leads to high levels of empowerment and organizational support among their employees. Employee turnover is a critical metric for any organization, as it can have significant implications for the company's bottom line, morale, and productivity. Employee morale and engagement may take a hit, and businesses

might lose money, due to high turnover rates that need more time and money spent on recruiting, training, and replacing departing workers. The way a person feels about their work and how satisfied they are with their position are two major contributors to employee turnover. Employee empowerment and organizational support among workers are crucial because they affect employees' attitudes about their jobs, their dedication to the firm, and their propensity to remain with the business over the long run.

Workers who have a favourable impression of their jobs and their work are less likely to become disengaged, disloyal, and eventually quit their positions. On the other hand, large turnover rates might result from dissatisfied workers who believe they are not valued in their current positions.

Literature Review

Employee Empowerment and Turnover Intention

Gan (2018) did literature searching and reviewed the empirical research papers. Articles from 2008 to 2018 from databases like Scopus, Elsevier, and Google Scholar were reviewed. The focus was on variables of empowerment and turnover-intention. It was observed that there is a link between empowerment and turnover-intention. Empowerment dimensions of self-determination, meaning, and competence are linked to turnover intention. There are also some studies that reports non-significant relationship between empowerment and turnover-intention.

Turnover-intention is significantly affected by empowerment measured in terms of emotion, cognitive, and physical. Relationship between empowerment and turnover-intention might get affected by different cultural perspectives.

A study by HAMID (2019), showcased that job satisfaction and turnover intention are directly affected by psychological empowerment and

intrinsic motivation. More the employees feel empowered and motivated, the more they like to retain. But if they do not feel such way, then they often leave the organizations. A sample size of 180 employees was taken from Pakistan.

To analyse the data, structural equation modelling was used. Ding (2021) stated that there's a negative relationship between turnover-intention and psychological. Relationship between turnover-intention and psychological empowerment is partially mediated by emotional exhaustion. 503 university counsellors in China were taken as sample for the study. Participants completed the measures of psychological empowerment, turnover intention, emotional exhaustion, and emotional regulation.

According to MM (2021), employee engagement is positively influenced by psychological contract and psychological empowerment. Most of the times the employees decide to stay or leave the organization according to the level employee engagement in the organization as well.

Cross-sectional, quantitative research design and partial least square-structural equation modelling analysis were used for the research.

Murray (2021) suggested that employee empowerment increases the organizational commitment, and organizational commitment reduces the turnover intention. Structural equation modelling was used in the study. When turnover is reduced, the expenses associated with the loss of expertise, recruiting and training of new staff are reduced, which in turn improves organizational performance. Turnover entails not only direct costs of replacing employees but also indirect expenses such as reduced productivity among new hires, increased managerial time investment, and decreased effectiveness of current employees in mentoring new ones. These combined costs significantly impact a company's finances and operational efficiency. Therefore, minimizing turnover yields substantial benefits

for organizations, making it imperative to implement strategies aimed at its reduction.

Hieu (2023) stated that employee empowerment fosters creativity, job satisfaction, and organizational commitment. Employees' psychological empowerment is positively influenced by empowering leadership. Both employee empowerment and empowering leadership are needed for organizational success.

Organizational Support and Turnover Intention

According to Khairina (2022) there exists an inverse correlation between organizational support and turnover intention. Organizational support is 12.5% affected by the turnover intention. A sample size of 55 employees was taken. These employees were recruited using purposive sampling technique, and for data analysis technique linear regression analysis was used.

Rifai (2022) suggested that employee engagement and career development exert a significant negative impact on turnover intention. Quantitative methods were used in the study, and data was gathered through questionnaires, which were distributed among 150 managerial level workers. Career development and employee engagement plays a major role in employee's growth. If employees notice their growth in the organization, then they get satisfied, and hence they retain in the organization for a longer duration.

According to Bede (2022), the lower the employee turnover rate, the more satisfied employees are at work, the more committed organizations are, and the more satisfied employees are at work. The importance of culture in the workplace cannot be overstated, regardless of the kind of business or even the type of department one works in. Workers' willingness to leave their jobs is directly correlated with their level of job satisfaction, which has been studied by a wide range of

scholars. Scholars in organizational studies have established a connection between employee productivity and job satisfaction, alongside a correlation between the job satisfaction and employee turnover. Therefore, more pleased workers are likely to be more productive than less satisfied ones. These results are consistent with studies demonstrating that employee involvement is positively associated with work satisfaction. A study has shown that workers who are more content with their jobs, involves more in the work. Employees who are less engaged are more likely to quit their jobs, especially when it comes to voluntary departures.

Since work happiness and employee turnover intention are negatively connected, this is widely understood. An organization's ability to identify the aspects that contribute to employee happiness is vital for both practical and performance reasons. Gupta (2022) found that inclusion, perceived organizational diversity, and employee engagement are associated with reduced turnover intention, with employee engagement serving as a partial mediator between inclusion and perceived organizational diversity on turnover intention. Study surveyed 413 IT professionals based in India.

Hasnah (2023) conducted research on the correlation among job satisfaction, organizational commitment, and turnover intentions within the nursing profession. The study revealed that although job satisfaction showed a positive correlation with turnover intentions, it was not statistically significant. Conversely, organizational commitment was identified as a significant negative predictor of turnover intentions. Through data collected from questionnaires and interviews with 119 nurses, the research underscores the pivotal role of organizational commitment in mitigating turnover intentions within healthcare settings.

Tshwane (2023) examined how authentic leadership influences turnover intentions,

particularly considering the mediating effect of job satisfaction. Employing a quantitative, cross-sectional research design and opting for a census sample approach due to the sample size, the study found no direct association between authentic leadership and turnover intentions. However, it highlighted job satisfaction as a crucial mediator. This indicated that turnover intention is indirectly impacted by authentic leadership, mediated by its influence on job satisfaction. These findings provided valuable insights into leadership dynamics and their consequences for employee turnover.

Sofyanty (2023) focused on investigating the connection between employee-turnover intention and organizational commitment. Quantitative research approach and purposive sampling technique involving 100 respondents were used, the findings revealed a negative correlation between turnover intention and organizational commitment. In other words, high levels of organizational commitment were associated with reduced turnover intentions among employees. This research emphasizes the significance of nurturing a strong commitment in organization to mitigate turnover rates and promote organizational stability.

Parida (2023) stated that work contentment and work dedication affects turnover-intention. When there is high satisfaction and work dedication, the turnover-intention among employees decreases.

Charles (2023) suggested that the employee with the higher level of satisfaction with their work environment has a lower intention to leave the company than the one who has a lower level of contentment with their work environment. The employees feel happy and enjoy their daily tasks when they get meaningful work, appreciation by the coworkers. When people have a job in which they enjoy their daily tasks and that contributes to their life's purpose, they like to stay in the company. Hence it reduces turnover intention.

Work happiness and the likelihood of staff leaving are seen to be negatively associated. Research in organizational behaviour is significant because of the proven, inverse link between work satisfaction and employee turnover intention.

Sartori (2023) stated that strong job motivation and both emotional and norm-prescribed commitment are correlated with a heightened perception of organizational support. Job motivation, as well as emotional and normative commitment show an inverse relationship with turnover intentions. Cross-sectional data was gathered from 143 employees employed by an Italian industrial firm. Paper-and-pencil surveys were utilized to assess perceived support from the organization, motivation at work, levels of commitment, and turnover intentions.

According to Souza (2023) perception of support and turnover intention are significantly negatively correlated. Also, management of performance, compensation structures, development policies, and social support exert a deterrent effect on turnover-intention. Hermanto (2023) stated that leadership style and compensation have a significant influence on work motivation. Structural Equation Model approach was used as research methodology in this study. Data was collected through questionnaires distributed to all employees.

Employee Empowerment, Organizational Support and Turnover Intention

Ganji (2021) stated that turnover intention is negatively affected by job satisfaction. If workers feel satisfied, then do not feel like leaving the organizations. Empowerment among employees, climate that is ethical, and support by the organization affects job satisfaction positively. These things play a major role in satisfying the workers and affect turnover-intention negatively.

Employees feels satisfied too. Descriptive-exploratory research was designed based on self

reported questionnaires. Quantitative research procedure was used to collect and the analyse data.

Fattah (2022) found that perceived organizational support plays a mediating role in the connection between sharing knowledge, collaborative decision making, and turnover-intention.

The turnover intention is affected by sharing knowledge and collaborative decision making. Data was gathered from staff members of telecommunication company in Iraq. When people feel that knowledge is shared to them, and there is participative decision making in the organization, then they like to stay longer in the organization.

Yakut (2022) suggested that employee empowerment and perceived organizational support are positively affected by Strategic Human Resource Management (SHRM). SHRM increases job satisfaction and reduces turnover intention. Empowerment among employees and support by organization mediate the effect of SHRM. Employee empowerment serves as a mediating factor in relation to job satisfaction. Empowerment and employee satisfaction jointly exert a serial mediating influence on turnover intention. Likert-type scales were used in this study. Data was gathered from employees in human resources departments of manufacturing companies.

Objectives

1. To study the prevailing level of employee empowerment and organizational support in Retail Industry.
2. To study the Turnover Intention of employees in Retail industry.
3. To analyse the Impact of Employee Empowerment and Organizational Support on Employee Turnover Intention.
4. To provide recommendations to enhance

employee empowerment, organizational support, and mitigate employee turnover intentions.

Hypothesis

H₀₁: There is no significant relationship between employee empowerment, organisational support, and employee-turnover intention.

H_{a1}: There is a significant relationship between employee empowerment, organisational support, and employee-turnover intention.

H₀₂: There is no significant impact of employee empowerment and organisational support on employee-turnover intention.

H_{a2}: There is a significant impact of employee empowerment and organisational support on employee-turnover intention.

Research Methodology

Research Design

The research design in this study is of two types:

Descriptive Research – The research involved collecting data through questionnaire to describe the current status of empowerment among employees, support by organization, and turnover-intention in organization.

Causal Research – The research aimed to establish causal relationships between employee empowerment, organizational support, and turnover intention.

Sampling Design

Sampling Technique - The study employed a random sampling technique to select participants who responded to the questionnaire. The selected participants were working professionals.

Sample Size - 100 employees

Sources of Data Collection

Primary Data:

- Primary data collection method involves collecting information directly from the original sources.
- Questionnaire method was used in this research. The questionnaire was structured into three segments. Initially, inquiries were focused on employee empowerment, followed by an exploration of organizational support, and finally, an investigation into employee turnover intention.

Secondary Data:

- Secondary Data Collection Method involves gathering information that has already been collected, processed, and published by other sources.
- For this research, existing academic research, journal articles, and reports pertaining to employee empowerment, organizational support, and turnover intention were reviewed.

Techniques used for Analysis:

Techniques used for the analysis included descriptive statistics, correlation analysis and multiple regression analysis

Range was calculated by the formula Mean ± (1.96) Standard deviation. The upper limit and lower limit are 53.21 and 43.21 respectively.

- High Level of Organizational Support: Scores above 53.21 (upper limit)
- Medium Level of Organizational Support: Scores between 43.21 and 53.21
- Low Level of Organizational Support: Scores below 43.21 (lower limit)

The mean score being below the upper limit suggests that while there is a generally high level of organizational support, there is still room for improvement to ensure that all employees feel adequately supported in their roles.

Descriptive Statistics

Employee Empowerment (Independent Variable)

	N	Minimum	Maximum	Mean	Standard Deviation
Employee Empowerment (Independent Variable)	100	27	45	37.7	2.77

Source: Survey results

Employee Turnover Intention (Dependent Variable)

	N	Minimum	Maximum	Mean	Standard Deviation
Employee Turnover Intention (Dependent Variable)	100	33	55	49.99	2.55

Source: Survey results

Range was calculated by the formula Mean ± (1.96) Standard deviation. The upper limit and the lower limit are 54.89 and 45 respectively.

- High Level of Employee Turnover Intention: Scores above 54.89 (upper limit)
- Medium Level of Employee Turnover Intention: Scores between 45 and 54.89

The correlation between employee empowerment and organizational support is very high (0.967). This indicates a strong positive relationship between these two variables. It suggests that as employee empowerment increases, so does organizational support, and vice versa.

	Employee Empowerment (Independent Variable)	Organizational Support (Independent Variable)	Employee Turnover Intention (Dependent Variable)
Employee Empowerment (Independent Variable)	1		
Organizational Support (Independent Variable)	0.967073763	1	
Employee Turnover Intention (Dependent Variable)	0.932495596	0.970134815	1

Source – Survey Results

- Low Level of Employee Turnover Intention: Scores below 45 (lower limit)

The mean score being below the upper limit suggests that while there is a relatively high level of turnover intention on average.

The correlation between employee empowerment and employee turnover intention is also quite high (0.932). This indicates a strong negative relationship. It suggests that as employee empowerment increases, employee turnover intention decreases, and vice versa.

Similarly, the correlation between organizational support and employee turnover intention is also very high (0.970). This suggests a strong negative relationship as well. It indicates that as organizational support increases, employee turnover intention decreases, and vice versa.

Interpretation of the Hypotheses

H01: There is no significant relationship between employee empowerment, organizational support, and employee-turnover intention.

Ha1: There is a significant relationship between employee empowerment, organizational support, and employee-turnover intention.

Based on the high correlation coefficients, the null hypothesis 1 would be rejected, suggesting there is indeed a significant relationship between these variables. The alternative hypothesis 1, which proposes a significant relationship, aligns with the negative correlations observed between

employee empowerment and turnover intention, as well as between organizational support and turnover intention.

H02: There is no significant impact of employee empowerment and organizational support on employee-turnover intention.

Ha2: There is a significant impact of employee empowerment and organizational support on employee-turnover intention.

Given the high correlation coefficients, the null hypothesis 2 would also be rejected, indicating there is indeed a significant impact of employee empowerment and organizational support on employee turnover intention. The alternative hypothesis 2, proposing a significant impact of these factors on turnover intention, aligns with the observed correlations, indicating that higher levels of employee empowerment and organizational support are associated with lower turnover intention.

Multiple Regression Analysis

Summary Output

Regression Statistics	
Multiple R	0.97039299
R Square	0.94166255
Adjusted R Square	0.94045971
Standard Error	1.39191555
Observations	100

Source: Survey Results

ANOVA

	Df	SS	MS	F	Significance F
Regression	2	3033.51	1516.75	782.87	0.00
Residual	97	187.931	1.93743		
Total	99	3221.44			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.51886926	1.26313	1.20246	0.23211	-0.98809957	4.02584	-0.9881	4.02584
Employee Empowerment (Independent Variable)	-0.5	0.11276	-4.4329	0.00005	-0.72670431	0.72670	-0.7267	0.72670
Organizational Support (Independent Variable)	1.15726891	0.10568	10.9502	0.00	0.947514661	1.36702	0.94751	1.36702

Source : Survey Results

Interpretation

H₀₁: There is no significant relationship between employee empowerment, organizational support, and employee-turnover intention.

H_{a1}: There is a significant relationship between employee empowerment, organizational support, and employee-turnover intention.

The coefficient for “Employee Empowerment” is -0.5 with a p-value of 0.00005, which is less than significance level of 0.05. This shows that there’s a significant negative relationship between employee empowerment and employee-turnover intention. As employee empowerment increases, employee’s intention of leaving the organization decreases.

Similarly, the coefficient for “Organizational Support” is 1.1573 with a p-value of 0.00, indicating significant positive relationship between organizational support and employee turnover intention. This suggests that as organizational support increases, the intention of employees to leave the organization decreases.

Therefore, according to the results, the null hypothesis will be rejected, and the alternative hypothesis will be accepted. There’s evidence to support that both employee empowerment and

organizational support have a significant negative relationship with employee-turnover intention.

H₀₂: There is no significant impact of employee empowerment and organizational support on employee-turnover intention.

H_{a2}: There is a significant impact of employee empowerment and organizational support on employee-turnover intention.

The regression model as a whole (the combination of both independent variables) has a high R-squared value of 0.9417, indicating that approximately 94.17% of the variation in employee turnover intention is explained by the independent variables (employee empowerment and organizational support).

ANOVA table shows that the F-statistic is highly significant (F = 782.87, p-value < 0.05), suggesting that the overall regression model is statistically significant. Therefore, the null hypothesis will be rejected, and the alternative hypothesis will be accepted. There is sufficient evidence to conclude that both employee empowerment and organizational support have a significant impact on employee-turnover intention.

Findings

1. Majority of employees are experiencing medium to high levels of empowerment, with few falling into the low empowerment category.
 2. Majority of employees are experiencing medium to high levels of organizational support, with few experiencing low levels.
 3. Majority of employees have medium to high levels of turnover intention, with few having low turnover intention.
- Correlation analysis depicted that there's significant negative relationship between employee empowerment, organizational support, and employee-turnover intention and there's significant impact of employee empowerment and organizational support on employee-turnover intention.
 - Regression analysis depicted that there's a significant negative relationship between employee empowerment, organizational support, and employee-turnover intention and there is a significant impact of employee empowerment and organizational support on employee-turnover intention.

Conclusion

Important factors that influence employee turnover are employee empowerment and organizational support. Employee empowerment and organizational support are closely related to the work environment, including the culture, leadership, job design, compensation, and benefits. When employees feel that their work environment is positive, they get satisfied with their jobs, which can lead to greater commitment to the organization and lower turnover rates.

A significant number of individuals feel positively about the alignment of their job role with their long - term career goals and

aspirations, but a notable minority feel neutral on the topic.

The majority of individuals feel positively about the support and guidance provided by their supervisor, but a significant minority are neutral on the topic. While a significant percentage of individuals feel positively about the overall work culture of their organization, a notable minority feel is neutral on the topic. This highlights the importance of organizations focusing on creating and maintaining a positive work culture to increase employee satisfaction and engagement. The majority of individuals feel positively about the opportunities for personal and professional growth provided by their organization, a significant minority is neutral on the topic. This highlights the importance of organizations prioritizing the development of their employees and providing regular opportunities for growth and development to increase employee satisfaction and retention. A majority of individuals are satisfied with the effective and frequent feedback by the organization, a significant minority is neutral on the topic. This highlights the importance of organizations focusing on improving their communication with their employees to increase employee engagement and satisfaction. While a majority of individuals feel positively about how valued they feel as an employee of their organization, a significant minority is neutral. This highlights the importance of organizations prioritizing employee recognition and engagement to increase employee satisfaction and retention. A majority of individuals feel neutral about the opportunities for career advancement within their organization, a significant minority is neutral. This highlights the importance of organizations providing clear paths for career advancement and growth to increase employee engagement and retention. While a majority of individuals feel positively about the work-life balance provided by their organization, a significant minority is neutral. This highlights the

importance of organizations prioritizing work-life balance and flexibility to increase employee satisfaction and well-being. Most individuals feel positively about the recognition they receive for their contributions to the organization, a significant minority is neutral. This highlights importance of organizations prioritizing employee recognition and appreciation to increase engagement and motivation. A majority of individuals feel positively about how well their organization supports employee well-being; a significant minority is neutral. This highlights the importance of organizations prioritizing employee well-being to increase job satisfaction, productivity, and retention.

Recommendations

According to the research findings and analysis, these recommendations are suggested to improve employee empowerment and organizational support, and reduce employee turnover intention:

- **Conduct regular employee surveys:** Organizations should conduct regular surveys to understand their employees' perception and satisfaction levels. The feedback collected from the surveys can help organizations identify areas of improvement and implement necessary changes to improve employee satisfaction.
- **Develop effective communication strategies:** In employee satisfaction and perception, effective communication plays a vital role. Organizations should develop effective communication strategies to keep employees informed about organizational goals, changes, and progress. Moreover, organizations should encourage feedback from employees and address their concerns promptly.
- **Training and development opportunities** should be provided: This enhances the skills and knowledge of the employees. This not

only improves employee performance but also increases satisfaction among employees and perception of employees regarding job security and career growth.

- **Foster positive work culture:** Organizations should foster a positive work culture that promotes teamwork, mutual respect, and a supportive work environment. This helps in creating belonging and loyalty among employees, which improves their job satisfaction and reduces employee turnover.
- **Recognize and reward employees:** Employees should be recognized and rewarded for their contributions and achievements. This helps create a sense of appreciation and motivation among employees, which improves their job satisfaction and reduces the likelihood of turnover

Scope of Future Research

- **Exploring Different Contexts** - Investigate of employee turnover intention is influenced by employee empowerment and organizational support across various industries, organizational sizes, and cultural contexts.
- **Longitudinal Studies** - To understand the dynamic nature of the relationship between employee empowerment, organizational support, and employee turnover intention overtime, longitudinal studies can be conducted.
- **Comparative Studies** - Compare the effectiveness of different empowerment strategies and organizational support initiatives in mitigating turnover intention.
- **Cross - cultural Research** - Cultural differences in the perception and effectiveness of empowerment and organizational support on turnover intention can be investigated.
- **Technological Implications** - The role of technology in enhancing employee

empowerment and organizational support, and its impact on turnover intention can be assessed.

Practical Implications

- **Creating Supportive Work Environments** – Companies should create supportive work environments so that the employees feel valued, respected, and supported by their managers and colleagues.
- **Enhancing Communication Channels:** Establishing open and transparent communication channels between employees and management can help in addressing concerns, resolving conflicts, and fostering a culture of trust and collaboration. This can reduce misunderstandings and improve job satisfaction, ultimately lowering turnover intention.
- **Recognition and Rewards Programs:** Recognizing and rewarding the employees for their contributions and achievements can reinforce empowerment and commitment towards the organization. This can be done through formal recognition programs, performance bonuses, or even simple gestures of appreciation.
- **Regular Feedback Mechanisms:** Implementing regular feedback helps the organizations to gauge employee satisfaction levels and it also identifies the areas for improvement.
- **Promoting Work-Life Balance:** Encouraging work-life balance initiatives helps to reduce stress and burnout among employees. When employees feel supported in managing their personal and professional responsibilities, then they do not feel like leaving the organization.

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