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Impact of Psychological Empowerment on Turnover intention and Emotional Intelligence.

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Abstract

The study will help to explain the impact of psychological empowerment on employee turnover intention and their emotional intelligence. This study is conducted on the Banking employees of the HLB and ABL, the Commercial banks of Sukkur city. All branch employees were targeted, which includes General manager, Area Manager, Relationship officer, Cashier, and so on. The purpose of this study is to show the impact of impact of psychological empowerment on turnover intention and emotional intelligence. Psychological empowerment works as main ingredients for the success of the organization when an employee is psychologically empowered then he is free to express the ideas thoughts feelings and will be able to perform their job bitterly, while the psychologically empowered employees are feels like resources of organization. The data will be collected by questionnaire and analyzed by SPSS.

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Keywords: Psychological Empowerment, Work pressure, Turnover intention, Emotional Intelligence.

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INTRODUCTION

Psychological empowerment is about to authorized employee at work by doing their decision. Most of the organizations are trying to take effective effort to reduce their hierarchy level to decentralize their authority and control. Psychological empowerment is the employees own thinking or belief about their job- or job-related role in relation to the organization. It focusses on employee's quality of work life because it clearly shows that psychologically empowered employees are more focus towards the organization success, In simple words they want to enhance their production capability and retains their reliable talents in the firm. Hence, they are focusing on employee's participation in their decision-making process. Firms are doing so by developing specific dynamic group, in this way a group cohesion and competition is also increase by showing their productivity. It is observed from vast literature that the psychological empowerment remains most important factor in the field of human resource management. Various scholars suggest that organizations must empower their employees to diminish the one-man order of hierarchy, (Fong and Snape, 2015; Zhou et al.,2018). Because they believe that an independent individual will work more productive than those who are stuck in hierarchical chain of the organizations, further said that an independent individual will also be responsible for his/her work. It is observed that organizations are investing a lot on their employees in the form recruitment process, training, compensation, and so on, hence most of the organizations are trying to facilitate their work force day by day and

improving their strategies. In simple words it can be said that firms are trying to reduce their turnover ratio, because it decides a good or a worse image of an organization, and also posing a great impact over the productivity in terms of services and goods. On the other hand, the employees feel themselves as a precious part of the organization and they become emotional intelligent/agreed. Further the (Law) said about the emotional intelligence that high level of EI, creates such an emotion in the employees that they quit the organization as compared to those who having low level of the emotional intelligence. The employees who are working in the private banking sector are facing a various kinds of problems such as behavioral issues work pressure mental issues related to torture having low organizational support and so on after having a review on the related literature it is described that employees who are in these following banks like HBL and ABL are facing the turnover issues and these problems can be reduces by the proper usage of psychological empowerment, the study aims is to fulfill the above reseach gap by reference of private sector banks like HBL and ABL .

To find out the relationship between psychological empowerment and turnover intention.

- To investigate the association between psychological empowerment and emotional intelligence.
- To examine the relationship between emotional intelligence and turnover cognition

RESEARCH HYPOTHESIS

H1. There is a significant and positive impact of psychological empowerment on the turnover intention of the employees of HBL and ABL Sukkur city

H2. There is a significant and positive relations of psychological empowerment on the Emotional Intelligence of the employees of HBL and AB sukkur city.

H3. There is a significant and positive relationship between Turnover intention and Emotional Intelligence of the employees of HBL and ABL of Sukkur city.

LITERATURE REVIEW

Emotional intelligence (EI)

A number of scholars define the emotional intelligence as a set of different emotional reaction which is caused by specific events or a specific situation. Further it is also supported by the work of ((Mayer &Salovey 1997, 1997 to 1990), they claim that those employees who are using emotional intelligence at the workplaces, are performing more productive and in a respectable manner as compared to other employees. Such employees using their emotional intelligence by different dimension such as; verbal intelligence, observational intelligence and so on, and solving various issues related to their domains, (Miners, 2006). Further it is also observed that being a psychological factor it enhances the mind capability of the employees, and the employees by using emotional intelligence perform better in the terms of providing excellent services and producing better product as compared to other. So, the scholar assumes that it can be said that the emotional intelligence is directly proportional to the performance and

productivity of an employees. Further it is also observed as a diverse field in the business management, but it indicates a great impact over the customer dealing and at the service sector organizations. Emotional intelligence is defined by various scholars, in a way that "it is an ability of one to control his/her emotion as well as to monitor others' emotions". In the leadership it is a key ingredient and main element to become successful leader, (Barreiro & Treglown, 2020; Chen et al., 2015; Goleman, 2004). Employees with emotional intelligence can be productive by communication and customer dealing, decision making as well as policy designing, hence the most of the employees of banking industry are intelligent emotionally. It helps individuals to control their emotions as well as their assistants, (Li et al., 2016; Peterson & Luthans, 2003). While adopting the definition of EI, (Emotional Intelligence) a specific scale is developed by the Wong & Law, (2002), the scale is named as, WLEIS, which consist of four factors of emotional intelligence, which are as; (Regulation of emotion) ROE, (Self-emotion appraisal) SEA, (Other's emotion appraisals) OEA, and the last one is (Use of emotions) UOE. Scholars also elaborate these factors as; 1, ROE (Regulation of Emotion): it is about the driving the emotions of an individuals, which helps him/her to release from the psychological pressure and become in a relaxed position. 2, SEA (Self Emotion Apraisal) it is all about the understanding of self-deep emotions and naturally sharing of such emotions. 3,OEA(Others Emotion Appraisal) it is about the capability of an individual to understand and notice the emotions of peoples surrounded by him/her. 4, UOE (Use of Emotions) it is all about the capability of an individual to develop the constructive and productive self-performance by using his/her emotion in such direction, (Hur et al., 2011; Wong and Law, 2002; Yan et al., 2018).

The scholar conducted this work in the banking industry of Sukkur, which is too much sensitive institutions regarding the financial resources, and at the same time turnover ratio of the banking is also considered as high, hence this study will help the management to design and regulate such an environment which increase the emotional intelligence of employees as well as reduced the turnover ratio. Always employees want to have a specific autonomy by which he can monitor and direct his/her subordinates, such condition is termed as psychological empowerment. Such empowerment of the employees is also supported by Need theory of motivation, by which employees are motivated and reach at such an stage where they wants to have authority and autonomy. In such conditions it works as a main ingredient of learning and remains continues up to the success of an organization.

It indicates about the decentralization of the authority where employees feel free to share their thoughts and knowledgeable ideas, as well as they become free from work pressure. In such conditions organization productivity improve day by day and turnover ratio will also be controlled, (Shivangi Jaiswal, Pankaj Joge, 2018). They further claimed that most of the successful firm empower their employees psychologically, because they believe that psychological empower employees perform better than other employees and, can never think about the turnover, they fell themselves motivated, hence such employees will be considered as a precious asset of an organizations, (Shivangi Jaiswal, Pankaj Joge, 2018). In the reference of the given description the scholar develops a hypothesis as:

H1. There is a significant and positive impact of psychological empowerment on the Emotional Intelligence of the employees of HBL and ABL.

According to the Dressler (author of the Human resource management Book 13th edition) that organization competitiveness can be achieved by the effective source of the involvement of efficient and effective work practices. Such work practices can be possible only when the workers are committed, motivated and feel empowerment. On the other hand, Khattak et al. (2011), said that Pakistan Banking sector, only not paying its impact over the economic and social activity but also the posing its impact over the employee's psychology. A large number of turnover ratios is observed in this sector, and most of the employees are claiming about the boundness upon the psychological empowerment, hence the employees switch at bank and be employee of a such a bank which provide more empowerment. Further it is seen that banking industry is facing such a heavy issue in this country Pakistan, it is also suggested that such issues only can be resolved by increasing the employee's commitment and level of interest, Khan et al. (2011).

While defining the empowerment, according to the research work of (May, 2004), it is such a mechanism by which subordinates or employees are providing such a authorities that they are allowed in the decision making process, at the various level. In case of psychological empowerment, the employees are authorized to take the decision for their betterment and working conditions, as well as to protect their dignity and work fullness. Further said that psychological empowerment is such a factor which works for multi-tasking activities, and motivates various level of the employees with their related job activities, (May, 2004), (Spreitzer & Thomas & Velthouse, 1990 to 1996). It is also supported by the various scholar that the empowerment is such a psychological factor which provide the employees self-ability and authority, as well as developed in their respective field, so that they acquire most related knowledge and expertise. Either organizations are formal or informal the psychological empowerment works best in both, (Kanungo, 1988).

Jacobs 2005 purposes the turnover intention model for its positive or negative impacts of organizational culture which are related to employee turnover intention. Turnover cognition can be described as a purpose full and willing full act to leave the organization by the employee (Tett & Meyer, 1993). Various theories define psychological empowerment, it is considered as main aspect of the emotional leader, (Amor et al., 2020), further it is also known as a motivational process of an individual by which they can increase their worth at the working places, (Spreitzer, 1995). Definitions indicates that it is a state of mind and comprises of various dimensions, from which some are given as; self-determination, impact, competence, and meaning, (Spreitzer, 1995). These dimensions are further defined as; self-determination means independency of the selection of a specific task. Whereas the "impact" indicates a range of various outcomes. "competence" can be said as the ability of an individual to tackle the related task and complete it in a systematic and successful manner.

"Meaning" can be said as the employee concern and thinking related to the importance of the task, (Kwak and Jackson, 2015; Zhang and Bartol, 2010). Further these descriptions are also supported by the (DeKlerk and Stander, 2014; Dewettinck and Van Ameijde, 2011), that an individual sense of confidence to perform a task in a perfect way will be enhanced by the competence. Whereas individual and organization are affected through highest self-determination of an employee, (De Klerk and Stander, 2014). Further, MacPhee et al. (2014) claimed that an individual psychological mindset is all about the

self-motivation. Further said that it indicates the beliefs of an individual regarding a specific relationship in a specific perception. Such perceptions enhance the motivational pattern of an individual regarding self

RESEARCH FRAMEWORK

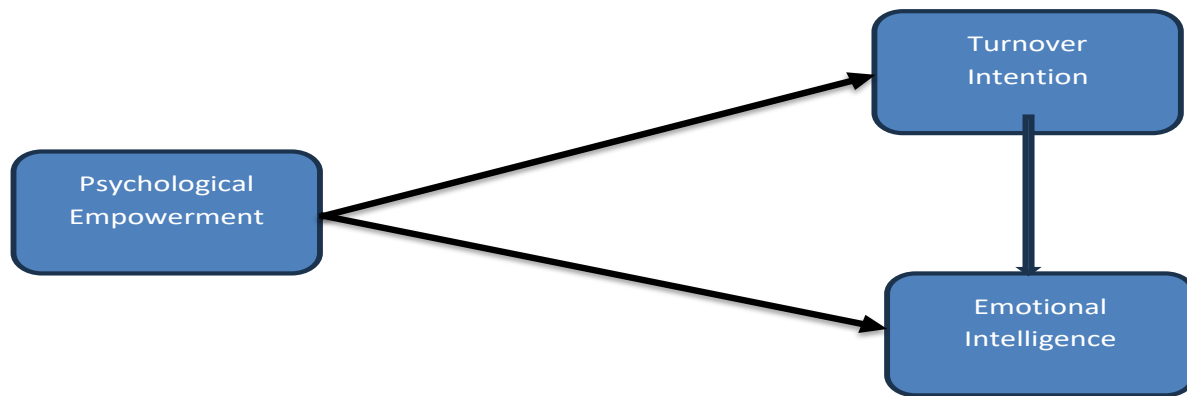


Figure 1.

Research framework.

The above research model shows the representation of three variables of the study one which is psychological empowerment in independent variable and other are dependent variables models shows the psychological empowerment has direct impact on the turnover and emotional intelligence of the employees of selected banking sector like HBL and ABL of selected city

Effectiveness' or self-competence, which also includes the individual self-control, (Khuntia et al., 2017; Meng et al., 2016; Spreitzer, 1995). From these descriptions the scholar assumes a hypothesis as;

H2. "There is a significant impact of psychological empowerment on the turnover intention of the employees of HBL and ABL of sukkur city".

RESEARCH METHODOLOGY

Philosophy

The Scholar comfort to use the positivism philosophy, because at the initial level the scholar assumes all positive and confirmed the result latter. After the analysis of the collected data the result matched with the assumption and confirmed.

Scholar used the deductive approach to conduct this work, where the scholar starts with general concept and conclude at a specific issue.

Data collection and analysis

The respondents of this study were the employees of the banking industry, which includes the Habib Bank Limited and Allied Bank Limited. Scholar selects those branches which are present in the Sukkur city. As in the banks there are different levels of employees, but the scholar collects the data from all of the employees. Further the data was collected

through survey questionnaire, which is adopted one. Scholar used the mono method to collect the data for the further procedure, to analyze it and apply the results accordingly. The scholar work was to conduct the research one time as "Cross-sectional" and no intent to test any of the pre or post impact, but the scholar is interested to test the impact of psychological empowerment of the employees over the turnover intention and emotional intelligence.

Scale

The scale which is used for this existing study was an adopted one, and scholar use it by incur few minor changes, further the scale is also checked and suggested by 08 to 10 senior field specialist's scholars.

Respondent profile

As it is already mentioned that the data was collected from the employees of the HBL and ABL banks of Sukkur city. The data was collected from whole staff of the bank. Scholar visits all city branches of HBL and ABL, by surveying the banks the scholar also notices their facial expression and intent of responding the questions given in the scale. The scholar also uses few questions regarding their age, gender, education, experience, level of income and so on. Because of limited resources time and money the research is conducted to HBL and ABL branches of Sukkur city only and these banks are the larger banks of Pakistan after the National bank of Pakistan so that's why the researcher choose these banks.

RESEARCH FINDINGS

Frequency Table

Table 1.
Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	90	60.0	60.0	60.0
	Female	60	40.0	40.0	100.0
	Total	150	100.0	100.0	

According to the table 01, total number of participants were 150 employees of the HBL and ABL banks of the Sukkur city. 60 (40%) of the total respondents were females, whereas 90 (60%) respondents were male employees.

Table 2.
Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24 to 35 years	95	63.4	63.4	63.4
	36 to 46 years	35	23.3	23.3	86.7
	47 years and above	20	13.3	13.3	100.0
	Total	150	100.0	100.0	

Table 02 indicates the ages of the respondents, who took an active participation in this existing research work. Scholar set different age group to simplify the dilemma, 95 (63.4%)

employees were fall in an age group of 24 years to 35 years. On the other hand, 35 (23.3%) employees were fall in an age group of 36 years to 46 years. Further 20 (13.3%) employees were fall in a age group of 47 years and above that age.

Table 03 is all about the experience of the respondents, as the scholar collect the data from all employees of a branch, which is consists of General manager, Marketing/Area manager, Cashier, Relationship officer and so on. So, all employees having different experiences. 75 (50%) employees had an experience of 1 to 5 years. Whereas 50 (33.3%) employees had an experience of 6 to 10 years. Further 10 (6.7%) employees had an experience of 10 to 20 years. In the last 15 (10.0%) employees had an experience of 21 years and above.

Table 3.
Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	79	52.7	52.7	52.7
	Master	62	41.3	41.3	94.0
	Phd	9	6.0	6.0	100.0
	Total	150	100.0	100.0	
	6 to 10 years	50	33.3	33.3	83.3
	11 to 20 years	10	6.7	6.7	90.0
	21 years & Above	15	10.0	10.0	100.0

Table 04 is all about the education of the respondents, as the researcher collect data from all employees of a branch, which includes different level of the employees, who possess different level of education. 79 (52.7%) employees had a bachelor's degree. Whereas 62 (41.3%) employees had a master's degree. There were few employees who also possess doctorate degree which were as; 09 (6.0%) employees had doctorate degree.

Table 4.
Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22K to 30K	12	8.0	8.0	8.0
	31K to 38K	35	23.3	23.3	31.3
	39K to 49K	47	31.3	31.3	62.7
	50K & above	56	37.3	37.3	100.0
	Total	150	100.0	100.0	

Always the level of income or remuneration/ salary of all of the employees vary from each other, hence the scholar also has few questions regarding their level of income, because it considered as a great motivation for the committed employees. For this Table 05 is all about the Income of the of the respondents. 12(08.0%) employees had an income of 22K to 30 thousand. Whereas 35 (23.3%) employees had a 31K to 38 thousand income level. 47(31.3%) respondents had an income of 39K to 49 thousand. In the last 56(37.3) employees had an income level of 50 thousand and above that.

RELIABILITY

Table 5.

Cronbach's Alpha	N of Items
.833	25

As the scholar has already mentioned that the scale which was used in this study was an adopted one. Further it was also checked by few fields related senior and specialist scholar who also suggest some minor changes. After that before taking the data from

the respondents the scale's reliability was also checked by Cronbach's Alpha and found it reliable and valid to conduct the further process of the research work. Further this test also confirms that the scale was consisting of 25 items/questions.

CORRELATIONS

Table 6.

		PE	TI	EI
PE	Pearson Correlation	1	.590**	.632**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
TI	Pearson Correlation	.590**	1	.608**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
EI	Pearson Correlation	.632**	.608**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

**. Correlation is significant at the 0.01 level (2-tailed).

Table above indicates the result of correlations analysis, which show the relationship between all variables to each other. Result of correlation indicate positive and negative relationship between the variables by having positive or negative sign over there. Further the result of correlation falls from 0 to 1, the result near to 1 is considered as strong relationship between the defined variables. If results near to the 0 it will indicate the weak relationship between the defined variables. After that there is also medium or moderate or normal relationship between the defined variables that can be indicated by the result more than 0 and less than 1. On the basis of these descriptions, all of the given results of the table 07 are positive and no any negative result is seen there, hence it can be said that there is positive relationship between the defined variables. On the other hand, all of the variable's result are more than 0 and about the near to 1, hence it can be said that there is a strong association between the variables. Further with the help of the correlation result the scholar can prove the assumed hypothesis, that there is a significant association between the variables.

Regression Analysis

Table 08.
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.590a	.348	.343	2.782
2	.632b	.400	.396	2.962

a. Predictors: (Constant), PE

Table 08, A. is all about the model summary, which indicates about the model fitness and independent variable magnitude towards the dependent variable. Here from the result of Model 01, adjusted R square it can be predicted that the model is fit with the study up to 34.3%. further the result of R (a. predictor Psychological Empowerment) having a magnitude over the dependent variables up to 59.0%. Further the result of Model 02, indicates the magnitude of independent variable "Psychological empowerment" by R value which is 63.2% towards the dependent variable, "Emotional Intelligence" and the value of adjusted R square (Model 02) indicates that model is 39.6% fit with this study.

Further it also indicates the remaining gap of the model, which can be filled by having other variables, implementation to other field of study, by having more respondents, different location, different area of study and so on. It be also be filled by selecting other populations; hence it can be concluded that such gap can be filled by diverse dimensions.

Table 09.
ANOVA a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	610.242	1	610.242	78.865	.000b
	Residual	1145.198	148	7.738		
	Total	1755.440	149			
2	Regression	865.223	1	865.223	98.607	.000b
	Residual	1298.617	148	8.774		
	Total	2163.840	149			

a. Dependent Variable: TI, EI

b. Predictors: (Constant), PE

Table 09, indicates the result of analysis of variance. Which is all about to analyses either there is a variance among the variables or not, because always research is done to solve the issue/variance or to invent new product or services. Hence the result of ANOVA by the value of (sig 0.000b), indicates that the variables PE (psychological empowerment) independent variable and dependent variables Turn over Intention and Emotional Intelligence, having a specific variance. For which the scholar collected the data and conduct this research work.

Table 10.
Coefficients

	Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
1	(Constant)	11.303	2.395	4.718	.000
	PE	.583	.066	8.881	.000

a. Dependent Variable: TI

Table 10, indicates the result of coefficients, which indicates that individually each independent variable how much impact over the dependent variable. It can be indicated by the result of beta value. In the existing study the independent variable psychological empowerment possesses the 59.0% impact over the dependent variable Turn over Intention. Further the hypothesis relating to these defined variables is also considered as accepted because of having a specific relationship between there, (indicated by sig value which $0.000 < 0.05$).

REGRESSION

Table 11.
Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.664	2.551		3.004	.003
	PE	.694	.070	.632	9.930	.000

a. Dependent Variable: EI

Table 11, indicates the result of coefficients, which indicates that individually each independent variable how much impact over the dependent variable. It can be indicated by the result of beta value. In the existing study the independent variable Psychological Empowerment possesses the 63.2% impact over the dependent variable Emotional Intelligence. Further the hypothesis relating to these defined variables is also considered as accepted because of having a specific relationship between there, (indicated by standard sig value which $0.000 < 0.05$).

CONCLUSION

Banking industry is considered as backbone and functional machinery of an economy, and these banks are at such strongest positions among the economy because of the talented and committed employees. Such employees are considered as precious assets of an organization. Scholar assumes that the banking employees always bounded by the banking management system, hence they are unable to think about the innovations and creativity and trying to switch to other banks. On the other hand, those employees who works for the betterment and free from work environment pressure, they produce more and valuable products. further they remain committed with the existing organizations. But in the case of banking industry, always employees are thinking about next options, and switching the one bank to other bank where he finds more flexibilities. Hence the scholar assumes and conclude that the turnover ratio is more in the banking industry. For this reason, the scholar intends to conduct the research work on this topic, "Impact of Psychological empowerment on Turnover intention and emotional intelligence (HBL & ABL Banking Industry)". The result of regression analysis by result of beta value, a) 59.0% and 63.2% indicates that the Psychological Empowerment have a significant and positive impact over the Turnover intention and Emotional Intelligence. From this impact the scholar concludes that if the employees are given such authority and control by which they feel free to work for innovation and creative customer dealing, then the services of the defined banks will be improved a lot. Sometime the commitment richest and loyal employees transfer to other banks because of mentally torcher and working non-flexibility, or work pattern is not matching with their psyche. Further it will also be helpful to control the turnover ratio of the defined banks.

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