

Test of Mediating Effect of Employees' Commitment between the Link of Employees' Empowerment and Employees' Turnover Intentions: A Study of Private Higher Educational Institutions

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Abstract

The present study aimed to investigate the impact of employees' empowerment on employees' turnover intentions with mediating role of employees' commitment in private higher education context. Data were collected from the faculty of the private higher educational institute via stratified random sampling. The collected data were verified through confirmatory factor analysis in AMOS. After confirming the validity the assumptions were tested via path analysis. Result revealed a negative significant effect of employees' empowerment on employees' intentions to quit. Moreover, the mediating effect of employees' commitment was examined and found that fully mediates the association of employees' empowerment and employees' turnover intentions. The present study would be useful to the management and administration of the higher education to consider employees' empowerment while retaining skill full employees and gain competitive advantage.

Keywords: *Employee Empowerment, Employee Turnover Intention, Employee Commitment*

1. Introduction

Globalization brought up so many changes to the technology and to the environmental organizations. Therefore it is very compulsory to empower the human resources as stakeholders to the organizational changes to face the increasingly complex problem. Making human resources empower is expected to maximize the resource itself. The empowerment comes by delegating decision making power to subordinates such as "the assignment of responsibilities and authority to employees, creating environment of mutual trust between management and employees, involving employees in decision making and respecting their views and also considering their solutions for the problems" (Chemjor 2015). Delegating authority downward leads to

employee's satisfaction, enhances commitment level and reduces employee's turnover intentions (Islam et al, 2013). Turnover of employees is one of the biggest problems of organizations. The human resource department is responsible for to hire the best people and hold them within the organization by making them committed and loyal. The organizations that want to be successful and wish to achieve all their goals have to keep their valuable assets, like human resource. Thus it is very essential for organizations to explore the new ideas for that how can they convince individuals to remain with the organization. (Nawaz et, al, 2015). But the question is how to reduce employees' turnover? Many organization believe that empowering employees' reduces turnover intentions. Employees' empowerment is a procedure of awarding charge to subordinates to make necessary decision (Haren et al, 2011). This idea is based on the theory that when employees of an organization empowered to take part in decision making, they feel more confident, competent and determined to work more effectively and efficiently. However, employees' empowerment does not affect employees' turnover instantly (Kim & George, 2005; Moynihan & Landuyt 2008). Therefore there are certain factors that effected by employees empowerment which further influence employees turnover intentions. Various variables examined as a mediator between the link of empowerment and intentions to quit such as; satisfaction, trust, working environment) however, employees' commitment on the other hand has limited empirical available that testifies its intervention between the said link.

Employees' commitment can also be defined as a strong desire to be a member of the organization; desire to work hard for the organization; certain belief and acceptance of the value and purpose of the organization (Hackett, Bycio, & Hausdorf, 1994). The desire to do our best is in accordance with the wishes of the organization such as delayed time off for the benefit of the organization and a desire to maintain membership in the organization. Employees 'commitment is a very important element that can be used for assessment and evaluating the power of the employees carrying out their duties and obligations for an organization. Committed employees and a sense of organizational loyalty has a solid desire to come on board with the organization; involved in his work, and show serious behaviour towards organizational goals (Zanovhi, 2017).

1.1 Problem Statement

Retaining skilful human force is become a growing issue for organization in general and higher educational institution in particularly. Employees turnover, whether voluntarily or forcibly has tremendous repercussion on organizational growth, its cost, quality and the image. Observing both the needs and the challenges for an employee in higher education settings and the support in research for organizational commitment and employees turnover intentions as correlates of perceptions of empowerment. It is hereby imperative to investigate how empowerment and employees commitment influences employees' intentions to quit in higher educational context.

1.2 Research Questions

- How employees' empowerment and employees' turnover intentions does linked?
- Whether employees' empowerment has any influence on employees' commitment?
- What is the impact of employees' commitment on employees' turnover intentions?

- How employees' commitment does mediate the association between employees' empowerment and turnover intentions?

1.3 Research Objectives

- To prevail the perception of the faculty of private higher educational institutes regarding empowerment and its impact on intentions to quit when employees commitment intervenes.

2. Literature Review

2.1 Employees' Empowerment

Employees' empowerment is merged with the field of management. Researches usually link employees' empowerment with the achievement of the organization e.g the new innovations of organization and efficiency and performance of the organization (Kanter,1977; Petter et al., 2002). According to researches and practitioners employees' empowerment is important feature of efficiency of organization (Conger & Kanungo, 1988; Spreitzer, 1995). Employees' empowerment provides result both for individuals as well as the organization (Liden et al., 2000).

The organization competitiveness is link with the attitude of employees' working in the organization or the employees' to whom the organization empowered. Employees' empowerment is very important and topic of interest for both researches as well as for specialists (Conger & Kanungo,1988). Therefore in recent years approximately 70% of organization implemented this strategy and strictly trying to apply it on their staff members. (Bartunek & Spreitzer, 2006). Now managers and researches accept that after adopting such strategies and treating their employees' in a good manner and powering them is beneficial for the organization or company and have some positive outcomes (Bartunek & Spreitzer, 2006). Most of the researches believe that organization should be shaped as to give more power to their employees' (Peterson & Zimmerman, 2004; udrias et al., 2004). Possible outcomes of employees' empowerment maybe strong commitment with organization carrying out his or her responsibilities, increase in creativity and higher job satisfaction strongly commitment to the organization lead employees' to less turnover intentions. (Spreitzer, 1995).

2.2 Employees' Commitment

It indicates to the attachment and participation of employee in the organization. Donaldson, Ensher, & Grant-Vallone (2000) define organization loyalty as to be loyal to the organization and the organization should be loyal to the employees' too. Organization commitment also identify employees' willingness to organization goals. If employees' of the organization are secured about their career and growth and know that they will learn from their current job it defiantly increase the level of commitment to the organization (Opkara, 2004). Allen and Mayer (1990) classified organizational commitment into affective, continuous and normative commitment.

2.2.1 Affective Commitment

It is concerned with the affective necessities of human being in organization to carry on work in the organization and effect of spotting themselves with the organization.

2.2.2 Continuance Commitment

It refers to the scenario in which employees work for the organization with having the thinking of if they leave organization they will face some financial troubles

2.2.2 Normative Commitment

It indicates the situation where employees' don't leave their jobs because of ethical coercion of obligation. Meyer and Allen (2002) characterized that employees' commitment as a "state of mind, as it is associated with people's attitudes about the

association". Dedicated representatives play out their obligations more persistently and will probably persevere with the organization than unattached employees'. Similarly Miller et al, (2009) expressed employees' their status to participate in satisfaction of these organizational objectives. Organizational commitment is a condition in which an agent decides a specific association and its goals and desires to hold enlistment in the association.

2.3 Turnover Intentions

Turnover is the process of leaving or replacing the employees' in the company or in organization. Employees' turnover intention is one of the main variable of our study. Turnover intention can be the cause of many problems for the organization. The low rate of turnover in the organization can be the reason of enhancement of its performance (Ulrich et al, 1991). It helps the organization to reduce its costs in the area of training and hiring. A study by Griffeth et al. (2000) invented that reduction in job satisfaction; comparison with other employees' can be the cause of turnover intentions in employees'. Dhanapal et al. (2013) that it is very common among the Employees' that they switch to the new organization when they are not satisfied with their current job because of no security, low decisional power, lack of effective supervisor role and proper rewarding system (Dhanapal et al., 2013).

2.4 Employees' Empowerment and Turnover Intentions

Employees' empowerment is widely recognized phenomena in management because it is one of the most important elements which increases the effectiveness of organization (Ergeneli et al., 2007). Employees' empowerment generally means that shift of power from top management to the bottom.. Employees' empowerment can be the cause to reduce the turnover intentions of employees' in an organization. It is emphasized that empowerment of employees' will increase the performance and productivity (Ongori, 2007). Turnover of employees' can directly affect the organization. When turnover went down organizational performance increase (Ulrich et al, 1991). The most important indication of employee empowerment is members who are empowered do their duties more actively then those who are not and have less intentions to leave (Hapsari, 2014). A survey conducted at Carmel Mountain Rehabilitation & Healthcare Centre, San Diego where they find out that by giving them a voice in decision making actually reduced the turnover by 10%.

2.5 Employees' Empowerment and Employees' Commitment

Organizational commitment is usually refer as loyalty Mowday, Porter and Steers,(2000) define organizational commitment "as be loyal to the organization and organization would be loyal to you". Organizational commitment is psychological bound which bind employee with the organization that further effect the intentions to quit (Allen, Weeks, & Moffitt, (2005). Organizational commitment is very essential as committed employees' bring positive attitude (Alam, 2017). Empowerment increase commitment, productivity and their motivation level. Giving employees' the power to say in different decisions of organization make them feel better and increase their sense of responsibility on work place. Feelings of being empowered increase or lead to increase the commitment level of employees' in organization (Lyndon, & Rawat, 2015).

2.6 Employees' Commitment and Turnover Intentions

Turnover intentions can be reduced by many factors but among them employees' commitment is considered one of the most appropriate factors (Dey, 2012). Various scholars examined employees' commitment recently (Soumyaja, Kamalanabhan & Bhattacharyya, 2011) and found it a significant variable that reduces employees'

turnover intentions (Galletta, Portoghese & Battistelli, 2011; Rashid & Raja, 2011; Van Dyk & Coetzee, 2012). According to Yücel (2012) employees' commitment has a positive relationship with job satisfaction, and a negative relationship between with turnover intentions.

2.7 Employee's Empowerment, Employee's Turnover Intentions and Employees' Commitment

Employees' empowerment and employees' intentions to quit association endorsed by various scholars in their studies (Ergeneli et al., 2007; Dhanapal et al. 2013; Hapsari, 2014). Similarly, the link of empowerment and commitment verified by numerous authors such as; Alam, 2017; Lyndon, & Rawat, 2015. Whereas, employees' commitment and employees' turnover intentions relationship verified by Rashid & Raja, 2011; Dey, 2012; Van Dyk & Coetzee, 2012. Keeping in view the cited literature, the author assumes that empowerment will influence employees' commitment that will further reduce the employees' intentions to quit.

Conceptual Framework

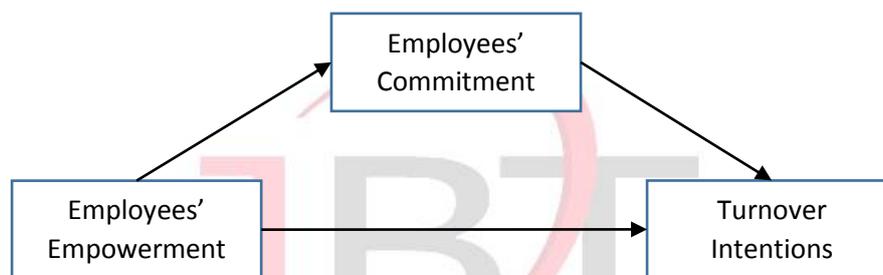


Figure 1: Conceptual Framework of the present study

2.8 Hypotheses

H1: Employees' empowerment significantly reduces employees' turnover intentions

H2: Employees' empowerment and employees' commitment positively and significantly associated

H3: Employees' commitment significantly effects employees' turnover intentions

H4: Employees' commitment has a significant mediational role in the association of employees' empowerment and turnover intentions

3. Methodology

The current study aims to identify the impact of empowerment on turnover intentions while commitment mediates. The study is descriptive in nature, hence quantitative technique used for getting the answers of the desired questions. Adopted questionnaires used as an instrument to measure the perception of the teaching faculty of various private universities of Peshawar via stratified random sampling technique. Various tests performed to check the reliability and validity of the data.

3.1 Descriptive Statistics and Reliability

The subsequent table shows the descriptive statistics and Cronbach's alpha of the variables; such as minimum, maximum, mean, and standard deviation. A total of 209 questionnaires were collected from the respondents. Employees' empowerment comprises of 5 item with mean score of 15.4. Similarly employees' turnover intention consists of 4 item that provide the mean score of 12.96, whereas employees' commitment further with its three attributes (affective, normative and continuous commitment) contain 10 items with mean score of 33.73. Cronbach's alpha score more than 0.7 confirms the reliability of the instruments.

Table 1: Descriptive Statistics and Reliability

| Variables | N | Min | Max | Mean | Std. D | Cronbach' Alpha |
|-----------|-----|-------|-------|-------|--------|-----------------|
| EMP | 209 | 4.00 | 20.00 | 15.44 | 3.16 | .789 |
| TOI | 209 | 4.00 | 58.00 | 12.96 | 5.71 | .699 |
| E-COM | 209 | 21.00 | 50.00 | 33.73 | 5.93 | .777 |
| AF-COM | 209 | 4.00 | 20.00 | 13.96 | 3.57 | .801 |
| N-COM | 209 | 3.00 | 15.00 | 10.25 | 2.85 | .795 |
| C-COM | 209 | 3.00 | 15.00 | 9.51 | 2.53 | .814 |

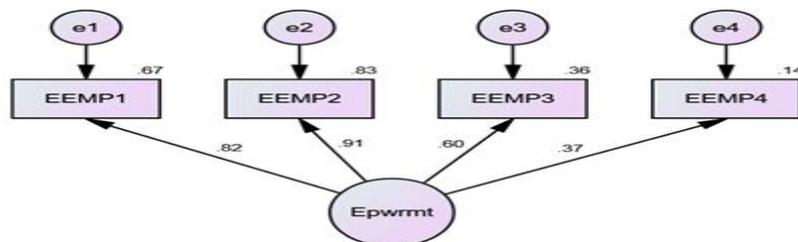
Note: Emp=Employees' Empowerment, Ecom=Employees' Commitment, TOI=Turnover Intentions, AF-COM= affective commitment, N-Com= Normative Commitment & C-Com= Continuous Commitment

3.2 Inferential Statistics

The preceding discussion was related to the descriptive behavior of the variables. However, descriptive statistics of the data alone do not provide complete information. One may not be able to reach to a conclusion alone with descriptive statistics. For conclusion one must analyze the inferential statistics of the data by performing various tests such as; t-test, confirmatory factor analysis (SEM), path analysis via structural equation modelling (SEM). Since, that data collected through adopted questionnaire, plus the variables tested in different combination, it is therefore important to evaluate how closely the empirical model fits to the conceptual model. For this purpose CFA performed in AMOS to investigate the similarity in the above mentioned models. The following discussion presents the details regarding CFA performed for the variables used in the current study.

3.3 CFA for Empowerment

Confirmatory factor analysis performed for employees' empowerment to evaluate how closely its conceptual model fits with its empirical one. After performing the test, the scholar got the chi-square value of 20.5 significant at $p < 0.01$. Here significant chi-square suggest a bad fit. However, chi-square is depended on number of observation. With higher sample size its value would mostly be significant, and with lower sample size it will be insignificant. Therefore chi-square may provide type-I and type-II errors. Scholars suggest the one should also consider other fit indices such as; relative chi square, comparative fit index (CFI) and root mean square error of approximation (RMSEA). For the employees' empowerment the values of relative chi square equal to 4.1, CFI 0.89 and RMSEA 0.09 shows a reasonable fit model.

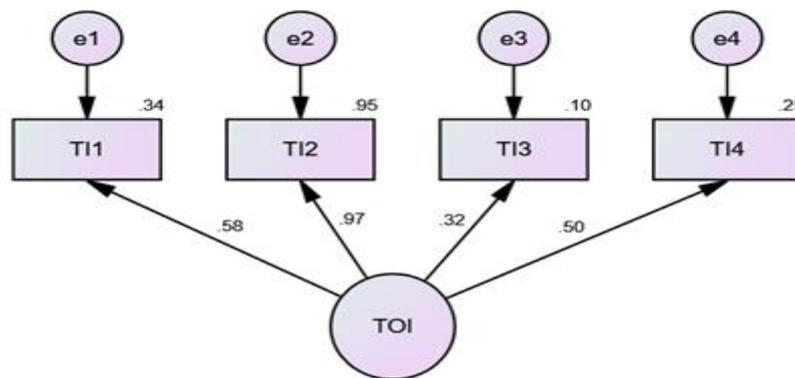


**Chi square=20.5, DF= 5, CMIN=4.1
GFI=0.91, CFI=0.89 RMSEA =0.09**

Figure 2: Validity of the Employees' Empowerment Scale

3.4 CFA for Turnover intentions

Likewise, CFA performed for employees turnover intentions to check how closely its conceptual model fits with the empirical one. After performing CFA, the scholar got the value of chi-square 3.7 with 2 degree of freedom insignificant at $p=0.215$ show a good fit. The values of CFI and RMSEA found 0.98 and 0.07 respectively also shows that the empirical model of employees’ turnover intentions is a closely fit with its conceptual model.

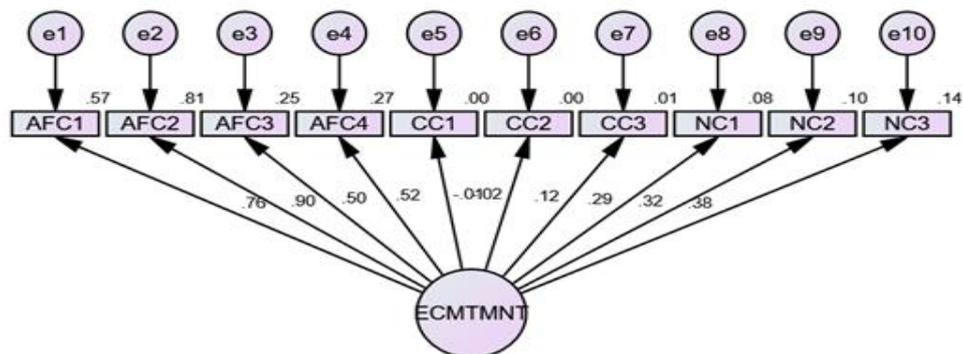


**Chi square=3.07, DF= 2, Insignificant at $p=0.215$
GFI=0.96, CFI=0.98 RMSEA =0.07**

Figure 3: Validity of the Employees’ Turnover Intentions Scale

3.5 CFA for Employees’ Commitment

Confirmatory factor analysis also performed for employees’ commitment. After the test, it was found that employees’ commitment is reasonable fit model by getting the chi square value of 229.07 with 55 degree of freedom, CFI value of 0.91 and RMSEA equal to 0.09.



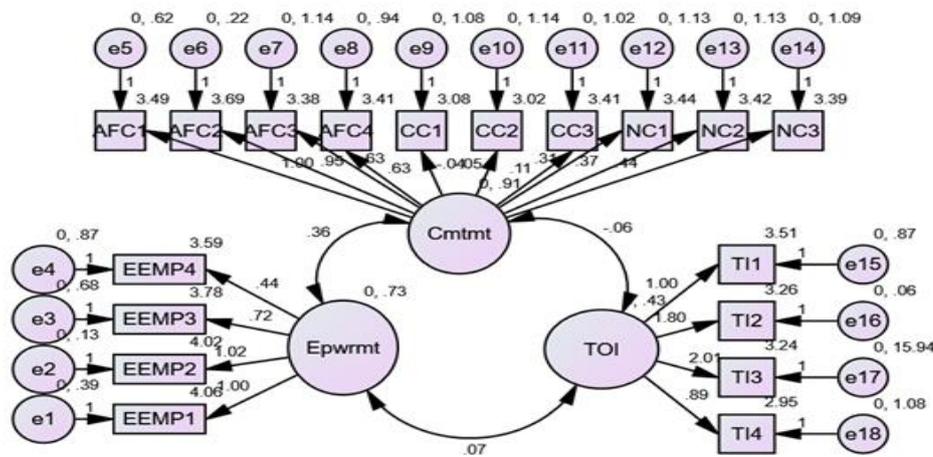
**Chi square=229.07, DF= 55, CMIN= 4.17
GFI=0.90, CFI=0.91 RMSEA =0.09**

Figure 4: Validity of the Employees’ Commitment Scale

3.6 CFA for Measurement Model

After evaluating the CFA for individual model, this time the researcher tested the

overall measurement to know how similar that is with empirical model. Once CFA performed for measurement model, the findings revealed that the overall measurement model is a good fit of the overall empirical model by getting the chi square value of 484.32 with 132 degree of freedom. The relative chi square value of 3.6 shows the model is a good fit. Moreover, the values of CFI and RMSEA equal to 0.9 and 0.10 respectively suggest a reasonable fit model.



**Chi Square=484.32, DF= 132, CMIN= 3.669
GFI=0.89, CFI=0.9, RMSEA=0.10**

Figure 5: Validity of the Measurement Model

3.6 Hypotheses

The effect of employees’ empowerment on turnover intentions is examined through path analysis. The result revealed a negative and significant relationship between employees’ empowerment and turnover intentions. The standardized coefficient (Beta) value of -0.13 found significant at $p < 0.001$ justifies the first hypothesis of the present study.

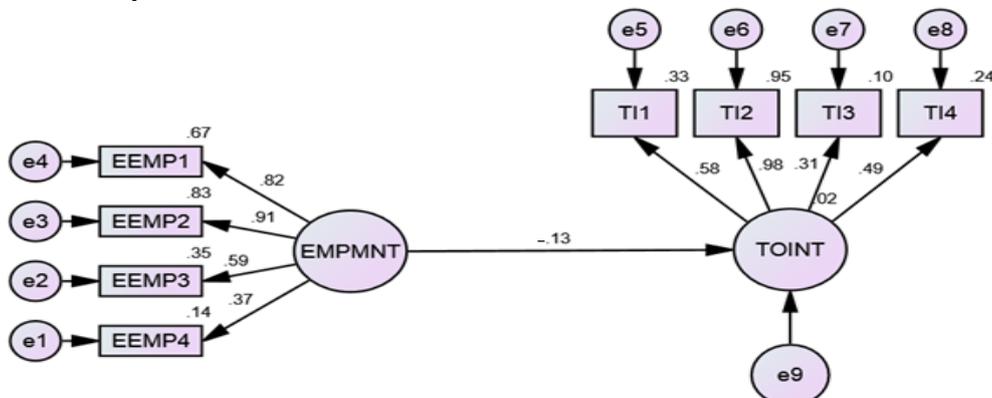


Figure 6: Path Analysis for the First Proposition of the Study

Likewise, the association of employees’ empowerment and commitment was investigated. The beta value of 0.30 found highly significant at $p < 0.001$ indicates that

employees' empowerment positively and significantly effects employees' commitment.

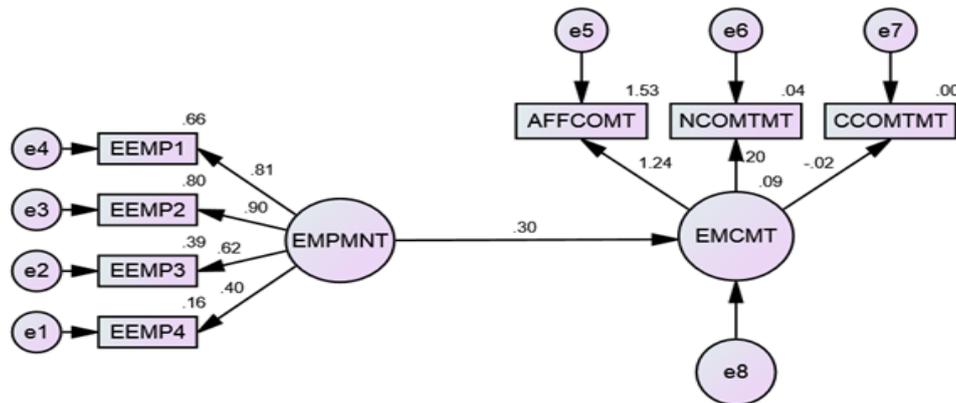


Figure 7: Path Analysis for the Second Proposition of the Study

Similarly, the relationship of employees' commitment and turnover intentions was examined. The beta value of -0.16 found significant at $p < 0.001$ shows that the greater the level of employees' commitment the lesser will be the intentions to quit.

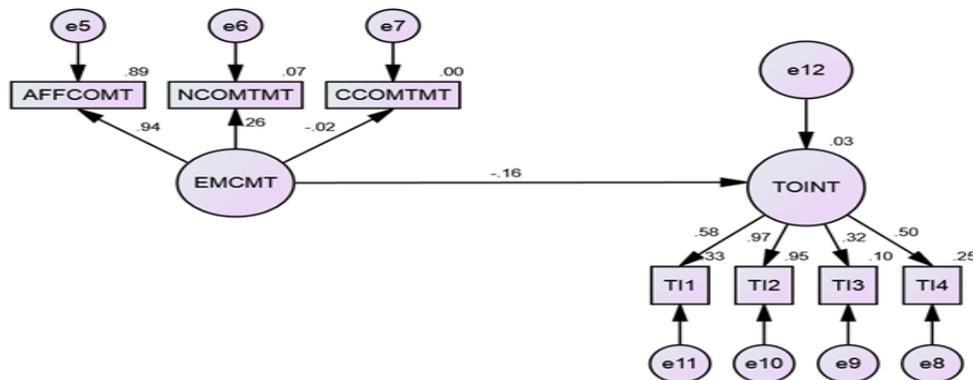


Figure 8: Path Analysis for the Third Proposition of the Study

The mediating effect of employees' commitment between the association of employees' empowerment and turnover intentions was verified via path analysis. The beta value of -0.18 found insignificant in the direct effect. Whereas the beta value of -0.17 found significant in the indirect effect shows that employees' commitment fully mediates the link between employees' empowerment and turnover intentions.

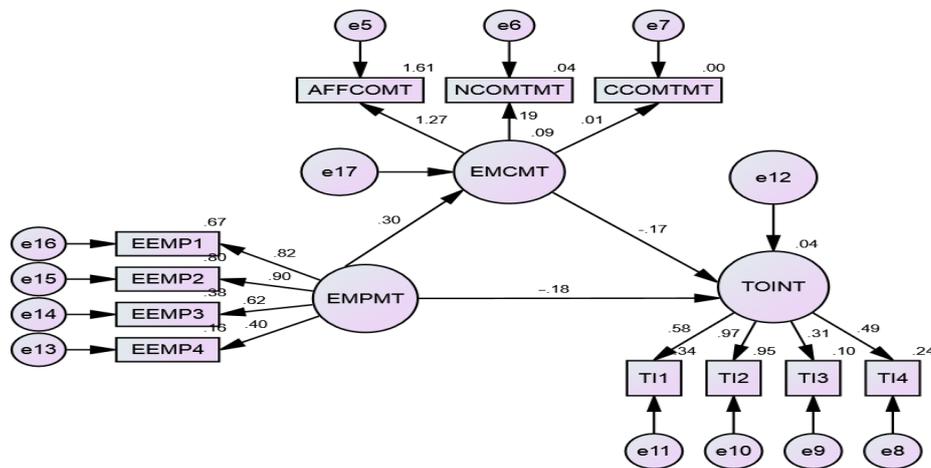


Figure 9: Path Analysis for Verifying the Mediating Effect

Table 2: Result of Hypotheses

| Hypotheses | Direct Effect | Indirect Effect | Result |
|----------------------|---------------|-----------------|----------------|
| H1: Emp → TOI | -.13*** | N/A | Supported |
| H2: Emp → Ecom | .30*** | N/A | Supported |
| H3: ECom → TOI | -.16*** | N/A | Supported |
| H4: Emp → ECom → TOI | -.18 (NS) | -.17*** | Full Mediation |

Note: Emp=Employees’ Empowerment, Ecom=Employees’ Commitment, TOI=Turnover Intentions, *** significant at p<0.001

4. Discussion

The present study aimed at investigating the effect of employees’ empowerment on employees’ turnover intentions while employees’ commitment mediates. Primary data were collected from the faculty members of private universities via stratified random sampling technique. The instrument reliability was examined via Cronbach’s alpha and for the validity of the scales confirmatory factor analysis performed in AMOS. After confirming the reliability and validity of the instruments and measurement model the researcher tested the assumptions of the study. The empirical analysis revealed that empowering employees’ has a significant negative impact on employee’s turnover intentions. Additionally, the findings verified employees’ commitment a complete mediator between the link of employees’ empowerment and employees’ intentions to quit.

4.1 Implications

The present study contributed theoretically by proposing a new model with unique combination of variables. The current research verified the employees’ commitment as intervening variable between the association of employees’ empowerment and intentions to quit. Practically, the outcome of the present study would contribute by providing useful information to the management of the higher education institutions regarding how to keep employees for a longer period.

4.2 Limitation and Future Research Recommendation

The present study was limited to the private sector higher educational institution. Public sector universities inclusion may bring some difference to the findings. Additionally, the present study examined employees commitment as a mediator, however, future study may focus on other variables such as; employees satisfaction, trust etc. The present study may also be extended geographically by adding more cities.

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