



Psychological Empowerment and Employee Turnover Intention: The Moderating Role of Organisational Diversity Climate

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Abstract. The study explored the relationship between psychological empowerment and employee turnover intention while examining the moderating effects of perceived organizational diversity climate and workplace prejudice. The study adopted the correlational design in line with the positivist research philosophy. The study participants comprised employees of service and manufacturing organizations in the public and private sectors. They comprised four hundred and thirty-one ($N = 431$) with a mean age of 35.8 years ($SD = 9$), comprising 234 male and 197 female employees randomly selected from six organizations. The Work Diversity Inventory (WDI), the Workplace Prejudice/Discrimination Inventory (WPDI), the Measuring Empowerment Questionnaire (MEQ), and the Turnover Intention Scale (TIS-6) were used as measures of the study variables. Four hundred and thirty-one (431) questionnaires were returned valid. Simple linear regression and Multiple Linear Regression (MLR) were used to test the study hypotheses. The results revealed that psychological empowerment has a significant positive relationship with employee turnover intention ($\beta = .028$, $t = 2.070$, $p = .039$). There was a significant moderation effect of perceived organizational diversity climate on the relationship between psychological empowerment and employee turnover intention ($\beta = -.002$, $t = -2.812$, $p = .005$), accounting for a 1.8% variance in employee turnover intention. The study concluded that organizational diversity climate reduces the positive correlation between empowerment and intention to leave. The study recommended strengthening empowerment practices, fostering a positive diversity climate, and routine evaluation of climate diversity among employees.

1. Introduction

Any organization's survival ability largely depends on the people who work there. These employees' emotions, thoughts, attitudes, and behaviors significantly impact whether the organization will meet its goals and objectives. Whether employees stay on board with the organization depends on how they feel about it and how they view it (Kaur et al., 2022; Orshi, 2021). As important as technical expertise is for employees, an organization must have enough other factors to succeed. Employees are typically viewed as the primary source of an organization's quality, productivity, and growth in well-managed organizations (Vickerstaff & Van der Horst, 2021). According to studies, employee turnover is a significant concern for organizations (Kang & Sung, 2019; Aliyu & Nyadzayo, 2018). In many small organizations, the turnover issue is even more critical (Mehrez & Bakri, 2019). High employee turnover drives up the cost of hiring, training, and replacing replacement workers for organizations (Reina et al., 2018; Fisher & Connelly, 2017).

Recent literature on employee turnover intention has generally focused on predisposing factors of employee turnover intention such as structured employee training, leadership styles, organizational commitment, organizational justice, promotion opportunities, salary, organizational culture, job satisfaction, psychological empowerment, and workplace prejudice and discrimination (Akther & Tariq, 2020; Ozturk et al., 2016; Biswakarma, 2016; Haggalla & Jayatilake, 2017; Ibrahim et al., 2017; Fasanmi, 2018; Vickerstaff & Van der

Horst, 2021; Fekedulegn et al., 2019). However, these findings have highlighted the importance of identifying the function of moderating factors that affect the connection between predisposing factors and employee turnover intention.

The best indicator of turnover is turnover intention (Lambert (2006). This is because administrative records frequently need to be completed or made available; Lambert contends that actual turnover is challenging to measure. Turnover intention is frequently seen as the last stage before actual turnover behavior (Udechukwu et al., 2007). Before actually departing, employees have the intention to do so. However, those still working may have plans to quit, which may or may not cause a subsequent turnover.

According to Garino and Martin (2007), the turnover intention is influenced by both internal and external group factors. Psychological empowerment is one internal factor linked to plans for employee turnover (Islam et al., 2015; Meyerson & Kline, 2008). Psychological empowerment is a concept that involves motivation. For employees to feel in control of the tasks they are accountable for, psychological empowerment is required (Spreitzer, 1995). Studies have shown that employees with high psychological empowerment express satisfaction, a desire to stay with the company, and better performance (Islam et al., 2015; Meyerson & Kline, 2008). Employees are more likely to perform well, deliver services civically responsibly, exhibit organizational citizenship behavior, and remain in their jobs when they feel psychologically empowered (Bester et al., 2015). So, lowering turnover intentions may be achieved through psychological empowerment.

Additionally, Jonathan and Levine (2006) noted that several theories contend that isolated workers whose demographic traits place them in the numerical minority will experience higher turnover in diverse workplaces. According to a subset of relational theories, the demographic isolation of an employee may have different effects depending on their race, gender, or age. These theories, however, offer contrasting hypotheses regarding which groups are most impacted by isolation. Only a few studies have looked at how the climate of workplace diversity affects behavioral outcomes like employee turnover in Nigeria, despite the theoretical and practical importance of understanding the circumstances under which employees thrive with diverse co-workers.

In order to be more innovative and adaptable, organizations may adopt a diverse culture. Workplace diversity describes the makeup of work

groups in terms of the cultural or demographic traits that are prominent and symbolically significant in the interactions among group members (DiTomaso et al., 2007). Due to the realization that the workplace is changing, improving workplace diversity has recently emerged as a crucial issue in organizational psychology, industrial psychology, and the management of organizations.

In both public and private organizations, diversity in terms of gender, religion, and ethnicity is prevalent. This diversity is frequently essential in displaying workplace prejudice and discrimination (Orshi, 2021). In recent years, workplace interactions between workers from various cultures and backgrounds have increased due to globalization. Globally, people are becoming more open-minded at work, and competition is coming from everywhere in Africa. According to Dike (2013), diversity can be both a problem and a solution for an organization because it can have a mix of advantages and disadvantages, meaning that it can be advantageous, risky, and productive. The difficulty lies in capturing the essence of diversity and strategically managing it to benefit the workforce and the company.

Organizations must be able to serve everyone's needs realistically. Some employees will eventually leave a company, searching for new opportunities, no matter how great it is. That could be very expensive for the company and impact how productive the stabilized company is. In order to effectively predict and manage employee turnover behaviors, this study investigates the employee turnover intention phenomena by looking at the influencing and moderating factors of employee turnover tendency.

1.1 Statement of the Problem

In Nigeria, businesses invest significantly in their staff members' training, retraining, development, maintenance, and retention. This is demonstrated by the government- and privately-established training centers and programs; huge budgets are frequently given to these training facilities so that their staff members can receive training to advance their knowledge and skills. Nevertheless, there is still a sizable amount of employee turnover in Nigeria's various industries, which frequently results in high costs for the organization because replacing employees who leave requires spending money.

The productivity and retention of an organization's current workforce are crucial issues. Due to voluntary turnover, businesses have continued to lose their knowledgeable and experienced

employees in recent years. Most empirical research studies use explanatory models that must adequately address the moderating processes that lead to turnover intention, despite the fact that several existing studies have identified various factors related to employee turnover behaviors.

Studies have also examined the impact of leadership styles, education, age, sociodemographic traits, organizational justice and commitment, job promotion opportunities, salary, stress, organizational culture, job satisfaction, psychological empowerment, and workplace prejudice and discrimination on employee turnover intention. However, more research is required to look at how the aforementioned explanatory variables on turnover intention are affected by moderators. There is a need for studies on turnover intention to examine moderating factors of organizational diversity climate on the relationship between psychological empowerment and employee turnover intention because diversity management is relevant to the organizational landscape in Nigeria and given the country's multi-ethnic workforce and cultures.

1.2 Aim and Objectives of the Study

The study aims to assess the moderator role of perceived organizational diversity climate on the relationship between employee psychological empowerment and turnover intention among employees in service organizations in Nigeria.

The study has the following specific objectives:

- Evaluate the relationship between psychological empowerment and turnover intention among employees
- Determine the role of perceived organizational diversity climate as a moderator of the relationship between psychological empowerment and employee turnover intention.

1.3 Statement of Hypotheses

The following hypotheses were tested in the study:

H1: Psychological empowerment will have a significant relationship with turnover intention among employees

H2: Perceived organizational diversity climate will significantly moderate the relationship between psychological empowerment and turnover intention among employees

2. Research Methodology

2.1 Design

The study adopted the correlational design in line with the positivist research philosophy (Saunders et al., 2009). The minimum sample size $N = 325$ was determined using the G*Power software application for an F-test family linear multiple regression model, considering a small effect size of .03 and error probability α of .05, and required statistical power of .80 for two predictor variables (Faul et al., 2009).

2.2 Participants

The study participants comprised employees of service and manufacturing organizations in the public and private sectors. They comprised four hundred and thirty-one ($N = 431$) with a mean age of 35.8 years ($SD = 9$), comprising 234 male and 197 female employees randomly selected from six organizations. One hundred ninety-seven indicated junior staff, while 194 stated they were senior staff. Furthermore, 241 participants were employed in private organizations, while 175 were employed in public organizations.

2.3 Instruments for Data Collection

Four psychological scales were used to measure the perceptions of the variables in the study. These include the Work Diversity Inventory (WDI), the Workplace Prejudice/Discrimination Inventory (WPDI), the Measuring Empowerment Questionnaire (MEQ), and the Turnover Intention Scale (TIS-6). These scale measures assess organizational diversity climate, psychological empowerment, and employee turnover intention.

2.4 Procedure

A total of six (6) study sites were used for the study. Employees from organizations in each study site that met the inclusion criteria were selected and administered questionnaires. Verbal consent to participate in the study was obtained after they were assured of confidentiality. Participation was voluntary. Four hundred and thirty-one (431) returned questionnaires were certified valid. The retrieved questionnaires were collated, and the resulting data was appropriately coded and analyzed.

2.5 Method of Data Analysis

Simple Linear Regression and Multiple Linear Regression (MLR) statistics were used to test the study hypotheses.

3. Result

Descriptive Results

The descriptive results showing the mean, standard deviations, and correlations between the independent, dependent, and moderator variables, which include: Perceived organizational diversity climate, psychological empowerment, and employee turnover intention, are presented below.

Table 1: Mean, Standard Deviations, and Correlations between the Independent, Dependent, and Moderator Variables

	1	2	3
1 Organizational diversity climate		.462**	.006
2 Psychological empowerment			.099*
3 Turnover intentions			
Mean	92.10	49.10	21.05
SD	17.24	13.97	3.95

* $p < .05$; ** $p < .01$

Table 1 shows the mean, standard deviation, and correlations between organizational diversity climate, psychological empowerment, and employee turnover intention. Results of correlations revealed that organizational diversity climate ($M = 92.10$) had a significant positive association with psychological empowerment ($M = 49.10$) $r = .462, p < .001$; Psychological empowerment ($M = 49.10$) was positively associated with employee turnover intentions ($M = 21.05, r = .099, p < .001$). This result shows that the predictor and moderator variables were significantly correlated.

Inferential Results

Simple linear regression was used to test hypothesis one (H1), which sought to test the relationship between psychological empowerment and employee turnover intention. Hypothesis two (H2) was tested using Multiple Linear Regression (MLR) to ascertain the moderation effect of organizational diversity climate on the relationship between psychological empowerment and employee turnover intention. The results are presented below.

Hypothesis one (H1)

H1: Psychological empowerment will have a significant relationship with employee turnover intention.

The simple linear regression statistic was used to test whether psychological empowerment significantly correlates with employee turnover intention. The model summary and the regression coefficient are presented in detail in Tables 2 and 3.

Table 2: Regression Summary for the relationship between Psychological Empowerment and Employee Turnover Intention

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	.099	.010	.008	3.933

Table 2 shows the model summary of the regression for the relationship between psychological empowerment and employee turnover intention. The table indicated that $R^2 = .010, F(1, 429) = 4.285, p < .05$, which indicates that the model accounted for 10% of the variance in employee turnover intention, which was accounted for by the variation in psychological empowerment.

Table 3: Coefficients of the Relationship between psychological empowerment and employee turnover intention

	Unstandardized Coefficients		Standardized Coefficients	t	p-value
	β	Std. Error	Beta		
(Constant)	19.672	.693		28.398	<.01
Psychological empowerment	.028	.014	.099	2.070	.039

Dependent Variable: Employee turnover intention

The results in Table 3 show the regression coefficients for the relationship between psychological empowerment and employee turnover intention. The result revealed that psychological empowerment has a significant positive

relationship with employee turnover intention ($\beta = .028, t = 2.070, p = .039$). Therefore, hypothesis one is upheld.

Hypothesis Two (H2)

H2: Perceived organizational diversity climate will significantly moderate the relationship between psychological empowerment and employee turnover intention.

Moderation analysis was used to determine if the perceived organizational diversity climate significantly moderates the relationship between psychological empowerment and employee turnover intention. The summary and coefficients of the regression model are indicated in Tables 4 – 6.

Table 4: Regression summary of moderation analysis for psychological empowerment \times perceived organizational diversity climate

R	R-sq	MSE	F	df1	df2	p
.173	.030	15.225	4.378	3	427	<.001

Table 4 shows the model summary of the moderation analysis for psychological empowerment \times perceived organizational diversity climate. The results showed that the coefficient of determination $R^2 = .030, F(3, 427) = 4.378, p = <.001$). This result showed that the model accounts for a 30% variance in employee turnover intention.

Table 5: Coefficients of moderated regression analysis predicting employee turnover intention: psychological empowerment \times perceived organizational diversity climate

	Coefficient	SE	t	p	LLCI	ULCI
Constant	21.276	.204	104.137	<.01	20.875	21.678
Psy. empowerment	.030	.015	1.990	.047	.000	.060
PODC	-.010	.012	-.801	.424	-.034	.014
Psy.Emp. x PODC	-.002	.001	-2.812	.005	-.003	-.001

DV = Employee turnover intention, PODC = Perceived organizational diversity climate, Psy.Emp. = Psychological empowerment

The results in Table 5 show the coefficients of the moderation analysis regression for psychological empowerment and perceived organizational diversity climate. The result revealed that psychological empowerment has a significant positive relationship with employee turnover intention ($\beta = .030, t = 1.990, p = .047$); there was no significant relationship between perceived organizational diversity climate and turnover intentions ($\beta = -.010, t = -.801, p = .424$). Perceived organizational diversity climate produced a significant negative moderation effect on the relationship between psychological empowerment and employee turnover intention ($\beta = -.002, t = -2.812, p = .005$).

Table 6: Summary of R-squared change for psychological empowerment \times perceived organizational diversity climate interactions.

	R ² -change	F	df1	df2	p
Psy.Emp. x PODC	.018	7.906	1	427	.005

The results in Table 6 show the R-squared (R^2) change for moderator regression model 2. The result revealed a significant 1.8% change in psychological empowerment and perceived organizational diversity climate [$R^2 = .018, F(1, 427) = 7.906, p = .005$]. This outcome indicates that the moderation effect of perceived organizational diversity climate accounted for a 1.8% variance in the relationship between psychological empowerment and employee turnover intention. Thus, hypothesis two is upheld.

Conditional Effects of the Focal Predictor at Values of the Moderator

Figure 1 shows the conditional effects of the focal predictor at the values of the moderator. At low levels of perceived organizational diversity climate, there was a significant moderator effect on the relationship between psychological empowerment and employee turnover intention. At moderate levels of perceived organizational diversity climate, there was a significant moderator effect on the relationship between psychological empowerment and employee turnover intention. However, there was no significant moderator effect on the relationship between psychological empowerment and employee turnover intention at a high perceived organizational diversity climate level.

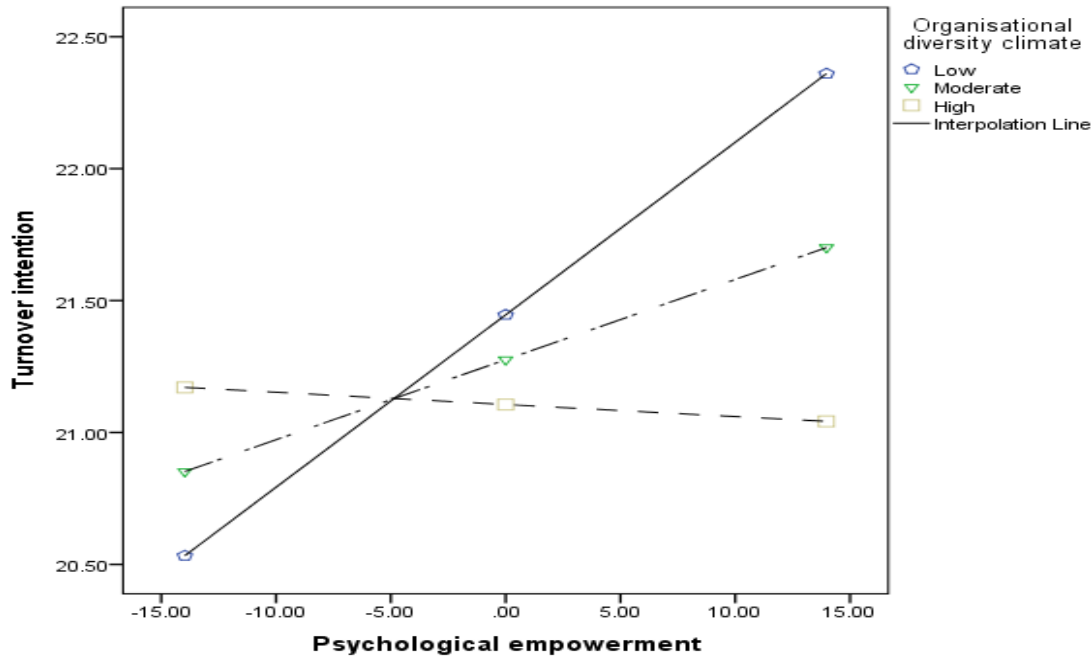


Figure 1: Graph showing the relationship between psychological well-being and employee turnover intention at low, moderate, and high levels of perceived organizational diversity climate.

4. Discussion on the Findings

Results from hypothesis one testing revealed that psychological empowerment significantly positively correlated with employee turnover intention. This outcome of hypothesis one aligns with the works of Morin et al. (2016), Chan et al. (2015), and Malik et al. (2013), which indicated the significant relationship between psychological empowerment and turnover intention among employees. Japie et al. (2011) also revealed that psychological empowerment significantly moderated the relationship between role clarity and turnover intention. The findings of this study also agree with the study of Wilutantri and Etikariona (2017), which found that psychological empowerment had a significant negative correlation to turnover intention; also, Nawawi (2015) showed that employees with high psychological empowerment showed satisfaction and persistence intention in higher organizations.

The results of hypothesis one are attributed to the evidence that attitudinal and behavioral responses of psychologically empowered individuals are believed to influence their commitment and job satisfaction. Furthermore, psychological empowerment distinctly accounted for different variances for normative and affective commitment, but the strengths of both commitment components were approximately the same (Chan et al., 2015). As such, employees who feel more psychologically empowered are more predisposed to exhibit less self-serving behavior. In other words,

psychologically empowered employees tend to have a high normative and affective commitment to their employers. They are likely to feel less of a need for ongoing commitment because they have an emotional bond with their organization and a strong sense of loyalty, leading to a reduced turnover intention, and therefore will want to remain with the respective organization.

The findings of hypothesis two, which stated that perceived organizational diversity climate would significantly moderate the effect of psychological empowerment on employee turnover intention, were not supported. The result of the analysis of hypothesis two is in tandem with the studies of Ward et al. (2021), which found that organizational diversity climate moderated the relationship between trust and turnover intention; Furthermore, Kaur et al. (2022) found that diversity climate significantly predicted turnover intention.

The outcome of hypothesis two can be further argued that ethnicity as a form of diversity climate, for example, is psychologically relevant and approachable because external factors can determine when group boundaries are impermeable (Armenta et al., 2017). As perceived group impermeability rises, people become more aware of their ethnic group memberships and are more likely to categorize themselves and others based on ethnicity. On the other hand, one's membership in a racial group becomes less salient as perceived group impermeability decreases. So, there is less of

a tendency to classify ourselves and other people according to their ethnicity in the organization.

5. Study Limitations

The results of this study should be viewed in the context of a few limitations. First, the study design cannot establish causality to identify a cause and effect; therefore, experimental designs would be more appropriate. Verifying whether the correlations mentioned above are causal will require additional study. Secondly, organizational diversity climate, psychological empowerment, and turnover intentions were assessed using self-report questionnaires, which could have been skewed by respondents' social desirability responses or poor memory, leading to a response bias.

6. Practical Implications of Findings

The study's findings have applications for organizations in managing turnover and fostering employee well-being. Organizations can take proactive steps to address the underlying causes of turnover, such as ineffective empowerment practices or a lack of welcoming diversity climates, by recognizing the potential positive relationship between psychological empowerment and turnover intention. Findings also emphasize how critical it is to promote a positive diversity climate as a workplace culture, as this can act as a safeguard against empowered employees planning to leave.

The study advances our theoretical knowledge of the connections between psychological empowerment, diversity climate, and turnover intention, adding to the existing literature. It increases our understanding of the interactions between these variables and sheds light on the underlying processes that affect employee turnover. This study can be a starting point for future studies, encouraging researchers to look into new variables or environmental factors that might impact these relationships.

7. Conclusion

In conclusion, the study highlighted the need for organizations to empower their employees to reduce turnover by demonstrating a positive relationship between psychological empowerment and turnover intention. The study also emphasizes the organizational diversity climate's moderating function, showing that it can reduce the positive correlation between empowerment and intention to leave.

Concerning managing turnover and enhancing employee well-being, this research offers valuable insights for businesses operating in Nigeria.

Organizations can create a stimulating and welcoming workplace that encourages employee satisfaction and lowers the likelihood of turnover by recognizing the value of empowerment practices and encouraging a positive diversity climate. The study's contributions go beyond Nigeria; they advance the theoretical comprehension of these relationships and encourage future researchers to explore more contextual factors.

8. Recommendations

Based on the findings of the study, the following recommendations can be made:

- **Strengthen Empowerment Practices:** To lower the likelihood of employee turnover, organizations should concentrate on putting effective empowerment practices into place. Employee autonomy, decision-making power, and opportunities for skill development can all help with this. Organizations can lessen the likelihood of turnover by giving employees the freedom to make decisions and by making them feel valued and engaged in their work.
- **Foster a Positive Diversity Climate:** Organisations should prioritize fostering an inclusive environment that makes diverse employees feel respected and valued. This can be accomplished by implementing diversity training programs, creating inclusive policies and practices, and advocating for diversity and inclusion at all organizational levels. A favorable diversity climate mitigates the relationship between psychological empowerment and turnover intention, a protective factor.
- **Conduct Regular Employee Surveys and Assessments:** Organisations should routinely evaluate the levels of psychological empowerment, the climate of diversity, and the likelihood of employee turnover. Surveys and evaluations can be used to collect feedback and pinpoint areas that need improvement. Organizations can improve employee satisfaction and retention by actively monitoring these factors, proactively addressing any issues contributing to turnover intention, and making the necessary adjustments.

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