

Organizational Outcomes as Mediating Variables in the Relationship Between Psychological Empowerment and Turnover Intention

Siddig Balal Ibrahim¹ Walid Abdegium Ali², Omer Hag Hamid³

¹Associate Professor, Arab Open University, Kingdom of Bahrain
²Lecturer at Faculty of Business Administration, King Saud University
³Assistant Professor, Arab Open University, Kingdom of Bahrain

Article Info

Article history:

Received 27 December 2019

Received in revised form 09 February 2020

Accepted 09 March 2020

Published 01 April 2020

Abstract

The process through which psychological empowerment affects turnover intention in the banking industry remains unanswered. The main purpose of this paper is to examine the mediating role of organizational outcomes (job satisfaction, organizational commitment, and organizational citizenship behavior) in the relationship between perceived psychological empowerment and turnover intentions. To test the proposed theoretical framework, the data were collected from employees working in several banks in Khartoum State-Sudan. A cross-sectional survey design was used with a non-probability sample (a convenience sample N = 375) with a response rate of 92%. Confirmatory factor analysis was used to test whether the measures of the constructs were consistent with the understanding of the nature of the constructs and to test whether the data fitted the hypothesized measurement model. Structural Equation Modeling was used to examine the proposed model. To achieve the objectives of the study, a model was designed based on previous studies, self-determination theory, and social exchange theory. Results supported the hypothesized relationships, showing a significant negative effect of psychological empowerment on turnover intention. Also, psychological empowerment has a significant positive effect on organizational outcomes. In addition, the organizational outcomes have mediated the relationship between psychological empowerment and turnover intention. Based on these results, several recommendations, both theoretical and practical, were offered.

Keywords: Organizational Citizenship Behaviors, Organizational Commitment, Job Satisfaction, Psychological Empowerment, Turnover Intention

1. Introduction

Different organizations regardless of their characteristics always give more attention to employees' turnover intention (de Klerk & Stander, 2014). Leaderships play a vital role in encouraging employees to lead, take risks, and innovate, as well as to adapt to the current uncertainties, particularly under the successive rapid changes in technological development and globalization (Knezovic & Musrati, 2018). Therefore, effective leadership is necessary to reduce employees' turnover intention (Nanjundeswaraswamy & Swamy, 2014) as a prerequisite to positive organizational outcomes. Indeed, turnover intention is playing a vital role in organizations because it can exorbitant a huge cost related to recruitment and selection, personnel process and induction, training of new employees and importantly, loss of know how gained by the employee while on job. Consequently, it is negatively impact on organization's performance (Kaya & Abdioğlu, 2010) and it is a very strong predictor of turnover (Oussama & Johari 2016).

Investigating the factors that influence employee turnover intention could be helpful for companies (de Klerk & Stander, 2014). Contemporary research has identified psychological empowerment as an important factor in employees' satisfaction, loyalty to the organization, and commitment (Shah et al. 2019; Spreitzer, 1995; Tripathi & Bharadwaja, 2019). Despite that, the organizational outcomes (commitment, job satisfaction, and organizational citizenship behavior) as mechanisms underlying the effect of psychological empowerment on employees' turnover intention, remain unanswered. Moreover, several previous studies discussed the organizational outcomes (Elamin & Tlaiss, 2015; Bin Jomah, 2017; Alkadash & Shahid, 2017), it is noticed that these studies focused on a single element of organizational outcomes, such as organizational citizenship, or organizational commitment. Some studies (e.g., Ouyang et al., 2020; Alotaibi et al., 2020; Wilutantri & Etikariena, 2017) addressed organizational outcomes for employees as an independent

or as a dependent variable. Moreover, these studies ignored the relationship of psychological empowerment with turnover intention in such a relationship. Therefore, this study is an attempt to bridge the gap in the literature by examining the mediating role of organizational outcomes (job satisfaction, organizational commitment, and organizational citizenship behavior) in the relationship between psychological empowerment and turnover intention.

2. Literature Review

2.1. Psychological empowerment

Empowerment is an essential factor for any organization that seeks to succeed in improving and developing employees' attitudes, feeling, and perceptions toward the working environment (Shah et al., 2019). According to Whetten and Cameron (1998) empowerment is giving power to employees to help them enhance their self-confidence, and give them power and intrinsic motivation to perform their tasks. Wilke & Speer (2011) argued that empowerment is a participatory process through which individuals, organizations, and communities can increase control, effectiveness, and social justice about the issues they are exposed to. Menon (1999) define psychological empowerment as "a cognitive state characterized by a sense of perceived control, perceptions of competence, and internalization of the goals and objectives of the organization". It's a perception that his/her work has a meaning, that he/she has the competence, the ability to accomplish the tasks, the employee has believes in himself; he can manage and organize the task, feels that his accomplished work has a direct impact on the organization success (Tripathi & Bharadwaja, 2019). Based on Spreitzer (1995), the concept of psychological empowerment has four components. First, meaning which concerned with the individual's awareness of the work importance and meaning, and thus individuals doing efforts to get the work done optimally, to serve the goals and vision of the organization (Bakker, 2017). Secondly, competence: it means the employee's self-confidence, that he/she has the ability, skill, and knowledge that qualify him to perform his work efficiently and effectively (Abdulrab et al., 2018). Thirdly, self-determination: refer to offer the precept of freedom and diligence to undertake movements and behaviors that assist the employee carry out he/ she is tasks as required and for that reason gain the organization's objectives (Bester, Stander, & Van Zyl, 2015). Finally, impact: it means the individual's ability, through their actions and involvement in decision-making, to influence the results of work environment and organization performance (Ghobakhloo et al., 2011).

Based on the self-determination theory (Deci & Ryan, 2000) and social exchange theory this paper theorized that organizational outcome, including job satisfaction, organizational commitment, and organizational citizenship behavior, works as intervening variables between psychological empowerment and turnover intention. This paper suggests that when the psychological needs of employees are satisfied through both environmental and social factors, they are more likely to behave positively. On the other hand, social exchange theory posits that when employees feel psychologically empowered, they show more satisfaction and more likely to stay with their organization (Islam, Munawar, & Bukhari, 2015).

2.2. Psychological empowerment and turnover intention

Psychological empowerment plays an important role in providing individuals with spiritual energy, whereby the empowered employees feel personal importance as a result of their participation and contribution in setting out the goals of the organization and their awareness of the importance and meaning of the work they do, for them and the organization (Park, Kim, Yoon, & Joo, 2017). Employees with high psychological empowerment have lower turnover intentions because they have higher optimism, and their capabilities prepare them to build their destiny with high levels of success in the organization (Seligman, 1998). Self-determination theory asserts that organization that provide opportunities to satisfy employees' psychological needs help to enhance intrinsic motivation, which results in both positive work outcomes and positive work attitudes behaviours, whereas reducing negative attitudes and behaviours (Shah et al., 2019). The relationship between psychological empowerment and negative work attitudes such as intention to stay in the organization has been reported by a number of studies (Shah et al. 2019; Islam, Munawar, & Bukhari, 2015; Luthans et al., 2007). Accordingly, the following hypothesis can be formulated

- **Hypothesis 1:** Psychological empowerment has a significant negative effect on turnover intention.

2.3. Psychological empowerment and organizational citizenship behavior

Organizational citizenship behavior is important for any organization to success. It refers to employees' behaviors which they perform beyond their formal job descriptions (Çavuş & Develi, 2017). This concept describes individual behaviors based on volunteerism that contribute to organizational effectiveness and productivity as well as organizational goals in support of the social and psychological environment (Tufail, Muneer & Manzoor, 2017). The researchers noted an absence of studies on the direct relationship between psychological empowerment and organizational citizenship behaviors, however the link between the two variables can be justified within the light of social exchange theory.

Empowerment enhances the feelings of support and confidence that workers receive from the organization, and thus the requirement to convey back to the organization within which they add accordance with the principle of reciprocity, leading them to be more effectiveness, efficiency, and apply behaviors that exceed the necessities of their formal work. According to social identity theory, empowered employees are more likely to feel confident about their organization and therefore they are more likely to get involved with their organization thus taking the initiative and adopting behaviors greater than formal work rates (Fauzi, 2019). Self-determination theory on other hand, assert that meeting the employee's basic psychological needs facilitates greater levels of organizational citizenship behavior (Bogler and Somech, 2004). Therefore, the following hypothesis can be formulated:

- **Hypothesis 2.1:** Psychological empowerment has a significant positive effect on organizational citizenship behaviors.

2.4. *Psychological Empowerment and Job Satisfaction*

Job satisfaction has been one of the topics of greatest interest to management researchers over the past few decades as it directly relates employee's performance. Judge and Ilies (2004) define job satisfaction as an internal situation in which job satisfaction and dissatisfaction are expressed in the attitude of employees towards their work. The concept of job satisfaction refers to a range of attitudes that individuals tend towards their work (Lee, Yang, & Li, 2017; Abdulrab, et.al. 2018). These includes satisfaction with one aspect of the work or the total satisfaction of the individual with his/her work (Luz, de Paula, and de Oliveira, 2018). Studies by Seibert et al. (2004) and Kumar and Moorthy (2015) showed a connection between job satisfaction and the different dimensions of psychological empowerment. Liden et al. (2000) confirmed that employees feel better integrated into their organization because they are aware of their influence on organizational outcomes and thus improve their job satisfaction levels. Recently Shah et al. (2019) showed psychological empowerment is positively related to desirable employee attitudes (job satisfaction, organizational commitment, and psychological capital. Therefore, the following hypotheses can be formulated:

- **Hypothesis 2.2:** Psychological empowerment has a significant positive effect on job satisfaction.

2.5. *Psychological Empowerment and Organizational Commitment*

Porter and Lawler (1968) defined commitment as individual's willingness to exert great efforts for the benefit of the organization, to have a strong desire to remain in the organization, and to accept the organization's core values and objectives. Its links employees to the company to which they contribute and reflects a sense of obligation to one's employer (Meyer and Allen, 1997). Literature identified three dimensions of organizational commitment. Continuous commitment refers to the individual's awareness and desire to stay in the organization and not to leave the work. Emotional commitment: It is an emotional connection to the organization besides a desire to stay in the organization as he is in a harmony with its values and objectives. Standard commitment: The standard commitment of employees increases their sensitivity to what others say about them in the event of leaving the organization, thereby enhancing the willingness of staff to remain in the organization and thus represents a form of moral commitment to the organization (Yao, Qiu, & Wei, 2019; Alkadash, 2020; Abdulrab, et.al. 2017). According to Kim and Beehr (2019) empowerment provides employees with autonomy and developmental support, which effect employees' intention to stay in the organization, as well as their affective response to the organization in the sort of psychological commitment. Manojlovich and Laschinger, (2002); Chang et al. (2010), found in their studies that there is a significant positive relationship between high level of psychological empowerment and organizational commitment. Therefore, the following hypotheses can be formulated:

- **Hypothesis 2.3:** Psychological empowerment has a significant positive effect on organizational commitment.

2.6. *Organizational outcomes and turnover intention*

The relationship between individual organizational outcomes (job satisfaction, organizational commitment, organizational citizenship behavior) and turnover intention have been widely studied (Elamin & Tlaiss, 2015; Bin Jomah, 2017; Alkadash & Shahid, 2017). Job satisfaction has been shown to be closely related to intentions to leave an organization (Chen & Spector, 1992) and turnover intentions. Organizational commitment also showed a negative and significant relationship with turnover intention. In addition, past researchers claimed that organization citizenship behavior is important to avoiding the intention to leave among workers in organization (Ibrahim & Aslinda, 2013). Thus, the lower levels of Organizational citizenship behaviors, the stronger the signal of the reluctance of the employee to be part of the organization, and thus the higher probability that the employee would leave the organization. Accordingly, the following hypotheses can be formulated:

- **Hypothesis 3.1:** Organizational citizenship behaviors has a significant negative effect on turnover intention.

Hypothesis 3.2: Job satisfaction has a significant negative effect on turnover intention.

Hypothesis 3.3: organizational commitment has a significant negative effect on turnover intention.

2.7. Organizational citizenship behavior as mediating variable between psychological empowerment and Turnover Intention

As proposed by the Self-determination theory, when the employee perceive a good level support from the organization, he/she will be grateful in giving back the organization through showing positive behavior and attitudes (Bogler and Somech, 2004). Oussama and Johari (2016) proposed the mediations effect of Organizational citizenship behaviors on the relationship between perceived organizational support and turnover intention. They argued that as long as employees' prospects and values are met, perceived organizational support and Organizational citizenship behaviors will be increased, which in turn lower the turnover intention. According to social identity theory (Tajfel, 1978), skilled employees feel secure in their organizations, which motivates them to maximize the values of that organization through the practice of civic behavior, which leads to the development of organizational effectiveness and stability within the organization, while reducing their intention to quit work. Thus, if employees' prospects and values are met, psychological empowerment and organizational citizenship behavior will be increased, which in turn lower the turnover intention. Accordingly, the following hypothesis can be formulated:

- **Hypothesis 4.1:** Organizational citizenship behaviors will mediate the relationship between psychological empowerment and turnover intention.

2.8. Job satisfaction as mediating variable between psychological empowerment and Turnover Intention

The delegation of certain powers by empowered executives encourages and promotes the spirit of innovation, creativity and generates new ideas that are appropriate to the performance of their functions. Thus, they promote psychological empowerment rather than control and monitoring and promote autonomy among subordinates (Atik and Celik, 2020). It is obvious that an employee who feels psychologically empowered is functionally more satisfied than others satisfaction and decreased desire to quit their job. Social exchange theory posits that when employees feel psychologically empowered, they show more satisfaction and more likely to stay with their organization (Islam, Munawar, and Bukhari, 2015). Accordingly, the following hypothesis can be formulated:

- **Hypothesis 4.2:** Job satisfaction will mediate the relationship between psychological empowerment and turnover intention.

2.9. Organizational commitment as mediating variable between psychological empowerment and turnover intension

Psychological empowerment in the work environment is discovered to be positively related to organizational commitment (Kim and Beehr, 2019; Hafiz, 2017; Chang et al., 2010; Liden et al., 2000). Robbin and Judge (2013) argued that commitment is one of the important job attitudes that affect employees' behaviors like turnover intention and absenteeism. Within social exchange theory psychological empowerment improves organizational engagement and reduces the intention of employees to leave their organization. When employee fill confidence, authority, and discretion to subordinates in their work performance. This behavior will increase efficiency, a sense of importance, and responsibility, thus creating a self-motivation and a positive awareness of work. Accordingly, the following hypothesis can be formulated:

- **Hypothesis 4.3:** Organizational commitment will mediate the relationship between psychological empowerment and turnover Intention.

3. Theoretical Framework

Theoretical framework has been developed based on the extensive and comprehensive review of the literature and support of theories (SET and social exchange theory) as shown in the Figure 1.

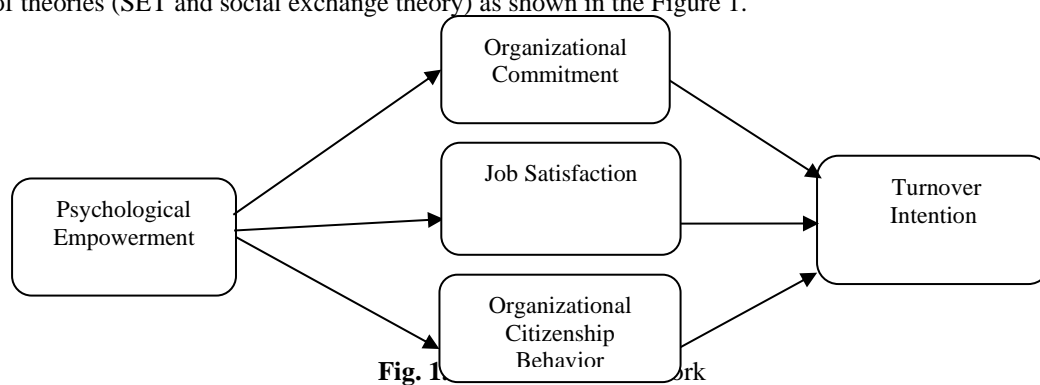


Fig. 1. Theoretical Framework

4. Methodology

To test proposed theoretical framework and its hypotheses, the data were collected from employees working in several banks in Khartoum State-Sudan. Most of the previous research on the relationship between psychological empowerment, organizational outcomes and turnover intention have been conducted in organizations related to western culture which it certainly differs from the culture of developing countries. Therefore, this research will contribute to the body of knowledge and support the literature review in this filed and fill the research gap in Sudan particularly and developing countries in general.

4.1. Population and Sample

Questioner survey was distributed to 375 employees working in four big and well-established commercial banks in Khartoum state (Bank of Khartoum, Omdurman National Bank, Faisal Islamic Bank, and Sudanese French Bank). The banking sector was chosen as its one of the most important sectors in Sudan economy. We received back 347 questionnaires, resulting in a response rate of 92%.

Table 1 illustrates the demographic profiles of the respondents. Non-probability sampling was used using convenience sampling method. This method was chosen because the circumstances prevailed in the country in which the study was conducted, which was almost an economic collapse. It allows the researcher to collect information from the study community members in comfortable conditions for the study (Sekaran, 2006).

Table 1 Profile of respondents

Respondents	Frequency	Percentage (%)
<i>Gender</i>		
Male	209	52
Female	138	48
<i>Age</i>		
Below 35	197	56.8
35-45	124	35.7
Above 46	26	7.5
<i>Education level</i>		
High school or below	67	19.3
University	210	60.5
Master's or above	70	20.2
<i>Experience</i>		
Below 5	266	76.7
5-10	58	16.7
Above 10	23	6.4

4.2. Measurement of Variables

To test the hypotheses, the researcher designed a questionnaire initially after reviewing the previous related studies. The items for all scales were measured using a five-point Likert-like item response structure. Responding was from 1 (strongly disagree) to 5 (strongly agree), with the central category 3 as neutral. Psychological empowerment was measured

with thirteen items adapted from Avolio et al. (2004). As for organizational outcomes, organizational citizenship behavior was measured with ten items adapted from Zayed et al. (2020). Job satisfaction was measured using a three-item scale developed by Michigan University. Organizational commitment was measured using a six-item from Allen & Meyer (1993). Items for turnover intention were adapted from a seven-item scale used by Meyer et al. (1991). Cronbach's alpha reliability of these seven items measuring turnover intention was 0.732 in this study.

5. Analysis and Results

5.1 Reliability and validity

Consistent with the previous studies (Shah et al., 2019; Chan, 2017), and as the study focused on the overall psychological empowerment, the two sub-components of psychological empowerment were combined into a single, higher-order factor. The results of Confirmatory Factor Analysis (CFA) yielded a good fit for a single latent factor model ($\chi^2/df = 1.51, < 0.001, CFI = 0.896, GFI = 0.962, NFI = 0.876, \text{ and } SRMR = 0.014$). Cronbach's alpha reliability of these 11 items measuring psychological empowerment was 0.935 in this study. For organizational citizenship behavior the results yielded an excellent fit ($\chi^2/df = 0.8, p < 0.001, CFI = 0.896, GFI = 0.945, NFI = 0.898, \text{ and } SRMR = 0.022$). Cronbach's alpha reliability of these 10 items measuring organizational citizenship behavior was 0.847 in this study. Cronbach's alpha reliability of three 3 items measuring employee satisfaction was 0.774 in this study. Cronbach's alpha reliability of the 6 items measuring organizational commitment was 0.832 in this study. Cronbach's alpha reliability of these seven items measuring turnover intention was 0.732 in this study.

On the other hand, convergent and discriminant validity tests were carried out before the structural model test (Bagozzi & Yi, 1988; Hair et al., 2010). Table 2 details the values for Cronbach's alpha, average variance extracted and composite reliability, all of which were acceptable (Anderson and Gerbing, 1988; Bagozzi and Yi, 1988), indicating that all indicators in this study had sufficient convergent validity and reliability. For testing discriminant validity, we used Fornell-Lacker (1981) criteria. As shown in Table 2, the square root values of AVE of all variables are greater than inter-variable correlations (Table 3). Thus, the measurement scales of all variables demonstrate discriminant validity.

Table 2. Confirmatory factor analysis results

Items	Loading	Alpha	CR	AVE
Psychological empowerment (PE)		0.935	0.764	0.631
PE1	0.88			
PE2	0.91			
PE3	0.91			
PE4	0.90			
PE5	0.91			
PE6	0.84			
PE7	0.77			
PE8	0.78			
PE9	0.85			
PE10	0.72			
PE11	0.83			
Organizational citizenship behavior (OB)		0.847	0.784	0.576
OB1	0.73			
OB2	0.82			
OB3	0.87			
OB4	0.89			
OB5	0.83			
OB6	0.65			
OB7	0.70			
OB8	0.77			
OB9	0.86			
OB10	0.82			
Job satisfaction (JS)		0.774	0.793	0.514
JS1	0.88			
JS2	0.93			
JS3	0.76			
Organizational commitment (OC)		0.832	0.699	0.567
OC1	0.67			
OC2	0.87			
OC3	0.81			

OC4	0.73			
OC5	0.68			
OC6	0.59			
Turnover Intention		0.732	0.707	0.625
TI1	0.66			
TI2	0.69			
TI3	0.78			
TI4	0.73			
TI5	0.79			
TI6	0.81			
TI7	0.78			

Note: CR= composite reliability, VAE= average variance extracted

5.2 Measurement model

A CFA was conducted to test the reflective measurements model that consist of psychological empowerment, organizational citizenship behavior, job satisfaction, organizational commitment, and turnover intention. CFA of our five-factor structure was performed with AMOS 23. As part of confirmatory factor analysis factor loading were assessed for each item, two items were removed due to low factor loading (<0.5). Model fit was evaluated based on fit indices such as comparative fit index (CFI), goodness of fit index (GFI), normed fit index (NFI) and standardized root mean square residual (SRMR), using the criteria (i.e., CFI > 0.90, GFI > 0.90, NFI > 0.90, and SRMR < 0.06) established by Hu and Bentler (1999). The hypothesized five-factor model demonstrated excellent fit to the data ($\chi^2 = 228.4$, $df = 1117$, $p < 0.001$, CFI = 0.985, GFI = 0.974, NFI = 0.925, and SRMR = 0.003).

6. Results

6.1. Descriptive statistics and correlation coefficients

Table 3 shows that the values of standard deviations, mean, and correlation coefficients between observed variables. Results indicate that psychological empowerment is significantly positively correlated with organizational citizenship behavior, employee job satisfaction and organizational commitment. In addition, results also show that psychological empowerment, organizational citizenship behavior, job satisfaction and organizational commitment are significantly negatively correlated with turnover intention. Hence, correlations among the constructs are in the expected directions.

Table 1. Descriptive statistics and correlation coefficients between the study variables

Variables	Mean	SD	PE	JS	OC	OB	IT
Psychological empowerment (PE)	4.23	0.34	1.00				
Job satisfaction (JS)	3.79	0.38	0.693**	1.00			
Organizational commitment (OC)	3.88	0.29	0.652**	0.471*	1.00		
Organizational citizenship behavior (OB)	3.55	0.86	0.413*	0.392*	0.542**	1.00	
Turnover Intention (IT)	1.43	0.32	-0.425*	-0.384*	-0.663**	-0.721**	1.00

Note: * $P < 0.05$, ** $P < 0.001$

6.2. Results of using the structural equation method for testing study models

The structural model of this study refers to the test of the indirect relationship between psychological empowerment and the turnover intention through organizational outcomes namely job satisfaction, organizational commitment, and organizational citizenship behavior. Therefore, a parallel mediation model has been used. Table 4 describes all the direct and indirect effects of this model.

The results in Table 4 revealed a significant direct effect of psychological empowerment on turnover intention was negative and significant ($b = -0.459$, $t = -2.48$, $p = 0.008$). Results also indicate that psychological empowerment has a significant positive effect on employee job satisfaction ($b = 0.526$, $t = 3.49$, $p = 0.002$), organizational commitment ($b = 0.746$, $t = 4.18$, $p = 0.001$) and organizational citizenship behavior ($b = 0.289$, $t = 2.73$, $p = 0.004$). In addition, results show that job satisfaction, organizational commitment, and organizational citizenship behavior have negative significant effect on turnover intention. Furthermore, the direct effect of psychological empowerment on turnover intention in presence of the job satisfaction, organizational commitment, and organizational citizenship behavior was also found significant.

Table 2. Hypotheses Results

Path	Effect	S.E.	T-value	P-value
Total Effect (C)				
SE < ---TI	-0.459	0.280	-2.48	0.008
Direct Effect (C')				
SE < ---OC	0.746	0.035	4.18	0.001
SE < ---JS	0.526	0.089	3.49	0.002
SE < ---OB	0.289	0.153	2.73	0.004
JS < ---TI	-0.479	0.094	-5.29	0.005
OC < ---TI	-0.548	0.013	-3.19	0.003
OB < ---TI	-0.459	0.035	-5.28	0.006
Total Indirect Effect (a*b)				
SE < ---OC < ---TI	-0.845	0.056	-3.57	0.000
SE < ---JS < ---TI	-0.443	0.079	-2.77	0.000
SE < ---OB < ---TI	-0.305	0.056	-3.59	0.000

7. Discussion and Implications

The aim of this study was to examine the mediating role of organizational outcomes (job satisfaction, organizational commitment, and organizational citizenship behavior) in the relationship between perceived psychological empowerment and turnover intentions. The result shows the psychological empowerment on turnover intention has a negative and significant effect. This means that when employees feel personal importance because of their participation and contribution in setting out the goals of the organization and their awareness of the importance and meaning of the work they do, for them and the organization will result in negative turnover intention. The results of this empirical test in line with the previous research (Shah et al. 2019; Islam, Munawar, & Bukhari, 2015; Luthans et al., 2007).

The results of this study confirmed that psychological empowerment has a positive and significant effect on organizational citizenship behaviors. The results of our study are supported social exchange theory and Self-determination theory. According to social exchange theory, empowered employees are more likely to feel confident about their organization and therefore they are more likely to get involved with their organization thus taking the initiative and adopting behaviors greater than formal work rates (Fauzi, 2019). Self-determination theory on other hand, assert that meeting the employee's basic psychological needs facilitates greater levels of organizational citizenship behavior (Bogler and Somech, 2004). Psychological empowerment promotes the sentiments of support and confidence that workers receive from the organization, and no doubt, the staff will appreciate that and can feel, in accordance with the principle of reciprocity, the necessity to convey back to the organization that they work for. This pushes them reciprocally to extend their effectiveness and performance and to follow behaviors that exceed the wants of their official work.

This study also tested the relationship between psychological empowerment and job satisfaction. The findings show that the psychological empowerment has a positive influence on job satisfaction. This finding is consistent with results of several studies show that job satisfaction is a very important outcome of the psychological empowerment process (Ölçer & Florescu, 2015; Kumar & Moorthy, 2015; Liden et al. 2000; Shah et al. 2019). The study of (Seibert et al., 2004) disclosed that there's a relationship between every dimension of empowerment and job satisfaction.

Consistent with the predictions, the findings demonstrate a positive relationship between psychological empowerment and organizational commitment. The study of Colarelli et al. (1987) showed that emotional, organizational commitment is positively linked to the degree of independence at work and functional challenges besides the diversity and multiplicity of skills used by the employee and the promotion of participation in decision-making from the values of organizational commitment among employees. In addition, this result can be explained in the light of the theory of social exchange and the concept of reciprocity. Employees tend to feel appreciated by their organizations when they are given greater empowerment in their jobs, and it is self-evident to pay the organization back through its exchange of loyalty and commitment (Liden et al . 2000).

The analysis of the structural equations has shown that organizational citizenship behaviors mediated the relationship between psychological empowerment and turnover intention. That is, empowered leaders encourage their followers to play greater roles than expected to accomplish the tasks assigned to them by giving them independence in carrying out such tasks, providing them with emotional influences, encouraging them and paying personal attention, and inspiring them to achieve their future goals. The empowered individuals are aware that their work is important and meaningful, and therefore their sense of confidence and merit and their influence on the organization's results would enhance their organizational citizenship behaviors. Tajfel (1978) argued that, the empowered employees feel confident towards their organizations, which motivates them to work to maximize the values of that organization by practicing organizational citizenship behaviors that lead to organizational effectiveness and stability within the organization and reduce the intention to leave work.

The results of the analysis of the structural equations also indicated that job satisfaction mediated the relationship between psychological empowerment and turnover intention. This finding can be justified by the fact that psychological empowerment enhances the ability to create and innovate new ideas in the performance of work and duties, as well as encourage the spirit of independence and innovation among employees, thereby increasing their level of psychological empowerment rather than control. It is obvious that the employee who feels psychologically empowered will be more functionally satisfied than other underpowered. The individual derives job satisfaction when he/she works in an important and meaningful job. Moreover, when employees feel that their work affects the organization's work results, they will tend to feel more job satisfaction and thus reduce the intention to leave work.

The structural equations analysis results indicated that organizational commitment mediated the relationship between psychological empowerment and turnover intention. This result can be justified as the empowered employees feel comfort and confidence in the performance of their duties and responsibilities. This would lead to modern and innovative ways in performing their duties and abandon traditional methods. Therefore, they use modern and sophisticated methods and creativity to perform the work and solve the problems they face. Furthermore, it enhances their feelings of being able to carry out their jobs more efficiently and motivates them to face challenges, which will increase the organizational commitment to their organizations. In the context of the theory of social exchange, it can be said that psychological empowerment enhances the employee's independence and participation in decision-making, thereby enhancing the level of organizational commitment towards their organizations' basis on the principle of payback and thereby reducing the intention to leave work.

8. Conclusion, limitations and future research directions

The present study has examined the mediating role of organizational outcomes (job satisfaction, organizational commitment, and organizational citizenship behavior) in the relationship between psychological empowerment and turnover intention. The main findings are that the organizational outcomes mediate the relationship between psychological empowerment and turnover intention. Results also confirmed the negative relationship between psychological empowerment and turnover intention. Besides, psychological empowerment has a significant positive effect on organizational outcomes. Moreover, organizational outcomes have a significant negative relationship with turnover intention.

Similar to previous research, our study has several limitations that should be consider while interpreting the findings, and that also point to opportunities for further study. First, cross-sectional study limited to see if there are any changes in the relationships between variables. Second, this paper focused only on three organizational outcomes which are common in any type of organizations. But there are other factors also to be considered. Third, population big commercial banks which limited the generalizability. Future empirical studies choosing mixed banks and other industry to verify the results. Fourth, sampling methods (convenience) better to use non-probability sampling if there is available sampling frame.

References

- Abdulrab, M., Zumrah, A. R., Almaamari, Q., Al-Tahitah, A. N., Isaac, O., & Ameen, A. (2018). The role of psychological empowerment as a mediating variable between perceived organizational support and organizational citizenship behaviour in Malaysian higher education institutions. *International Journal of Management and Human Science (IJMHS)*, 2(3), 1-14.
- Abdulrab, M., Zumrah, A. R., Almaamari, Q., & Altahitah, A. (2017). The role of psychological empowerment on work engagement: The development of conceptual framework. *International Journal of Business Management and Economic Research*, 8(6), 1157-1163.
- Abdulrab, M., Zumrah, A. R., Almaamari, Q., & Al-Tahitah, A. (2017). Transformational Leadership and Psychological Empowerment in Malaysian Public Universities: A Review Paper. development, 7(24).
- Akter, K., Ali, M., & Chang, A. (2021). A review of work–life programs and organizational outcomes. *Personnel Review*, 51(2), pp. 543-563 .
- Alkadash, T. M., & Shahid, M. (2017). Does Human Resource Practices Affect Perceived Organizational Support? An Empirical Study in Palestine Telecommunication Firms. *International Journal of Current Research*, 9(09), 58036-58042.
- Alkadash, T. (2020). Mediating Role between Authentic Leadership, Organizational Commitment on Talents Turnover Intention: in Palestine Higher Education. *TEST Engineering & Management*, 83, 5320-5341.
- Alkadash, T. M. (2017) Does Global Human Resource Practice Affect Employee Job Satisfaction In Palestinian Firm's? An Evidence-Based Analytical.
- Allen, N.J. and Meyer, J.P. (1993) Organisational Commitment: Evidence of Career Stage Effects? *Journal of Business Research*, 26, 49-61.
- Al-Maamari, Q. A., & Raju, V. (2020). Does Organizational Commitment affect Individual Readiness for Total Quality Management (TQM) Implementation?.
- Alotaibi, S. M., Amin, M., & Winterton, J. (2020). Does emotional intelligence and empowering leadership affect psychological empowerment and work engagement? *Leadership & Organization Development Journal*, 41(8), 971–991.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411–423.
- ATIK, S., & CELIK, O. T. (2020). An Investigation of the Relationship between School Principals' Empowering Leadership Style and Teachers' Job Satisfaction: The Role of Trust and Psychological Empowerment. *International Online Journal of Educational Sciences*, 12(3).
- Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(8), 951–968.
- Bagozzi, R.P. and Yi, Y. (1988), "On the evaluation of structural equation models", *Journal of the Academy of Marketing Science*, 16(1).
- Bakker, A. B. (2017). Strategic and proactive approaches to work engagement. *Organizational Dynamics*, 46(2), 67–75.

- Bester, J., Stander, M. W., & Van Zyl, L. E. (2015). Leadership empowering behaviour, psychological empowerment, organisational citizenship behaviours and turnover intention in a manufacturing division. *SA Journal of Industrial Psychology*, 41(1), 1–14.
- Bin Jomah, N. (2017). Psychological empowerment on organizational commitment as perceived by Saudi academics. *World Journal of Education*, 7(1), 83–92.
- Bogler, R. and Somech, A. (2004). "Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behaviour in schools", *Teaching and Teacher Education*, 20 (3), 277-289.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75.
- Çavuş, M. F., & Develi, A. (2017). Ethical climate and organizational citizenship behaviour. *Int J Hum Resour Stud*, 7, 38–51.
- Chang, C., ShihShu, H & Lin, M (2010). The mediating role of psychological empowerment on the job satisfaction and organizational commitment for school health nurses. A cross-sectional questionnaire survey. *International Journal of Nursing Studies* 47(4):427-33
- Colarelli, S. M., Dean, R. A., & Konstans, C. (1987). Comparative effects of personal and situational influences on job outcomes of new professionals. *Journal of Applied Psychology*, 72(4), 558.
- de Klerk, S. and Stander, M. W. (2014) "Leadership Empowerment Behaviour, Work Engagement and Turnover Intention: The Role Of Psychological Empowerment", *Journal of Positive Management*, 5(3), pp. 28–45.
- Elamin, A. M., & Tlais, H. A. (2015). Exploring the relationship between organizational citizenship behavior and organizational justice in the Islamic Saudi Arabian context. *Employee Relations*, 37(1), 2–29.
- Fauzi, A. (2019). The Relationship Between Transformational Leadership and Employee's Motivation in Indonesian Central Government. PhD Thesis 서울대학교 대학원.
- Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, 18(1), 39-50.
- Ghobakhloo, M., Sabouri, M. S., Hong, T. S., & Zulkifli, N. (2011). Information technology adoption in small and medium-sized enterprises; an appraisal of two decades literature. *Interdisciplinary Journal of Research in Business*, 1(7), 53–80.
- Hafiz, A. Z. (2017). Relationship between organizational commitment and employee's performance evidence from banking sector of Lahore. *Arabian Journal of Business and Management Review*, 7(2), 1–7.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010), *Multivariate Data Analysis*, 7th edn., Prentice Hall, Upper Saddle River, New Jersey.
- Huertas-Valdivia, I., Gallego-Burín, A. R., & Lloréns-Montes, F. J. (2019). Effects of different leadership styles on hospitality workers. *Tourism Management*, 71, 402–420.
- Ibrahim, A. M & Aslinda, A (2013). Relationship Between Organizational Commitment and Organisational Citizenship Behavior (OCB) At Government-Owned Corporation Companies. *Journal of Public Administration and Governance* 3(3):35.
- Islam, T., Munawar, M.K., & Bukhari, F.H. (2015). The role of organizational learning culture and psychological empowerment in reducing turnover intention and enhancing citizenship behavior. *The Learning Organization*. 23(2/3). 156 – 169.
- Judge, T. A., & Ilies, R. (2004). Affect and job satisfaction: a study of their relationship at work and at home. *Journal of Applied Psychology*, 89(4), 661.
- Kim, M., & Beehr, T. A. (2019). Empowering leadership: leading people to be present through affective organizational commitment? *The International Journal of Human Resource Management*, 1–28.
- Knezovic, E., & Musrati, M. A. (2018). Empowering leadership, psychological empowerment and employees' creativity: A gender perspective. *International Journal of Innovation, Creativity and Change*, 4(2), 51–72.
- Kumar, K. M., & Moorthy, R. (2015). An Investigation of Relationship between Psychological Empowerment and Job Satisfaction. *Journal of Contemporary Research in Management*, 10(1).
- Lee, X., Yang, B., & Li, W. (2017). The influence factors of job satisfaction and its relationship with turnover intention: Taking early-career employees as an example. *Anales de Psicología/Annals of Psychology*, 33(3), 697–707.
- Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85(3), 407.
- Luz, C. M. D. R., de Paula, S. L., & de Oliveira, L. M. B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestão*.
- Manojlovich, M., & Laschinger, H. K. S. (2002). The relationship of empowerment and selected personality characteristics to nursing job satisfaction. *JONA*, 32(11), 586-595.
- (PDF) Power and Empowerment in Nursing: Looking Backward to Inform the Future. Available from: https://www.researchgate.net/publication/6475658_Power_and_empowerment_in_nursing_Looking_backward_to_inform_the_future [accessed Nov 14 2022].
- Menon, S. T. (1999). Psychological empowerment: Definition, measurement, and validation. *Canadian Journal of Behavioural Science / Revue canadienne des sciences du comportement*, 31(3), 161–164.
- Meyer, J. P. and Allen, N.J. (1997), *Commitment in the Workplace: Theory, Research and Application* (SAGE Publications Inc, Thousand Oaks, California).
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Nanjundeswaraswamy TS, Swamy D.R (2014) Leadership Styles. *Advances in Management*. 7(2)
- Ölçer, F., & Florescu, M. (2015). Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance. *Theoretical and Applied Economics*, 22(3), 111–136.
- Oussama, S & Johari, H (2016). The Mediating Effect of Organizational Citizenship Behaviour on the Relationship between Perceived Organizational Support and Turnover Intention: A Proposed Framework. *International Review of Management and Marketing*, 6(S7) 345-354.
- Ouyang, C., Zhu, Y., & Guo, M. (2020). Effect of empowering leadership on the turnover intention of industrial workers. *Social Behavior and Personality: An International Journal*, 48(8), 1–11.
- Park, J. G., Kim, J. S., Yoon, S. W., & Joo, B.-K. (2017). The effects of empowering leadership on psychological well-being and job engagement. *Leadership & Organization Development Journal*.
- Porter, L. W., & Lawler, E. E. (1968). Managerial attitudes and performance, Irwin-Dorsey, Homewood, Illinois [9].
- Robbins, S.P. and Judge, T.A. (2013) *Organisational Behavior*. 15th edition, Pearson, Boston.
- Rožman, M., & Štrukelj, T. (2020). Organisational climate components and their impact on work engagement of employees in medium-sized organisations. *Economic Research-Ekonomska Istraživanja*, 1–32.
- Seibert, S. E., Silver, S. R., & Randolph, W. A. (2004). Taking empowerment to the next level: A multiple-level model of empowerment, performance, and satisfaction. *Academy of Management Journal*, 47(3), 332–349.
- Sekaran, U. (2006). *Research methods for business: Research methods for business*. Book.
- Shah, Tazeem Ali, Nisar, Mohammad, Zolin, Roxanne, & Shah, Syed Zulfiqar Ali (2019). Psychological empowerment and employee attitudinal outcomes: The pivotal role of psychological capital. *Management Research Review*, 42(7), 797-817.
- Sheldon, M. E. (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*,

143–150.

- Seligman, M.E.P. (1998), *Learned Optimism*, Pocket Books, New York, NY.
- Spreitzer, G.M. (1995), "Psychological empowerment in the workplace: construct definition, measurement, and validation", *Academy of Management Journal*, 38(5), 1442-1465.
- Tajfel, H. (1978). Social categorization, social identity and social comparison. *Differentiation between Social Group*, 61–76.
- Tripathi, N., & Bharadwaja, M. (2019). Psychological empowerment and stress: role of personality and power distance. *Journal of Indian Business Research*, 11(3), 281-298.
- Tufail, M. S., Muneer, S., & Manzoor, M. (2017). How organizational rewards and organizational justice affect the organizational citizenship behavior and counterproductive work behavior: Analysis of Pakistan service industries. *City University Research Journal*, 171–182.
- Whetten, D, Cameron. K. 1998 *Developing Management Skills*, New York: Addison – Wesseley Wheelenan
- Wilke, L. A., & Speer, P. W. (2011). The mediating influence of organizational characteristics in the relationship between organizational type and relational power: An extension of psychological empowerment research. *Journal of Community Psychology*, 39(8), 972–986.
- Wilutantri, A., & Etikariena, A. (2017). The influence of psychological empowerment on turnover intention through appreciative inquiry workshop for employee at Division X Company X. In *1st International Conference on Intervention and Applied Psychology (ICIAP 2017)*. Atlantis Press.
- Yao, T., Qiu, Q., & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, 76, 1–8.
- Zayed, M., Jauhar, J., Mohaidin, Z., & Murshid, M. A. (2020). Effects of Inter-organizational Justice on Dimensions of Organizational Citizenship Behaviours: A Study on Kuwait Ministries' Employees. *Management and Labour Studies*, 45(4), 444–470.