EXPLORING THE DYNAMICS OF EMPOWERING LEADERSHIP AND TURNOVER INTENTION: A META-ANALYTICAL PERSPECTIVE (2011-2021)

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ABSTRACT

This meta-analysis explores the relationship between Empowering Leadership and Turnover Intention from 2011 to 2021. Adhering to PRISMA guidelines, six studies (k=06) were meticulously selected, and the Random Effects Model was applied for analysis. Results show a consistent negative correlation (r=-0.32), emphasizing the strategic role of Empowering Leadership in reducing turnover intentions. Confidence intervals, prediction intervals, low heterogeneity (I²: 0.00%), and non-significant publication bias support result robustness. Our findings guide organizational leaders in fostering a culture of Empowering Leadership for enhanced commitment and stability amidst talent retention challenges.

Keywords – Empowering Leadership, Turnover Intention, Meta-Analysis

1.   INTRODUCTION:

In the ever-evolving landscape of organizational dynamics, the influence of leadership styles on employee outcomes has garnered significant attention. Among these styles, "Empowering Leadership" stands out for its emphasis on delegation, trust-building, and fostering employee autonomy.

This study delves into the relationship between empowering leadership and turnover intention, a critical precursor to employee turnover. With its focus on empowering employees through autonomy and decision-making authority, empowering leadership is believed to play a pivotal role in shaping employees' intentions to stay or leave an organization.

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We aim to contribute to the existing knowledge base by conducting a meta-analysis spanning the years 2011 to 2021. This timeframe allows for a comprehensive examination of the evolving relationship between empowering leadership and turnover intention see Figure 1, considering changes in organizational cultures and leadership paradigms.

As we explore this dynamic interplay, our meta-analysis seeks to unravel trends, provide nuanced insights, and offer practical implications for organizational leaders. The synthesis of findings aims to deepen our understanding of how empowering leadership impacts turnover intention, fostering environments that support employee well-being and organizational resilience.


figure 1 - Relationship between Empowering Leadership and Turnover Intention

2.   LITERATURE REVIEW

The synthesis of empirical evidence in this study strictly adhered to the methodological standards outlined in the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. The application of PRISMA ensured a systematic, transparent, and replicable approach throughout the process of identifying and selecting relevant primary studies. For a visual representation of our meticulous study selection process, refer to Figure 2.

Figure 2 - PRISMA flow diagram for Meta-analysis
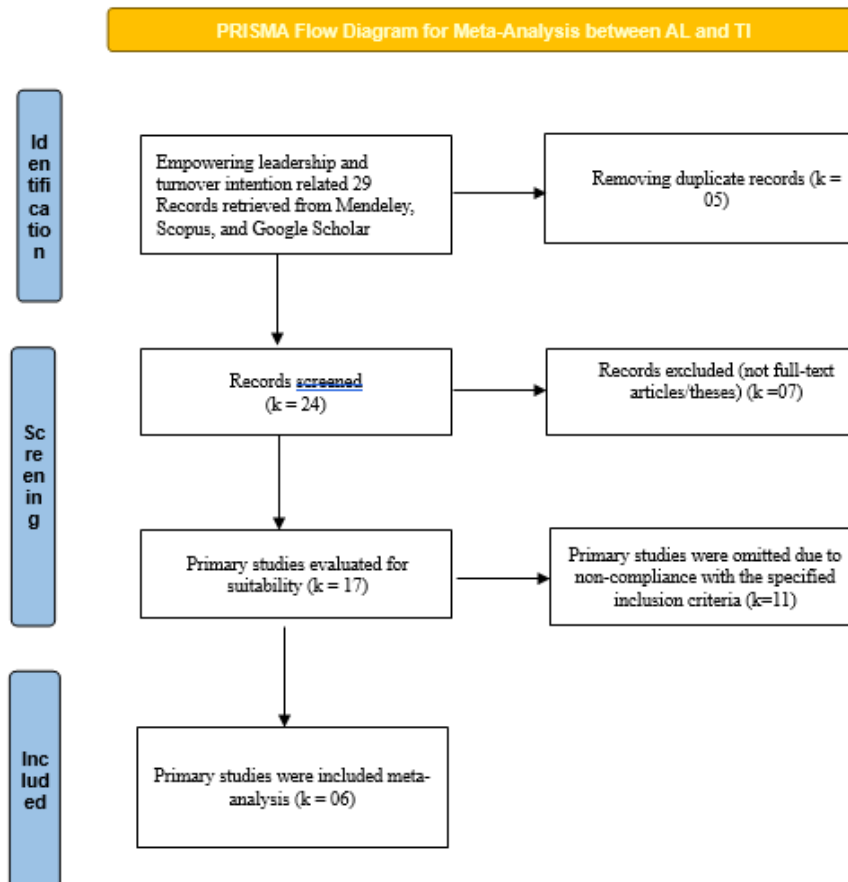
Note: k = Number of Studies.

2.1 **Systematic Search and Study Selection Criteria**: A systematic and exhaustive search was conducted across reputable academic databases, including Mendeley, Scopus, and Google Scholar, covering the expansive period from 2011 to 2021. This timeframe was strategically chosen to capture a nuanced understanding of the empowering leadership-turnover intention dynamic over a decade. While the initial search yielded 29 primary studies, the subsequent selection process, was governed by stringent inclusion criteria, (i) the study must show the value of correlation and participants number (ii) it available in the English language (iii) Covered in during the span period of study, - culminated in the final inclusion of six studies. The chosen studies underwent meticulous scrutiny to ensure alignment with robust methodological standards and direct relevance to the central theme of empowering leadership and turnover intention.

2.2 **Insights from Included Studies**: Table 1 serves as a comprehensive repository of essential information derived from the studies included in our meta-analysis. It encapsulates key study characteristics, participant demographics, geographical locations, and the specific scales employed for predictor (empowering leadership) and outcome (turnover intention) variables.

Table 1 –Primary Studies Integrated into Meta-Analysis

S. No.	PV	OV	Name of the Studies	Participants in the Study	Country	Published	n	r	Scale Used for PV	α of PV	Scale Used for OV	α of OV
1.	EML	TI	1) Minseo Kim, (2018)	Employees	USA	Yes	294	-0.43	Amundsen & Martinsen, (2014b)	0.96	Walsh and Ashford, (1985)	0.94
2.	EML	TI	2) Amundsen & Martinsen, (2014a)	Employees	Norway	Yes	50	0.27	Amundsen & Martinsen, (2014b)	0.90	Khatri, Fern, & Budhwar, (2001)	0.87
3.	EML	TI	3) Amundsen & Martinsen, (2014a)	Employees	Norway	Yes	50	-0.31	Amundsen & Martinsen, (2014b)	0.94	Khatri et al., (2001)	0.87
4.	EML	TI	4) Albrecht & Andreetta, (2011)	Employees	Australia	Yes	158	-0.30	Pearce & Sims, (2002)	0.89	Seashore et al., (1982)	0.75
5.	EML	TI	5) Chen et al., (2011)	Students	USA, China	Yes	136	-0.29	Kirkman & Rosen, (1999)	0.89	Kelloway et al., (1999)	0.92
6.	EML	TI	6) Chen et al., (2011)	Students	USA, China	Yes	386	-0.25	Kirkman & Rosen, (1999)	0.89	Kelloway et al., (1999)	0.96

Note. PV = Predictor Variable; OV = Outcome Variable; EML = Empowering Leadership; TI = Turnover Intention; n = Total Sample Size; r = Correlation; α = value of Cronbach's alpha;

This discerning approach to literature review, shaped by the tenets of PRISMA and characterized by methodological rigor, establishes the groundwork for our meta-analysis. The selected studies, as delineated in Table 1, not only meet stringent methodological criteria but also contribute substantively to unraveling the intricacies of the empowering leadership-turnover intention nexus.

3. METHODOLOGY

In this study, we adopted a meticulous meta-analytic approach to unravel the complex relationship between empowering leadership and turnover intention. The Random Effects Model, renowned for its versatility in accommodating study heterogeneity, was chosen as the analytical framework. Rigorous inclusion criteria were applied, focusing on high-quality studies published between 2011 and 2021, resulting in the incorporation of six

pertinent studies. The rationale behind embracing the Random Effects Model lies in its ability to address both within-study disparities and between-study differences, providing a nuanced perspective. Methodological precision was ensured through the use of the Meta-Essential Tool – Workbook 5 by Suurmond et al. (2017). This choice reflects our commitment to maintaining ethical standards, transparency, and accuracy in reporting, thereby fortifying the credibility of our synthesized outcomes.

4.   RESULTS

4.1   **Galbraith Plot Analysis**: In scrutinizing the integrity of our meta-analysis, a Galbraith Plot served as a crucial diagnostic tool. Utilizing Z-scores against Inverse Standard Error, this plot (refer to Figure 3) facilitated the identification of potential outliers, offering a nuanced examination of the effect size in studies related to Empowering Leadership and Turnover Intention (k=06). By visually assessing the distribution of effect sizes, we aimed to ensure the reliability and validity of our meta-analysis results. This rigorous approach underscores our commitment to methodological precision, enhancing the credibility of our findings in unraveling the intricate dynamics between empowering leadership and turnover intention.
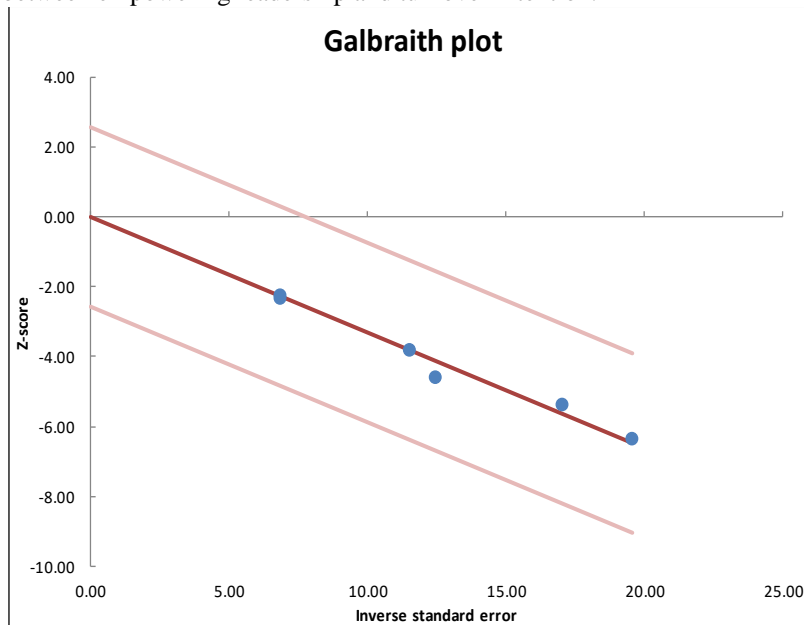

Figure 3 - Galbraith plot in studies related to Empowering Leadership and Turnover Intention, (k=06)

4.2   **Meta- Analysis Results**: Table 2 shows our meta-analysis, incorporating data from six primary studies with a total of 1,074 participants (k=06), sheds light on the relationship between Empowering Leadership (EML) and Turnover Intention (TI). The overall correlation (r) stands at -0.25, denoting a negative association. Upon further refinement, considering artifacts introduced by sampling error, the correlation adjusted to -0.29. Notably, after addressing both sampling and measurement error, the correlation settled at -0.32, emphasizing the meticulousness of our analysis.

Table 2 - **Meta-Analysis Results**

Variable	k	N	r	ρ_+	ρ_{+C}	CI_{LL}	CI_{UL}	PI_L	PI_{UL}	Q	P_Q	I^2	P_{ERT}	P_{BMT}	$TFM\rho_{+C}$	IS_{TFM}
EML→TI	06`	1,074	-0.25	-0.29	-0.32	-0.34	-0.30	-0.34	-0.30	0.34	0.997	0.00%	0.44	0.452	-0.33	0

4.2.1   **Confidence Intervals**: Confidence Intervals (CI_{LL}: -0.34, CI_{UL}: -0.30): Provide a narrow range for the true correlation.

4.2.2   **Prediction Intervals**: Prediction Intervals (PI_{LL}: -0.34, PI_{UL}: -0.30): Anticipate the correlation of a future study, offering a comprehensive view.

4.2.3   **Heterogeneity Measures**: Q value (0.34) represent the test of heterogeneity, p- value of test of Heterogeneity (P_Q = 0.997), and I^2 (0.00%): Indicate low heterogeneity across studies, reflecting a consistent relationship.

4.2.4 **Publication Bias Analysis**: Egger Regression Test [(p-value of Egger Regression test (P_{ERT} = 0.44)] and Begg & Mazumdar Test [(p-value of Begg & Mazumdar test (P_{BMT} = 0.452)]: The non-significant p-value these two test demonstrate the absence of publication bias, ensuring the robustness of results.

4.2.5 **Trim and Fill Method**: Combined Effect Size adjusted with Trim and Fill (TFMρ_{+C}: -0.33): Indicates a slight adjustment, affirming the stability of the overall effect size. Imputed studies (IS$_{TFM}$: 0) were not added during this process, see figure 4, further supporting result robustness (refer to Table 2 for details).
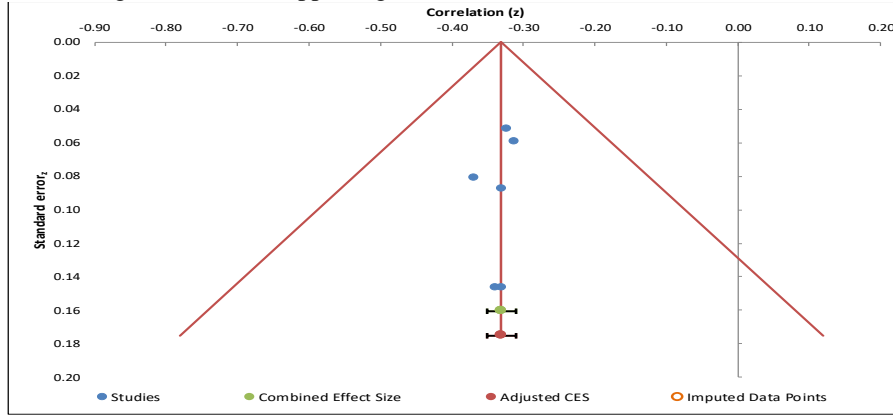

Figure 4 - Funnel plot with trim and fill method applied in studies related to Empowering Leadership and Turnover Intention, (k=06), (IS=0)

5. DISCUSSION:

Unraveling Empowering Leadership's Impact on Turnover Intention - Our meta-analysis on the interplay between Empowering Leadership (EML) and Turnover Intention (TI) unveils a nuanced narrative with pragmatic implications.

5.1 **Substantiating the Negative Nexus**: The stark negative correlation of -0.32 substantiates the shielding influence of Empowering Leadership against Turnover Intention. This denotes that elevated levels of Empowering Leadership correspond, on average, to a diminished propensity among employees to entertain thoughts of leaving their roles.

5.2 **Consistent Threads Across the Tapestry**: The constancy in the relationship, as denoted by negligible heterogeneity (I²: 0.00%) and a tightly bound confidence interval, fortifies the durability of our findings. Despite the divergences in sample attributes and methodological approaches across primary studies, the negative alliance between Empowering Leadership and Turnover Intention persists resolutely.

5.3 **Punctuating the Discussion on Reporting Bias**: Our meticulous scrutiny of reporting bias, signified by non-significant p-values in the Egger Regression Test (P_{ERT}: 0.44) and Begg & Mazumdar Test (P_{BMT}: 0.452), assures the impartiality of results. The minor recalibration through the Trim and Fill Method (TFMρ_{+C}: -0.33) further buttresses the robustness of the correlation.

6. OPERATIONALIZING INSIGHTS FOR ORGANIZATIONS:

In dissecting the operational ramifications of the obtained results, it is imperative for organizational leaders to grasp the strategic implications embedded within the inverse correlation. The negative correlation observed (-0.32) signals that as levels of Empowering Leadership increase, there is a concurrent decrease in turnover intention among employees. This inverse relationship unveils a pivotal insight for leaders, suggesting that fostering and promoting Empowering Leadership practices within an organization can serve as a strategic intervention to alleviate turnover intentions among its workforce.

The term "Empowering Leadership" encapsulates leadership behaviors that empower and entrust employees, promoting autonomy, decision-making authority, and a sense of significance within their roles. The negative correlation indicates that as leaders exhibit more empowering behaviors, employees are less inclined to harbor intentions of leaving their positions.

This insight has profound implications for organizational culture. It implies that by fostering a workplace environment characterized by Empowering Leadership, organizations can create a conducive atmosphere that nurtures employee commitment and fortifies overall organizational stability. Employees who feel empowered and valued are more likely to remain committed to their roles, reducing the likelihood of seeking alternative employment opportunities.

The strategic dimension of this insight lies in the fact that Empowering Leadership is not merely a leadership style but a potent tool for retention and organizational resilience. Leaders, armed with this understanding, can

proactively cultivate and embody empowering behaviors, shaping a workplace culture that aligns with employee expectations and, in turn, curbing turnover intentions. As organizations grapple with the challenges of talent retention, the adoption of Empowering Leadership emerges as a targeted strategy to enhance employee commitment and fortify the stability of the organizational workforce.

7. NAVIGATING LIMITATIONS AND CHARTING FUTURE TRAJECTORIES:

Navigating the boundaries of empirical exploration, this study embraces the acknowledgment of inherent limitations. Recognizing variances in measurement tools and contextual intricacies serves not as a conclusion but as a catalyst for future research trajectories. The quest for a deeper understanding prompts contemplation of longitudinal studies, offering a transformative lens into the sustained impact of Empowering Leadership on turnover intentions. This epiphany amidst limitations becomes a transformative catalyst, guiding the trajectory of future research. Each acknowledged limitation becomes an opportunity for innovation, reshaping our understanding of how Empowering Leadership navigates the complex terrain of turnover intentions. Beyond barriers and within the folds of acknowledged limitations, this study invites researchers to unveil untold organizational realities, urging them to embark on a quest that transcends known realms and embraces the unexplored dimensions of leadership dynamics

8. CONCLUSION:

In conclusion, our comprehensive meta-analysis sheds light on the pivotal role of Empowering Leadership in shaping employee turnover intentions. The synthesized outcomes affirm a consistent and adverse relationship, indicating that organizations fostering Empowering Leadership practices are likely to experience lower instances of turnover intentions among employees.

This study contributes nuanced insights into the organizational dynamics, emphasizing the enduring nature of the identified relationship across diverse studies. The unwavering constancy of the negative correlation underscores the strategic importance of Empowering Leadership as a key factor in mitigating turnover intentions.

For organizational leaders, these findings offer strategic guidance, emphasizing the need to cultivate Empowering Leadership practices to foster a positive workplace culture. The demonstrated impact suggests that such leadership not only contributes to reducing turnover intentions but also plays a crucial role in enhancing employee commitment and organizational stability.

As we navigate the complex landscape of talent retention, the implications of this study extend beyond empirical observations. They resonate with the broader narrative of organizational success, advocating for leadership approaches that empower employees, foster commitment, and fortify the foundation for sustained organizational resilience.

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