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Empowering Leadership and Turnover Intention in Corporate Organizations: A Meta Analytical Perspective (2022-2024)

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ABSTRACT

In an era of increasingly fierce competition, leaders in corporate organizations are required to empower their employees to be more effective and efficient. Leader empowerment can increase employee autonomy, motivation, and job satisfaction, which ultimately affects turnover intention. This study aims to analyze the impact of leader empowerment on turnover intention in corporate organizations through a meta-analysis approach of five related articles. The method used in this research is meta-analysis, which collects, analyzes, and synthesizes the results of various empirical studies on leadership empowerment and turnover intention. Relevant literature was selected based on certain criteria to ensure the validity and relevance of the data. The results show that leadership empowerment has a positive and negative influence on turnover intention. On the one hand, leadership empowerment can reduce turnover intention by increasing employee motivation and engagement. On the other hand, increasing employees' capabilities may encourage them to seek opportunities in other companies. This finding emphasizes the importance of leaders in understanding the behaviours and expectations of their subordinates and their involvement in decision-making. Overall, leadership empowerment plays an important role in turnover intention in organizations. To minimize turnover intention, leaders need to implement strategies that empower employees while considering the complexity of diverse organizational contexts. This effort is expected to create a more stable and productive work environment.

INTRODUCTION

Nowadays, competition is getting tighter, and with the speed of change in the world of work, leaders are required to empower their subordinates in the hope that these subordinates will be more effective and efficient in carrying out their responsibilities. Empowering leadership is defined as a leader's behaviour that facilitates employees to achieve autonomy in their work. This includes authorizing, encouraging independent decision-making, fostering, sharing information, and soliciting input from employees. Empowering leadership focuses on individual development and increasing a sense of psychological empowerment consisting of four dimensions: meaning, competence, self-determination, and impact. (Bayayda, 2020). Empowering leadership demonstrates the leader's deliberate behaviour to share power with employees and give them additional responsibility and control over their work (Sari, 2024). The main focus of empowering leadership is a leader who can empower his subordinates by motivating them, understanding their behaviour and willingness, and involving them in decision-making.

Empowering leadership is a leadership style that aims to give employees confidence, ability, inspiration, and authority to take control of their work. Empowering leaders help employees feel psychological empowerment consisting of four dimensions: meaning, competence, self-determination, and impact (Kim et al., 2018). From empowering leadership, how to implement it in an organization or company will negatively or positively affect turnover intention. According to Saskia et al. (2024), turnover intention is the employee's intention to quit his or her job. According to Ira Marsita (Azura & Ali, 2022), turnover intention is an intention from employees to quit; the organization is abandoned but has not been realized in real terms. However, the tendency to quit the organization has existed due to the company and the level of dissatisfaction. Turnover Intentions can affect the quality of a company's performance, explaining an employee's desire to move but not reach the realization stage to move to another workplace. Changing jobs is when an employee leaves another company or company for some reason (Ardan & Jaelani, 2021); researchers state that there are many reasons for the desire to leave a job, one of which is the desire to get a better position in the previous company. He defines turnover intention as the level or intensity of desire to leave the company, Turnover intention is a series of actions taken by dissatisfied people to avoid working conditions. A person's purpose or desire to work is to deliberately find a job elsewhere. Dissatisfaction with their position in the company is usually indicated by a high desire to leave.

Meta-analysis of empowering leadership and turnover intention is becoming increasingly important to explore a deeper understanding of the relationship between the two elements (Amundsen & Martinsen, 2014; Fragkos et al., 2020; Kim et al., 2018). Meta-analysis is a research approach that collects, studies, and analyzes the findings of a large number of empirical studies that have been conducted. By involving data from a variety of sources, meta-analysis has the potential to provide a more comprehensive view and powerful generalizations. In the scientific context, the literature on empowering leadership and turnover intention has also grown rapidly. Many leadership theories and models have been proposed. At the same time, empirical research continues to contribute to testing the validity and relevance of these concepts across different sectors and organizational contexts (Dinh et al., 2014; Hughes et al., 2018). Through this article, we will take a journey through the key dimensions of empowering leadership and explore its impact, role and influence on turnover intention. By summarizing the findings of various studies through a meta-analysis approach, we can gain deeper insights into how strategic leadership can form a solid foundation for sustainable organizational performance. This article is expected to make a significant contribution to academic and practical understanding of the impact, role and influence of empowering leadership on turnover intention in organizations to achieve competitive advantage and long-term growth.

The novelty of this study lies in its meta-analytic approach to exploring the intricate relationship between empowering leadership and job exit intentions within corporate organizations, a topic that has received only limited comprehensive analysis in the existing literature. By synthesizing findings from various empirical studies, this research provides a deeper understanding of how empowering leadership can positively and negatively influence employees' intention to leave their jobs.

The main objective of this study is to identify key factors that contribute to the dynamics between empowering leadership and exit intentions. As such, this study aims to provide organizational leaders with insights into effective strategies to foster a motivating work environment while reducing turnover rates. This exploration not only enhances academic discourse but also serves a practical purpose for businesses looking to retain talent in an increasingly competitive landscape.

RESEARCH METHOD

This research uses a qualitative approach. This study will adopt a systematic literature review approach in order to collect, analyze, and compile findings from studies related to Empowering Leadership and Turnover Intention. The stages of the research are as follows: select relevant literature sources that will be the focus of the review. These sources can include scientific articles, conferences, book literature, and related research reports. Then, the researcher compiled findings from various literature sources to identify trends and conclusions that emerged. These findings will be organized according to the formulation of the problem. After that, a meta-analysis of the data is carried out by analyzing the relevant research results, and then the synthesis is in accordance with the research questions that have been made. From various data sources that have been found, the researchers conducted a meta-analysis by concluding various research data sources so that they could conclude. Finally, conclusions are drawn by presenting data with a comprehensive presentation.

RESULTS AND DISCUSSION

The author found several previous studies related to the relationship between empowering leadership and turnover intention. Amundsen and Martinsen (2014b) conducted a study in several companies/organizations in Norway involving 46 leaders and 212 subordinates of the leaders. Leaders are given the task of self-rating related to the practice of empowering leadership that they have done. After that, subordinates assess the leadership aspects of superiors related to empowering leadership. In addition to filling in the scale related to superior leadership, subordinates are also asked to do self-reports related to job satisfaction and turnover intention. The results showed that the subordinates of the leader who overestimated the empowering leadership they did (the subordinate perception score related to the boss's empowering leadership style was lower compared to the superior's perception score related to their empowering leadership style) felt dissatisfied with their job and were more likely to leave the company. The results of the study show that leaders who feel that they have practised empowering leadership actually have subordinates who have high turnover intentions. In other words, the research of Amundsen and Martinsen (2014b) resulted in a positive relationship between empowering leadership and turnover intention.

Empowering leadership has an impact on the positive evaluation of subordinates to superiors. This is because the practice of empowering leadership prioritizes enthusiastic superior communication in providing consultation and training. The relationship built by the boss makes the subordinate trust his superior so that the subordinate feels confident that his subordinate can develop himself sustainably (Pinandito & Savira, 2022). Researchers can conclude that empowering leadership is a key factor in strengthening individual commitment to the organization. When leaders are given the opportunity to take responsibility, take initiative, and grow, it not only creates a strong attachment to the company but also increases motivation and loyalty to employees. Through a sense of appreciation and meaningful contribution, empowerment results in a close relationship between leaders, employees and the company, spurs better performance and strengthens commitment to achieve common goals. This shows that empowering leadership is not only about giving authority but also about creating strong emotional and professional bonds that benefit both parties in achieving organizational success.

Table 1. Meta-Analysis Results

No	Heading	Writer	Journal	Research Results
1	Application of Empowering Leadership to Turnover Intention in Generation Z	Putri, A. R. Y., Fajri, M. D. J., & Dasmadi, D.	Mandalika Light Journal Vol.4 No.3, 2023.	The results show that empowering leadership plays an important role in reducing the desire to move among Generation Z. Empowering leadership has been shown to increase positive perceptions of superiors, increase self-confidence, and foster attachment to the company among employees. This research aims to provide insights and assist future researchers in understanding the relationship between empowering leadership and the desire to move in the Generation Z era.
2	*Turning The Tide On Turnover: The Impact of OfEmpowering Leadership On The Work-Family Spillover Of Managers*	Naseer Abas Khan, Waseem Bahadur, Robin Myala, Natila Pravina, Maria Akhtar	*Leadership & Organization Development Journal*, *45*(2), 353-373.2024.	Empowering leadership has a positive impact on WFPS and a negative impact on WFNS, with POS as a moderator reinforcing the positive impact on WFPS.
3	A literature study of determinant factors that affect turnover intention in Gen Z in several corporate sectors in Indonesia.	Suryaningtyas, D. O., & Fauzi, A.	Journal of Accounting and Business Management, 4(2), 44-53.2024.	Empowering leadership style has an influence and has a negative relationship with the turnover intention of Gen Z employees in Indonesia. The results of the study show that the leadership style that is suitable for Gen Z employees is empowering leadership, which is a leadership style that provides autonomy, support, feedback, and development opportunities to subordinates. This leadership style can increase job satisfaction, organizational commitment, creativity, innovation, and performance of Gen Z employees, as well as lower their turnover intention.
4	The Role of Empowering Leadership in Generation Z Employee Turnover Intentions in Indonesia.	Pinandito, I. S., & Savira, A. W.	*Gadjah Mada Journal of Professional Psychology (GamaJPP)*, *8*(2).2022.	The results of this study show that *empowering leadership* plays a negative role in *turnover* intention, with $R^2 = 0.059$. This means that 5.9% of the variation in *turnover intention* can be explained by the empowering leadership variable.
5	The Effect *of Empowering Leadership* and *Employee Engagement* on Employee *Turnover* with Work Stress as a Mediation Variable	Akbar, A.	Doctoral Dissertation, University, DoaJ. 2023	The study's results showed that Empowering Leadership had a positive and significant effect on employee turnover, and Employee Engagement had a negative effect. Empowering Leadership and Employee Engagement also have a positive and significant effect on employee work stress. Employee work stress strengthens the influence of Employee Engagement on employee turnover. However, it does not strengthen the influence of Empowering Leadership on employee turnover.

From the presentation of the data above, the results of the meta-analysis of the selected research in this study are as follows:

Article by Putri, A. R. Y., Fajri, M. D. J., & Dasmadi, D. (2023)

Title: The Application of Empowering Leadership to Turnover Intention in Generation Z

Result Meta-Analysis:

a. Empowering leadership plays a very important role in suppressing employee turnover intention, especially in Generation Z.

b. The application of empowering leadership gives confidence to employees in carrying out their duties, which can foster a sense of need.

c. Empowering leadership can also increase employees' positive view of their superiors and strengthen self-confidence.

d. support, independence, trust, and responsibility given by the boss with the application of

e. Empowering leadership has been proven to have a positive impact in shaping a motivating and supportive work climate, and more importantly, it can reduce turnover intention in Generation Z.

Articles by Naseer Abbas Khan, Waseem Bahadur, Robin Maialeh, Natayla Pravdina, Maria Akhtar (2024)

Title: Turning The Tide On Turnover: The Impact Of Empowering Leadership On The Work-Family Spillover Of Managers

Meta-Analysis:

a. There is a significant influence of leadership behavior on WFS, WFC, and the desire to change employees.

b. Based on leader-member exchanges, this study offers a distinctive perspective on empowering leadership behaviours to maintain work-family balance in tourism.

Article by Suryaningtyas, D. O., & Fauzi, A. (2024)

Title: A Literature Study on Determinant Factors Affecting Turnover Intention in Gen Z in Several Corporate Sectors in Indonesia

Result Meta-Analysis:

a. One possible way to improve leadership style is to adopt resonant leadership, which fosters positive emotional relationships, self-efficacy, and company identification among followers.

b. Leaders who resonate can improve the psychological well-being and loyalty of their Gen-Z subordinates, which in turn can improve their work output and reduce their intention to quit.

Article by Pinandito, I. S., & Savira, A. W. (2022)

Title: The Role of Empowering Leadership in Generation Z Employee Turnover Intention in Indonesia

Result Meta-Analysis:

a. Empowering leadership has a role in turnover intentions with a negative direction.

b. Individuals who get an empowering leadership style have a good perception of their boss, which can hinder the individual's intention to leave the company

c. Employee turnover intentions can be suppressed because leaders who implement empowering leadership will provide autonomy in their work, resulting in a sense of psychological empowerment in subordinates.

d. This psychological empowerment gives subordinates a sense of competence in their work, and subordinates also feel meaning in their work, which can ultimately spark a sense of attachment to the job and the company

e. Empowering leadership will impact several positive things, such as positive evaluations from subordinates to superiors, increasing subordinate motivation and resources, subordinate behaviour and work attitudes that tend to be a positive, and good performance.

f. Empowering leadership will make subordinates feel psychologically empowered, have high self-efficacy, and have strong intrinsic motivation. The practice of empowering leadership allows the boss to explain every purpose and meaning of the subordinate's work so that the subordinate feels important and valuable.

Article by Akbar, A. (2023)

Title: The Effect of Empowering Leadership and Employee Engagement on Employee Turnover with Work Stress as a Mediation Variable

Result Meta-Analysis:

a. Empowering leadership has a positive and significant effect on employee turnover

b. Empowering Leadership Questions asked about the Empowering Leadership variable are described through 10 question items. All indicators of the Empowering Leadership variable obtained a total average score of 86.94 variables. In this case, the value explained that the Empowering Leadership variable is included in the score criteria in the range of 80-90 scale with the category of very good

c. The better the empowering leadership, the more likely employees are to leave the company.

In summary, the entire article highlights the importance of empowering leadership to turnover intention in a company, which will also impact organizational performance. The results of the meta-analysis illustrate the consistency of positive findings regarding the positive and negative impacts of empowering leadership on turnover intention in the context of the company's organization.

CONCLUSION

Based on the results of the meta-analysis of the five articles considered, empowering leadership plays a crucial role in the level of turnover intention in the company's organization. Positive findings related to the positive impact of empowering leadership on turnover intention in the context of organizations in the company emphasize the importance of the role of leaders in empowering their subordinates by motivating them, understanding their behaviour and willingness, and involving their subordinates in decision-making. However, empowering leadership also has a negative impact on the organization in the company because the development carried out by leaders and companies has the potential to be a paradox where after the development is carried out, employees feel that they have developed abilities so that they have the thought of trying opportunities in other companies that are more profitable and appreciate their competencies. This conclusion underscores the complexity and diversity of organizational contexts and the importance of managing these factors to achieve reducing turnover intention in an organization within a company.

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