

The Effect on Turnover Intention on Empowering Employees According to Mediate the Interoperability of PNU Fars Province Employees

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Abstract: This study aimed to investigate the effect of empowering the intention of employee turnover has been done with the role of employee engagement. This study was descriptive correlational and were examined 88 employees of PNU Fars Province. Research data were collected with turnover intention questionnaire TIQ Kamen Spritzer and Spritzer measuring empowerment questionnaire MEQ and Rothman scale interoperability WES. The data were analyzed by using the Kolmogorov-Smirnov test and simple and multivariate regression with application SPSS 22 and structural equation model with Amos 18 Software. The results showed that there is a significant negative relationship between empowerment and its dimensions with turnover intention and interactional work and its dimensions. The results showed that there is a significant positive relationship between empowerment and interactional work and was confirmed in the final version that the intention of employee turnover significant impact on the role of mediator enabling interoperability.

Key words: Empowerment, turnover intention, interactional work, collected, interactional

INTRODUCTION

New management systems, human resources are the most important asset of the organization and appreciate the values and needs of employees and are the most effective step towards achieving the goals of the organization (Cho and Lewis, 2012). The role of efficient human resource, capable and knowledgeable it is undeniable in organizational goals. Human resource is as the most important, most expensive and most valuable asset of an organization. Capable human resources, creates a powerful organization. The enabling organizations is an environment where employees in different groups in the activities working together.

Empowerment of human resources as a new approach to intrinsic motivation occupation, means the internal forces and paves the ground staff and the creation of opportunities for budding talents, abilities and competencies of individuals. Empowering begins with change in belief, thoughts and attitudes of the staff this means that they should believe in the ability and competence for the tasks to be successful and feel that freedom and independence in carrying out their activities, believe that have ability to influence and control over the

results of their work and feel that a meaningful and valuable career goals to pursue and believe that they are honest and fair.

Sense of empowerment and engagement work are new issues that have a significant impact on the performance of employees and thus tend to stay and not leave the organization. If people feel empowered, many institutional and individual interests will be affected such as creativity, flexibility, problem solving, high-quality job performance, job satisfaction, health and mental health. In addition, people empowerment, self-control and self-adjusting. They readily accept responsibility and positive views about themselves, others and the environment and work life are optimistic and basically see others as a partner, not a rival. When conflicts or problems occur on the job, rather than apathetic and blame others for this problem in search of solutions to it. They accept criticism and are constantly learning in close relationship with his organization and its employees are not willing to leave the job and the organization that this case is very important for key employees of the organization.

In fact, today the key employee turnover in excellent organization has become a major concern of human

resource management. Organization can understand the reasons and factors that staff turnover before staff leaves the organization they could maintain effective policies and procedures to the efficient human resource in their research. Due to the intention of employee turnover in the organization' performance and impact of empowering and engagement work to reduce it in this study will be discussed their relations.

Intention of employee turnover: The desire to get out of the employee from organization for any reason, the employee transfer duties to others and duties to retire from work called turnover intention. The intention of employee turnover has been defined for thinking processes, programs and plans (Lambert *et al.*, 2010).

Based on the classic turnover, turnover tends to be a function of the utility and ease of understanding by leaving the organization. In addition, individual factors (such as the negative relationship between age and tenure with intention of employee turnover), organizational (such as employment) and external (e.g., economic conditions) determines the individual employees are likely to leave the job (Gnanakkan, 2010).

Empowerment: Oxford dictionary define empowering as enabling and empowering and means creating the conditions for improving people's motivation to perform their duties by fostering a sense of efficacy. Also, the psychological empowerment of human resources for a modern attitude of inside motivation of job which means freeing up internal forces personnel and provides conditions and opportunities for developing talents, abilities and competence of staff. In addition creates empowering positive attitude of employees towards work and organization.

Empowerment has the following dimensions sense considered as subjective evaluation of jobs and reflects a sense of personal connection to the research (Zhang and Bartol, 2010). High levels of meaning, according to Thomas and Velthouse (1990) more leads to the commitment, involvement and attention.

Influence by Arnold *et al.* (2000) described as finds that the purpose of the job is more important than the outcomes.

Competence is usefulness or suitability in your faith belief that people have the skills and abilities they need to do their own goals (Zhang and Bartol, 2010). A high level of competence leads to feeling more confident in place to try to perseverance in the face of adversity (Thomas and Velthouse, 1990). Independence is also a sense of control, autonomy and freedom of choice to do the tasks that the staff and is the way they seem is appropriate (Quinn and Spreitzer, 1997).

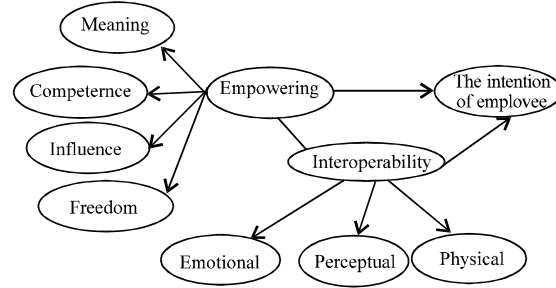


Fig. 1: Assumed conceptual model

Interoperability: Kahn (1990) introduced interoperability as “blocking members” to contribute to their work. In interactions individuals stated themselves as physically and cognitive and emotional functioning in the state of employment. Askafly and Baker described work engagement that are found positive mental, complete with work-related power to allocate and attract jobs. In this case, one with its own separate problems of work experience. If these views are combined, seen the interaction energy work as physical, cognitive and emotional that employees devote to their work which helps them with their problems and continue to allow the activity Shells and be involved in their work (Steger *et al.*, 2013) and according to Mills *et al.* (2013) concept of Positive Psychology in the Workplace (PPW) includes a structure is interoperability. According to Kahn (1990), perceptual aspects of employee engagement on the point of view of employees on how and who will lead the organization and working conditions within the organization. While the element is how employees feel about the three factors mentioned experience. The physical aspect of the definition of the Kahn is concerned to physical reasons that people apply to their organizational role play. Interoperability, according to Kahn (1990) when all three are present is the most powerful.

Literature review: Examine literature review on the relationship between desire to turnover and ability in have been confirmed by SamGnanakkan (2010) and Chenevert and Tremblay (2009), about desire to leave the job and business interaction in studies of Clerk and Styder and Knight about the relationship between empowering and business interaction studies by Steger *et al.* (2013). Therefore, Fig. 1 shows a conceptual model to be evaluated in this study

METERIALS AND METHODS

Population, sample and sampling method: This scientific research was done with the aim of assesses the impact of

psychological empowerment on intention of employee turnover with the role employee engagement of PNU Fars Province. Thus, the population for present study is of the PNU Fars province employee to 113 people.

In the present study because of the type of survey is non-pilot survey, using the following equation can be used to determine the sample size (Sarmad *et al.*, 2007):

$$n_0 = \frac{Z^2pq}{d^2}$$

$$n = \frac{n_0}{1 + \frac{n_0}{N}}$$

Where:

N = The population here is 113 people

n = Number of samples

d² = The error that whereas is considered 95%, the possibility of confusion is placed at 0/05 level

Z = Normal value corresponding to the confidence level of α-1 that is 1/96

P = Towards the success of selection to estimate the proportion of variable traits with previous studies (victory that is intended 0/5 in this study)

q = 1-p of failure of elections is due to the amount of P = 0/05. In this case, the amount of variance is reach to its maximum 0/25

Because the variance is unknown was used above formula. According to the calculations of the population of 113 subjects was approximately, 87/5 person was obtained that 88 person considered as sample. In this study, the available sampling method was used for the sample.

Data collection tools: The data was collected using the following tools:

- Library studies: contains books, journals, research reports, dissertations, etc.
- Standardized questionnaire

The standard questionnaire used is as follows: 3-point turnover intention questionnaire TIQ Kamen 7-point Likert is response scale (from 1 = strongly disagree to 7 = strongly agree). The three items include: if I was free to choose I would leave this job. If I was free to choose, I leave this organization and I am satisfied with my career in the organization at any time I wish to leave my job.

For this questionnaire has reported acceptable reliability and validity. Qadiri studies, Arshadi and Piriaei, Zayeri confirmed the reliability of the questionnaire, Cronbach's alpha coefficient use respectively 0/819, 0/82 and 0/72.

To measure psychological empowerment was used questionnaire measuring psychological empowerment MEQ Spreitzer (1995). This questionnaire is 12 section scales that measures person's experience of psychological empowerment. It's a 7-point Likert-type scale to record scores and be graded of 1 (very much) to 5 (very low). This scale consists of 4 under after psychological empowerment includes: means, competence, freedom and influence that each has three sections. The construct validity based on exploratory factor analysis and varimax rotation, the question of the questionnaire is very favorable conditions. Cronbach's alphas for psychological empowerment questionnaire in the total scale in the study of Spritzer were shown acceptable rating for specific samples of 0/72 and 0/62.

About its reliability and validity, also, Hassan Zadeh, Clerk and Astandr, Dyutyнк and one Amyjd in their study were used of its questionnaire and were confirmed its validity and reliability.

In this study to assess the interoperability of scale was used Rutmann. The scale interoperability is variable on a Likert scale of 7 options from points 1 (never) to 7 points (always), the size of the part is based on three components of interoperability by Kahn (1990) to reflect the perceptual interaction with three question, emotionally and physically, each with four questions. In the validation study of Rothman Cronbach's alpha coefficient for three scales of WES obtained as following: interaction physical work = 0/80 and interoperability emotional = 0/82 and interoperability perceptual = 0/780. The survey also confirmed the validity of the study has been used in Clark and Astandr research.

To obtain the validity of questionnaire was used pre-test on 30 subjects of the population and Cronbach's alpha and the Cronbach's alpha coefficient were obtained in Table 1 that because is >0/70 is the result of the questionnaires reliability is high.

Table 1: Cronbach's alpha coefficient

Rows	Variable name	No. of questions	Cronbach's alpha coefficients
1	Desire to leave the job	3	0.92
2	Empowering	12	0.89
3	Interoperability	17	0.88
4	Total	32	0.90

Data analysis method: First, using Kolmogorov-Smirnov test to examine the normality of the variables in each of the hypotheses and assumptions of one to five using regression analysis and using Software SPSS18 and then fourth hypothesis using structural equation modeling (path analysis) using Software Amos 22 to confirm or refute the hypothesis of the research study.

Hypotheses:

- Rehabilitation has effect on intending for occupational resignation
- The occupational correspondences has effect on the occupational resignation intention
- Rehabilitation on the occupational correspondences
- Empowering through interoperability has an effect on turnover intention

RESULTS AND DISCUSSION

Since, the normal distribution of variables in the regression is the most important default before examining hypotheses, using non-parametric test kolmogorov-smirnov was investigated assuming normal

distribution of data related to each of the variables. In all tests performed in this study, the significance level is considered 5% (0.05). The results of kolmogorov-smirnov test which a summary is written as follows in Table 2:

- H_0 : (null) data distribution is respectively normal
- H_1 : (alternative hypothesis) data distribution is not normal

Because of the significant levels found for all variables is a number greater than 0.05 there is no reason to reject the null hypothesis and assuming normal, all variables are confirmed.

To test the hypothesis to fit the number of independent variables and multivariate regression was used to examine the results of the first and second hypotheses are given in Table 3.

According to the results, first and second hypothesis was accepted and based on the correlation coefficients obtained the result that 58.2% of the turnover change by empowerment and the second hypothesis is 6.8% of the turnover change be explained by aspects of interoperability. Also, in order to check the third, fourth and fifth hypotheses were used simple regression. The results are shown in Table 4.

According to the results in Table 5, three hypotheses are confirmed. Also adjusted by coefficients are explained in third hypotheses 9/8% of turnover by empowering changes, changes in fourth hypotheses 5/3% change turnover by interoperability and in the 50 hypothesis 37% of change in interoperability by empowering explained.

Table 2: The results of the Kolmogorov-Smirnov test

Indicators	Variables		
	Turnover intention	Interoperability	Psychological empowerment
Normal parameters			
Mean	4.088	4/097	2/51
Standard deviation	1/68	1/27	0/836
Highly critical			
Absolute value	0/085	0/079	0/081
Positive	0/082	0/050	0/081
Negative	-0/085	-0/079	-0/066
Kolmogorov-Smirnov	0/756	0/715	0/756
Significant level	0/617	0/686	0/618

Table 3: Multivariate linear regression test in simultaneously methods

The criterion variables	Predictor variables	B	β	t-values	p (Sig.)	R ²	F-values	df
Turnover	Constant coefficient	0.822	-	3.879	0.000	0.582	27.896	4
	Influence	-0.041	0.041	0.284	0.057			
	Freedom	-0.199	0.215	1.247	0.016			
	Competence	-0.727	0.805	7.774	0.000			
	Sense	-0.108	0.110	0.973	0.034			
Turnover	Constant coefficient	2.134	-	6.026	0.000	0.068	1.777	3
	Emotional	-0.144	0.249	1.737	0.008			
	Perceptual	-0.062	0.108	0.834	0.007			
	Physical	-0.040	0.071	0.505	0.015			

Table 4: Single variable linear regression analysis using simultaneously method

The criterion variables	Predictor variables	B	β	t-values	P (Sig.)	R ²	F-values	df
Turnover	Constant coefficient	5.424	-	10.929	0.000	0.098	8.215	1
	Empowering	-0.515	0.312	2.866	0.005			
Turnover	Constant coefficient	5.101	-	9.793	0.000	0.053	4.332	1
	Empowering	-0.396	0.231	2.081	0.041			
Interoperability	Constant coefficient	1.082	-	4.573	0.000	0.37	48.877	1
	Empowering	0.598	0.608	7.062	0.000			

Table 5: Research model fitness scales

Fitness scales	Values
Freedom degree	227.000
χ^2	555.401
χ^2/df	2.447
GFI	0.718
NFI	0.687
CFI	0.784
AIC	699.401
RMSEA	0.085

Table 6: Summary of research data analysis results

Path	Path coefficient	Standard coefficient	Results
Rehabilitation intention for occupational resignation	0.26	0.28	Approved

Table 7: The research data analysis result summary

Path	Path coefficient	Standard coefficient	Results
Occupational correspondances intention for occupational resignation	0.37	0.39	Approved

Table 8: Research data analysis result summary

Path	Path coefficient	Standard coefficient	Results
Occupational correspondances intention for occupational resignation	0.74	0.66	Approved

Table 9: Research data analysis results summary

Path	Result	Coefficient
Occupational correspondances rehabilitation occupational correspondances staff occupational resignation intention	Approved	$0.66 \times 0.39 = 0.25$

For examine the sixth hypothesis, the structural equation model or particular structural models (path analysis) were used by AMOS Software. Normal distribution of variables in the regression is the most important pre that the non-parametric Kolmogorov-Smirnov test results (Table 2), this assumption is confirmed for all variables.

Data analysis: Before the research hypotheses testing, first the general model should be evaluated. The considerable point in the data fitness with the model is that while the structural model fitness is confirmed, it never approves that model is the merely valid model.

According to the output results of AMOS Software, the fitness scales rate for the model presents the proper condition. The adaptive scales show more or close rates to 0.90 that means as the model square n taking distance from an independent model and closing to the filled model

on the basis of defined scales. RMSEA fitness scale and assurance distance of 0.90 are within the acceptable domain.

Structural equations results: In order to assess the reasoning relation that has been mentioned in hypotheses, the structural equations modeling is used that shows the suggested conceptual model validity through model fitness scales. In recent research after the model drawing based on the data, the model parameters are tested by the use of AMOS Software and hypotheses are tested (Fig. 2 and 3).

Hypotheses testing

First hypothesis: Rehabilitation has effect on intending for occupational resignation (Table 6).

First hypothesis test result: According to the table information the evaluated item shows that the variable path coefficient of rehabilitation effect on the occupational resignation intention internal variable declares that the intended variable is meaningful and as the result the zero hypotheses is rejected based on related coefficient availability, first hypothesis approval.

Second hypothesis: The occupational correspondances has effect on the occupational resignation intention (Table 7).

The second hypothesis is evaluated according to the table information, the internal path coefficient show the occupational resignation intention variable correspondances that the intended variable is meaningful as the result the zero hypothesis is rejected based on the lack of related coefficient, second hypothesis approval.

Third hypothesis test: Rehabilitation on the occupational correspondances (Table 8). The third hypothesis is evaluated according to the table information, the internal path coefficient show the occupational resignation intention variable correspondances that the intended variable is meaningful as the result the zero hypothesis is rejected based on the lack of related coefficient, third hypothesis approval.

Fourth hypothesis test: The fourth hypothesis is evaluated according to the Table 9 information, the internal path coefficient show the occupational resignation intention variable correspondances that the intended variable is meaningful as the result the zero hypothesis is rejected based on the lack of related coefficient, fourth hypothesis approval.

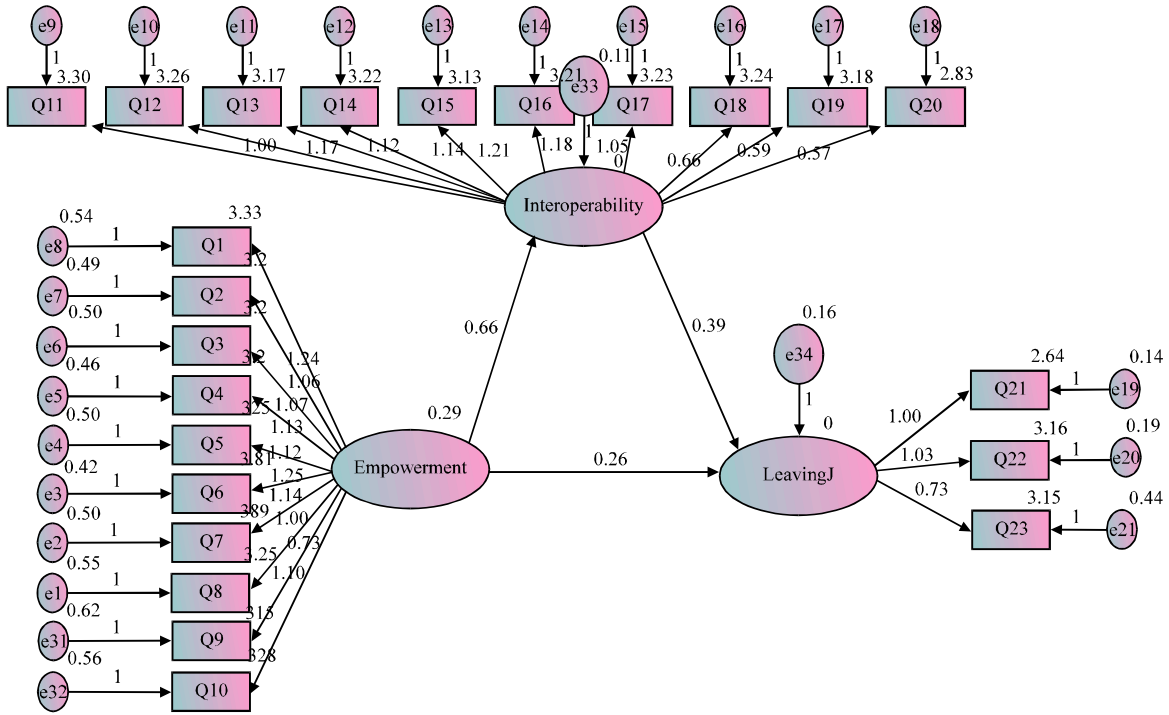


Fig. 2: The structural model unstandardized coefficient

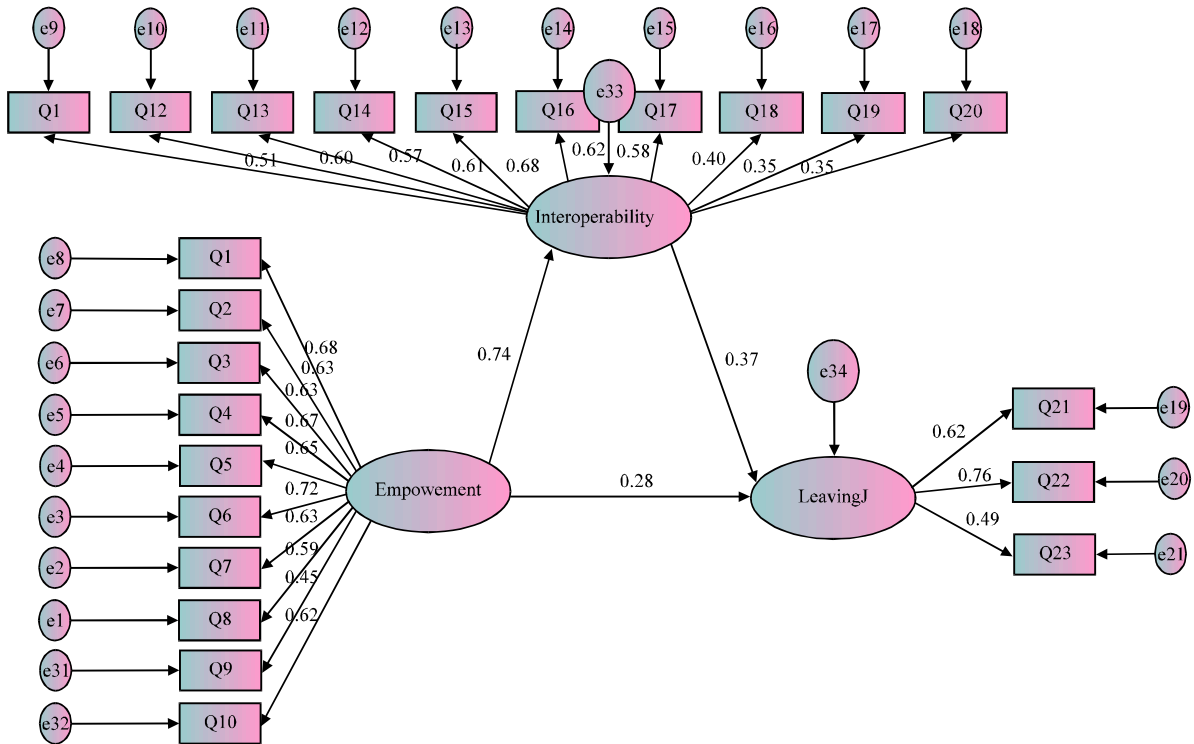


Fig. 3: The structural model standardized coefficient and measurement

CONCLUSION

According to the obtained results in this research, meaningful relation is observed between the rehabilitation and staffs occupational resignation intention. This means as more capability the staffs have the fewer occupational resignation intention they will have and motivation for activity and staying at system also increase, actually the staff rehabilitation means the individuals enabling that means assisting staffs to feel confidence and increasing it to overcome disability and enhance their view about their capability, hence staffs by having this sense will think about their occupational resignation fewer and do not show desire about this subject, evaluation have shown that the results of this study is accordant with previous studies and when leaders prefer to give authority to their staffs rather than control them that will experience their rehabilitation (Greasley *et al.*, 2008; Mendes and Stander, 2011; Raub and Robert, 2010).

These results support the (Gregory *et al.*, 2010) researches findings and they declared in their studies that staffs who experienced the rehabilitation feel that their cooperation is meaningful and having this capability will form their working environment.

On the other hand in this research the working correspondences was evaluated about the staffs occupational resignation that results showed the presence of meaningful effect on this criterion. In determination of this result we can declare that staffs with high occupational correspondences have fewer desire to leave their services due to their attraction with job (De Klerk and Stander, 2014; Bhatnagar, 2012; De Villiers and Stander, 2011) in their studies found similar results and their idea is to give authority to their staffs because they will be more loyal and there is fewer possibility to leave their occupation. Staffs that make relation with their organization and leaders are attracted with their organization and leaders physically, emotionally and having occupied staffs is beneficial for the organization, the occupational correspondences levels predict the staffs' operational level (Bakker and Bal, 2010). This result is similar with many other studies as Albrecht and Andreetta (2011) and Du Plooy and Roodt (2010) in which the working correspondences predicts the staff occupational resignation intention meaningfully.

Based on the obtained results blow suggestions are given: managers value their staffs based on capability and knowledge management and attempt to enhance the organizational grade and desire to transferring them. To make coordination with legal payment systems, the most important proceeding is to encourage staffs and make motivation to be capable inside the organization.

To increase the occupational correspondences, proceedings as occupational circulation, occupational proliferation and staff enabling and attention to occupation pleasure, staffs realization about the meaning in the job is improved and managers could achieve the staff rehabilitation in this field through planning.

In organization staffs are realized as the main key, staffs are the key elements and innovative factors whose enabling leads to other staff rehabilitation and through cooperative program there are applied more properly. The occupational correspondences principal is trained more for them and staffs are employed as the organizational roots to increase other staffs capability. Also, this subject leads to increase of proper relation between staffs and increase of their interest to remain in their system and avoid resignation that all will cause their performance and efficiency are increased.

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