

RESEARCH ARTICLE

Linking Organisational Culture to Turnover Intention: Intervening Mechanism of Psychological Empowerment

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Abstract

This paper discusses the mediating effect of psychological empowerment within the correlation between organisational culture and turnover intention among employees in the ready-made garment (RMG) industry in Bangladesh. It aims to investigate the notion of whether a positive organisational culture has a direct decrease in the intention of employees to quit or an indirect effect through psychological empowerment of the employees, a key element in increasing employee retention in labour-intensive industries. A cross-sectional survey design was used, and the data were gathered on employees in the RMG industry. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to analyse the data. The measurement model was tested on the basis of reliability and validity, whereas the structural model was applied to test the hypothesised direct and mediating relationship among organisational culture, psychological empowerment and turnover intention.

The results show that organisational culture has a considerable negative impact on turnover intention and a positive impact on psychological empowerment. Psychological empowerment, in turn, greatly decreases the intention to leave among employees and partly mediates the connection between organisational culture and turnover intention, explaining 41.58 per cent of the overall impact. These findings underscore the need to develop an empowering organisational environment. The research adds to the literature by combining the Social Exchange Theory with the Job Characteristics Model and gives empirical data from the RMG industry in Bangladesh.

1 INTRODUCTION

In the contemporary global economy, a competent and constant managerial workforce is known to be a primary source of sustainable competitive advantage, so the retention of qualified managers has become a top priority of the organisation (Chaitra and Murthy, 2015). This issue is especially pronounced within the ready-made garment (RMG) industry in Bangladesh, where junior and middle-level managers in export-focused factories often have a high turnover intention because of the high workload and stressful work environments, low empowerment, communication obstacles, and organisational pressures (Ahamed & Hoque, 2017; Azim and Sarker, 2018). This elimination of managerial workers is a disturbance to the coordination of operations, undermines the efficiency of supervision, heightens the cost of recruitment and training, and limits the organisation's capacity to preserve their productivity and adherence to the international labour standards. Thus, RMG organisations need to get beyond the short-term financial rewards and concentrate on further organisational and psychologically based factors that shape the intention of managerial employees to leave (Mushuna & Pieters, 2016).

Although the role of managerial retention is important in the RMG industry, studies in the Bangladeshi environment are still sparse and disjointed. The literature has focused more on the individual-level factors that lead to turnover, such as human resource practices, compensation, leadership behaviour, and workplace safety amongst the employees in general who work in the RMG (Hossain and Mahmood, 2018; Ahmed et al., 2018). Research in other industries, including banking and information and communication technology (ICT), has placed into the limelight job satisfaction, organisational commitment, and work stress (Tanchi, 2021; Tumpa and Rahman, 2020; Islam, 2019). Nevertheless, little focus has been on the role of organisational-level variables, specifically organisational culture, as well as internal psychological processes happening at the individual level

(e.g., psychological empowerment) in the development of swithin the RMG industry.

Substantial intercultural studies have found links between organizational culture, psychological empowerment, and turnover intention (Lee and Jang, 2020; Husainah and Yusuf, 2019; Niguse, 2019; Noori, 2019; Pradhan et al., 2017; Hamid et al., 2019; Kim, 2018). However, integrated empirical models on the relationship between organisational culture and turnover intention mediated by psychological empowerment are still lacking, especially in the context of developing countries and industries that are labour-intensive. To fill this gap, the current study formulates and empirically tests a multivariate model that connects organisational culture, psychological empowerment and turnover intention among junior and mid-level managers in the non-EPZ RMG sector of Bangladesh. In this way, the research will add value to the theory and practice by offering a better insight into the mechanism of managerial retention, and also by offering a practical lesson to enhance the stability of the workforce in the sector.

2 OBJECTIVES OF THE STUDY

Based on the research gaps identified, the main aim of the proposed study is to construct and empirically prove a model that explains the relationship between organisational culture and turnover intention, the intervening variable of which is the psychological empowerment of employees in the ready-made garment (RMG) sector in Bangladesh.

To realise this overall purpose, the research has the following specific objectives:

- To test the connection between cultural organisation and turnover intention of the employees.
- To examine the relationship between organisational culture and psychological empowerment of employees.
- To determine the correlation between psychological empowerment and turnover intention of the employees.

- To explore the mediating hypothesis of psychological empowerment in the connection between organisational culture and turnover intention.

3 LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Three key variables that are involved in the interpretation of employee retention include organisational culture, psychological empowerment, and turnover intention. The organisational culture, which is described as a set of values, beliefs and norms that control the behaviour of the employees (Uttal, 1983) determines the experiences in the workplace and determines whether employees stick around or not. Evidence-based practice indicates that positive, open, and cooperative cultures increase commitment and decrease turnover intention (Husainah and Yusuf, 2019; Niguse, 2019; Woo and Lee, 2018). This theoretical relationship is based on the Social Exchange Theory (SET) (Blau, 1964), which states that employees will reciprocate positive treatment in the organisation with a positive attitude and behaviour, such as loyalty and low turnover intention (Idiegbeyan-Ose, 2018). It is thus assumed that:

H1: Organizational culture has a negative impact on turnover intention.

The cultural state of an organisation is also decisive in the development of psychological empowerment, which is a multidimensional construct that includes meaning, competence, autonomy and impact (Spreitzer, 1995). Participation and autonomy combined with recognition of employees in the workplace boost intrinsic motivation and the feeling of control (Noori, 2019; Pradhan et al., 2017). The Job Characteristics Model (JCM) supports this connection by indicating that enriched job characteristics result in positive psychological states (Hackman and Oldham, 1976). Thus, it is proposed that:

H2: Organisational culture has a positive influence on psychological empowerment.

Psychological empowerment, in turn, is a key determinant of turnover intention. Empowered employees are more involved, self-assured, and emotionally attached to their company, which makes them less likely to quit (Hamid et al., 2019; Kim, 2018). Theoretically, this relationship can be explained by both SET (Blau, 1964) and JCM (Hackman and Oldham, 1976), because empowerment satisfies intrinsic needs and reinforces mutual commitment, thus deterring withdrawal behaviours, including turnover. Thus, the hypothesis is that:

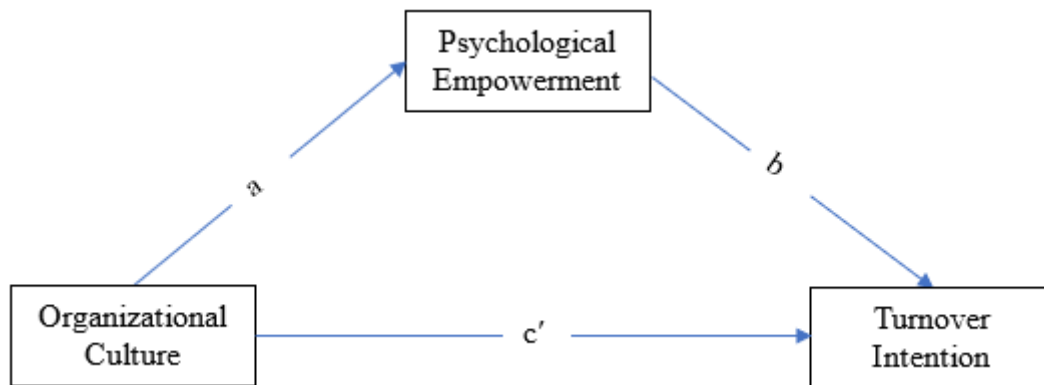
H3: Psychological empowerment has a negative influence on turnover intention.

Moreover, psychological empowerment is suggested as an intermediate variable between organisational culture and turnover intention. The combination of SET and JCM offers an in-depth theoretical approach, with organizational culture serving as a situational resource, improving the psychological conditions of employees, who in turn impact their behavioural performance. Previous research confirms that the impact of an organisation on turnover usually takes place internally and psychologically (Pradhan et al., 2017; Noori, 2019). Hence, it is proposed that:

H4: There is a mediating role of psychological empowerment in the relation between the organisational culture and turnover intention.

4. CONCEPTUAL FRAMEWORK

Figure 1 shows the conceptual framework proposed to depict the relationship between the organisational culture, psychological empowerment and turnover intention. The model is based on theoretical and empirical knowledge in the sense that it assumes that organizational culture has a direct and indirect impact on turnover intention that is mediated by psychological empowerment.

Figure 1: Conceptual Framework

In this framework, organizational culture is expected to have a direct effect on turnover intention (c') and an indirect effect by enhancing psychological empowerment (a), which in turn reduces turnover intention (b), forming a mediating pathway ($a \times b$). This mechanism explains how organizational culture shapes employee retention through internal psychological processes.

5 RESEARCH METHODOLOGY

The relationships between organizational culture, psychological empowerment and turnover intention among junior and mid-level managers in non-EPZ ready-made garment (RMG) factories in Bangladesh were investigated using cross-sectional survey design. Based on a multi-stage stratified random sampling method with proportionate distribution, a sample of 510 respondents was selected out of 41 export-based RMG factories in Gazipur, Dhaka, Narayanganj and Chattogram. The sampling frame was prepared using confirmed industrial directories and employee records and it was stratified into districts, type of factories and gender to be representative. Out of the first sample, 482 respondent usable responses were retrieved leading to a response rate of 94.5%. Adequacy of the sample was ensured by the formula provided by Yamane (1967) and the final sample met the minimum requirement ($n = 400$) with a margin of error of 4.47%.

The structured questionnaire was used to collect data based on validated five-point Likert scale instruments, taken over in previous studies. The measures of organizational culture were used by measuring organizational culture based on Glaser et al. (1987), measuring psychological empowerment based on Spreitzer (1995) and measuring turnover intention based on Mobley (1978). Both procedural and statistical remedies were used to reduce common method bias and all VIF values were kept below the suggested value.

6 DATA ANALYSIS AND FINDINGS

The analysis of the data was performed with the help of the Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4 in two stages, including measurement model evaluation and structural model evaluation. A reflective-reflective higher-order model with repeated indicators was employed for multidimensional constructs.

Measurement model was evaluated in terms of reliability and validity. To determine convergent validity, indicator reliability, composite reliability (CR), and average variance extracted (AVE) were studied. All the factor loadings were greater than the suggested level of 0.70, CR values were greater than 0.70 and AVE values were greater than 0.50, indicating good levels of reliability and convergent validity (Hair et al., 2013).

Table 1: Reliability and Convergent Validity Assessment

Type of Construct	Latent Construct	Number of Items/Factors	Factor Loadings	CR	AVE
Reflective First-Order	TW	6	0.77-0.87	0.91	0.70
	CL	5	0.88-0.93	0.94	0.81
	IF	4	0.82-0.91	0.9	0.76
	IN	4	0.85-0.89	0.9	0.76
	SU	7	0.85-0.91	0.95	0.78
	MT	5	0.88-0.93	0.94	0.81
	MN	3	0.93-0.97	0.94	0.89
	COM	3	0.90-0.94	0.91	0.85
	SD	3	0.92-0.94	0.92	0.86
	IM	3	0.93-0.95	0.94	0.89
	TI	3	0.88-0.96	0.92	0.85
Reflective Second-Order	OC	6	0.76-0.87	0.97	0.51
	PE	4	0.70-0.84	0.93	0.55

Notes: TW = teamwork, CL = climate, IF = information flow, IN = involvement, SU = supervision, MT = meeting, MN = meaning, COM = competence, SD = self-determination, IM = impact, OC = organizational culture, PE = psychological empowerment, TI = turnover intention.

Both the Heterotrait-Monotrait (HTMT) ratio and Fornell-Larcker criterion were used to determine

discriminant validity. The values of the HTMT, shown in Table 2, were lower than 0.90 (Henseler et al., 2015), whereas the Fornell Larcker values in Table 3 reveal that square roots of AVE were higher than inter-construct correlations (Fornell and Larcker, 1981), which proved sufficient discriminant validity.

Table 2: Heterotrait-Monotrait (HTMT) Ratio

	TW	CL	IF	IN	SU	MT	MN	COM	SD	IM	OC	PE	TI
TW													
CL	0.66												
IF	0.68	0.68											
IN	0.57	0.56	0.70										
SU	0.57	0.54	0.63	0.71									
MT	0.56	0.54	0.68	0.71	0.84								
MN	0.30	0.33	0.31	0.15	0.18	0.16							
COM	0.52	0.52	0.52	0.47	0.53	0.55	0.60						
SD	0.37	0.33	0.39	0.41	0.47	0.43	0.32	0.58					
IM	0.45	0.39	0.41	0.34	0.41	0.38	0.46	0.56	0.72				
OC	0.83	0.81	0.88	0.85	0.90	0.89	0.28	0.63	0.48	0.48			
PE	0.52	0.50	0.52	0.44	0.50	0.47	0.78	0.89	0.86	0.78	0.59		
TI	0.54	0.51	0.50	0.46	0.51	0.49	0.41	0.59	0.52	0.55	0.61	0.65	

Note: The acronyms for the constructs are listed in Table 1.

Table 3: Fornell and Larcker Criterion

	TW	CL	IF	IN	SU	MT	MN	COM	SD	IM	OC	PE	TI
TW	0.83												
CL	0.61	0.90											
IF	0.61	0.63	0.87										
IN	0.52	0.52	0.63	0.87									
SU	0.54	0.52	0.59	0.66	0.88								
MT	0.52	0.51	0.63	0.65	0.79	0.90							
MN	0.28	0.31	0.28	0.14	0.18	0.15	0.94						
COM	0.48	0.48	0.47	0.43	0.50	0.51	0.55	0.92					
SD	0.34	0.31	0.35	0.38	0.44	0.40	0.30	0.53	0.93				
IM	0.42	0.37	0.38	0.31	0.39	0.35	0.43	0.52	0.67	0.95			
OC	0.77	0.76	0.81	0.79	0.87	0.85	0.27	0.59	0.46	0.46	0.71		
PE	0.48	0.47	0.47	0.40	0.48	0.45	0.70	0.82	0.80	0.84	0.57	0.74	
TI	-0.50	-0.47	-0.45	-0.42	-0.47	-0.45	-0.38	-0.54	-0.48	-0.51	-0.57	-0.61	0.92

Note: The acronyms for the constructs are listed in Table 1.

The structural model was tested by assessing collinearity, explanatory power and path relationships. According to Table 4, none of the Variance Inflation

Factors (VIFs) exceeded 5, indicating no multicollinearity (Hair et al., 2011).

Table 4: Collinearity Statistics

Path	VIF
OC -> TW	1
OC -> CL	1
OC -> IF	1
OC -> IN	1
OC -> SU	1
OC -> MT	1
PE -> MN	1
PE -> COM	1
PE -> SD	1
PE -> IM	1
OC -> PE	1
PE -> TI	1.48
OC -> TI	1.48

Note: VIF = Variance Inflation Factor; construct acronyms are defined in Table 1.

The model exhibited moderate to high explanatory power, with R² values between 0.321 and

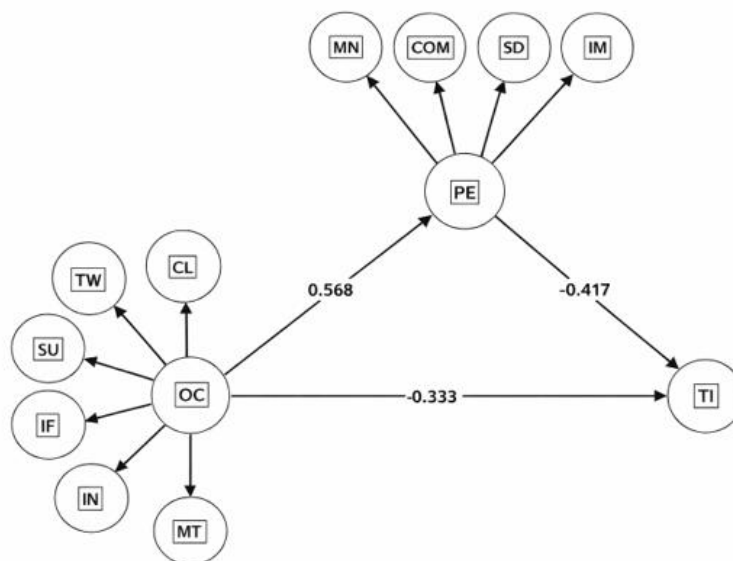
0.755 (see Table 5), indicating acceptable predictive power (Chin, 1998).

Table 5: Coefficient of Determination (R^2)

	R-square	R-square adjusted	Effect
<i>TW</i>	0.597	0.596	moderate
<i>CL</i>	0.582	0.581	moderate
<i>IF</i>	0.661	0.660	moderate
<i>IN</i>	0.63	0.629	moderate
<i>SU</i>	0.756	0.755	substantial
<i>MT</i>	0.728	0.727	substantial
<i>MN</i>	0.482	0.481	moderate
<i>COM</i>	0.678	0.677	substantial
<i>SD</i>	0.64	0.639	moderate
<i>IM</i>	0.708	0.707	substantial
<i>PE</i>	0.323	0.321	moderate
<i>TI</i>	0.443	0.440	moderate

Note: The acronyms for the constructs are listed in Table 1.

Bootstrapping with 5,000 resamples was used to test the hypotheses. Figure 2 presents the entire structural model that has standard path coefficients.

Figure 2: Structural Model with Path Coefficients

Note: The acronyms for the constructs are listed in Table 1.

The summarized results in Table 6 indicate that psychological empowerment is positively affected by organizational culture ($\beta = 0.57$, $p < 0.001$), which supports H2. In support of H3, psychological empowerment produces a strong negative influence on

the turnover intention ($\beta = -0.42$, $p < 0.001$). Furthermore, organizational culture affects turnover intention in a negative direct manner ($\beta = -0.33$, $p = 0.001$), which is in line with H1.

Table 6: Direct Effects and Hypothesis Testing

Hypothesis	Path	Path coefficient (β value)	T statistics	P values	Decision
H1	Organisational Culture -> Psychological Empowerment (a)	0.57	16.02	0.00	Supported
H2	Psychological Empowerment -> Turnover Intention (b)	-0.42	9.07	0.00	Supported
H3	Organisational Culture -> Turnover Intention (c')	-0.33	7.92	0.00	Supported

The product-of-coefficients approach was used to test the mediating role of psychological empowerment (Arminian et al., 2008). Indirectly, as shown in Table 7, the organizational culture had a significant effect on turnover

intention through psychological empowerment ($\beta = -0.237$, $p = 0.001$), evidence of which is in the affirmation of H4.

Table 7: Mediation Analysis Results

Hypothesis	Relationships	Path a	Path b	Indirect Effect (a x b)	T Statistics	p-value	Result
H4	Organisational Culture → Psychological Empowerment → Turnover Intention	0.568	-0.417	-.237	8.420	0.00	Supported

Source: Computed by researchers

Additionally, the Variance Accounted For (VAF) is 41.58, which in Table 8 is reported and can be considered as partially mediated, as suggested by Hair et al. (2017). This result indicates that the organisational culture affects

turnover intention directly and indirectly via psychological empowerment.

Table 8: Magnitude of the Mediation Effect

Path	Total Effects	Indirect Effects	VAF (%)
Organisational Culture → Turnover Intention	-.570	-.237	41.58%

Mediator: Psychological Empowerment

7 DISCUSSION

This paper explored the relationships between organisational culture, psychological empowerment and turnover intention, and especially the mediating effect of psychological empowerment. The results, based on Partial Least Squares Structural Equation Modelling (PLS - SEM), empirically support all the hypotheses put

forward and also provide valuable information on variables that relate to employee retention among junior and mid-level managers in the RMG industry of Bangladesh.

The findings show that organisational culture is also strongly and negatively related to turnover intention (H1 evidence = -0.33, $p < 0.001$). This result is not unique, as previous researchers have indicated that low employee

turnover intentions are linked to supportive and open organizational cultures (Husainah and Yusuf, 2019; Niguse, 2019; Idiegbeyan-Ose et al., 2018; Woo and Lee, 2018). By considering the Social Exchange Theory (Blau, 1964), a good organisational culture can lead to reciprocal employee attitudes in terms of increased organisational attachment and reduced withdrawal intentions.

Moreover, the results indicate that organisational culture has a positive correlation with psychological empowerment (H2 supported: 0.57, $p = 0.001$), which is aligned with previous studies, which highlight the significance of organisational context in the formation of the psychological experiences of employees (Noori, 2019; Pradhan et al., 2017; Lee, 2016). In line with the Job Characteristics Model (Hackman and Oldham, 1976), the supportive and participative working conditions are linked to the meaning, competence, autonomy, and impact perceptions of employees. Moreover, turnover intention has a negative correlation with psychological empowerment (H3 supported: 0.42 = -0.001), which agrees with other results (Hamid et al., 2019; Sandhya and Sulphay, 2019; Kim, 2018). The workers who feel that they are psychologically empowered report a lower intention to leave their organisations.

The most significant finding is that the mediating effect of psychological empowerment in the correlation between the organisational culture and turnover intention is validated (H4 supported: indirect effect 8 = -0.237, $p = 0.001$). The Variance Accounted For (VAF) value of 41.58% implies partial mediation, which implies that the organisational culture is directly and indirectly correlated to turnover intention through psychological empowerment. The result underscores the role of psychological empowerment as a significant explanatory factor between organisational culture and managerial retention intention.

In general, the results indicate that organisational culture and psychological empowerment are valuable variables that are related to turnover intention among junior and mid-level managers in the RMG industry in Bangladesh. Nevertheless, the results of the study are to be considered as associative but not

causal due to the use of a cross-sectional design. However, the findings suggest that organisations that promote supportive and empowering workplaces can be in a better position to enhance managerial engagement and decrease turnover intention in the long-term.

8 THEORETICAL AND PRACTICAL IMPLICATIONS

The results of this research have significant implications for theory and practice in management by elucidating the relationship between organisational culture and turnover intention, mediated by psychological empowerment. Theoretically, the research contributes to the literature on organisational behaviour and employee retention by demonstrating, in an empirical study, the importance of psychological empowerment as a mediating variable. Although previous studies have mostly addressed the direct relationships or other possible mediators like job satisfaction, the process-based account of the relationship between organisational culture and turnover intention is presented in this study, which exemplifies that the link between organisational culture and turnover intention is partially mediated by the psychological conditions of the workers, namely their sense of meaning, competence, self-determination, and impact.

The research also adds value because it combines the Social Exchange Theory (Blau, 1964) and Job Characteristics Model (Hackman and Oldham, 1976) in elucidating the relationships established. The organisational culture is a situational resource that conditions the attitude and perception of employees, in line with the Social Exchange Theory, whereas psychological empowerment is an expression of intrinsic motivational disposition that is highlighted in the Job Characteristics Model. The integration of these views makes the study present an overall explanation of the relationship of organisational-level variables with individual-level results to enhance the comprehension of turnover intention, especially in a labor-intensive sector in a developing economy.

Practically, the results indicate that organisational culture must be considered as a strategic tool in lessening turnover intentions among junior and mid-level managers in the RMG industry. RMG managers ought to work towards creating an empowering and inclusive organisational climate that is typified by open communication, participative decision-making, mutual respect and supportive supervision. To foster trust and organisational commitment, the management should promote frequent communication between supervisors and employees by having team meetings, regular feedback, and an open information-sharing process. Moreover, companies ought to allow managerial staff to engage in decision-making and problem-solving activities, which can make them feel like proprietors and contributors.

The results also imply that human resource and leadership practices can be focused on enhancing psychological empowerment. The development of leadership skills through leadership development programs could help the RMG factories to delegate their duties, offer positive feedback, and acknowledge the contributions of their employees. The approach of job design that enhances autonomy, significance of tasks, and exposure to skill exercise can further enhance the perception of competence and self-determination in employees. In addition, employee recognition and reward systems that reward employees based on their accomplishments and innovative contributions can strengthen the perception of employees being impactful and valuable in the organisation.

To further minimise turnover intention, RMG organisations can focus on the welfare of the employees by treating them fairly, providing them with manageable workloads, career growth prospects, and positive working relationships. Long-term organisational commitment and turnover can be reinforced by introducing mentorship initiatives, internal career advancement, and training of junior and middle-level managers. Comprehensively, the research proposes that a supportive and empowering organisational culture can contribute to the RMG firms in

enhancing managerial stability, employee engagement, and sustainable workforce retention in the long run.

9 LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This research has several limitations that can be used by future research. To begin with, the research was done solely in the ready-made garment (RMG) sector of Bangladesh, which can discourage application of the findings to other sectors or countries. The model could be replicated in other industries and nations in future to see whether the relationships observed are also true in other organizational and cultural contexts.

Second, the research has used mostly self-reported information gathered among junior and mid-level managers, especially in the measurement of psychological empowerment and turnover intention. Despite the application of procedural and statistical remedies to reduce common method bias, a respondent could have been subject to social desirability bias, perceptual bias, and subjective interpretation of respondents. Specifically, turnover intention is the stated intention of the employees, not turnover behaviour, and psychological empowerment perceptions can change with individual attitudes and short-term emotional conditions. Validity could be enhanced in future studies with multi-source data, supervisor ratings, qualitative interviews, or objective organisational data including actual turnover statistics and performance ratings.

Third, the research involved the analysis of psychological empowerment as the major mediating variable between organisational culture and turnover intention. The findings support its mediating role but there are other organisational and psychological variables that might also mediate this relationship. It can be suggested that future studies can introduce more mediators or moderators, including organisational commitment, job satisfaction, work engagement, leadership style or organisational citizenship behaviour, to come up with a more profound insight into managerial retention processes.

Lastly, the cross-sectional design inhibits the possibility of determining causal relations among the variables. Hence, the results can be viewed as a correlation and not causal. It is suggested that future longitudinal research should be conducted to determine

how organisational culture, psychological empowerment and turnover intention change over time and confirm the directionality of the proposed relations. These methods would give more information on the dynamism of employee retention in the RMG industry

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