

The Mediating and Moderating Role of Psychological Empowerment Between proactive personality and Employee's Intention to stay: A review

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Abstract:

Employee retention is a critical concern for organizations aiming to maintain a competitive edge, particularly in retaining high achievers whose departure could significantly impact performance and morale. This study explores the relationship between proactive personality and an employee's intention to stay, with a specific focus on the mediating and moderating roles of psychological empowerment. By identifying the variables that most effectively differentiate between employees who intend to stay and those who plan to leave, the research aims to offer insights for pre-emptive interventions to retain valuable employees. The study theorizes that employees with proactive personalities are more likely to remain with the company, especially when they experience high levels of psychological empowerment. Psychological empowerment is examined both as a mediator, explaining how proactive personality influences the intention to stay, and as a moderator, determining whether the strength of this relationship varies at different levels of empowerment. The findings highlight the significance of psychological empowerment in retaining employees. The results suggest that interventions aimed at enhancing employees' sense of empowerment can strengthen the retention of proactive individuals. By understanding these dynamics, organizations can better predict employee turnover intentions and implement targeted retention strategies, ultimately ensuring a stable and committed workforce.

Keywords: psychological empowerment, proactive personality, employee intention to stay and organization.

Introduction:

"Employees' intention to stay" typically refers to the commitment or desire of employees to remain with their current employer rather than seeking opportunities elsewhere. This intention is crucial for organizations because it affects employee retention rates, productivity, and overall morale. Employees with greater empowerment perceive themselves as more productive, and their peers also perceive them as more productive (Quinn and Spreitzer, 1997). Through PE, they can take on behaviors that improve performance and help the company become more successful and competitive. Furthermore, if correctly developed and executed in firms, employee participation was considered a motivational strategy. Employees who perceive high PE generally have higher job motivation and are more likely to experience favorable side effects (see, for example, Spreitzer et al., 1997 discussed in this section).

Psychological empowerment:

There has been increasing agreement in recent years that psychological empowerment (PE) of employees can give modern firms a competitive edge. PE was a tactic used to improve organizational performance and create a flexible structure that could change with the outside world. In a similar vein, it was argued that employee PE was essential to the efficacy and innovation of organizations. PE can significantly impact motivation and performance in the proper situations with the right people, jobs, and organizational environment (Kimolo, 2013).

According to Seibert et al. (2011), psychological empowerment is characterised as "intrinsic task motivation reflecting a sense of self-control in relation to one's work and an active involvement with one's work role." Therefore, psychological empowerment increases workers' internal motivating resources, which may result in high work-related outcomes. According to Ashforth (1989), an individual's personality attribute is not what generates intrinsic motivating cognition; rather, it is the organizational environment. Giving employees empowerment promotes self-assurance and independence in their work, which improves job performance (Ashforth, 1989). The meaning, self-determination, competence, and influence are the four cognitions that comprise the concept of psychological empowerment. Meaning is the extent to which a worker's expectations, values, and beliefs align.

Proactive Personality: Fuller and Marler (2009), a proactive personality is strongly associated with behaviors that can increase mobility, such as job searching, self-esteem, self-efficacy, sticking to a learning objective, and business acumen.

Frese et al. (1997), proactive personality is highly valued in both personal and professional settings because it contributes to initiative, innovation, and the ability to drive positive change. Organizations often seek employees with a proactive mindset because they are more likely to take ownership of their work, contribute to the organization's success, and adapt to changing circumstances effectively. Employee retention results from an active work ethic that is least affected by the outside world (Claes and Ruiz-Quintanilla, 1998; De Vos et al., 2009).

Employees' Intention to stay:

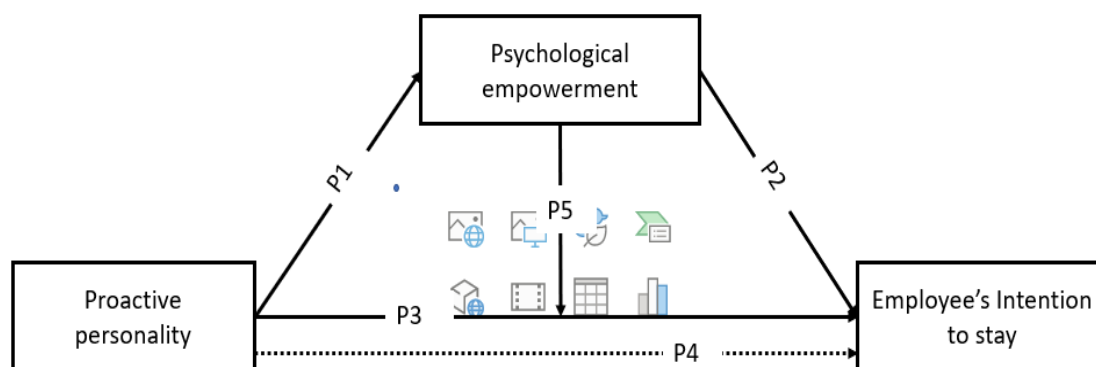
Manager et al. (1996) found that workers are more likely to remain in jobs when they have some degree of decision-making authority. According to Herman (1999), there are five main reasons why workers leave their jobs: a company's incompatible corporate culture; poor connections with coworkers; a lack of support; a lack of advancement prospects; and discontent with the pay package. The five factors listed by Abbasi and Hollman (2000) as contributing to employee turnover in an organization are: hiring procedures, management style, lack of recognition, absence of competitive pay plans, and unfavorable work environments. Walker (2001) identified seven elements that can support employee retention: fair compensation and recognition for work done; challenging work; learning opportunities; positive relationships with coworkers; acknowledgment of contributions and abilities; good work-life balance; and effective communication. In a Ramlall (2003) research,

Empirical data demonstrating a connection between the learning organization theory and higher knowledge worker retention is shown by Lee-Kelley et al. (2007). Bhatnagar (2007) proposed a number of HR initiatives to support employee retention, including considering staff members as co-creators of wealth, fostering peer partnerships and mentorship, a stronger psychological contract, and ongoing positive employee relationships. Deery (2008) conducted a literature analysis on the impact of work-life balance on employee retention and came to the conclusion that employers ought to offer their staff a more comprehensive experience and prioritize fostering a balance between work and personal life. According to a 2009 study by Moncarz et al., non-management staff turnover can be decreased by the organization's mission, goals, and direction as well as by employee recognition, awards, and compensation. recruiting practices, corporate culture

Conceptual framework:

The proposed conceptual framework is in Figure 1.1. It represents that psychological empowerment, proactive personality and employee's intention to stay these in turn to enhances a employee retention rate in an organization which sustain and transform the knowledge into new way to produce new products and services (Cohen, et al.,2001).

This paper proposed that Psychological empowerment taking as a mediating and moderating variable for proactive personality and employees intention to stay in an organization.



Prepositions:

1. Proactive personality has significant impact on psychological empowerment:

The term "proactive personality" describes those who have a propensity to take the initiative to create a pleasant atmosphere (Bateman 1993). In general, proactive personalities are capable to bring about healthy environment even in the face of obstacles & difficulties Bateman and Crant, (1993). Research on proactive personality demonstrates that proactive conduct affects significant changes in the work environment instead of criticizing Convey et.al, (2012).

According to researchers , Proactive individuals have a greater tendency to be anticipating changes related to their work since they are more likely to notice and seize job chances and make adjustments that align with their professional goals Experiments have supported this theory by demonstrating that proactive people can influence adaptation in the workplace through instances and samples Guan Y et, al(2017).

2. Psychological empowerment has significant impact on Employee's Intention to stay:

One of the key indicators of an organization's health is employee retention. When workers go from a company, they take their investments, relationships, and intellectual capital with them. Skilled companies never downplay the significance of holding onto their top employees. HR policies and procedures in particular, as well as business strategies in general, must be structured to guarantee the retention of top performers.

3. Proactive personality has significant impact on Employee's Intention to stay:

It seems like you're discussing the concept of proactive personality and how it can influence behavior and the work environment positively. Individuals with a proactive personality tend to take initiatives to create a positive workplace environment and drive meaningful changes, regardless of obstacles McArdle et. al (2007) . Research indicates that proactive individuals are more prepared for changes in employment and tend to identify and respond to job opportunities that align with their interests. This adaptability and readiness for change can lead to a more dynamic and engaging work experience. If you have any more questions or need further assistance on this topic, feel free to ask.

4. Mediating Role of psychological empowerment between proactive personality and employee's Intention to stay:

People who believe their employer is supportive of their working` circumstances are more likely to suffer from psychological empowerment in psychology. A collection of conditions known as psychological empowerment gives people or groups the impression that they are in control of their job Uy, M.A et.al, (2015). It has been said that when people feel empowered, they realize the value of what they do and that they are capable of making their own decisions. They understand that the efficacy of the organization is impacted by their work, and that increases and performance Chiang, C. F., & Hsieh, T. S. (2012).

It is recommended that wise companies empower their employees by involving them in decision-making, which in stills in them the belief that Organizations can get a competitive advantage by using psychological empowerment Ölçer, F., & Florescu, M. (2015).

Research indicates that workers who have support from their employer exhibit higher levels of job satisfaction and experience a reduced percentage of employee turnover Lamm (2015). According to a recent study, psychological empowerment is a crucial factor that modifies the relationship between POS and job satisfaction Aydogmus (2018). Numerous studies on reciprocity norms and social exchange Arshadi, N. (2011). highlight how employees feel bound to support both their employers and their coworkers. Similar to this, empowered people feel like a vital part of the company, are capable of achieving their objectives, have a strong sense of control over their work, and participate in good activities that benefit the company Amundsen et, al. (2015)

Similarly, prior studies indicate that people are more likely to feel driven and committed to their work duties when they perceive high levels of psychological empowerment Ölçer, F., & Florescu M. (2015). Furthermore, research has shown a favorable correlation between psychological empowerment and job happiness Khany, R., & Tazik, K. (2016)., with psychological empowerment serving as the primary driver of individuals' job satisfaction. In conclusion, it is thought that people who feel valued by their employers will have a stronger sense of psychological empowerment, which is associated with high levels of job satisfaction McArdle (2007)., However, it is conjectured that:

5. Psychological empowerment moderating the relationship between Proactive personality and Employee's Intention to stay:

Psychological empowerment pertains to an employee's proactive and enthusiastic approach towards their designated role in the workplace. Empowered workers perceive their work environment as somewhat flexible, Spreitzer, G. M. (1995) which stimulates their innovative behavior Huang J (2017).

In this way, psychological empowerment acts as a moderator that transfers the influence of proactive employee to intention to stay. Thus, the purpose of this study is to investigate the potential relationships between contextual factors such point of sale and overall job satisfaction. Second, psychological empowerment is thought to play a significant role in moderating the relationship between job satisfaction and perceived organizational support. Moreover, the association between psychological empowerment and perceived organizational support is moderated by proactive personality types.

Discussion and Conclusion:

This research work makes vital additions in the fields of Psychological empowerment , proactive personality and employee intention to stay. The integrated study model revealed the relationship between Proactive personality and employee intention to stay through the mediating and moderating role of psychological empower. The systematic review findings provide support for employee intention to stay through psychological empowerment and social exchange theory, which entails the groundings for the linkage between these constructs. The study examines the intervening effect of psychological empowerment on the relationship between proactive personality and employee intention to stay. In addition, the study provides a contribution to the psychological empowerment by drawing attention to its indirect effect mechanisms that influence the relationship between Proactive personality and employee intention to stay. This research highlighted the

importance of the fact that the psychological empowerment of the employees for their retention within the organization. The more they channelize the energies of their employees, the more they are satisfied with their job.

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