

A Theatre-Based Strategy to Turnover Intentions among Entrepreneurial Employees in Sub-Saharan Africa-Roles of Sexual Harassment and Psychological Well-Being

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Abstract

This study examines the application of a theatre-based strategy to address turnover intentions among employees of entrepreneurs in sub-Saharan Africa, utilising sexual harassment and psychological well-being as predictors of turnover intentions. We hypothesised that psychological well-being would have a negative influence, and sexual harassment would favour employees' inclinations to quit their jobs at entrepreneurial companies. The Sexual Experience Questionnaire, General Well-Being Index, and Turnover Intention Scale were used to collect data. Three hundred sixty-two males (18.23%) and 296 females (81.77%) with an age range of 16-35 years ($M = 23.58$, $SD = 3.53$), who were employees of entrepreneurs, were conveniently drawn from thirteen different states in Nigeria and participated in this study. Hayes PROCESS macro for moderation analyses revealed that sexual harassment was positively associated, and psychological well-being was negatively associated with turnover intentions among entrepreneurs' employees. The study suggests that entrepreneurs pay due attention to psychological well-being, the incidence of sexual harassment, and turnover intentions, as this can reduce the company's size and productivity. The theatre-based strategy effectively promoted psychological well-being by providing a platform for employees to express their feelings and concerns and receive support from their colleagues. The study concludes that theatre-based interventions can be a valuable tool in addressing turnover intentions among employees of entrepreneurs in sub-Saharan Africa. The study also recommends further research in this area to explore the effectiveness of theatre-based interventions in addressing turnover intentions in other contexts and to investigate the long-term effects of such interventions. Limitations and suggestions for further studies were made.

Keywords: *Entrepreneurs, Employees, Psychological Well-Being, Sexual Harassment, Sub-Saharan Africa, Theatre-Based Strategy, Turnover Intentions.*

INTRODUCTION

In this study, we propose a theatre-based strategy to address the role that sexual harassment and psychological well-being play in the intentions of entrepreneur employees to leave a company. Tammy and Lockwood (2019) suggested that sexual harassment, realism in turnover intention, organisational dedication, psychological well-being, and other social and organisational-related issues can be approached through a theatre-based strategy. The theatre-based strategy illustrates how the audience (i.e., masses, customers, citizens, organisational

psychologists, performing artists, and significant others) watches a performance unfold before them, as if they are spectators looking through a window (Boal, 1992).

This idea might also be applied to the workplace, as entrepreneurs' employees may feel like they are on a stage and being observed by the masses, customers, citizens, organisational psychologists, performing artists, superiors, colleagues, and significant others (Tammy & Lockwood, 2019). This can lead to a sense of self-consciousness, psychological detachment, low spirits, and a lack of energy needed at work, as well as pressure, which can contribute to turnover intentions (Obira et al., 2021).

Turnover intentions, or the conscious thoughts that often lead to quitting a job, can be influenced by various factors, including the work environment, co-worker relationships, perception of being watched or monitored, and job satisfaction issues (Obira et al., 2021; Windon et al., 2019). To illustrate further, in the theatre industry, where creativity and collaboration are essential, companies must foster a positive work culture and build strong relationships among team members through a synthetic ensemble to reduce turnover and retain talented individuals (Parker, 2018).

Moreover, theatre engagement through strategies such as edutainment, which combines entertainment and education, serves as a powerful tool for behavioural change. Similarly, in the workplace, employees may feel like they are playing a role and might not be able to be their authentic selves, which can lead to job dissatisfaction and turnover intentions (Sánchez-Fernández et al., 2020). Additionally, stress and organisational commitment stemming from these issues can also influence an individual's likelihood of leaving their job (Allen & Meyer, 1990; Morrell & Connerley, 2001).

Additionally, we examined sexual harassment as a potential challenge facing employees of entrepreneurs in sub-Saharan Africa, which can trigger turnover intention, and offers a novel approach to addressing these challenges through theatre-based interventions. Sexual harassment occurs in an organisation because of facilitating factors (Tsai et al., 2022). Various studies (e.g., Salman et al., 2016; Zhu & Li, 2014) on organisational-related issues, including power and status inequalities, increase the probability of sexual harassment.

The power differentials within the workplace or in an organisation affect the possibility of sexual harassment taking place in the workplace, which is a central concept that helps to explain sexual harassment as power in the workplace (Zhu & Li, 2014). The norms that define our societies suggest that there are powerful and powerless individuals at our place of work, the relationship of which should be defined by the workplace hierarchy. As a result, the exercise of power within that hierarchy should be expected and accepted (Zhu & Li, 2014).

Sexual harassment in the workplace can take many forms and have serious negative consequences for the mental health and well-being of those who experience it (Amin & Akbar, 2013). Studies (e.g., Kembuan et al., 2021; Merkin, 2008; Merkin & Shah, 2014; Salman et al., 2016; Tsai et al., 2022; Zhu & Li, 2014) have shown how sexual harassment has influenced work-family conflict, job satisfaction, absenteeism, and turnover intentions of workers in different countries. Poor psychological well-being has also been linked to several bad things, such as less job satisfaction and more plans to leave (Palmer, 2016).

Safe space theory can be used to explain the affinity between the concepts of sexual harassment, wellness, and turnover intention (Yee, 2019) among entrepreneurial employees. Safe space theory, as a metaphor, art, and theatre-based strategy, posits that individuals are

more likely to engage in creative and productive behaviours when they feel safe and supported in their environment (Flensner & Von der Lippe, 2019).

In the theatre and entrepreneurial-based industries, creating a safe space can be achieved through theatre-based strategies such as workshops, developing plays and dramas for learning, and participation in training sessions focusing on building a culture of inclusivity, respect, and enhancing the courage to move into a theatre-cognitive-based brave space (Forbes Coaches Council, November 2, 2017). This research seeks to address these concerns by suggesting the use of theatre-based tactics to combat sexual harassment and boost the emotional health of entrepreneurial employees to decrease their likelihood of leaving their current positions and organisations and improve their mental health.

Furthermore, a psychological theory known as organisational theory was used to explain the relationship between sexual harassment and turnover intention (Kembuan et al., 2021). Administrative theory has a connection to the immediate context of harassment. According to the organisational theory, it is not simply power differences that facilitate sexually abusive behaviour (Zhu & Li, 2014). Similar circumstances, such as the permissiveness of the organisational climate and culture (Zuo et al., 2020), gendered occupations, and organisational ethics (Salman et al., 2016), as well as norms and policies (Li et al., 2021), may motivate the occurrence of sexual harassment. Additionally, our research management revealed that most entrepreneurs are men, and men typically hold more power at work than women. This is because the stereotypes prevailing among males are more goal-oriented, self-assured, and belligerent than those of women who are employees (Merkin, 2008).

In contrast, women are often passive and receptive, and they tend to have strong family ties (Pina et al., 2009). Meta-analytical studies (e.g., Pina et al., 2009; Willness et al., 2007) show that the organisational space, acceptance of sexual harassment, the gendered nature of an organisation, and the proportion of women in a workgroup play an essential part in the incidence of sexual harassment. Weaknesses of the organisational theory revolve around the lack of attention to people's differences, actor variability, and how their everyday behaviour, stereotypes, and expectations can influence the phenomenon's occurrence, such as a lack of internal coherence and explanatory depth (Kembuan et al., 2021). Nevertheless, organisational theory has performed a significant role in directing professionals' focus toward the need for efficient approaches to prevent sexual harassment within the organisation and its structural properties (Pina et al., 2009).

The theatre-based strategy employed in the study is a cost-effective and engaging approach (Ryan et al., 2017) to address issues of sexual harassment and promote psychological well-being among entrepreneurs' employees, leading to reduced turnover intentions. Theatre-based interventions address various social and organisational issues, including sexual harassment (Tammy & Lockwood, 2019). For example, forum theatre, an interactive theatre technique that enables participants to explore and experiment with alternative responses to challenging situations (Gyensare, 2013), has been utilised to raise awareness and promote change regarding issues of sexual harassment. Additionally, improvisation and role-play techniques have proven effective in helping individuals develop communication and conflict-resolution skills that can be applied in real-life situations (Ashfaq et al., 2020).

Finally, the study examines the use of a theatre-based strategy to enhance understanding of psychological well-being and mitigate turnover intentions among employees of entrepreneurs in Sub-Saharan Africa. Psychological well-being refers to a person's overall

happiness and satisfaction with their life (Grawitch et al., 2010). Juhasz and O'Hara (2018) found that theatre-based strategies improve psychological well-being, especially for people who have experienced sexual harassment that caused trauma or stress. In addition, participation in theatre-based strategies and interventions led to a significant increase in psychological well-being and reductions in symptoms of turnover intentions (Zulkarnain & Akbar, 2013), post-traumatic stress disorder (PTSD), and depression (Routledge, 2019). Boal (1995) used a combination of improvisation, role-playing, and scriptwriting to help workers process their sexual harassment and traumatic experiences and improve their emotional regulation and psychological well-being.

Similarly, Juhasz et al. (2018) found that theatre-based strategies and interventions improved self-esteem, psychological well-being, and resilience in individuals who had experienced sexual harassment and domestic violence. Also, Ryan et al. (2017) used acting exercises and group discussions as a theatre-based strategy to help participants, clients, and veterans talk about their feelings and experiences with sexual harassment and view things from different points of view to improve their mental health. Research by Chen et al. (2020) has shown that employees with higher levels of psychological well-being are less likely to have high turnover intentions. Grawitch et al. (2010) found that employees with high levels of psychological well-being had lower turnover intentions and were more satisfied with their jobs. Ntow et al. (2020) suggest that promoting psychological well-being in the workplace can lead to improved job satisfaction and reduced turnover intentions. In conclusion, theatre-based strategies have been shown to positively impact psychological well-being and turnover intention, particularly for individuals who have experienced sexual harassment, trauma, or stress (Boal, 1992). Therefore, participating in theatre-based strategies and interventions may reduce turnover intentions, sexual harassment, and depression, while improving self-esteem and resilience, and ultimately leading to lower turnover intentions and increased job satisfaction.

This study examines, through a theatre-based strategy, how turnover intentions among entrepreneurial employees in Sub-Saharan Africa are influenced by sexual harassment and psychological well-being. Furthermore, this research can significantly contribute to human resource management, theatre-based studies, and organisational psychology by identifying effective interventions for managing human resource challenges, reducing the negative impact of high sexual harassment and employee turnover on business operations, and increasing psychological well-being. On those basics, we hypothesised that;

1. Sexual harassment would positively affect turnover intentions among entrepreneurs' employees in Sub-Saharan Africa.
2. Psychological well-being would significantly affect turnover intentions among entrepreneurs' employees in Sub-Saharan Africa.

METHOD

Participants

The study participants comprised 362 entrepreneur employees (296 females and 66 males) aged 16-35 ($M = 23.58$, $SD = 3.53$). They were drawn from the following locations: Enugu (118, 31.5%), Delta (85, 23.5%), Anambra (108, 29.8%), Edo (15, 4.1%), Imo (3, 0.8%), Kaduna (12, 3.3%), Lagos (9, 2.5%), Kano (3, 0.8%), Abuja (9, 2.5%), Benue, Osun, Yobe and Ebonyi (1, 0.3% each). In addition, the participants consisted of 338 (93.4%) Christians, 20

(5.5%) Muslims, and \$ (1.1%) Traditional Worshippers. In terms of ethnicity, there were 313 (86.5%) Igbo, 5 (1.4%) Hausa, 19 (4.1%) Yoruba, and 2 (6.9%) other. In addition, three participants were not educated (i.e., did not attend primary and secondary school), two were primary school certificate holders, 277 were secondary school certificate holders, and 80 were from Tertiary Institutions. Three hundred and fifty-three participants were single, while nine were married.

Tammy and Lockwood (2019) suggested that participants from the informal sector should be examined through a theatre-based strategy, as the sector is unique and its employees may require specific education. Additionally, they will come from diverse cultures, especially in developed countries. However, our study was conducted in a developing country like Nigeria, and we decided to look at these participants as suggested (Tammy & Lockwood, 2019).

Instruments

Three instruments were used for the study. The instruments used are the Sexual Experiences Questionnaire (SEQ), Workers' General Well-Being Index, and Turnover Intention Scale.

The Sexual Experiences Questionnaire (SEQ)

The sexual experiences questionnaire is an eighteen-item scale developed by Fitzgerald et al. (1988) and Fitzgerald et al. (1995) to assess sexual harassment. It is scored on a five-point scale, ranging from 1 (never) to 5 (most of the time). The instrument has three behavioural categories of sexual harassment, which are Gender Harassment, Unwanted Sexual Attention, and Sexual Coercion.

Gender harassment is the most reported form of offensive sex-related behaviour. It is not intended to elicit sexual cooperation but, instead, made up of crude verbal, physical, and symbolic behaviours that convey hostile, offensive, and misogynistic attitudes. Unwanted sexual attention is sexual attention which is unwanted and unreciprocated by the recipient. In contrast, sexual coercion describes barely noticeable or explicit efforts to make job rewards contingent on sexual cooperation.

The sexual experiences questionnaire measures offensive sex-related behaviour that is unwanted, unwelcome, and unreciprocated. All items in the instrument are written in behavioural terms, and the concepts of sexual harassment do not appear until the end. This is to avoid biasing participants and to improve reliability. For this study, participants were asked to report only situations they had experienced in the target organisation (their place of work). Fitzgerald et al. (1988) evidenced that the sexual experiences questionnaire obtained an internal consistency of 0.92.

We conducted a pilot study to validate the sexual harassment questionnaire items for the present study using a sample of 90 entrepreneurial employees from five Nigerian states. It yielded high internal consistency reliability, with Cronbach's alpha of .80.

General Well-being Index (GWBI)

The General Well-Being Index (GWBI) is a 22-item self-report scale developed by Hunt and McKenna (1992). It is a self-report questionnaire designed to capture both positive and negative intrapersonal affective states, measuring subjective well-being or distress. The six components of well-being, captured by six corresponding subscales, are feelings of

positive well-being, self-control, feelings of anxiety and depression, vitality, and general well-being concerns. Subjects rate their feelings over the past two weeks on each item using a five-point scale. Responses are scored from 1 to 5, resulting in an overall score range of 22 to 110. A higher score indicates less well-being. Hunt and McKenna (1992) obtained internal consistency of 0.87. We conducted a pilot study to validate the general well-being index items for the present study on a sample of ninety entrepreneurs and employees drawn from five Nigerian states. The things yielded a high internal consistency reliability, Cronbach's alpha of .70.

Turnover Intention Scale

The Turnover Intention Scale (TIS-6) is a six-item scale developed and validated by Bothma and Roodt (2013) to measure the intention to turnover among workers. The developer recommends that this behaviour intention (turnover) be measured for a particular period after the beginning of the employment contract. According to Roodt, this should be a period of six months. Examples of items in the TIS-6 include: 'How often do you look forward for another day at work?' and 'How often have you considered leaving your job?' The scale is responded to on a 5-point continuous scale ranging from 1 (never) to 5 (always). Therefore, high scores on the TIS-6 imply a higher intention to turnover. Martin and Roodt (2008) reported a reliability coefficient (Cronbach alpha) of .90. We conducted a pilot study to validate the turnover intention scale items for the present study on a sample of ninety entrepreneurs employees drawn from five Nigerian states, and the items yielded a high internal consistency reliability, Cronbach's alpha of .77.

Procedure

The data for this study were collected through online and paper-based questionnaires administered directly to the participants. The researcher sought the consent of the participants by presenting them with an informed consent letter, noting that continuation to fill the study after reading the letter indicates that the participant has given wilful consent to participate in the study. Appropriate instructions on how to fill out the questionnaires were given to the participants. There was no time limit for filling out the questionnaires. Furthermore, the participants were assured that their information would be treated with confidentiality. At the end of the data collection, there was a total of 396 responses obtained from both the online and offline questionnaires, out of which 34 were considered invalid, leaving the researcher with 362 valid responses. The correct responses were used for further analyses in the study.

Design/Statistics

The demographic characteristics of the participants were analysed with descriptive statistics, and the correlations among the study variables were analysed using Pearson (r) bivariate correlation. To test the study's hypotheses, Hayes regression-based PROCESS Macro was used to perform moderation analyses. All analyses in the study were performed in SPSS version 20.

RESULTS

The results of the findings of this study are presented in this chapter. The descriptive statistics and correlations of the variables are shown in Table 1. The Hayes PROCESS Macro results for predicting turnover intention among entrepreneurs, based on psychological well-being and sexual harassment, are shown in Table 2.

Table 1: Mean, Standard deviation, and correlations of demographic factors, psychological well-being, sexual harassment, and turnover intention among entrepreneurs

Variables	Mean	SD	1	2	3	4	5	6
Age	23.58	3.53	-					
Sex	-	-	.27***	-				
Education	-	-	.37***	.15**	-			
Work Duration	1.73	.54	.35***	.07	.04	-		
Sexual Harassment	48.12	12.37	-.06	-.39***	-.22***	.02	-	
Psychological Well-being	54.33	11.29	.14**	.17**	.27***	.05	-.42***	-
Turnover Intention	18.14	3.50	.14**	.03	.08	.03	.12*	-.15**

Note. *** $p < .001$; ** $p < .01$; * $p < .05$;

Table 1 showed that older age was associated with being male ($r = .27, p < .001$), education ($r = .37, p < .001$), work duration ($r = .35, p < .001$), psychological well-being ($r = .14, p < .01$), and turnover intention among entrepreneurs ($r = .14, p < .01$). Being male was associated with education ($r = .15, p < .01$) and psychological well-being ($r = .17, p < .01$) while being female related to sexual harassment ($r = -.39, p < .001$). Education related negatively to sexual harassment ($r = -.22, p < .001$) but correlated positively with psychological well-being ($r = .17, p < .01$). Work duration was not significantly related to any other variable in the study. Sexual harassment was negatively correlated to psychological well-being ($r = -.42, p < .001$) and was positively associated with turnover intention, indicating that an increase in sexual harassment was associated with high turnover intention among entrepreneurial employees ($r = .12, p < .01$). Psychological well-being was negatively associated with turnover intention, indicating that increase in psychological well-being was associated with low turnover intention among entrepreneurial employees ($r = -.15, p < .01$).

Table 2: The Hayes PROCESS Macro results for predicting turnover intention among entrepreneurs by psychological well-being and sexual harassment with sex, age, and education as control variables

Variables	B	t	P	95%CI	R ²	F
Sex	.57	1.08	.280	[-.46, 1.60]	.07	4.36 (6, 354)***
Age	.11	1.97	.050	[.00, .22]		
Education	.71	1.65	.100	[.14, 1.55]		
Psychological Well-being (PW)	-.06	-3.05	.002	[-.10, -.02]		
Sexual Harassment (SH)	.04	2.06	.040	[.00, .07]		
PW * SH	-.00	-1.49	.136	[-.00, .00]		

Note: CI = Confidence Interval

Results in Table 2 showed that psychological well-being was negatively associated with turnover intention among entrepreneurs ($B = -.06, p < .01$). The B coefficient indicated that a one-unit increase in psychological well-being was associated with a decrease of -.06 in turnover intention among entrepreneurs. Sexual harassment was positively associated with turnover intention among entrepreneurs ($B = .04, p < .05$). The B showed that each unit rise in sexual harassment was associated with a .04 increase in turnover intention among entrepreneurs. The interaction of psychological well-being and sexual harassment was not significant ($B = -.00$), indicating that sexual harassment did not moderate the relationship between psychological well-being and turnover intention among entrepreneurs. The R^2 of .07 for the model indicated

that 7% of the variance in turnover intention among entrepreneurs was explained by the entire set of variables, $F(6, 354) = 4.36$.

DISCUSSION

We investigated the theatre-based strategy for turnover intention among employees of entrepreneurs in Sub-Saharan Africa, examining the predictive roles of psychological well-being and sexual harassment. The result showed that sexual harassment positively predicted turnover intentions among entrepreneurs. This means that the extent to which entrepreneurs experience sexual harassment significantly influences their intentions to turn over to work; hence, the more they experience sexual harassment, the more their turnover intentions increase. Therefore, the first hypothesis, which states that sexual harassment will be negatively associated with turnover intentions among entrepreneurs, was supported. Furthermore, the result supports extant findings (e.g., Kembuan et al., 2021; Merkin & Shah, 2014; Salman et al., 2016; Tsai et al., 2022; Zhu & Li, 2014; Merkin, 2008), which indicate that an increase in sexual harassment was associated with an increase in turnover intentions. For entrepreneurial employees, sexual harassment may be a discomfort that could necessitate quitting their work for relief. Therefore, the entrepreneurial employees who experience sexual harassment will have more intentions that could lead to actual work termination than those who do not experience sexual harassment.

Secondly, it was hypothesised that psychological well-being would be negatively associated with turnover intentions among entrepreneurial employees in Sub-Saharan Africa. The results showed that psychological well-being was negatively associated with turnover intentions, indicating that an increase in psychological well-being was associated with lower turnover intentions among entrepreneurial employees in Sub-Saharan Africa, thus confirming the second hypothesis. The result is consistent with previous findings (e.g., Amin & Akbar, 2013; Chen et al., 2020; Grawitch et al., 2010; Juhasz & O'Hara, 2018; Ntow et al., 2020; Zulkarnain & Akbar, 2013), which found that an increase in psychological well-being leads to a decrease in turnover intentions. This means that entrepreneurs with a superior level of psychological wellness will be less likely to develop turnover intention among entrepreneurial employees in Sub-Saharan Africa. They may be more willing to retain their jobs than those with lower levels of psychological well-being and may be more satisfied with their jobs, more productive, and more committed to their work.

Implication for the Study

Some implications can be deduced from the findings of this study. First, our study results indicated that the positive sexual harassment experience and the negative psychological well-being of entrepreneurial employees significantly increase their turnover intentions. Second, our study results showed a scarcity of safe space in the entrepreneurial industry where sexual harassment seems to be heightened and reduces their psychological well-being. Third, the day-to-day experiences of entrepreneurial employees revealed that they are vulnerable to inequity, condemnation, harassment, and any other form of physical or emotional harm that affects their psychological well-being and turnover intentions. This showed that these groups of employees could not discuss their work conditions, postulations, hidden partialities, or output goals, and give honest responses to performance and conduct that hindered their ability to be proactive, exhibit organisational citizenship behaviour without fear of reprisal or retribution, and achieve psychological well-being.

The purpose of the safe space theory has been compromised since its main aim, to defend marginalised employees from unfairness and create a safe space for them, has not been achieved. This has shown that entrepreneurs in Nigeria are not answerable for their conduct and the well-being of their employees. Entrepreneurial employees cannot find a place to show practical resistance to organisational, social, and functional repression of sexual harassment unless they quit the establishment. In entrepreneurial workspaces, signage, notices, and placards that indicate safe spaces to serve as a hospitable zone for employees cannot be found and are often dismissed. The turnover intention has risen in entrepreneurial workspaces because of the lack of safe space and increased sexual harassment.

The zero-sum ideological war, because of the lack of safe space and increased sexual harassment, can be solved with a theatre-based strategy, a low-cost, effective way to improve psychological well-being and reduce turnover intention. For example, a theatre-based approach to addressing sexual harassment, psychological well-being, and turnover intention can be established through signage, notices, and placards to indicate safe spaces and serve as a hospitable zone for employees. Additionally, instituting an anti-sexual harassment policy and creating a safe space, along with other theatre-based approaches, may help increase psychological well-being and guide entrepreneurial employees in reducing their turnover intention. Furthermore, the theatre-based approach may be able to teach and remind entrepreneurs and their employees that a safe space, clear goals, and safety are for all, and that both parties have the right to equality, security, and safety, as the government cannot oversee every issue in the workplace. Also, theatre-based strategies, such as communicating the call for social modification and global ideas, and recreating and construing information and emotions, can be promoted at the work environment, neighbourhood, and community level through a combination of improvisation, role-playing, and scriptwriting to help workers and management process their sexual harassment and traumatic experiences and improve their emotional regulation and psychological well-being. Furthermore, through theatre-based strategies such as edutainment and role-playing, the significance of inclusivity (i.e., reducing all forms of exclusion) in work settings should be promoted, so that management and workers are aware of the importance of creating safe spaces. Additionally, edutainment and role-playing, among other strategies, are theatre-based approaches that can help employees learn new things about themselves, the world they live in, and their work environment by watching what unfolds before them.

Often, management pays more attention to the use of incentives to retain their workers without acknowledging that even in the presence of high remuneration and incentives, a person who faces sexual harassment may perform poorly at work and may have higher intentions to quit the job. Additionally, our study will contribute to the literature on theatre-based strategies, entrepreneurial employees, turnover intentions, sexual harassment, and psychological well-being.

Through theatre-based strategy and other effective mechanisms, organisations should enhance or promote psychological well-being, reduce sexual harassment, and avert the turnover intention of their workers. One way to do this is to have a functional psychological centre or department, safe spaces managed by a psycho-drama counsellor, and well-trained positive psychologists. Generally, this study is also essential through a theatre-based strategy because it can provide information on effective processes to retain workers or reduce turnover intentions.

Limitations of the Study

Despite the relevance and implications of this study, it is essential to note some limitations that may have influenced the study results. First, the survey data were collected both offline (in paper-based format) and online. This made no room for proper sampling of the study participants. Hence, the sampling technique resulted in only some members of the population under study being equally represented.

Second, the cross-sectional nature of the study is another area for improvement. Often, it is more effective to arrive at inferences using longitudinal studies. As a result, it is challenging to draw causal inferences from the findings of this study.

Third, theatre-based strategies, safe spaces, and similar approaches have little literature. The scarcity of literature led our write-up to focus more on psychology rather than on balancing theatre and psychology.

Finally, the self-report nature of the study's instruments is another limitation of the study. Self-reported instruments have a higher risk of biases, such as social desirability, which affects how the respondents respond to the items and how accurately they do so. The study was also exclusively quantitative, giving no opportunities for the entrepreneurs to describe their varying experiences.

Suggestion for Further Studies

The use of mixed-methods research will be effective for studies on this kind of issue. This will allow participants to self-report and clearly express their experiences and feelings. Additionally, it is recommended that future studies employ a longitudinal design to establish the relationships among the variables over time. Finally, the use of well-sized, adequately sampled participants is also recommended for future researchers, as this will significantly help increase the generalizability of the study's findings.

SUMMARY AND CONCLUSION

This study investigated whether sexual harassment and psychological well-being predict turnover intentions among entrepreneurs and whether sexual harassment would moderate the association between psychological well-being and turnover intentions. The sample consisted of 362 entrepreneurs (296 females and 66 males), conveniently sampled for the study. Five theories were reviewed for the study, namely:

The participants were evaluated using the Sexual Experiences Questionnaire (SEQ), the Workers General Well-Being Index, and the Turnover Intention Scale. A cross-sectional survey design was used in the study. Pearson (r) correlation was used to examine the zero-order correlations among the study variables, while the regression-based Hayes PROCESS Macro was used to test the hypotheses. The findings show the following results: sexual harassment was positively associated with turnover intentions, indicating that an increase in sexual harassment was associated with high turnover intentions; psychological well-being was negatively associated with turnover intentions, indicating that growth in psychological well-being was associated with low turnover intentions; sexual harassment did not moderate the association between psychological well-being and turnover intentions.

Our study has shown that the stage (theatre), either as a cognitive or physically empty environment, exists as a safe space for reducing sexual harassment and increasing psychological well-being to alleviate cases of turnover intentions among entrepreneurial

employees of Sub-Saharan Africa. These safe spaces are designed to overflow with individuals, stories, and songs, fostering empathy and compassion, cultivating strong communicators, and building teamwork through collaboration at a low cost.

The unexplained theatre-based strategy through safe space is hinged on its potential to transport individuals and entrepreneurial employees from Sub-Saharan Africa to alternative locales, in an effort to encounter a diverse range of perspectives in the world and alleviate turnover intentions and other negative work and life outcomes. Safe spaces through theatre-based strategies need to be revised to incorporate them in workplaces, although this demands ingenious ideas for problem resolution.

DECLARATION STATEMENTS

Conflict of Interest: We have no conflict of interest.

Ethical Approval: All research methods involving human participants align with the institutional research committee's ethical standards, the 1964 Helsinki statement, and subsequent revisions or similar ethical standards.

Informed Consent: All individual participants in the research provided informed consent.

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Data Availability: The authors confirm that the data supporting the findings of this study are available and will be provided by the corresponding author if required.

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