

TO STUDY THE RELATIONSHIP BETWEEN PSYCHOLOGICAL EMPOWERMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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Abstract:

This research article explores the relationship between Psychological Empowerment (PE) and Organizational Citizenship Behaviour (OCB). The study investigates the relationship between PE and employees' willingness to engage in Behaviours that benefit the organization and the tendency of different dimensions of PE to affect their citizenship Behaviour in the organization. The study utilizes a quantitative approach, involving a survey administered to employees from various IT industries. With PE and employee citizenship Behaviour, the study focused on understanding the term PE which leads further to the analysis of its relationship with employee citizenship Behaviour. The results indicate meaning, competence, and impact have a strong positive relationship with employees' OCB Behaviour in the organization whereas self-determination has a moderate positive relationship with employee's OCB Behaviour. The findings suggest that organizations can improve employees' citizenship Behaviour by empowering and giving them opportunities and, autonomy.

Keywords: Psychological Empowerment, Organizational Citizenship Behaviour

INTRODUCTION

Psychological Empowerment

For a very long time, business surveyors have been comprehensively examining the concept of psychological empowerment. Both practitioners and academics are paying more attention to the idea of psychological empowerment. Organizational scholars have previously concentrated on empowering management techniques, such as the delegation of decision-making from higher organizational levels to lower levels (Blua, 1982). Conger and Kanungo (1988) suggested that while these procedures could potentially empower workers, they might not. Up until recently, most studies on empowerment were conducted from an inclusive perspective, emphasizing the psychological experience of being empowered.

(Conger & Kanungo, 1988), describes Psychological Empowerment as *"a practice of improving feelings of self-efficacy among organizational players through the identification and removal of conditions that foster powerlessness by both formal organizational practices and informal techniques of providing access to efficacy information"*.

Thomas & Velthouse (1990) defined psychological empowerment as improved intrinsic task motivation, or general conditions by a person that are directly related to the activity and provide motivation and satisfaction. Focusing on Conger and Kanungo's study, we can see how these writers made a distinction between four empowerment aspects, which reflect four different cognitions on how an employee should view their job. These four factors are meaning (workers believe their work is worthwhile), competence (personal capacity for successfully completing duties), self-determination (autonomy in the beginning and continuation of work Behaviour), and impact (affected by the work situation).

If these four dimensions are shown through work behaviour, they have a significant part in an individual's role. Psychological empowerment depends on the organizational working environment and is not a specific personality feature for any activity.

For instance, if a person works in a supportive environment that values his or her performance, he or she will be more motivated and produce their maximum output rather than hide their abilities. In the end, their performance will result in an increase in the productivity of the entire organization because they will serve as a source of inspiration for other workers and managers. Employees who lack the confidence necessary to adequately convey their work can be inspired.

It will show the person's optimistic view in both the everyday environment and the challenging workplace. Studying how employees behave when they lack empowerment will help determine whether they have a desire to work hard or have a positive outlook. Therefore, the focus of this study is on whether or whether employees adapt their Behaviour when exposed to a psychological environment. Additionally, using the instruments chosen and constructed by the authors, it has been determined how different PE aspects affect employee Behaviour.

Organizational Citizenship Behaviour

Organizational Citizenship Behaviour (OCB) is Behaviour that can be useful to an organization's operations but is not expressly asked or immediately rewarded (Smith, Organ, & Near, 1983). This kind of Behaviour includes being on time, being helpful, innovative, and volunteering (Organ, 1988), as well as the propensity to avoid negative Behaviours like complaining, arguing, and finding fault with others. Although OCB is a part of the job, it is not connected to a formal reward system. Nevertheless, it aids in the efficient operation of the company.

According to Organ's (1988), OCB is an *"Individual Behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization"*. It contains two elements of organizational Behaviour from both the individual and organizational levels. The Behaviours targeted towards individual citizenship Behaviour are altruism and courtesy. The Behaviours that are emphasized on an organizational level include civic virtue, sportsmanship, and conscientiousness.

LITERATURE REVIEW

Researchers have investigated OCB in relation to several other areas, including organizational commitment, job performance, job satisfaction, engagement, stress on the job, absenteeism, psychological empowerment, and employee motivation and personality. This section focuses on researching the connections between psychological empowerment and OCB as well as the

connections between distinct PE components and OCB. Chamberlin, Newton and LePine (2018), propose that by integrating empowerment and voice, the relationship between high-performance managing practises and work performance may be clearly described. They claim that because empowerment promotes voice, it improves job performance by translating the impacts of high-performance managerial practises. The results of their investigation showed that voice and empowerment not only independently transfer the effects of high-performance management practises to job performance but also sequentially mediate this link.

Psychological Empowerment and Organizational Citizenship Behaviour

The aim of this study is to investigate the relationship between the four psychological empowerment dimensions and organizational citizenship behaviour, as depicted in figure 1.

Psychological empowerment Meaning and OCB

When employees see alignment between organizational goals and their personal value system, they find meaning in their work (Brief & Nord, 1990). People tend to act in ways that are consistent with their values. Engaging in value-consistent Behaviour that is pleasurable and advantageous to participation, emotional connection, and organizational identification is what is meant by affective commitment. OCB is preceded by emotional commitment and satisfaction (Ng & Feldman, 2011). First- and second-level outcomes and expectations are the foundation of expectation theory's (Vroom, 1964) explanation of motivation. Employees are more likely to be motivated to work towards first-level outcomes if they believe (expect) that putting forth a certain amount of effort will produce certain first-level organizational outcomes (such as productivity or creativity) that are essential for obtaining desirable second-level personal outcomes (such as pay or promotion). That reasoning may be supported by the psychological empowerment cognition of meaning: if there is congruence between the first- and second-level outcomes, that is, if the first-level outcomes are thought to lead to second-level outcomes that are consistent with values, there is likely to be an increase in motivation to work towards those first-level outcomes.

H1: The meaning dimension of psychological empowerment is positively linked to organizational citizenship Behaviour.

Psychological empowerment self-determination and OCB

People who have the freedom and liberty to pursue tasks that will help the organization achieve its goals (self-determination) are more likely to engage in extra-role Behaviours and go above and beyond what is required of them, in line with OCB (Chan et al., 2008). Self-determination is a higher-level psychological need; if staff members believe their employer is meeting these wants (autonomy and freedom), they may also engage in OCB (Vigoda-Gadot & Beerli, 2012). Employees' emotions of job efficacy may be elevated by psychological empowerment, which might encourage perseverance even in trying circumstances (Spreitzer, 1995) Such persevering, self-initiated, and job-directed Behaviours are congruent with citizenship Behaviour, indicating:

H2: The self-determination dimension of psychological empowerment is positively linked to organizational citizenship Behaviour.

Psychological empowerment impact and OCB

When people are aware that their activities have the potential to affect organizational results, they begin to experience impact (Spreitzer, 1995). Employees are more likely to engage in OCB if their jobs are personally important and they feel like they are influencing others (Wat & Shaffer, 2005). Employees are more likely to put more effort into their work performance when they think they can influence their coworkers, which could lead to OCB (Ashforth, 1990). Impact promotes perseverance (Taylor, 2013): Employees who persevere in the face of challenging objectives and working conditions are engaging in OCB, as they voluntarily go above and beyond the call of duty. Positive, self-directed, voluntary Behaviour known as "OCB" helps the political, psychological, and social environments (Farh et al., 2004). People with a sense of impact and psychological empowerment think that their citizenship Behaviour can influence both the organizational context and their professional function. According to Zhang and Bartol (2010), there are connections between intrinsic motivation and psychological empowerment: intrinsic motivation determines what a person can and will do (Amabile, 1988). Employees who are genuinely motivated may go above and beyond the scope of their formal job descriptions and engage in OCB if they feel that their activities can have an impact on organizational outcomes.

H3: The impact dimension of psychological empowerment is positively linked to organizational citizenship Behaviour.

Psychological empowerment competence and OCB

When people think their efforts can result in successful task completion or favourable results, they perceive competency (Spreitzer, 1995). Vroom (1964) claimed that if an employee believes that effort will produce first-level outcomes, which will ultimately lead to personally desirable second-level outcomes, for example, believes that effort will produce first-level outcomes, then effort will be exerted to accomplish the first-level outcome. Employees with authority are anticipated to execute at a level above and above what is required by their formal job descriptions (Chan et al., 2008) and to possess personal capability.

Competence, in line with OCB, raises resilience and goal expectations in stressful situations (Taylor, 2013). The ability and willingness of employees to use their potential to positively alter their job positions, groups, or the organisation is central to the empowerment concept (Randolph, 1995). Barnard (1938) highlighted the "willingness of persons to contribute to this cooperative system" and conceptualized organizations as cooperative associations (p. 83). With the addition of creative Behaviours that are essential for efficient organizational functioning, Katz and Kahn, (1978) advanced Barnard's theory. Spreitzer, 1995 stated that employees' perceptions of competence would probably improve their capacity to put their ideas into practice, leading to

increased creativity, and innovation has been associated with OCB (Turnipseed & Turnipseed, 2013). Thus, the hypothesis:

H4: The competence dimension of psychological empowerment is positively linked to organizational citizenship Behaviour.

Sumi Jha (2014), looked at how organisational citizenship affected by psychological empowerment and transformational leadership affected front-line staff members of a five-star hotel. The study's findings indicate that OCB and transformational leadership have favourable interactions, with PE having a strong moderating effect on both OCB and Leadership Turnipseed & VandeWaa (2020).

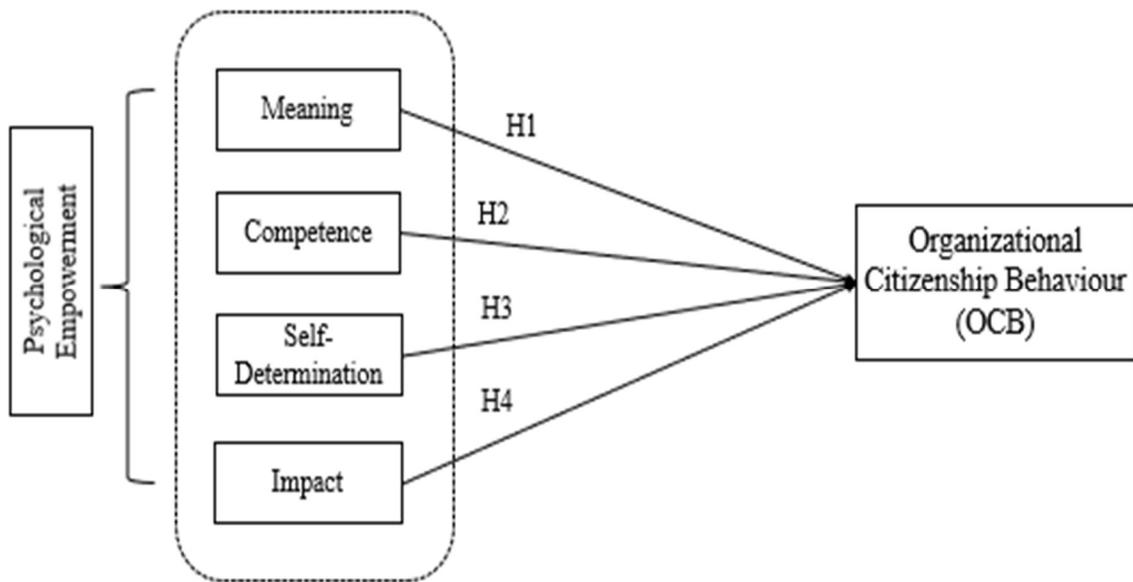


Figure 1: Proposed hypothetical research model.

RESEARCH METHODS

Data Collection

The structured questionnaire was designed and administered using Google Forms because the study sought to measure the employees' Behaviours concerning their PE and OCB. To collect the data, it was strategically planned to distribute the questionnaire to the largest population possible. We used a non-probability convenience sampling method through Mail, LinkedIn, and WhatsApp. Responses were limited to employees working in the IT industry in Gujarat's major cities (Ahmedabad, Gandhinagar, Vadodara, Surat, and Anand). Non-managerial level workers in first and mid-level management were among the respondents. The approach used for the data collection

was self-reporting, and participation was entirely voluntary. 15 IT firms were chosen at random from Gujarat's five cities. Respondents were asked to rate their level of agreement or disagreement with items on PE and OCB, on a 7-point Likert-type scale. Appendix A contains a list of all the test items and their sources.

It was pretested with 40 IT employees to ensure that the structured questionnaire was clear and appropriate to increase its quality. The questionnaire was appropriately revised after considering the suggestions and responses of the respondents.

Measurements

Psychological Empowerment:

To research employee empowerment Behaviour, Spreitzer's measurement scale consisted of a total of 12 items (three items for each dimension) on a seven-point Likert scale with anchors of 1 for strongly disagree and 7 for strongly agree were employed. Examples of such statements include "I have a significant impact on what happens in my section of this department," "I feel confident in my abilities to perform my job," "The work I do is important to me," and "I have significant autonomy in determining how I do my job." (Spreitzer, 1995)

Organizational Citizenship Behaviour:

Lee and Allen's (2002) 16-item organizational citizenship Behaviour scale were used to assess organizational citizenship Behaviour. These 16 items were divided into two groups: one for individual Behaviour (OCBI (OCB directed at individuals)) (for example, "I willingly give my time to help others who have work-related problems", "I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations") and one for organizational Behaviour directed by organizations (OCBO) (for example, "I show pride when representing my organization in public", "I do take action to protect my organization"). The responses were on a seven-point Likert scale, with 1 being strongly disagreed with and 7 is strongly agreed (Williams & Anderson, 1991).

Data Analysis

This descriptive research focuses on examining the relationship between PE and employees' citizenship Behaviour. Also, to see each component of PE with employee's OCB. In this research, employees from IT companies were focused on the survey, and regression analysis was used to analyse the research's objectives. A Total 185 employees have responded to the questionnaire.

Demographic information:

250 questionnaires were sent to all 15 companies, out of which 200 were responded to, but 185 showed complete data and the rest showed either incomplete or vague data. However, 185 responses were used for analysis where, sample comprised of 120 men and 65 women.

Multiple Regression Analysis:

Multiple regression analysis was utilized in this study to determine how different components of PE and OCB show the relationship. Numerous studies have shown a favourable positive association between PE and OCB. In this study, we used the PE as an independent variable and OCB as a dependent variable.

To investigate the relationship between PE and OCB, regression analyses were carried out. The impacts of PE were regressed on OCB. For example, people with high PE scores are more positively impacted by OCB than people with low PE scores.

Table 1: Model Fit Summary of the OCB as DV and PE, EI as IDV

Model	R	R Square	Adjusted R Square
1	.915a	.837	.834

Table 2: Regression model of the OCB as DV and PE as IDV

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	153.365	4	38.341	231.590	.000 ^b
	Residual	29.800	180	.166		
	Total	183.165	184			
a. Dependent Variable: DV1-OCB						
b. Predictors: (Constant), IDV-Impact, IDV-Competence, IDV-SD, IDV-Meaning						

As per the above table 1 and 2, regression model, the P values are less than 0.05 which means that the PE as independent variables is significant to OCB as dependent variable.

Table 3: Model shows regression coefficient of the OCB as DV and PE as IDV

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.390	.170		2.297	.023
	IDV - Meaning	.253	.061	.279	4.117	.000
	IDV - Competence	.458	.057	.512	8.090	.000
	IDV - SD	.052	.055	.054	.943	.347
	IDV - Impact	.120	.046	.132	2.597	.010
a. Dependent Variable: DV1 - OCB						

According to a review of Table 3, the components of PE have positive β values, or 0.253, 0.458, 0.052, and 0.120 respectively. Additionally, for PE components: Meaning, competence and impact

shows the significance P value is 0.000, 0.000, and 0.010 which is less than 0.05. This shows that PE, as independent factors, has a significant influence on OCB of employees. Whereas SD (Self-Determination): PE component finds less significant to OCB as the P values is 0.347 which is more than 0.05. When a person's PE level is strong, they are more likely to exhibit decent work habits and organizational citizenship.

DISCUSSION

The current study intends to investigate the relationship between different components of PE with employee's OCB regarding Gujarat's IT industry.

Examining the relationship between Meaning component of PE and employee OCB was the study's first goal. meaning and OCB, as determined by the respondent, will be positively correlated, according to hypothesis 1. This notion is supported by the findings of current research. Therefore, those who feel their job is meaningful to them are more likely to engage in OCB. This beneficial effect is consistent with the findings of earlier research (Brief & Nord, 1990; Ng & Feldman, 2011). The findings of the present study also provide evidence in support of the assumption that meaning component empowers employees and may play a significant role in enhancing citizen Behaviour.

The study's second objective was to determine the relationship between the self-determination component of PE and OCB. According to hypotheses 2, when measured by the subjects, self-determination will be positively correlated with OCB. The study's findings provide is not supporting to this hypothesis. The results of the most recent study provide credence to the hypothesis that employee who is self-determine in the work shows positive relationship with his/her citizenship Behaviour but compare to other components of PE it is less significant.

The study's third goal was to look at the relationship between competence component of PE and OCB. The influence of competences of employees and their citizenship Behaviour, as determined by the participants, was discovered to be positively associated, supporting hypothesis 4. This inverse link is in line with earlier research's assumptions (Turnipseed & VandeWaa, 2020). It is acceptable that people with high competence are likely to participate in their citizenship Behaviour.

And the study's final objective was to see the relationship between the impact component of PE and the employee's citizenship Behaviour. As per the previous studies and the hypothesis, this study supports hypothesis 3 too. It shows people whose work is impacting the outcome to the organizations show more citizenship Behaviour compared to the employees whose work does not impact much to the organization.

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