



Influence of Psychological Empowerment on Organizational Citizenship Behaviour in the Public Sector in Jaffna District

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ABSTRACT

There are little evidences regarding the association between psychological empowerment and organizational citizenship behavior in the Sri Lankan context. In addition, there are conflicting findings regarding the linkage between the variables. Thus, the main objective of the current study is to examine the influence of Psychological Empowerment (PE) on Organizational Citizenship Behavior (OCB). Particularly this study examines the specific dimensions of PE that are linked to the extra role behaviour among the employees. For the purpose of the study, 461 employees working in the public sector organizations in Jaffna District were selected as sample based on convenience sampling method. The established instruments were used for measuring the constructs and a cross sectional survey method was employed. The results revealed that the PE cognitions namely meaning and competence positively influence OCB whereas the influence of the cognitions namely self-determination and impact on OCB is not significant. The results of the present study suggests that organizations need to pay attention to promote the perception among the employees that they are empowered in order to enhance OCB.

Keywords: Psychological empowerment, organizational citizenship behaviour, public sector

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1. Introduction

Generally, the desire for voluntary behaviour of employees to perform their tasks beyond their formal role for the betterment of the organization remains indispensable. OCB has special salience in public sector organizations due to the public administration reforms to attain organizational responsiveness in order to satisfy the needs of the citizens. Studies conducted in Sri Lanka found that behavioral antecedents lead to OCB (Silva & Madhumali, 2014). However, the research on the antecedents of OCB is still inadequate in the public sector in the Sri Lankan context. Though, there are many research conducted on OCB among public and private sector organizations (Kishokumar, 2016) there appears to be lack of such studies on government sector and this has created an empirical gap. Thus, the present study attempts to examine how far PE predicts OCB.

In order to improve employees' OCB, it is very important for the organization to know what makes OCB increased. Handayani et al. (2018) state that PE has a positive significant effect on employees' OCB. The

higher the PE is, the higher OCB of the employee in contributing to the organization will be. PE deals with how employees perceive their positions in the work environment and how they feel capable of contributing to the organization (Najafi et al., 2011). Bell and Staw (1989) found that high levels of perceived control which is a feature of PE was associated with positive outcomes such as high levels of involvement, performance, motivation, job satisfaction, and low level of physical symptoms, and some negative outcomes such as emotional distress, role stress, absenteeism, and turnover intention. Contrary to these findings, Bose (2018) reported that the impact of empowerment on employee performance is not significant. Sometimes, highly empowered employees may become overconfident which may lead to lower performance as the management may lose control over the employees (Lewis, 2018). It is a common belief among the empowerment researchers that empowerment gives benefits to both employee and organization. Empowered people have a feeling of self-efficacy and a considerable level of authority regarding their works (Conger & Kanungo, 1988; Quinn and Spreitzer, 1997). People who have a feeling of empowerment perceive that they are more successful in the job and are judged as more effective by the peer workers (Quinn and Spreitzer, 1997).

Many attempts to address the unsatisfactory performance of state-owned enterprises could be observed in literature (Athukorala, 2008) due to internal procedural reforms, management structural reforms, and employee performance problems. Gunaruwan (2016) examined the issue of unacceptable performance among Sri Lanka's public enterprises and found that inefficiency is a common feature in all Sri Lankan state-owned enterprises. To address this issue, promoting positive behaviours, especially OCB, among public sector employees become important. There is a need for investigating the predictors of OCB and thus, in the current study, the effect of PE on OCB is examined.

Even though there are plenty of research on the linkage between PE and OCB, there are little evidences regarding the effect of the cognitions/dimensions of PE on OCB. Particularly, the evidence in the Sri Lankan context is lacking in the literature. Hence, the current study is an attempt to find the connection between the constructs.

Objective

The objective of the current study is to examine the influence of dimensions of PE on OCB. The dimensions of PE include meaning, competence, self-determination and impact. This study attempts to examine the specific dimensions of PE that are linked to the extra role behaviour among the employees.

Research Problem

Wijesiri (2016) has mentioned that, in the Sri Lankan public sector, the worker productivity is less than the expectation. According to Gunaruwan (2016), Sri Lankan state organizations experience inefficiency mainly due to poor performance of employees. In the public sector, the worst employees are overpaid, the rules and procedures are multiplying, non-performers are kept in the job, departments are increasingly being burdened with confusing mandates, and distrust in state institutions is pushing people to look for the legal actions for solutions (Wickramasinghe, 2017). Dasanayaka, Gunasekera and Sardana (2012) found that there is a large gap between the expectations of the people and the perceived services. Thus, there has been growing interest to examine the factors that make employees perform adequately and also to go beyond the core tasks by voluntary effort which is considered as OCB. There is a need for identifying the factors that could lead to OCB in order to promote organizational effectiveness and success in the competitive environment (Chan, 2014). In such a way, PE is examined as a predictor of OCB in the current study.

The research question focused in the study is:

Which cognitions of psychological empowerment influence organizational citizenship behaviour of employees in the public sector in Jaffna District?

2. Theoretical underpinnings and hypotheses development

2.1 Psychological empowerment

Researchers have identified two major types of empowerments: the structural empowerment and the psychological empowerment. The structural empowerment involves delegating the decision-making power from higher level to lower levels of organization (Heller, Pusic, Strauss and Wilpert, 1998) and increasing access to information and resource for individuals at the low levels (Bowen and Lawler, 1995). Thus, structural empowerment entails the delegation of decision-making power to employees along with the discretion to act on one's own (Mills and Ungson, 2003). As a result of this, employees would feel more control over how to do their jobs and be more aware of the business setting in which they work. They would be more responsible for performance outcomes (Bowen and Lawler, 1995). Conger and Kanungo (1988) relabeled these cognitive-affective responses as psychological empowerment.

The psychological view of empowerment focuses on the employees' perception of empowerment. It makes individuals feel that they are part of decision making and organizational issues by providing them autonomy. Spreitzer (1995) defined PE as the degree of empowerment that the employees perceive internally. It is the symmetrical concept of power which involves increasing the power of employees for the benefit of all members as well as the organization (Grunig, 1992). Grunig (1992) further explained that empowerment creates opportunities to people to gain power, make decisions, use their skills and abilities, and accomplish work. Ozaralli (2002) found that transformational leaders increase employee's performance by empowering their team members. According to Suzik (1998), empowering employees helps to increase efficiency and to reduce costs. Furthermore, Fulford and Enz (1995) found that empowerment influences employee outcomes such as satisfaction, loyalty, performance and concern for others among employees in private clubs.

Conger and Kanungo (1988) defined empowerment as the motivational idea of self-efficacy. Thomas and Velthouse (1990) defined empowerment as intrinsic task motivation demonstrated in a set of four dimensions: meaning, competence, self-determination and impact. Meaning is the value of a work goal, assessed in terms of an individual's own principles or standards (Thomas and Velthouse, 1990). It involves a fit between the requirements of a work role and values, beliefs and behaviors (Brief & Nord, 1990; Hackman & Oldham, 1980). Meaning represents how well values and beliefs of employees match with the job demand (Spreitzer, 1995). Competence is the belief of an individual in his/ her ability and skills to do the activities (Gist, 1987). It represents confidence of the employees in their skills that lead to success in their job (Bandura, 1989). Self-determination refers to an individual's sense of having choice in initiating actions and regulating them (Deci, Connell and Ryan, 1989). Perceived self-determination, also called perceived control, reflects autonomy in work related matters such as making decisions about work methods, pace, and effort (Spector, 1986, Bell and Staw, 1989). Impact is the extent to which an employee can influence the outcome at work (Ashforth, 1989). It is concerned with the confidence of a person to contribute to the outcomes of the organization (Ayala Calvo and Garcia, 2018).

In sum, PE is a motivational construct that consists of four dimensions regarding a work role. Lack of any single dimension will reduce the overall level of perceived empowerment. Thus, the four dimensions specify almost a sufficient set of cognitions for understanding PE (Thomas and Velthouse, 1990).

2.2 Organizational Citizenship Behavior (OCB)

OCB is concerned with the extra-role behaviors of employees. Smith, Organ and Near (1983) defined OCB as voluntary actions of employees in their job. It involves the behaviors demonstrated by employees which are not formally defined in the job description (Jex, 2002). These include overt behaviors that are not formally rewarded by the organization. OCB includes employees' discretionary behaviors that go beyond their formal

tasks (Konovsky and Pugh, 1994; Shore and Wayne, 1993). The behavior is voluntary and, the ignorance is not punishable. Velickovska (2017) defines the concept of OCB as an engagement of an individual regarding workplace responsibilities beyond the set of duties for which the employee is compensated by the organization.

A person with high OCB performs tasks without expectation of bonuses from the organization while contributing to the organizational goal accomplishments. OCB promotes the voluntary behavior of employees to take in extra efforts that contribute to the achievement of organizational goals. Organ (1988) proposed five main categories of OCB namely altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Altruism is concerned with helping others. It is a behavior to help colleagues who got into trouble in job. Helping behavior includes voluntary actions of workers to help the peer workers in performing their task and overcome the problems in the organization (Organ, 1988). The helping behavior can be demonstrated not only to fellow workers but also to the customers, vendors and those working in procurement (Organ, 1988; Podsakoff, MacKenzie, Paine and Bachrach, 2000).

Conscientiousness refers to employees' behavior displayed through efficient use of time, high attendance and complying with regulations. This dimension is related to the performance of workers that seems to be more than expected minimum level (Organ, 1988). The examples include low absenteeism levels, being on time, giving importance to deadlines and obeying rules. Working overtime for finishing a task without expecting overtime payment is also an example for this behaviour.

Sportsmanship is positive and mutually supportive behavior of employees to perform the tasks, trying to avoid complaints. It is defined as avoiding actions that result in tension at work and maintaining synergistic atmosphere in the organization against any unfavourable incidents (Organ, 1988, 1990; Podsakoff et al., 2000). The examples of sportsmanship behaviour include avoiding blaming others at the work, tolerating organizational problems, avoiding quarrel with fellow workers in crisis situations, and respecting peers (Organ, 1988; Podsakoff et al., 2000).

Courtesy attitude covers all behaviors for helping others in avoiding problems to occur. It includes attempting to prevent others from distress due to a certain event, informing peer workers about the work schedule to be followed (Organ, 1988; Podsakoff et al., 2000).

Civic virtue is the behavior that shows voluntary participation and supports the functions of organization, responsible behavior and involvement in organization process. Civic virtue is the employee behavior as good organization membership. It involves high level interest in the organization and high-level loyalty to the organization. Some of the examples of this behaviour include active participation of employees in the meetings, showing interest in organizations' policies, coping with the changes, observing the situation for avoiding any risk and reporting any unusual problems (Organ, 1988).

Scholars have described OCB as the behaviours extended to supervisors, colleagues and clients. The behaviours include helping a colleague who is with much workload, doing innovative activities and speaking positively about the organization to outside people. The ways the employees behave influences their attitudes, beliefs and emotion (Park and Yoon, 2009). Employees who are high in OCB are the people who 'go beyond' the required efforts in performing a job.

2.3 Psychological empowerment and organizational citizenship behaviour

Empowerment has been a focus of discussion in academic research and it has been recognized as the most important process for organizations for getting the best outcomes from their employees (Spreitzer, 1995; Kar, 2017). According to Gong et al. (2017), a person with high psychological authorization can solve problems proactively. Gong, Li and Niu (2021) have mentioned that PE impacts various job burnout profiles. Many studies have reported that the employees perform better when they are empowered (e.g., Kohli and Sharma, 2017; Baird, Su and Munir, 2018). Iqbal, Ahmad and Javaid (2013) reported that employees' empowerment and performance are positively correlated. Few other researchers have reported the same results (e.g., Yasothai, Jauhar and Bashawir, 2015; Ahmad and Atteia, 2016). Empowerment is recognized as the process of inspiring employees to enhance their engagement at work (Kohli and Sharma, 2017; Northouse, 2018).

Researchers claim that empowerment is a tool for organizations' performance (e.g., Chen et al., 2007; Spreitzer et al., 1997; Spreitzer et al., 1999). Empowerment is not something that managers can do to their employees, rather it is a mind-set of employees regarding their role in the organization (Quinn and Sprietzer, 1997). Previous research evidenced the direct link between PE and performance of employees (e.g., Maynard et al., 2014). According to Quinn and Sprietzer (1997), true empowerment requires employees to feel that they are empowered. Thus, in the present study, the relationship between PE and discretionary extra role task performance, referred to as OCB. By extending prior studies (e.g., Chiang and Hsieh, 2012; Jha, 2012), the current study hypothesizes that the cognitions of PE are linked to OCB and the results would contribute to the field of knowledge.

Turnipseed and VandeWaa (2020) found that there are differential relationships between the dimensions of PE and the dimensions of OCB. According to them, meaning is linked to the OCB dimensions of conscientiousness, altruism and obedience whereas competence is linked to conscientiousness. Kim, Losekoot and Milne (2013) argued that the employees who are empowered are more likely to have commitment toward their organization. Employees who are empowered are actively engaged in their tasks and duties and their performance is frequently judged "above and beyond" what is expected from them (Sprietzer, 2008). The study evidenced that highly empowered employees are highly motivated to excel performance in their task. In addition, higher PE leads to high level of motivation which, in turn, leads to OCB (Chiang and Hsieh, 2012).

Meaning cognition of PE and OCB

If employees identify consistency between the organization's goals and their personal value system, they recognize meaning in their job (Nord and Brief, 1990). Individuals are predisposed to pursue value consistent behaviour which is conducive to emotional attachment and organizational identification which defines affective commitment and, affective commitment can be an antecedent of OCB (Ng and Feldman, 2011). Vroom's (1964) expectancy theory describes motivation in terms of first level and second level outcomes and expectancy. If an employee expects that employing certain amount of effort will results in certain first level outcomes i.e. organizational outcomes (productivity), which are instrumental in receiving second level outcomes i.e. personal outcomes (e.g. pay or promotion), there is likely to have motivation to work towards the first level outcomes. In other words, the PE cognition of meaning increases motivation to exert efforts to get first level outcomes. The extra effort could be OCB which is intended to advance organization towards value consistent outcomes. Based on this, the following hypothesis was established.

H1: The meaning cognition of PE positively influences OCB.

Competence cognition of PE and OCB

When the workers believe in their abilities and feel that they are empowered (competence), they are likely to outperform in their jobs, and the possibility of conscientious task behaviour which is a dimension of OCB

would increase. As competence is an individual's belief in his or her capability to do the activities with skill (Gist, 1987). Individuals who believe that their efforts can lead to favourable outcomes, they perceive competency (Spreitzer, 1995). Empowered employees are expected to demonstrate performance beyond the norm in their job role (Chan et al., 2008) and to have competency. Taylor (2013) argues that competency enhances flexibility and goal expectations in challenging circumstances resulting in enhanced OCB. Spreitzer (1995) claimed that the perceived competence can enhance the workers' ability to implement their ideas, resulting in more innovation which is linked to OCB (Turnipseed and Turnipseed, 2013). Hence, it can be hypothesized as follows.

H2: The competence cognition of PE positively influences OCB.

Self-determination cognition of PE and OCB

Employees who feel autonomy in initiation and continuation of work behaviors to achieve organizational goals (Self-determination) are likely to engage in extra-role behaviours (OCB) by working beyond their job role (Chan et al., 2008). According to Vigoda-Gadot and Beerli (2012), Self-determination is a high level psychological feeling and when employees perceive that the organization allows autonomy and freedom, they may reciprocate with OCB. Hence the H3 was established as follows.

H3: The self-determination cognition of PE positively influences OCB

Impact cognition of PE and OCB

According to Ashforth (1990), if employees feel that they can impact coworkers, they are likely to exert extra effort which leads to OCB. The extent to which an individual can influence the strategic and operating outcome at work can influence OCB. If employees believe they can influence organizational outcomes, they are likely to go beyond their job role and engage in OCB (Wat and Shaffer, 2003). When individuals are intrinsically motivated, they tend to feel psychologically empowered (Zhang and Bartol, 2010). They believe that their actions can impact organizational outcomes and thus they may go beyond their job requirements and demonstrate OCB. Considering the empirical evidences, the H4 was formulated as:

H4: The impact cognition of PE positively influences OCB.

3. Methodology

3.1 Conceptualization

The expected relationship between the study variables were conceptualized as shown in the Figure 1. The four dimensions of PE are conceptualized as independent variables.

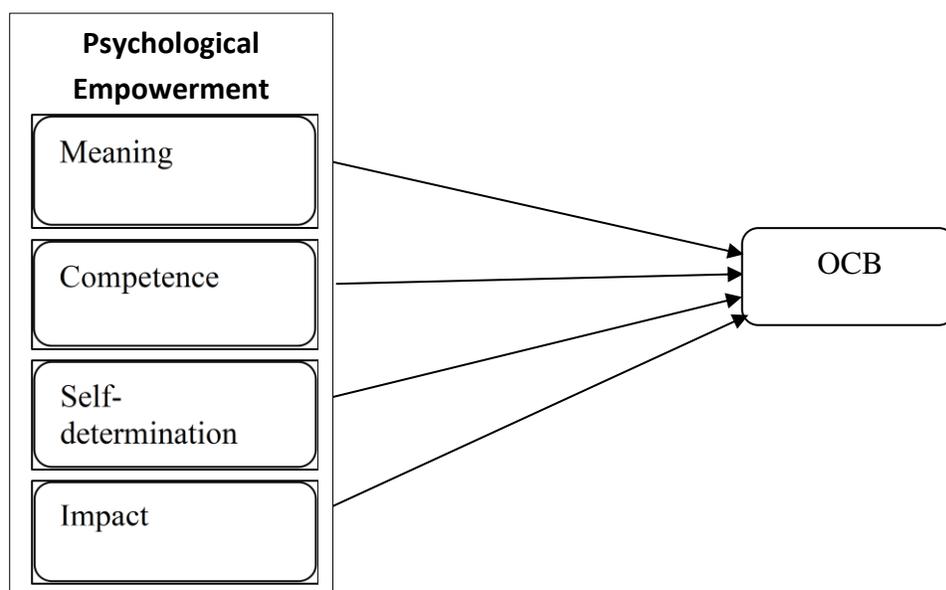


Figure 1: The conceptual framework

3.2 Study design and sample

The current study employed explanatory research design and a cross sectional survey method was used. In addition, the current study is based on the individual level analysis. For the purpose of the study, 461 employees working in various public sector organizations in Jaffna District were selected as sample using convenience sampling method. Out of the surveys distributed, 338 surveys were returned. The response rate was 73%.

3.3 Measures

PE was measured with Spreitzer's (1995) Empowerment Scale which contains 12 items capturing four cognitions of PE. It is a 5- point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The psychometric properties of the scale can be considered satisfactory (Uner and Turan, 2010).

OCB was measured using Organizational Citizenship Behaviour Scale developed by Podsakoff et al (1990). It is a 24-item scale that captured the five OCB dimensions. It is a 7- point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The validity of the brief version of the scale was found to be satisfactory, thereby providing support for the relevance of using this scale in the Asian context (Kumar and Shah, 2015).

A pilot study was conducted with 39 employees selected based on convenience sampling and the instruments were modified or reworded based on the feedback of the respondents. Finally, the survey was administered to the study samples.

4. Analysis

The SPSS 20.0 and AMOS 20.0 were used to analyze the data. The Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were performed followed by the Structural Equation Modelling (SEM) to test the hypothesis.

Based on the frequency tabulation in SPSS software, majority of the participants were females (64%) and were married (61%). A high percentage of them were in the age group of below 30 years (41%). In terms of experience, 37% of the participants had less than 5 years' experience and a less percentage of them had more than 20 years of experience. Regarding educational qualification, 32% of the participants were with a degree qualification and very less percentage (16%) of them had the qualification of Advanced Level or below.

Before conducting factor analysis, the normality was tested based on the skewness and kurtosis for every item of the study. The values for skewness and kurtosis of measurement items fall between -2 and +2 which is considered acceptable to confirm that the data are normally distributed (George and Mallery, 2010). In this study, although few items show slight deviations from normal distribution, as the sample size is large enough, mild deviations would not make significant effect and the analysis could be performed.

Prior to evaluating the impact of PE on OCB, the psychometric properties of the scales used for the study were examined. As a first step, EFA was conducted for each of the construct separately to get the factor structure. In EFA, the factors of PE and OCB were extracted. Principal Component Analysis method was used to extract the factors and Promax Rotation method was employed in EFA. Either direct Oblimin or Promax Rotation method which comes under oblique rotation could be used for getting factor structure as recommended by Field (2013). The sample size exceeds the minimum requirement of 300 participants for factor analysis (Comrey and Lee, 1992).

Table 1: KMO and Bartlett's Test of Sphericity

| | | |
|---|--------------------|---------|
| Kaiser-Meyer-Olkin measure of sampling adequacy | | .832 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 28707.7 |
| | df | 4665 |
| | Sig. | .000 |

Source: Survey Data, 2021

As shown in the Table 1, the KMO value that verifies the sampling adequacy is 0.832 for the overall data and the value is 'meritorious' according to Kaiser and Rice (1974). As the value is greater than the required level of 0.5 (Kaiser & Rice, 1974), the sample is sufficient for performing factor analysis and the factor analysis would yield reliable factors (Hutcheson and Sofroniou, 1999). The Bartlett's test of sphericity revealed significant results (Chi-square=28707.7, P=.000) which indicate that the correlation values between the items are sufficient for factor analysis.

4.1 EFA for Study constructs

In EFA for extracting factors of PE, all the variables fall under the respective factor as per the theory and factor loadings were adequate and thus no item was deleted. The EFA results reported in Table 2 shows the four factors extracted for the construct psychological empowerment. The eigenvalues associated with each factor after rotation and percentage of variance explained by those factors are also depicted in the Table 2. The variance explained by the factors namely meaning, competence, self-determination and impact are 31.67%, 13.81%, 12.72% and 8.81% respectively. On the whole, 67% of the total variance is explained by all of the factors and the total variance explained is above the recommended limit of 60% (Hair et al., 2006). The Cronbach's alpha values reported in Table 2 show that the alpha values of the subscales of PE are above the required level of 0.7 (Nunnally, 1978) whereas the alpha value of the subscale named impact is above 0.6 which is also acceptable level (Godard et al., 2001; Hair et al., 2010; and Malhotra and Peterson, 2006). Therefore, inter-item reliability was confirmed and further analysis could be performed.

Table 2: Factor loadings for the factors of psychological empowerment

| | Component | | | | Cronbach's alpha |
|------------------------------------|-----------|------------|--------------------|--------------|------------------|
| | Meaning | Competence | Self-determination | Impact | |
| EMP_MN2 | .901 | | | | 0.807 |
| EMP_MN3 | .843 | | | | |
| EMP_MN1 | .800 | | | | |
| EMP_CM1 | | .861 | | | 0.777 |
| EMP_CM2 | | .860 | | | |
| EMP_CM3 | | .749 | | | |
| EMP_SD2 | | | .881 | | 0.780 |
| EMP_SD3 | | | .865 | | |
| EMP_SD1 | | | .514 | | |
| EMP_IM2 | | | | .950 | 0.638 |
| EMP_IM3 | | | | .641 | |
| EMP_IM1 | | | | .459 | |
| Eigenvalues | 3.800 | 1.657 | 1.527 | 1.057 | |
| Percentage of variance explained | 31.67 | 13.81 | 12.72 | 8.81 | |
| Cumulative % of variance explained | 31.67 | 45.48 | 58.20 | 67.01 | |

Source : Survey Data, 2021

In EFA for OCB, five factors were extracted. Among the 24 items measuring OCB, the six items which had

low factor loading were dropped from the model. Under sportsmanship, 2 items were dropped; under civic virtue, 2 items were dropped; under courtesy, 2 items were dropped. Table 3 depicts the results of EFA which shows the loadings of each item onto each OCB sub-construct. The eigenvalues associated with each factor after rotation and percentage of variance explained by those factors are shown in Table 3. The percentage of variance explained by the factors of OCB namely altruism, conscientiousness, sportsmanship, civic virtue and courtesy are 25.05%, 11.45%, 9.71%, 7.44% and 6.64% respectively. On the whole, 60.29% of the total variance is explained by all factors extracted and the total variance explained meets the required limit of 60% (Hair et al., 2006). The Table 3 shows that the Cronbach's alpha values for most of the subscales (altruism, conscientiousness and civic virtue) of OCB are above 0.7 (Nunnally, 1978) and the alpha coefficients for two subscales (Sportsmanship and Courtesy) are above 0.6 which are deemed to be acceptable (Godard et al., 2001; Hair et al., 2010; and Malhotra and Peterson, 2006). Hence, the inter-item reliability of the subscales of OCB was achieved and thus further analysis could be performed.

Table 3: Factor loadings for the factors of OCB

| | Component | | | | | Cronba-ch's alpha |
|------------------------------------|-----------|-----------------------|---------------|-----------------|--------------|-------------------|
| | Altruism | Conscientiou sness | Sportsmanship | Civic virtue | Courtesy | |
| OCB_AL3 | .765 | | | | | 0.719 |
| OCB_AL1 | .705 | | | | | |
| OCB_AL5 | .632 | | | | | |
| OCB_AL4 | .626 | | | | | |
| OCB_AL2 | .567 | | | | | |
| OCB_CON4 | | .730 | | | | 0.706 |
| OCB_CON1 | | .706 | | | | |
| OCB_CON3 | | .681 | | | | |
| OCB_CON2 | | .675 | | | | |
| OCB_CON5 | | .634 | | | | |
| OCB_SP4 | | | .773 | | | 0.607 |
| OCB_SP5 | | | .769 | | | |
| OCB_SP3 | | | .539 | | | |
| OCB_CIV1 | | | | .899 | | 0.834 |
| OCB_CIV4 | | | | .881 | | |
| OCB_COU1 | | | | | .717 | 0.649 |
| OCB_COU2 | | | | | .687 | |
| OCB_COU3 | | | | | .400 | |
| Eigenvalues | 4.258 | 1.947 | 1.310 | 1.265 | 1.129 | |
| Percentage of variance explained | 25.05 | 11.45 | 9.71 | 7.44 | 6.64 | |
| Cumulative % of variance explained | 25.05 | 36.50 | 46.21 | 53.65 | 60.29 | |

Source: Survey Data, 2021

4.2 CFA for the study constructs

CFA was performed for each latent construct to confirm the validity and reliability. The factors of PE and OCB extracted through EFA were modeled in CFA. The factors/dimensions of PE include meaning, self-determination, competence and impact.

The first order measurement model (validated) for the construct PE is depicted in the Figure 2. In the measurement model, the low factor loading item EMP_IM2 under the sub-construct 'impact' and the item EMP_SD1 under the sub-construct 'self-determination' were removed. Then all the factor loadings were

above 0.6 (except for one item) and the correlations between the sub-constructs also were below 0.85. Thus, there is no multicollinearity problem and thus further analysis could be performed. The results of CFA for PE obtained using Maximum Likelihood Estimation (MLE) method are shown in Table 4. Based on the results, the validity and reliability of the PE subscales were assessed. Cronbach's alpha also was measured for the subscales with the retained items for examining inter-item consistency.

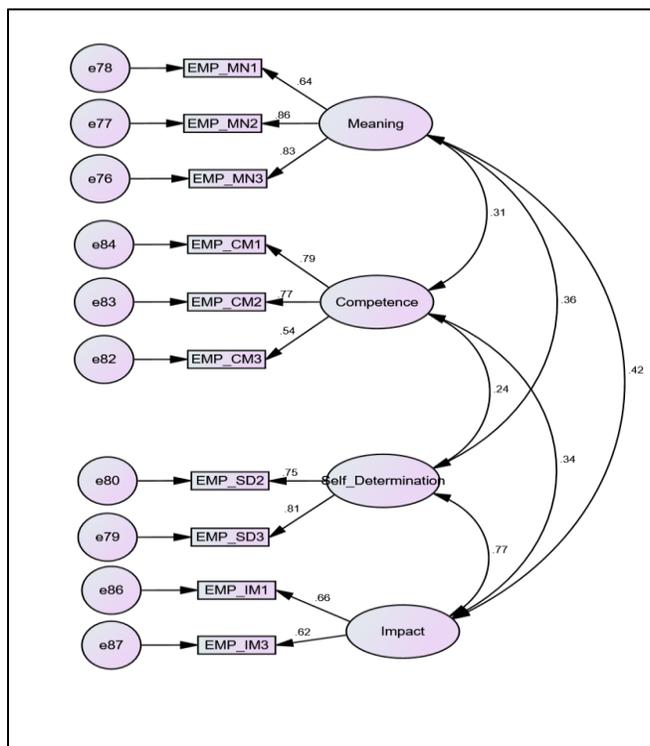
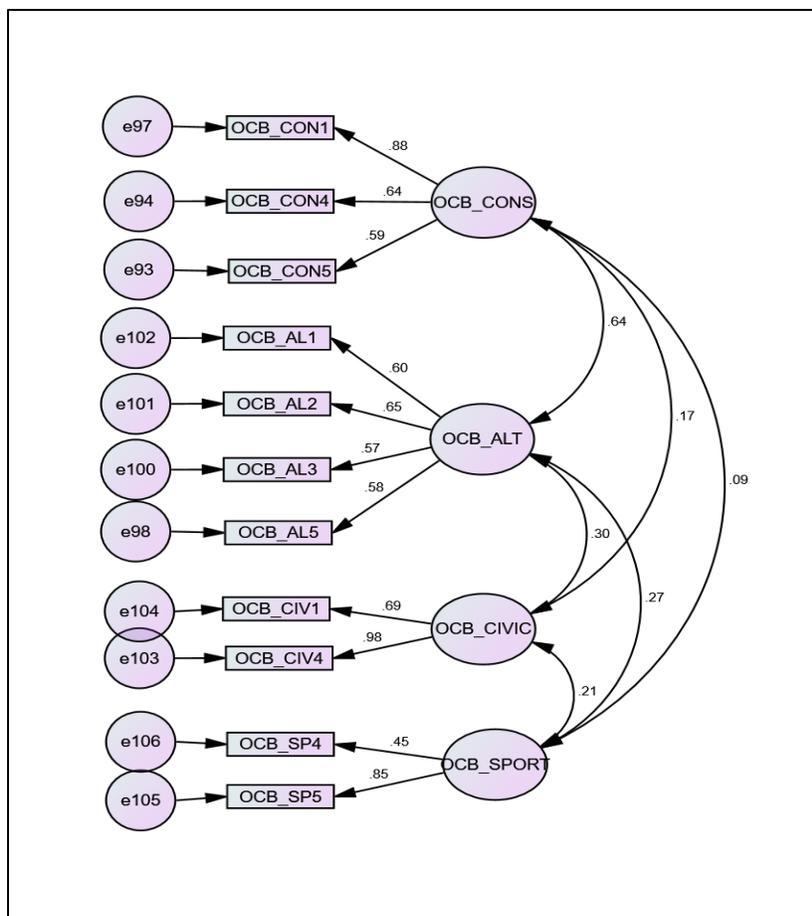


Figure 2: Validated first order measurement model of PE

The construct OCB includes five sub-constructs namely conscientiousness, sportsmanship, altruism, civic virtue and courtesy. The removal of low factor loading items (OCB_CON3, OCB_CON2, OCB_SP3 and OCB_AL4) was done one by one and the model was run each time after removal of each item. After the items under 'altruism' were removed and the model was run, it was observed that the correlation between the two sub-constructs altruism and courtesy was 0.89. As these two dimensions are related to helping behaviour, we might expect that these two behaviours would be highly correlated. This denotes that the two dimensions are multiple indicators of core OCB dimension and thus one of them could be dropped. Here, the sub-construct 'courtesy' was dropped as the loadings for its measures also were comparatively low. All the other OCB measures had significant and substantial loadings and the model fit also was confirmed and therefore the remaining sub-constructs can adequately represent the construct OCB. Consequently, in the subsequent analyses, the OCB was represented by four first order constructs namely conscientiousness, sportsmanship, altruism, and civic virtue. The validated first order measurement model of OCB is shown in Figure 3. The results of CFA for OCB obtained using MLE method are shown in Table 4. Based on the results, the validity and reliability of the subscales of OCB were assessed.



Note: OCB_CONS: Conscientiousness; OCB_ALT: Altruism; OCB_CIVIC: Civic virtue; OCB_SPORT: Sportsmanship

Figure 3: Validated first order measurement model of OCB

Table 5 : Discriminant validity

| | EMP_MEAN | EMP_SDET | EMP_COMPET | EMP_IMPACT | OCB_CONS | OCB_ALT | OCB_CIVIC | OCB_SPORT |
|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| EMP_MEAN | .609 | | | | | | | |
| EMP_SDET | .110 | .611 | | | | | | |
| MP_COMPET | .099 | .064 | .503 | | | | | |
| EMP_IMPACT | .226 | .462 | .089 | .422 | | | | |
| OCB_CONS | .059 | .023 | .122 | .037 | .507 | | | |
| OCB_ALT | .061 | .02 | .144 | .03 | .328 | .357 | | |
| OCB_CIVIC | .012 | .007 | .004 | .001 | .034 | .051 | .722 | |
| OCB_SPORT | .002 | .001 | .014 | .006 | .036 | .056 | .081 | .460 |

Source: Survey Data, 2021

Table 4: CFA Results of study constructs

| | | | Std. Estimate | P | AVE | CR | Cronbach's alpha |
|----------|------|--------------------|---------------|------|-------|-------|------------------|
| EMP_MN3 | <--- | Meaning | .828 | | 0.609 | 0.762 | 0.875 |
| EMP_MN2 | <--- | Meaning | .856 | *** | | | |
| EMP_MN1 | <--- | Meaning | .639 | *** | | | |
| EMP_SD3 | <--- | Self_Determination | .812 | | 0.611 | 0.796 | 0.776 |
| EMP_SD2 | <--- | Self_Determination | .750 | *** | | | |
| EMP_CM3 | <--- | Competence | .540 | | 0.503 | 0.817 | 0.683 |
| EMP_CM2 | <--- | Competence | .766 | *** | | | |
| EMP_CM1 | <--- | Competence | .794 | *** | | | |
| EMP_IM3 | <--- | Impact | .629 | | 0.422 | 0.510 | 0.882 |
| EMP_IM1 | <--- | Impact | .669 | *** | | | |
| | | | | | | | |
| OCB_CON5 | <--- | OCB_CONS | .586 | | 0.507 | 0.690 | 0.788 |
| OCB_CON4 | <--- | OCB_CONS | .643 | *** | | | |
| OCB_CON1 | <--- | OCB_CONS | .875 | *** | | | |
| OCB_AL5 | <--- | OCB_ALT | .577 | | 0.357 | 0.746 | 0.844 |
| OCB_AL3 | <--- | OCB_ALT | .568 | *** | | | |
| OCB_AL2 | <--- | OCB_ALT | .646 | *** | | | |
| OCB_AL1 | <--- | OCB_ALT | .597 | *** | | | |
| OCB_CIV4 | <--- | OCB_CIVIC | .983 | | 0.722 | 0.863 | 0.744 |
| OCB_CIV1 | <--- | OCB_CIVIC | .692 | *** | | | |
| OCB_SP5 | <--- | OCB_SPORT | .847 | | 0.460 | 0.643 | 0.690 |
| OCB_SP4 | <--- | OCB_SPORT | .449 | .006 | | | |

*** Significant at 0.001 level

Note: OCB_CONS: Conscientiousness; OCB_ALT: Altruism; OCB_CIVIC: Civic virtue; OCB_SPORT: Sportsmanship

Source: Survey data, 2021

The Cronbach's alpha values reported in Table 4 show that the internal reliability of the subscales of PE and OCB was achieved as the alpha values of the majority of the subscales exceed the cut-off level of 0.7 (Nunnally, 1978). At the same time, the alpha coefficients of few subscales which are above 0.6 are also deemed to be acceptable as the alpha coefficients of other constructs are high (Godard et al., 2001; Hair et al., 2010; Malhotra and Peterson, 2006).

As can be seen in Table 4, the values of Average Variance Extracted (AVE) for the most of the subscales of PE are above the cut-off value of 0.5 (Hair et al., 2014) and the AVE for the subscale named impact is slightly lower than the cut-off value. Therefore, the reliability achieved for the subscales of psychological empowerment. At the same time, the values of AVE for the two subscale of OCB named conscientiousness and civic virtue are well above the cut-off value and the AVE for the subscales named altruism and sportsmanship also can be considered adequate. This proves the reliability of the scales. In addition, Composite Reliability (CR) was achieved as the values of CR exceeded the minimum required value of 0.6 (Hair et al., 2014) for all of the subscales except for the impact cognition of PE.

The results of CFA reported in Table 4 show that the standardized factor loadings of items measuring the subscales of PE and OCB are significant at 0.001 level and the AVE is greater than the cut-off level of 0.5

(Hair, et al., 2014) for most of the subscales, convergent validity is acceptable. Construct validity is achieved for subscales of study constructs as the fitness indexes achieved the required level (Chi-square= $p=.000$ CMIN/DF=2.36, GFI=.98, AGFI=.96, CFI=.98, TLI=.97, NFI=.96 and RMSEA=.046.) Therefore, the model of psychological empowerment scales fits the data well. Construct validity is also achieved for the subscales of OCB as the fitness indexes achieved the required level (Chi-square= $p=.101$, CMIN/DF=1.41, GFI=.99, AGFI=.98, CFI=.99, TLI=.99, NFI=.98 and RMSEA=.025). Therefore, the model fit is excellent for the constructs PE and OCB.

The discriminant validity was confirmed based on the values of AVE of each subscale and the squared correlations between the respective pairs of subscales. The diagonal values in the Table 5 are the AVE of each subscale and the off-diagonal values are the squared correlations between the subscales. As the values of AVE are higher than the squared correlation values in the respective row and column, discriminant validity is achieved (Hair et al., 2014).

4.3 Structural Equation Model (SEM) and Hypothesis Testing

The validated measurement models of PE and OCB were integrated in Structural model to identify the linkage between the dimensions of PE and OCB in AMOS software. As the objective of the present study is to identify the influence of the four cognitions of PE namely meaning, competence, self-determination and impact on OCB, the second order measurement model of OCB was integrated in the SEM together with the model of PE which contains the four cognitions. The SEM is shown in Figure 4. As per the results of SEM using AMOS software, the model fit is excellent as the fitness indexes achieved the required level (CMIN/DF=0.241, $p=0.03$, CFI= 0.98, GFI= 0.98, AGFI= 0.94, NFI= 0.98, TLI= 0.99 and RMSEA= 0.043) and thus the results are reliable. The results of SEM (extracted) are shown in Table 6.

Table 6: Regression Weights of Structural model

| | | | Std.Estimate | S.E. | C.R. | P |
|-------|------|--------------------|--------------|------|-------|------|
| OCB_T | <--- | Meaning | .136 | .035 | 1.686 | .050 |
| OCB_T | <--- | Competence | .424 | .124 | 2.976 | .003 |
| OCB_T | <--- | Self-determination | .015 | .053 | .107 | .914 |
| OCB_T | <--- | Impact | .032 | .088 | .192 | .848 |

Source: Survey data, 2021

The results of the study indicate that the meaning cognition of PE has a significant positive influence on OCB ($\beta=0.136$, $p=0.05$). Likewise, the competence cognition of PE also has a significant positive influence on OCB ($\beta=0.424$, $p=0.03$). The results revealed that the self-determination and impact do not significantly influence OCB. Further, as per the SEM results, the squared multiple correlation for OCB is 0.24. It is estimated that the predictors of OCB explain 24% of its variance.

Based on the results of SEM;

Hypothesis 1: "Meaning cognition of PE positively influences OCB" is supported

Hypothesis 2: "Competence cognition of PE positively influences OCB" is supported.

Hypotheses3: "Self-determination cognition of PE positively influences OCB" is not supported

Hypotheses 4: "Impact cognition of PE positively influences OCB" is not supported

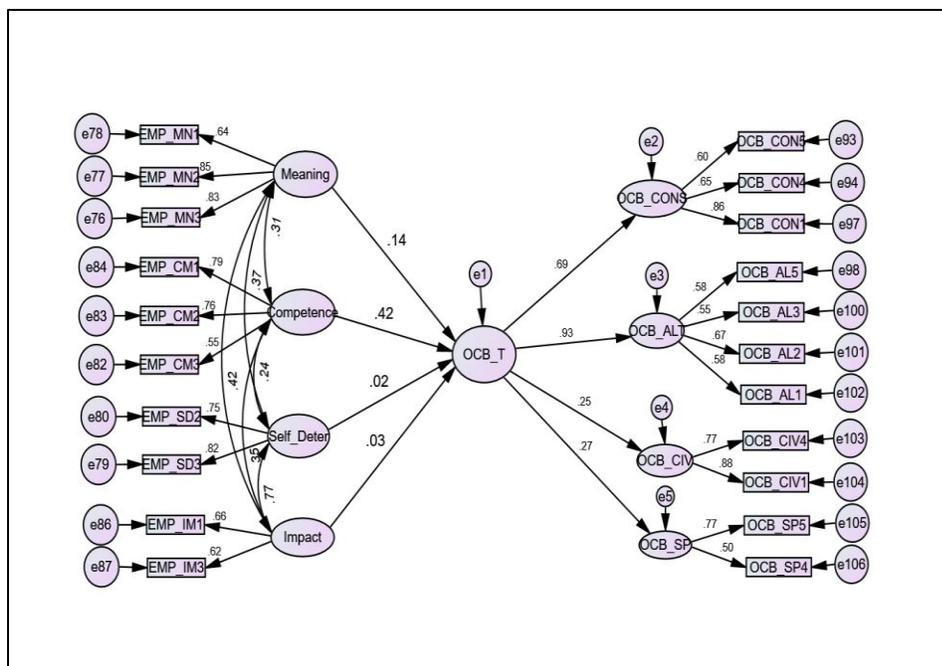


Figure 4: Structural Equation Model

5. Discussion

The purpose of the current study was to examine the linkage between the four cognitions of PE on OCB and to identify which cognition/s influence OCB. Hypotheses were tested based on the results obtained through structural model. The results revealed that the PE cognitions namely meaning and competence positively impact OCB. At the same time, the influence of the cognitions named self-determination and impact is not significant.

The positive influence of meaning on OCB is consistent with the previous studies (e.g. Nord and Brief, 1990; Ng and Feldman, 2011). Meaning cognition of PE gives rise to a high level of commitment and energy (Spreitzer, 1995). High energy focus means that employees may experience less distractions (e.g. thinking about workload while at home) and may solve problems at work more effectively. Empowered employees perceive more meaning in work and have a strong sense that their personal values and beliefs are consistent with work demands. Mitchell et al. (2001) postulate that individuals are closely tied to the organization if their personal values fit with the job demands. Gaki et al. (2013) pointed out that interpersonal relationships, job meaningfulness and earned respect are the most important motivational factors among nurses. Therefore, perception of meaning can motivate the individuals to go beyond their job requirements which could result in citizenship behaviours.

The positive influence of competence cognition of PE on OCB is congruent with the exiting evidences (Taylor, 2013; Turnipseed and Turnipseed, 2013). Competence cognition of PE requires the organizations to promote the belief of employees in their capacity to perform the tasks successfully (Bandura, 1993). In other words, their self-efficacy should be promoted to make them feel competent enough to perform better. Competence leads to persistence and efforts in challenging situations, high target expectation and high performance (Spreitzer, 1995). Ultimately the feeling of competence stimulates them for extra role behaviours i.e. OCB. Hence, the positive influence of competence could be justified.

6. Contribution and practical implications of the study

This study contributes to the knowledge of PE by empirically indicating that employees who perceive that they are empowered tend to have high OCB. When employees feel competence and meaning in their job tend to go beyond the minimum in their role i.e. OCB. In order to improve OCB of employees, organizations should identify what makes OCB improved. The results of the present study suggests that organizations need to pay attention to promote the perception among the employees that they are empowered in order to enhance OCB. It can be achieved by setting clear expectations from employees, allowing them autonomy in their actions, providing constructive feedback, accepting their ideas and inputs for making decisions, and recognizing employees for their hard work. In addition, motivating employees towards organizational goals and being transparent in the organizational decisions and actions are important for increasing the employees' feeling of empowerment. It is common for employees become demotivated from time to time due to their personal reasons as well as organizational practices. In such situations, managers need to take genuine interest in them do something to build their trust in their competence. In promoting the feeling of empowerment, praise and recognition are also the powerful and easier tools available for managers.

7. Conclusion

The present study concluded that the two cognitions of PE namely meaning and competence have significant positive influence on OCB. Despite several benefits of empowerment, true empowerment will not be found unless people perceive that they are empowered. Even though a person has been given authority to act autonomously, if he or she doesn't perceive the capability of acting autonomously, then empowerment will not result in improved benefits for either the organization or the person. Hence, it is the responsibility of management to make the employees perceive that they are given freedom and autonomy to act, that have the capability to perform well in the job, that they can impact on the outcomes of the organization and that their values identify with the organization's value. The Current study is based on cross sectional method and single source data and thus there is a possibility of common method variance. The results of the study suggest further research to examine the linkage between PE and OCB in private sector and also in other regions. In addition, other predictors of OCB such as leadership styles, work environment, motivation should be examined to find the relationship with OCB.

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