

EMPOWERMENT AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR: A MEDIATION ANALYSIS

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Abstract: For organizational performance and effectiveness, organizational citizenship behaviour is incredible in contributing its part as well to achieve it. The underlying concept of empowerment impacts on the relationship of organizational climate and employee citizenship behaviour. The purpose of this study to develop and extend a model on the relationship impacts on the structural and organizational citizenship behaviour and it is mediated by Psychological empowerment. The study postulated to confirm the empowerment with two perspectives and its different dimensions impact on the outcome. The study has conducted in colleges to investigate the faculties' empowerment and citizenship behaviour. Questionnaire is used to conduct the survey. No. of employees is 328. Data analysis is carried out with SEM. The study found the direct relationship of the variables as well the mediation effect. The mediation effect is conducted with sobel test to conclude the depth of result. The study revealed that when employee is empowered, his behaviour is enhanced according to organization citizenship.

Keywords: Empowerment, Psychological empowerment, Structural empowerment, citizenship behaviour.

INTRODUCTION

For the continuous development in organization performance, empowerment and organizational citizenship behaviour plays an important role. In order to survive in the contemporary age in challenging environment which is being a cause for this is organizational citizenship behaviour. Nowadays organizations are competing their competitors under dynamic and innovative resolutions. Organizations should be capable to tackle the stifling and hurdles. Therefore the organizations should not mean here ready with their industrial aspects and technical perspectives rather than prepare their employee to cope up with that accomplishments. Hence employees should not only be equipped to play their roles only but also be prepared to face the uncertainties' (Bagheri G. et. al., 2011) For such engagement, the organizations make the employee to feel powerful and contribute themselves as citizens for their own organizations. Considering the education institutions, where the individuals will be highly responsible for voluntary activities to achieve the objectives and accomplish their citizenship behaviour. (Bagheri G. et. al., 2011).

Education is very important for the development of nation. In this era which is fully globalized even the education institutions are also promoting its goals to compete the world universities to emphasize their ranking and improve their quality

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in education system .Therefore it proved that the management of universities furnish their policies which leads to empower and enhance their citizenship behaviour (TS. Muhammad et. al., 2013).

Literature

Recent research has found that in service industries organizational empowerment is a vital management tool applied to boost up their employees to render their service in responding to the customer needs (Bitner, Booms & Tetreault, 1990). Empowerment considers with a situation where the employee provided with options to discrete daily decisions related to his/her job activities (Conger and Kanungo, 1988). The empowerment is an interrelated approach with two perspectives. The first one is relational and the other motivational. The relational perspective refers to the process or management practices through by which power is shared whereas motivational perspective refers to “intrinsic need for self-determination or a belief in personal self-efficacy” (Conger and Kanungo 1988, p. 473). Relational approach focused more on the delegation of power rather motivational approach focused on the encouragement, feedback and communication.

Structural Empowerment

According to Conger and Kanungo power is referred as “the perceived power or control that an individual actor or organizational submit has over others”. At the organizational level the power is considered as the ability to provide performance or resource, the individual ability to tackle the uncertainties or face the problems (Eleanor Glor, 2001). At interpersonal level power is the control over the structure, characteristics of a person, opportunities, resources and expertise. Power is also defined as the “possession of formal authority or control over the resources”. According to the delegation or structural empowerment it is confirmed as employee are being empowered by bestowing of power control over resources and decentralised work environment.

Psychological Empowerment

Regarding psychological literatures, power is consists of psychological states that from internal to individual. Meanwhile in management literatures, it is postulated as the belief which boosts up the self-determination or self-efficacy. To empower is to “enable” which is implied on individual to induce the intrinsic motivation. According to Conger and Kanungo (1988) stated that it is a process of identifying the conditions which induce the feeling of powerlessness and remove it by through the provisional of efficacy information.

Organizational Citizenship Behaviour (OCB)

Research has been proved that practices of human resource having greater impact on the employee performance. Organizational citizenship behaviour is one among them. For the survival of organization, OCB posited as a vital one. Its increase the efficiency and productivity of both employee and organization (Organ, 1988). If the organization encourage the citizenship behaviour of employee, the organization can retain the best people (George and Bettenhausen 1990).

Problem Identified

Apart from this, researchers found the flaws in putting forth the consequences of empowerment are limited moreover the impacts of empowerment were also inconsistent (Lawler 1992). The evidence is kept for the future study is not sufficient to support the empirical findings also (Coote, et. al., 2004; Melhem, 2004). But empowerment was found to be an important predictor for performance. However the results of previous studies proven either about relational perspective or motivational perspective of empowerment. But still there is no published study which proved the impact of structural empowerment on OCB (Jiang YJ et. al., 2011). Furthermore, psychological empowerment is an important antecedent for OCB (Conger and Kanungo 1988). Employee's inner motivation is changed by Psychological empowerment and it induces the OCB (Chaing & Hsieh, 2012). Based on this current study that depict the model as follows:

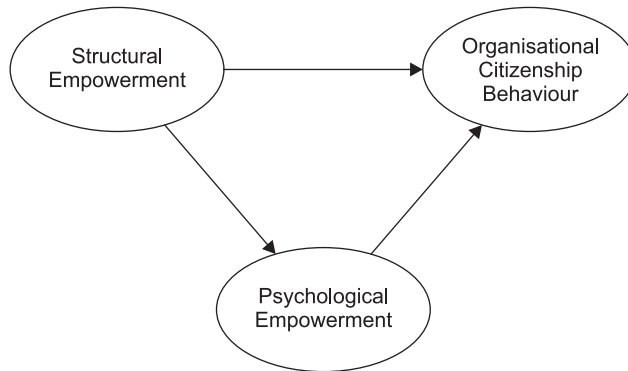


Figure 1: Conceptual Model

Objective of the Study

- To study the impact of structural empowerment on psychological empowerment
- To find the impact of Structural empowerment on OCB

- To find the mediation effect of Psychological empowerment on the relationship of structural empowerment and OCB

HYPOTHESIS

Structural Empowerment and Psychological Empowerment

Researchers who had proved their research in organization predicted that organizational behaviours are totally related to individual traits (Abby et. al., 2007). It also termed as psychological climate which is composed Work facilitation, Customer Orientation, Feedback, Role Ambiguity, Internal Service, and Managerial Practices. It is proved that the factors that have direct effect on psychological empowerment (Edem and Andrew, 2008). Structural empowerment is measured by role clarity, supportive leadership, participative decision making, professional interaction, appraisal and recognition, professional growth and goal congruence. These factors are postulated by Sally A. Careless (2004). She found the direct impact of all the factors on psychological empowerment. Based on the support the study formulated the following hypothesis:

Hypothesis 1: There is an impact of structural empowerment on psychological empowerment.

Structural Empowerment and OCB

According to Kanter theory of structural power, work environment is take response for the outcome of employee behaviours. Because, the theory postulated that individuals were respond to the environment very rationally. When the organization is decentralised and non-hierarchical in structure, employees are empowered and it will be benefitted by both the individual and the organization. Therefore power is considered as the structural determinant which moulds the behaviours among employees. Empowerment in relational or structural perspective is attained by through the access to information, resources, support and opportunities (Kanter, 1988). Based on the previous literature support the study formulated the hypothesis as follows:

Hypothesis 2: There is a significant impact of Structural empowerment on OCB.

Psychological Empowerment and OCB

Psychological empowerment is view of employees on themselves in the work environment and they feel the ability to shape their role (Spreitzer 1995). The psychological empowerment could enhance the identity of employee in the organization. Consequent with power to assist the organization (Tyler 1999). When the individual value is established through conditions, result in direct citizen behaviour (Brief & Motowidlo, 1986). Many research has been pointed out that

psychological empowerment directly impact on the ocb (Bradeley et. al., 2006; Ahearne, Mathieu & Rapp 2005; Alge et. al., 2006).based on this the current study put forth the hypothesis as follows

Hypothesis 3: there is significant impact of Psychological empowerment on OCB

Mediation Effect of Psychological Empowerment on the Relationship of Structural Empowerment and OCB

Mediation effect is proved between the predictor and outcome variable and it also explains the relationship (Kenny 1979). Literature are supported the effect previous i.e structural characteristics induce OCB when psychological behaviour takes responsible (Bettencourt, 2004; LePine & Van Dyne, 1988; Morrison & Phelps, 1999; Staw & Boettger, 1990). Therefore this study hypothesised that the work environment impact on employee citizenship behaviour by enhancing their psychological behaviour.

Hypothesis 4: Psychological Empowerment is Positively Mediated on Structural Empowerment and OCB

RESEARCH METHODOLOGY

Research Design

The design of the study is Descriptive and Casual. Based on this study posit the theoretical hypothesis.

Scales and Sampling

The hypothesis are tested empirically, data are collected from the academic faculties working in private universities in Chennai offering engineering courses only. Determining the sample size, there are issues raised and taken into consideration for collecting data. Convenience sampling method is used. The sample size is 326.

Testing the hypotheses, scales adopted from the previous studies for the measurement of constructs were used. Structural empowerment is measured by Kanter power tools (Opportunity, resources, support, information, formal and informal power) which is validated by Laschinger et. al., (2001). Psychological empowerment is measured by Spreitzer 1995. It consists of four dimension meaning, competence, self-determination and impact. Each dimension is measured with three items ranging from 5-point scale. The OCB is measured with 12 items developed by Podsakoff and Macenzie (1994), and Podsakoff et. al., (1990).

Analysis

Quantitative analysis approach called Partial Least Square (PLS) techniques is applied to find out the result. PLS is considered as a powerful approach to test the

latent variables in structural Equation Modelling (SEM). It couldn't need normally distributed data (Muafi & Roostika, 2014). The current study used smart PLS 2.0 and for testing the statistical significance bootstrapping resampling method is used. The procedure ensured with generating 1000 subsamples of cases selected randomly with replacement of mean from the original data. Path coefficients were then generated. The results of validity and reliability tests on all of test' items and variables showed that they are valid and reliable. Mediation analysis is done with Sobel online test.

RESULTS

Descriptive Data

Data is valid with 326 faculty members shown in the Table 1. The descriptions for respondents' characteristics analysed in this research were based on the gender, marital status, age, education and experience.

TABLE 1: DEMOGRAPHIC DETAILS

<i>Respondents Characteristics</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Gender</i>		
Male	152	46.6
Female	174	53.4
Total	326	100
<i>Marital Status</i>		
Married	254	77.9
Unmarried	72	22.1
Total	326	100
<i>Age</i>		
25-35	124	38.0
36-45	107	32.0
46-55	67	30.6
56-65	28	8.6
Total	326	100.0
<i>Education</i>		
Masters	175	53.7
PhD	135	41.4
Others	16	4.9
Total	326	100.0

<i>Respondents Characteristics</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Experience</i>		
0-5	110	33.7
6-10	71	21.8
11-15	73	22.4
16-20	54	16.6
20 & above	18	5.5
Total	326	100.0

The above table depicts the distribution of demographic variables of the respondents. The result shows that more than half (53%) of the respondents were female and male were 47 percent. The result confirms that 78 percent of the respondents were married, 22% are unmarried. The majority of the respondents (38%) were between 25-35 years. Regarding the level of education the respondents 53 percent of them hold PG degree whereas Ph.D. was 41 percent only. With regard to the experience of respondents majority of the respondents (34%) were between 0-5 years of experience.

Validity and Reliability Test

Discriminant validity index was calculated by doing cross loading and using a comparison on the correlation of the square root of Average Variance Extracted (AVE) towards latent constructs. The discriminant validity index from the cross loading factors can be seen in Table 2.

TABLE 2: CROSS LOADINGS

	<i>SE</i>	<i>PE</i>	<i>OCB</i>
C	0.3715	0.744	0.4675
I	0.3211	0.6516	0.1268
M	0.4202	0.6684	0.4522
SD	0.2799	0.7005	0.0726
f1	0.6984	0.3848	0.4747
f2	0.6228	0.3655	0.2281
i1	0.7811	0.1005	0.2172
i2	0.765	0.318	-0.0215
if1	0.6513	0.3343	0.3892
if2	0.6759	0.3719	0.3596
o1	0.5681	0.1319	0.3524
o2	0.5938	0.1062	0.3212

	<i>SE</i>	<i>PE</i>	<i>OCB</i>
r1	0.5805	0.3943	0.3681
r2	0.556	0.2364	0.3194
S1	0.5333	0.0908	0.3713
S2	0.5413	-0.0009	0.1753
os1	0.6577	0.4687	0.1891
Os2	0.6882	0.4698	0.16
ocb11_1	0.3173	0.2858	0.692
ocb12_1	0.3197	0.2962	0.6377
ocb13_1	0.2999	0.1691	0.6413
ocb1_1	0.3567	0.3379	0.7606
ocb3_1	0.3039	0.1454	0.7512
ocb4_1	0.2857	0.2121	0.6138
ocb5_1	0.2512	0.2764	0.6404
ocb6_1	0.3841	0.2418	0.6064
ocb7_1	0.2615	0.302	0.7703
ocb8_1	0.3027	0.3246	0.7589
ocb9_1	0.4874	0.329	0.6694

According to Chin (1998) postulated that loadings of all items should not be less than 0.5. By looking at the table 2.cross loading values, it is confirmed that the loading item value of each construct has a greater value than that of the other constructs' loading indicators.

Convergent Validity

Convergent validity of the measurement model with a reflexive indicator has a value based on the correlation between item score and construct score. Convergent validity index was measured by AVE, communality, and loading factors. The index result of AVE and communality can be seen in Table 3.

TABLE 3: AVE & COMMUNALITY

	<i>AVE</i>	<i>Communality</i>
ALT	0.6958	0.6958
CSC	0.6937	0.6937
CV	0.5268	0.5268
FI	0.6738	0.6738
IFI	0.7705	0.7705
INF	0.6959	0.6959

	<i>AVE</i>	<i>Communality</i>
OCB	0.5892	0.5892
OPP	0.771	0.771
OSE	0.8538	0.8538
PE	0.6754	0.6754
RES	0.853	0.853
SUP	0.7767	0.7767

From the Table 3 it is confirmed that the values of AVE and communality variable for the dimensions of psychological empowerment of meaning, competence, self-determination and impact and the dependent variable individual creativity is greater than 0.5, which point out that these variables have a good convergent validity value. Whereas convergent validity index measured by the value of loading factors shown in Table 4.

TABLE 4: OUTER LOADING FACTORS

	<i>Sample</i>	<i>Mean</i>	<i>SD</i>	<i>SE</i>	<i>T-Stat</i>	<i>Sig</i>
C_1 <- PE	0.7505	0.7446	0.0438	0.0438	17.1349	0.000
I_1 <- PE	0.6389	0.6446	0.0486	0.0486	13.1429	0.000
M_1 <- PE	0.683	0.6751	0.0512	0.0512	13.338	0.000
SD_1 <- PE	0.6879	0.6941	0.0417	0.0417	16.5034	0.000
r1_1 <- RES	0.927	0.9262	0.0123	0.0123	75.2174	0.000
r2_1 <- RES	0.9202	0.92	0.0145	0.0145	63.6267	0.000
s1_1 <- SUP	0.8793	0.8795	0.0197	0.0197	44.5644	0.000
s2_1 <- SUP	0.8833	0.8821	0.0171	0.0171	51.7422	0.000
f1_1 <- FI	0.9193	0.9214	0.0268	0.0268	34.3491	0.000
f2_1 <- FI	0.7097	0.6987	0.0824	0.0824	8.6097	0.000
i1_1 <- INF	0.8414	0.844	0.0226	0.0226	37.1969	0.000
i2_1 <- INF	0.8269	0.8226	0.0296	0.0296	27.982	0.000
if1_1 <- IFI	0.873	0.8734	0.0158	0.0158	55.1194	0.000
if2_1 <- IFI	0.8826	0.8809	0.0156	0.0156	56.4507	0.000
o1_1 <- OPP	0.8713	0.87	0.028	0.028	31.1032	0.000
o2_1 <- OPP	0.8849	0.8845	0.0191	0.0191	46.3001	0.000
os1_1 <- OSE	0.9204	0.9189	0.0137	0.0137	67.1315	0.000
os2_1 <- OSE	0.9276	0.9271	0.0122	0.0122	75.8429	0.000
ocb11_1 <- CSC	0.8673	0.8677	0.0214	0.0214	40.6013	0.000
ocb12_1 <- CSC	0.8279	0.8276	0.0332	0.0332	24.9575	0.000

	<i>Sample</i>	<i>Mean</i>	<i>SD</i>	<i>SE</i>	<i>T-Stat</i>	<i>Sig</i>
ocb13_1 <- CSC	0.8021	0.8033	0.0226	0.0226	35.417	0.000
ocb1_1 <- ALT	0.6674	0.666	0.0497	0.0497	13.4322	0.000
ocb3_1 <- ALT	0.7054	0.6995	0.0501	0.0501	14.0655	0.000
ocb4_1 <- ALT	0.7106	0.7042	0.0368	0.0368	19.2949	0.000
ocb5_1 <- ALT	0.7294	0.7332	0.0319	0.0319	22.896	0.000
ocb7_1 <- CV	0.8246	0.826	0.0263	0.0263	31.2935	0.000
ocb8_1 <- CV	0.8253	0.8272	0.0216	0.0216	38.152	0.000
ocb9_1 <- CV	0.7427	0.744	0.0281	0.0281	26.4346	0.000
ocb10_1 <- CV	0.6338	0.635	0.0484	0.0484	13.1011	0.000

In Table 4, the result can be described that there are still some items that have an outer loading value <0.7 ; so it is necessary to test the significance of outer loadings. Outer loading Significance test shows that all items have a smaller significance level of α (0.05), which emphasise that all items have a good convergent validity index. It can also be said that the Questionnaire item in this study has a good convergent validity.

Reliability Test

The test result which is for reliability can be seen on Cronbach's Alpha while Composite Reliability can be seen in Table 5. Therefore the values of Cronbach's

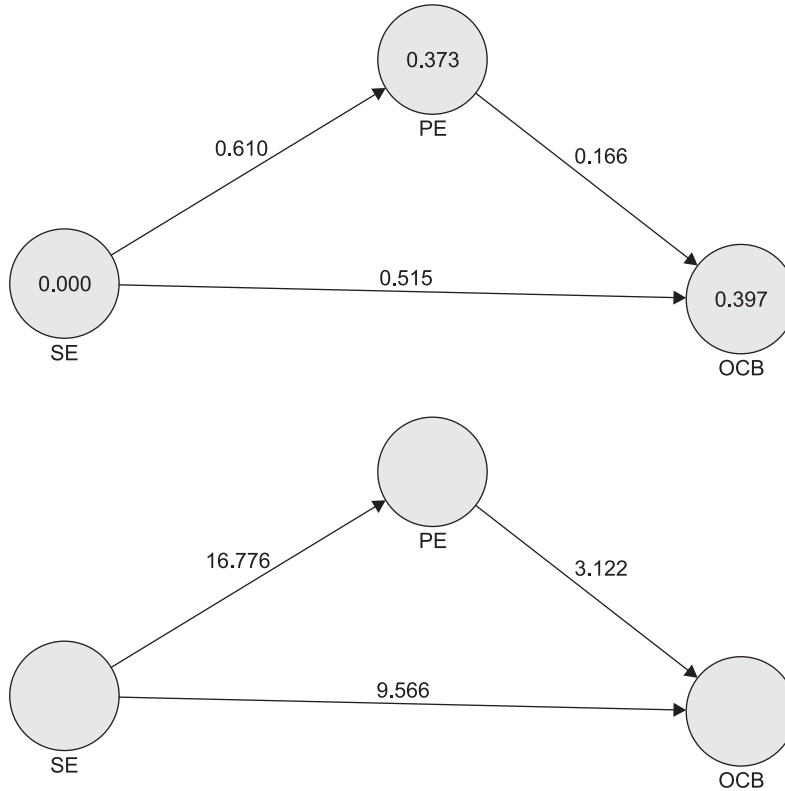
TABLE 5: VALUES OF COMPOSITE RELIABILITY AND CRONBACH ALPHA

	<i>Composite Reliability</i>	<i>Cronbach Alpha</i>
ALT	0.7971	0.7669
CSC	0.8716	0.7787
CV	0.8455	0.7685
FI	0.8024	0.7456
IFI	0.8704	0.7023
INF	0.8207	0.7632
OCB	0.8813	0.8519
OPP	0.8707	0.7033
OSE	0.9212	0.8289
PE	0.7829	0.6379
RES	0.9207	0.8278
SE	0.8477	0.8048
SUP	0.8743	0.7125

Alpha and Composite Reliability are greater than 0.7. This indicates that the study variables are reliable (Hair, Anderson, Tathan & Black, 1995).

Hypothesis Testing

The results of hypothesis testing between variables can be seen in Table 6 and Figure 1.



<i>Path Coefficients</i>	<i>T-Stat</i>	<i>Mean</i>	<i>SD</i>	<i>SE</i>	<i>Sign</i>	<i>Result</i>
SE → OCB	8.049	0.4951	0.0619	0.0619	0.000	H1 is accepted
SE → PE	10.9026	0.5125	0.0471	0.0471	0.000	H2 is accepted
PE → OCB	6.7269	0.3979	0.0598	0.0598	0.000	H3 is accepted

Hypothesis Testing:

From the Figure 1. The result depicted that all the direct effect of structural empowerment and psychological empowerment on OCB is significant.

Mediation Analysis

	<i>Steps</i>		<i>Hypothesis</i>
Direct effect without mediator	0.652		H4 is accepted
Direct effect with mediator	0.515		
Paths	Beta	SE	
SE(IV) → PE(MV)	0.6105	0.0357	
PE (MV) → OCB(DV)	0.166	0.0594	
Sobel test statistics	2.758	(>1.96)	
Two-tailed probability	0.0058	(<0.05)	

Mediation analysis is started with the direct effect without mediator. The value originated as 0.652. in SEM the values are noted down after adding the mediator, the value came up as 0.515. After that, bootstrap is done to find out the *t*-statistics value. The beta values and standard error values of direct effect are taken for the relationship of structural empowerment on psychological empowerment and psychological empowerment on ocb. Enter the values in online soble test calculator to find the result. Once it run, it has given the value of greater than 1.96 and the two tailed value is lesser than 0.05 (95% confidence). According to Baron & Kenny (1986) IV to MV & MV to DV should be significant. Moreover, when the relationship of IV to DV diminishes when MV is in the model. According to Todd D. Little et. al., (p. 210), all the relationship is significant then it is partially mediated.

Implications

The study explored the current issues faced by the faculties working in colleges. Nowadays the colleges were facilitated with all the resources which is utilized by the employees to attain the goal and to upgrade themselves. The colleges were providing working environemnt depend upon the university. The factors such as empowerment and organizational citizenship behaviour were mainly adopted. The study providing the implications based on the findings is, the working environment promoting citizenship behaviour. The intrinsic motivation was also promoting citizenship behaviour. The study suggesting that the employee inner motivation could be based upon his insight. It depends on the nature of the employee. But the psychological factors were underlying, the faculty proving his citizenship behaviour when he utilised the structural factors effectively.

CONCLUSION

It is proved form the findings that the working environment has been considered as an essential part for the employee to be motivated intrinsically which in turn

boost up the citizenship behavior. This result is supported by Jin Nam Choi (2007). The study mainly focused on the empowerment and its impact on the behavioral outcome of faculties working in private universities. This study proved that the faculties are being provided with the facilities for their enhancing their citizenship behavior through intrinsic motivation. By the way they rendered their service to their institution because they know better to deliver the knowledge and skills to the student (Sharif et. al., 2013). Moreover the faculties are empowered psychologically they are self-determined and autonomy in decision making to achieve their organizational goals.

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