

# **Impact of Psychological Empowerment of Organizational Citizenship Behaviour: A Study of Private Insurance Companies in the Northern Province, Sri Lanka**

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Management and Finance  
University of Ruhuna,  
Sri Lanka



**T. Raveendran\***

University of Jaffna, Sri Lanka  
rthanes@univ.jfn.ac.lk

## **Abstract**

Organizational citizenship behaviour of employees is one of the main factors for successful operations of insurance businesses and thus there is a need for examining the determinants of organizational citizenship behaviour. This study aims to investigate psychological empowerment as a determinant of organizational citizenship behaviour among employees in the insurance sector in the Northern Province of Sri Lanka. A survey strategy was employed in a cross-sectional time horizon. The present study was explanatory and a sample of 192 employees working in the private insurance companies in the Northern Province of Sri Lanka was selected based on convenience sampling technique. Confirmatory factor analysis was performed to ascertain validity and reliability and the validated measurement models of the study constructs were integrated in the structural equation model using AMOS software. The results of structural model revealed that the meaning cognition and the competence cognition of psychological empowerment positively impact organizational citizenship behaviour and the impact of competence cognition is high than the meaning cognition. The findings stress the need for empowerment of employees for promoting organizational citizenship behaviour among the employees of insurance sector. The insurance sector administrators will be able to apply the study's findings for improving employees' organizational citizenship behaviour.

**Keywords:** Psychological empowerment, organizational citizenship behaviour, insurance sector

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\* Corresponding Author - rthanes@univ.jfn.ac.lk

## Introduction

Psychological empowerment (PE) is a concept originated from the industrial-organizational psychology. It focuses on the perception of employees regarding empowerment at work. Empowerment is defined as the opportunity an individual has for autonomy, choice, responsibility and participation in organizational decision making. Theorists have claimed that PE is comprised of multiple psychological phenomena including cognitive, evaluative and behavioral aspects (Kazlauskaite et al., 2011). PE enhances intrinsic motivation among the employees. The employees who feel psychologically empowered experience its constituent components, namely meaning, competence, self-determination and impact in their jobs (Spritzers, 1995).

In recent times, the concept of Organizational Citizenship Behaviour (OCB) has been the focus of scholars in the field management. OCBs are the individual, discretionary actions by employees that are outside their formal job description. Employees who feel organizational citizenship will “go extra mile” out of personal motivation. Managers who are aware of OCB can help employees contribute to the organization and avoid burnout. Several researches (for example, Jeyarathna, 2019; Gustari & Widodo, 2020; Somech & Drach-Zahavy, 2000; Raveendran, 2022) have attempted to investigate the connections between employees’ Psychological Empowerment (PE) and OCB.

PE can have many outcomes in employees as well as in organizations. For example, Koberg, Boss, Senjem and Goodman (1999) studied 612 employees at various levels from hospitals and reported that empowerment perception is associated with increased job satisfaction, higher productivity and reduced employee turnover. There is little evidence on the association between PE and OCB in the Sri Lankan context, insurance sector in particular. Even though a study was conducted by Raveendran (2022) on the influence of PE on OCB, it was limited to the public sector employees in Jaffna, Sri Lanka. Jeyarathna (2019) examined the mediating effect of PE in the impact of transformational leadership on OCB in the apparel sector in Sri Lanka with a sample of 130 employees. The study revealed that PE mediates the effect of transformational leadership on OCB. Further, few empirical studies have examined the determinants of OCB, for example, the study of the effect of organizational commitment on OCB in the apparel industry in Sri Lanka (Sewwandi & Dissanayake, 2019), effect of transformational leadership on OCB in the apparel industry in Sri Lanka (Jeyarathna, 2019), effect of empowerment on OCB among non-academic staff of Sri Lankan universities (Kandeepan, 2016) and so on.

Across various contexts, some of the factors determining OCB such as job satisfaction (Sesen & Basim, 2012; Somech & Drach-Zahavy, 2000), commitment (Nguni et al., 2006; Sesen & Basim, 2012), job efficacy (Bogler & Somech, 2004; Somech & Drach-Zahavy, 2000) and perceived organizational support (Konovsky & Pugh, 1994; Mauseth, 2007) have been identified. A Survey of 363 teachers in Indonesia revealed positive influence of PE on OCB (Gustari & Widodo, 2020). Likewise, many studies revealed positive relationship between PE and OCB (e.g. Abdulrab et al., 2020; Khusanova, Choi & Kang, 2019; van der Hoven, Mahembe & Hamman-Fisher, 2021).

However, the studies examining the predictors of OCB in the Sri Lankan context are unfortunately very limited (e.g. Sewwandi & Dissanayake, 2019; Jeyarathna, 2019; Kandeepan,

2016). It is very rare to come across the studies examining the association between PE and OCB. Thus, this study will attempt to identify the effect of PE on OCB in the domain of insurance sector in Jaffna, Sri Lanka.

### *Research Problem*

The insurance sector plays a significant role in the development of region in terms of better service to satisfy the people's needs in the region. Therefore, there is a need to manage the human resources to maximize its productivity in the sector for ensuring the survival and success of the insurance businesses. The success is mainly determined by the way the companies attract the customers. For this, organizations need committed and supportive employees who can work beyond their formal duties and go extra mile.

There has been an emerging interest to examine the factors that direct employees to perform sufficiently and also to go beyond the key tasks by voluntary effort which is considered as OCB. There are evidences of the determinants of OCB in the insurance industry in many contexts, for example, Indonesian insurance industry (Pradana, Fakhri, Gilang, & Khairin, 2018), Nepalese insurance companies (Upadhyay & Adhikari, 2020), etc. However, it is very rare to come across empirical evidences in the Sri Lankan insurance industry. It is important to identify the factors that lead to OCB as it enhances organizational effectiveness and success in the competitive environment (Chan, 2014). A review of literature by K'osuri and Otuya (2020) has shown that the findings related to the association between PE and OCB in the existing literature are inconsistent and limited in the health sector in Kenya. Glińska-Neweś and Szostek (2018) examined the OCB with 280 private sector employees and 244 public sector employees and found that public sector employees had greater OCB than private sector employees. Gnanarajan, Kengatharan and Velnampy (2020) surveyed teachers in Sri Lanka and found that the teachers' propensity to perform OCB towards students, school and their colleagues is on the decline. Nishantha and Eleperuma (2018) also revealed that OCB is not at higher level (mean was 4.08 in the 1-7 scale) among knowledge workers in Sri Lanka. However, there is no evidence of studies on this phenomenon in the insurance industry in Sri Lanka. Specifically, the effects of the four cognitions of PE on OCB have not been examined by the previous researchers. Hence, there is a need for investigating the influence of the four cognitions of PE on OCB in the insurance sector. In this study, PE is examined as a predictor of OCB in the private insurance companies in the present study.

### *Research Questions*

- To what extent the cognitions of PE namely meaning, competence, self-determination and impact have influence on OCB of employees in the insurance sector in the Northern Province of Sri Lanka?
- Which dimension of PE has more influence on the OCB among the employees in the insurance sector in the Northern Province of Sri Lanka?

### *Objective*

The objective of the current study is to investigate how far the four cognitions of PE namely meaning, competence, self-determination and impact predict OCB among insurance sector employees in the Northern Province of Sri Lanka. The study attempts to identify which dimension of PE has more influence on OCB among the employees.

## Theoretical Underpinnings and Hypotheses Development

### *Psychological Empowerment*

Quinn and Spreitzer (1997) mentioned that actual empowerment needs employees to feel that they are empowered. There are two major categories of empowerment: the structural empowerment and the psychological empowerment. The structural empowerment includes delegating the power of decision making from upper level to bottom level of organization (Heller, Pusic, Strauss & Wilpert, 1998) and promoting access to information and resources for individuals at the bottom levels (Bowen and Lawler, 1995). Structural empowerment refers to delegating the decision-making power to employees and allowing freedom to act on one's own (Mills & Ungson, 2003). The psychological view of empowerment concentrates on the perception of employees about the empowerment. This makes individuals think that they are also involving in decision making process in relation to the organizational issues by establishing them autonomy. Spreitzer (1995) described PE as the level of empowerment perceived by employees. It is the balanced idea of power which involves enhancing the employees' power for the advantage of all the members as well as the organization (Grunig, 1992). In addition, Grunig (1992) established that empowerment molds opportunities to people to obtain power, make decisions, utilize their skills and abilities, and accomplish work. Ozaralli (2002) explained that transformational leaders promote performance of the employees by empowering their team members. As per Suzik (1998), empowering employees supports to promote efficiency and to decrease costs. Fulford and Enz (1995) found out that empowerment impacts employee's outcomes such as satisfaction, loyalty and performance among the workers in private entities.

Conger and Kanungo (1988) described empowerment as the inspirational thought of self-viability. Thomas and Velthouse (1990) described empowerment as an inspiration showed in a set of four aspects: meaning, competence, self-determination and impact. Meaning is the worth of a work objective, estimated in terms of the own principles of an individual or standards (Thomas & Velthouse, 1990). It relates to a suitability between the requirements of a work role and values, beliefs and behaviors (Brief and Nord, 1990; Hackman and Oldham, 1980). Meaning addresses how well the convictions of workers coordinate with the job demand (Spreitzer, 1995). Competence is the belief of a person in his/her capacity and abilities to do the tasks (Gist, 1987). It shows certainty of the employees in their abilities that lead to accomplishment in their work (Bandura, 1989). Self-determination indicates an individual's feeling of autonomy in making decision in doing activities and controlling them (Deci, Connell & Ryan, 1989). Perceived self-determination, also called perceived control, reflects independence in business related matters like making choices about work techniques, speed, and exertion (Spector, 1986; Bell & Staw, 1989). Impact is the degree to which an employee can impact the results at work (Ashforth, 1989). It is concerned about the certainty of an individual to add to the results of the organization (Calvo & Garcia, 2018).

Totally, PE is an inspirational concept that includes four aspects regarding a work responsibility. Absence of any single aspect will decrease the general degree of perceived empowerment. In this manner, the four aspects indicate right around an adequate arrangement of perceptions for getting PE (Thomas & Velthouse, 1990).

### *Organizational Citizenship Behavior (OCB)*

OCB incorporates workers' optional practices that go beyond their formal duties (Konovsky & Pugh, 1994; Shore & Wayne, 1993). OCB is related to the behaviors of employees regarding additional responsibility. People who are high in OCB are individuals who 'go beyond' the necessary efforts in performing a task. Smith, Organ & Near (1983) described OCB as deliberate activities of employees in their work. It includes the practices exhibited by workers which are not officially characterized as part of the job description (Jex, 2002). These incorporate practices that are not officially compensated by the organization. The conduct is deliberate and, the absence of such conduct is not punishable. Velickovska (2017) explores the concept of OCB as a commitment of an individual with respect to working environment obligations beyond the arrangement of obligations for which the employee is compensated by the organization. An individual with high OCB performs activities without an expectation for rewards from the employer while contributing to the organizational goal achievement.

Organ (1988) suggested five dimensions of OCB namely altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism is about helping other people. It is a conduct to help co-workers who faced problems in work. Helping behavior incorporates willful activities of workers to help their peers in playing out their assignment and overcome the issues at workplace (Organ, 1988). The assisting behavior can be shown not exclusively to fellow workers and can be shown to the customers, vendors and those people who are working in procurement (Organ, 1988; Podsakoff, MacKenzie, Paine & Bachrach, 2000).

Conscientiousness is about behavior of employees portrayed through efficient and effective use of time, high attendance and complying with rules and regulations. This aspect is related to the workers' performance that is higher than the expected minimum level (Organ, 1988). Low absenteeism levels of employees, being on time, giving importance to deadlines and obeying rules and regulations are the examples for conscientiousness. To finish a task, working overtime but not expecting overtime payment is also an example for this behaviour.

Sportsmanship is positive and commonly stable conduct of workers to perform the tasks, attempting to stay away from complaints. It is characterized as keeping away from activities that result in strain at work and preserving synergistic condition in the organization against any unfavourable occurrences (Organ, 1988, 1990; Podsakoff et al., 2000). The instances of sportsmanship behaviour incorporate abstaining from accusing others at the work, enduring hierarchical issues, staying away from disputes with fellow workers in crisis circumstances, and respecting peers (Organ, 1988; Podsakoff et al., 2000).

Courtesy dimension of OCB contains all practices for helping other people in staying away from issues to happen. It incorporates attempting to keep others free from trouble, illuminating coworkers about the plan for getting work done (Organ, 1988; Podsakoff et al., 2000).

Civic virtue is the conduct that shows intentional cooperation, supports the practices of organization and contribution to the organization process. It includes considerable level of loyalty and interest in the organization. Some of the instances of this conduct includes active participation of workers for the meetings and gatherings, indicating interest in organizations' approaches, adapting to the changes, noticing the circumstance for trying to avoid any risk and reporting any unusual issues (Organ, 1988).

### *Psychological Empowerment and Organizational Citizenship Behavior*

Empowerment has been a main focus of discussion in scholarly examination and it has been perceived as the key process for organizations for getting the best results from their workers (Spreitzer, 1995; Kar, 2017). Empowerment is perceived as the most common way of motivating employees to upgrade their commitment at work (Kohli & Sharma, 2017; Northouse, 2018). Empowerment is not something that managers can do to their workers, rather it is a feeling of workers with regard to their role in the organization (Quinn & Spreitzer, 1997). Psychologically empowered employees are more likely to be highly creative and good organizational citizens (Tian, Lee & Willis, 2018).

Gong, Li and Niu (2021) have stated that PE impacts different occupation burnout profiles. Many researches have explored that the workers perform better when they are empowered (e.g. Kohli & Sharma, 2017; Baird, Su & Munir, 2018). Lee, Willis and Tian (2018) reported that PE positively influences performance, OCB and creativity at individual level as well as team level. In addition, Kim, Losekoot and Milne (2013) reported that the employees who are more likely to have commitment toward their organization are the people who are empowered. Workers who are empowered are effectively occupied with their task assignments and obligations and their exhibition is as often as "above and beyond" what is generally anticipated from them (Spreitzer, 2008). The findings supported that workers who are highly empowered are exceptionally energetic to dominate execution in their assignment. Moreover, higher PE prompts significant degree of inspiration which, in turn, prompts OCB (Chiang and Hsieh, 2012).

Bogler and Somech (2004) surveyed 983 teachers from Israeli schools and found that PE positively influences OCB. Raub and Robert (2007) surveyed 640 employees and their supervisors from 18 large hotel chains operated in eleven countries in the Middle East and Asia Pacific. They found that PE plays a mediating role in the connection between empowering leadership and OCB. Oplatka (2006) reported a number of determinants of teachers' OCB such as the school principals, the teachers' character, and the school environment. Surveying a sample of 211 employees, Gorji and Ranjbar (2013) found that the dimensions of empowerment are associated with civic virtue which is a dimension of OCB. In the same line, a survey of 174 faculty staff from public and private educational institutes in Philippines revealed that PE has a significant positive impact on OCB (Posadas, Santos & Subia, 2020). Saleem, Nisar and Imran (2017) surveyed a sample of 180 university teachers selected from 18 public and private universities in Punjab. The finding revealed that PE strongly influences OCB. In the same line, Kosar (2017) surveyed 148 employees from variety of jobs and found that PE positively impacts OCB. Naderi and Hoveida (2013) reported positive relationship between PE and OCB by surveying staff of University of Isfahan. Likewise, many researchers have found positive impact of PE on OCB (Gustari & Widodo, 2020; Bogler & Somech, 2004; Abun et al., 2021; Abdulrab

et al.,2020; Khusanova, Choi & Kang, 2019; van der Hoven, Mahembe & Hamman-Fisher, 2021). However, the study by Bagheri, Zarei and Amighi (2011) found contrasting results. Based on the results of Spearman's correlation, they have reported that PE and OCB are not correlated. Turnipseed and VandeWaa (2020) showed that there are differential association between the dimensions of PE and the aspects of OCB. Therefore, it is necessary to examine the effects of PE dimensions. If workers distinguish consistency between the organization's objectives and their own worth framework, they perceive significance (meaning) in their work (Nord and Brief, 1990). People are inclined to seek after esteem predictable behaviour which is helpful for enthusiastic connection and identification with organization which characterizes affective commitment and, affective commitment can be a predecessor of OCB (Ng & Feldman, 2011).

At the point when the workers trust in their capacities and feel that they are empowered (competence), they are probably going to beat in their occupations, and the chance of conscientious task behaviour which is a component of OCB would grow. Competence is an individual's confidence in his/her capacity to do the tasks with expertise (Gist, 1987). Empowered workers are relied upon to show execution beyond the standard in their job role (Chan et al., 2008) and to have competency. Taylor (2013) explains that competency upgrades adaptability and expectations of goal in challenging conditions resulting in improved OCB. Spreitzer (1995) argued that the apparent competence can improve the employees' capacity to execute their thoughts, bringing about more development which is connected to OCB (Turnipseed & Turnipseed, 2013).

Workers who feel independence in commencement and continuation of work practices to accomplish organizational objectives (self-determination) tend to participate in extra-role behaviours (OCB) by working beyond their job role (Chan et al., 2008). As per Vigoda-Gadot and Beeri (2012), self-determination is a significant level mental disposition and when workers see that the organization permits independence and opportunity, they might respond with OCB.

As per Ashforth (1990), if workers feel that they can influence peer workers, they are probably going to apply additional work which prompts OCB. The degree to which an individual impact the key results at work can impact OCB. Assuming workers trust that they can impact organizational results, they are probably trying to go beyond their job role and participate in OCB (Wat and Shaffer, 2003). At the point when people are encouraged, they will feel that they are mentally engaged (Zhang & Bartol, 2010). They trust that their activities can affect organizational outcomes and along these lines they might go beyond their work prerequisites and exhibit OCB.

Considering the empirical evidences from previous articles, the following hypotheses were developed in the current study.

*H1: The meaning cognition of PE positively influences OCB.*

*H2: The competence cognition of PE positively influences OCB.*

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

*H4: The impact cognition of PE positively influences OCB.*

## Methodology

### *Conceptualization*

The variables of the current study are conceptualized as shown in the Figure 1.

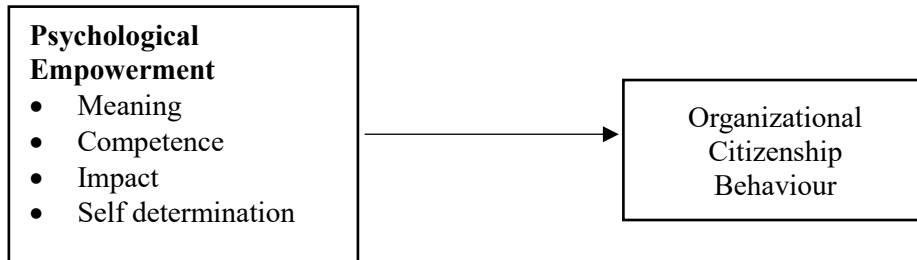


Figure 1: Conceptual model

### *Defining Key Variables in the Conceptual Model*

**Psychological empowerment:** an inspiration showed in a set of four aspects: meaning, competence, self-determination and impact (Thomas & Velthouse, 1990).

**Meaning:** the worth of a work objective, estimated in terms of the own principles of an individual or standards (Thomas & Velthouse, 1990).

**Competence:** the belief of a person in his/her capacity and abilities to do the tasks (Gist, 1987).

**Self-determination:** an individual's feeling of autonomy in making decision in doing activities and controlling them (Deci, Connell & Ryan, 1989).

**Impact:** the degree to which an employee can impact the results at work (Ashforth, 1989).

**OCB:** workers' optional practices that go beyond their formal duties (Konovsky & Pugh, 1994) and it include five dimensions namely altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 1988).

### *Operationalization*

The variables of the present study were operationalized as shown in Table 1.



Table 1: Operationalization

Concepts/ Variables	Indicators	Measures
Psychological empowerment	Meaning	Questionnaire-
	Competence	Empowerment Scale
	Impact	developed by Sprietzer (1995)
	Self determination	
Organizational Citizenship Behaviour	Altruism	Questionnaire -
	Conscientiousness	OCB Scale developed by
	Civic virtue	Podsakoff et al (1990)
	Sportsmanship	
	Courtesy	

### Study Design and Sample

The current study employed a cross sectional survey method and it is explanatory in nature and, the unit of analysis is individual. The population of the study includes non-managerial level employees working in the private insurance companies in the Northern Province of Sri Lanka. Approximately 20 % of the employees amounting 192 employees working in the private insurance companies in the Northern Province of Sri Lanka were selected as sample based on convenience sampling technique. Out of the surveys distributed, 138 usable surveys were obtained and the response rate was 72%.

### Measures

Sprietzer's (1995) Empowerment Scale was administered to measure PE. This scale contains 12 items capturing four cognitions of psychological empowerment. It is a 5- point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Organizational Citizenship Behaviour Scale developed by Podsakoff et al (1990) was used for measuring OCB. It contains 24 items that capture the five subscales of OCB. It is a 7- point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

The instruments were subjected to a pilot study with a sample of 21 employees selected based on convenient method. Based on the feedback of the participants, the items were modified to eliminate any confusion or ambiguity. Finally, the survey was administered to the study samples.

### Data Analysis Techniques

Reliability of the instruments was checked in SPSS 23.0 software. Subsequently, data analysis was done using AMOS software. Initially, Confirmatory Factor Analysis (CFA) was performed

to validate the data. Subsequently, the validated measurement models were integrated in the Structural Equation Model (SEM) to identify the association among the variables.

## Analysis

The SPSS 24.0 and AMOS 20.0 were used to analyze the data. Confirmatory Factor Analysis (CFA) was performed to ensure the validity of the data and then Structural Equation Model (SEM) was constructed to test the hypotheses.

Based on the frequency tabulation in SPSS software, majority of the participants were males (71%) and were unmarried (52%). A high percentage of them were in the age group of below 30 years (36%). In terms of experience, 41% of the participants had less than 5 years' experience and a less percentage of them (19%) had more than 20 years of experience. Regarding educational qualification, 23% of the participants were with a degree qualification and 27% of them had diploma qualification whereas 45% of them had the qualification of Advanced Level and the remaining 5% had less than Advanced Level qualification.

## Reliability

Reliability was examined using Cronbach's alpha and the results of reliability analysis are shown in Table 2. The alpha coefficients of the sub constructs of the study variables range from 0.702 to 0.892. These values exceed the minimum requirement of 0.7 (Nunnally, 1978). Therefore, the measuring instruments have satisfied the reliability requirement.

Table 2: Reliability statistics

Variables	Cronbach Alpha	Number of Items
Meaning	0.765	3
Competence	0.726	3
Self-Determination	0.702	3
Impact	0.814	3
Altruism	0.765	4
Conscientiousness	0.826	4
Sportsmanship	0.892	4
Courtesy	0.714	4
Civic Virtue	0.776	4

Source: Survey data, 2021

Normality of data was tested based on the skewness and kurtosis for every item of the study variables. The values of skewness and kurtosis of measurement items fall from -2 to +2 which is considered acceptable to ensure that the data are normally distributed (George & Mallery, 2010). Subsequently, confirmatory factor analysis was performed to validate the instruments.

Table 3: KMO and Bartlett's Test of Sphericity

Kaiser- Meyer- Olkin measure of sampling adequacy		.814
Approx. Chi-Square		26447.7
Bartlett's Test of Sphericity	df	4227
	Sig.	.000

Source: Survey Data, 2021

As shown in the Table 3, the KMO value that verifies the sampling adequacy is 0.814 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 & 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.

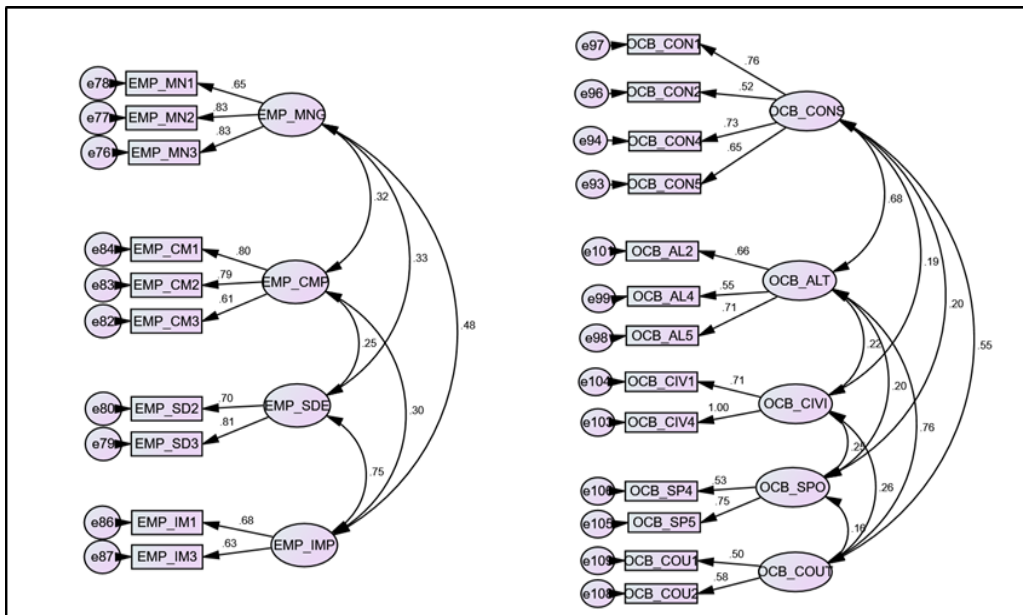


Figure 2: Refined first order measurement models of PE and OCB

Through CFA, the model fit was examined in terms of regression weights and fitness indexes. Initially, in the measurement model of PE, under self-determination, the low factor loading item EMP\_SD1 was removed followed by and EMP\_IM2 under impact was removed from the model. Under the OCB dimension namely conscience, the low factor loading item OCB\_CON3 was removed followed by OCB\_AL1 and OCB\_AL3 (under altruism). Under civic virtue, OCB\_CIV2 and OCB\_CIV3 were removed whereas under sportsmanship, OCB\_SP1, OCB\_SP2 and OCB\_SP3 were removed. Under the dimension courtesy, OCB\_COU3,

OCB\_COU4 were removed. The refined measurement models are shown in Figure 1. As per the standardized regression weights shown in the Figure 1, the discriminant validity achieved as the covariance between the cognitions of PE and the dimensions of OCB are below 0.85.

Table 4: Standardized regression weights

			Standardized Estimate	S.E.	C.R.	P
EMP_MN3	<---	EMP_MNG	.817			
EMP_MN2	<---	EMP_MNG	.843	.070	17.076	***
EMP_MN1	<---	EMP_MNG	.641	.051	15.234	***
EMP_SD3	<---	EMP_SDE	4.012			
EMP_SD2	<---	EMP_SDE	.142	.491	.083	.004
EMP_CM3	<---	EMP_CMP	.612			
EMP_CM2	<---	EMP_CMP	.811	.099	13.702	***
EMP_CM1	<---	EMP_CMP	.785	.100	13.720	***
EMP_IM3	<---	EMP_IMP	.655			
EMP_IM1	<---	EMP_IMP	.660	.750	1.343	.019
OCB_CON5	<---	OCB_CONS	.652			
OCB_CON4	<---	OCB_CONS	.725	.069	14.012	***
OCB_CON2	<---	OCB_CONS	.521	.094	10.885	***
OCB_CON1	<---	OCB_CONS	.756	.076	14.321	***
OCB_AL5	<---	OCB_ALT	.683			
OCB_AL4	<---	OCB_ALT	.535	.090	10.846	***
OCB_AL2	<---	OCB_ALT	.686	.068	12.989	***
OCB_CIV4	<---	OCB_CIVI	1.146			
OCB_CIV1	<---	OCB_CIVI	.626	.123	4.142	***
OCB_SP5	<---	OCB_SPO	.744			
OCB_SP4	<---	OCB_SPO	.530	.337	2.922	.003
OCB_COU2	<---	OCB_COUT	.577			
OCB_COU1	<---	OCB_COUT	.503	.130	7.397	***

Source: Survey Data, 2021

The results of CFA are portrayed in Table 4. As per the results, the construct validity is achieved as the coefficients are significant 0.05 level. The validity was further ensured as the fitness indexes achieved the required level (CMIN/DF= 4.023, GFI = .890, AGFI = .898, CFI = .910, TLI =.877, NFI = .870).

To identify the influence of PE cognitions on OCB, the first order measurement model of PE and the second order measurement model of OCB were integrated in the SEM as shown in Figure 2. The figure depicts the influence of PE dimensions on OCB. The results of SEM are portrayed in Table 5.

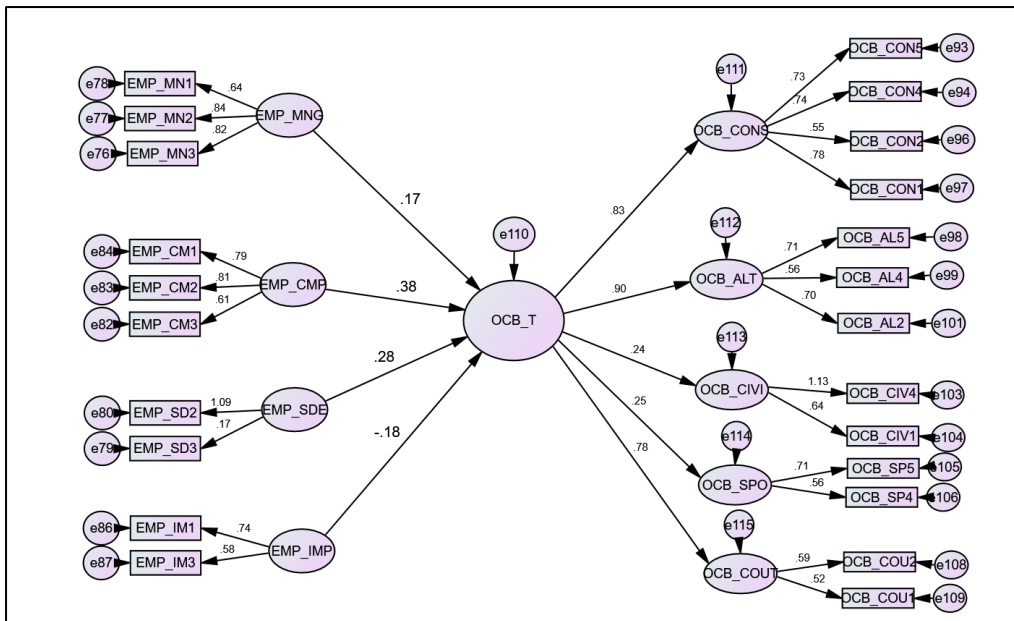


Figure 3: Structural equation model

Table 5: Results of structural equation model

			Standardized Estimate	S.E.	P	Status of hypothesis
OCB	<---	EMP_Meaning	.17	.031	***	Supported
OCB	<---	EMP_Competence	.38	.069	***	Supported
OCB	<---	EMP_Self Determination	.28	.032	.935	Not supported
OCB	<---	EMP_Impact	-.18	.045	.154	Not supported

Source: Survey Data, 2021

As per the results of SEM (standardized regression weights) reported in Table 5, the meaning cognition of PE has a significant impact on OCB ( $\beta=0.17$ ,  $p<0.01$ ). Hence, the Hypothesis 1 “The meaning cognition of PE positively influences OCB” is supported. The competence cognition of PE also has a significant impact on OCB ( $\beta=0.38$ ,  $p<0.01$ ). Based on the results, the Hypothesis 2 “The competence cognition of PE positively influences OCB” is supported.

As can be seen in Table 5, the self-determination cognition of PE doesn't significantly impact OCB ( $\beta=0.28$ ,  $p>0.05$ ). Therefore, the Hypothesis 3 “The self-determination cognition of PE positively influences OCB” is not supported. Likewise, the impact cognition of PE doesn't significantly impact OCB ( $\beta=-0.18$ ,  $p>0.05$ ) and thus the Hypothesis 4 “The impact cognition of PE positively influences OCB” is not supported.

## Discussion

The purpose of the present study was to look at the linkage between the four cognitions of PE on OCB and to recognize which perception/s impact OCB. Based on the results obtained through structural model, hypotheses were tested. The outcomes revealed that the PE cognitions specifically meaning and competence positively influence OCB. However, the effect of the cognitions named self-determination and impact on OCB is not significant.

The positive impact of meaning cognition on OCB is consistent with the previous researches (e.g. Nord and Brief, 1990; Ng and Feldman, 2011). Meaning cognition of PE gives enhancement to a high level of dedication and energy (Spreitzer, 1995). High energy focus implies that workers might encounter less interruptions (for example contemplating responsibility while at home) and may take care of issues at work more effectively and successfully. Empowered workers see more meaning in job and have a solid sense that their own qualities and convictions are steady with work demands. Mitchell et al. (2001) claimed that people are intently attached to the organization if their own qualities fit with the work requirements. According to Gaki et al. (2013), relational connections, work meaningfulness and earned appreciation are the main persuasive variables among nurses. Consequently, perception of meaning can persuade the people to go beyond their work necessities which could bring about citizenship behaviours.

The positive influence of competence cognition of PE on OCB is congruent with the existing empirical evidences (Taylor, 2013; Turnipseed and Turnipseed, 2013). Competence cognition of PE requires the organizations to advance the trust of workers in their ability to play out the activities effectively (Bandura, 1993). As such, their self-adequacy ought to be elevated to cause them to feel skilled enough to perform better. Competence prompts constancy and efforts in challenging circumstances, high target expectation and superior execution (Spreitzer, 1995). At last, the sensation of competence invigorates them for extra role behaviours i.e. OCB. Hence, the positive influence of competence could be justified.

The study revealed that the self-determination cognition and impact cognition of PE do not significantly influence OCB. The insignificant effect of self-determination on OCB is inconsistent with the previous literature (e.g. Vigoda-Gadot & Beeri, 2012). Likewise, the insignificant influence of the impact cognition on OCB also is not congruent with the literature (e.g. Wat & Shaffer, 2003).

Several studies that investigated the effect of PE (as a whole) on OCB confirmed that PE positively influences OCB in various sectors/contexts (for example, Gustari & Widodo, 2020; Bogler & Somech, 2004; Abun et al., 2021 Abdulrab et al., 2020; Khusanova, Choi & Kang, 2019; van der Hoven, Mahembe & Hamman-Fisher, 2021). In the current study, out of four dimensions of PE, only two dimensions (meaning and competence) significantly influence OCB and thus it can be concluded that PE partially influences OCB.

### *Contribution and Practical Implications of the Study*

This study adds to the knowledge on PE by empirically examining the influence of the four cognitions of PE on OCB. According to the findings, when workers feel competence and meaning in their occupation will generally go beyond the requirements mentioned in their job descriptions i.e. OCB. To further develop OCB of workers, organizations ought to recognize what makes OCB improved. The outcomes of the current study recommend that organizations need to focus on perception of workers that they are empowered. It could be accomplished by setting clear expectations from workers, permitting them independence in their activities, giving constructive feedback, recognizing their contributions and appreciating workers for their hardworking. Furthermore, encouraging workers towards organizational objectives and being straightforward in the organizational decision making are significant for expanding the workers' feeling of empowerment. It is normal for workers become demotivated of their own judgment regarding their competence and organizational policies and practices. In such circumstances, managers need to effectively build confidence in their competence. In promoting the feeling of empowerment, allowing freedom and autonomy in their work-related activities would be a powerful tool available for supervisors and managers.

### **Conclusion**

The current study concluded that the meaning cognition and the competence cognition of PE have significant positive influence on OCB. Notwithstanding a few advantages of empowerment, actual empowerment will not be observed if individuals do not perceive that they are empowered. Despite the fact that an individual has been given power to act independently, assuming the person doesn't see the ability of acting independently, then, at that point, empowerment will not bring further advantages for either the organization or the individual. Hence, it is the obligation of the management to cause the workers to see that they are given opportunity and independence to act and that they have the capacity to perform well in the job.

### **Limitations and Directions for future research**

The present study has some limitations. Particularly, this study depends on cross sectional technique and single source information. In addition, this study was limited to private insurance companies in the Northern Province of Sri Lanka. The other regions and other private organizations were not covered in this study.

The results of this study recommend further research to examine the association between PE and OCB in private sector and also in other regions in Sri Lanka. A longitudinal survey would give more insights regarding the association between the variables. The study could be extended to

other sectors and as well. Moreover, the future researchers need to examine the other predictors of OCB such as leadership styles, work environment, motivation, etc.

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