

A Consideration on the Relationship between Empowerment and Organizational Citizenship Behavior: Focusing on Domestic Studies in Business Administration Field

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Abstract—Empowerment is a representative preceding factor that promotes organizational citizenship behavior. It is also a variable that acts as a predictive factor in various ways in organizational behavior studies. In other words, the studies that'd been conducted were summarized systematically by setting two variables that had recently received a lot of attention in domestic business administration field. Also to help to understand the flow of studies, Table 1 was drawn from exchange theory and Table 2 is proposed through hierarchical classification. As a result, it was found that the studies showing that empowerment was influential as an independent variable were based on non-exchange theory and no studies to reveal the intervening variables had been performed. And few studies have been conducted to reveal the preceding factors that are influential at the organizational and individual levels among the studies showing that empowerment is an intervening variable and thus has an indirect impact. Based on this result, this study considered previous studies and proposed implications for future studies and future study directions.

Keywords—Empowerment; Intervening Variable; Organizational Citizenship Behavior; Relationship; Supervisor.

I. INTRODUCTION

WITH the recent rapid changes and uncertain management environment, businesses have emphasized innovation in various ways and tried to change in order to re-establish job function and role and improve efficiency. In the midst of this, they are encouraging organizational members to commit themselves voluntarily and seeking an opportunity to integrate all capabilities. Organizational Citizenship Behavior is a concept that has recently been emphasized under such a flow. Organizational Citizenship Behavior is not clearly recognized by an official compensation system, but an individual's voluntary act to enhance the effectiveness or efficiency of the overall organizational function. Recently, studies have been conducted to measure organizational effectiveness through organizational citizenship behavior. Accordingly, such studies to understand the organizational citizenship behavior

of organizational members and reveal the preceding factors are considered very significant. It was reported that psychological empowerment reinforces the trust in supervisor who helps to increase power and enables organizational members to behave voluntarily and faithfully and supportive and favorable attitude toward members brings about satisfaction and stimulates to pay back in return through organizational citizenship behavior. The job environment that supports psychological empowerment improves the internalization of internal and external motives among organizational members and leads to job attitude or behavior like organizational citizenship behavior and psychological empowerment is a major preceding factor that can be used to draw organizational citizenship behavior. In other words, empowered organizational members do involve more in organizational citizenship behavior. When it comes to organizational citizenship behavior studies, empowerment is

a variable that can play various functions. As it has a positive impact on organizational citizenship behavior directly as independent variable, various moderator and intervening variables between the two variables have been studied. Also, empowerment is an intervening variable and plays a mediating role to mediate the influences of other preceding variables. The objectives of this study is first, to look at major moderator variables and intervening variables while systematically summarizing the studies showing that empowerment has a direct impact as independent variable and second, understand which preceding factors appear as independent variable when empowerment acts as an intervening variable between organizational citizenship behavior and other variables. To achieve this, this study makes a systematic summarization of the existing studies that studied empowerment and organizational citizenship behavior in business administration field and classifies the flow of study based on logical standards. Through such summarization and classification, this study draws a framework to help understand the relationship between empowerment and organizational citizenship behavior. This study considers previous studies and provides implications and directions for future studies on the relationship between empowerment and organizational citizenship behavior.

II. THEORETICAL BACKGROUND

2.1. Empowerment

Empowerment has been defined in various ways by many scholars. Conger & Kanungo defined empowerment as a process to give power to vitalize organizational members or a process to apportion authority within an organization or distribute legal or institutional power to organizational members from the relational and motivational aspects. This suggests that there is an intention to achieve balanced power distribution within the organization through appropriate power movement among organizational members. Also from the motivational aspects, empowerment was seen as a process to give self-efficacy, which indicates belief or judgment that an individual can do in the job performance process. In other words, from these motivational aspects, the internal psychology of members as well as the authority that they are handed over is seen as important factor. Thomas & Velthouse defined empowerment multidimensionally. They proposed four cognitive configurations that reflect an individual's orientation toward job role through improved individual intrinsic motivations and increase the conceptual understanding of empowerment. The four cognitive configurations are meaning, competence, self-determination, and impact. First, meaning is a perception that one's role and job performance is meaningful and contributes to organizational performance because it plays an important role in performing job with passion. Second, competence is a belief in skills or abilities required for performing job among members. Third, self-determination is a discretionary power that one can select in doing jobs or controlling in relation to job performance. Finally, impact is a degree that an

individual can influence on strategic, managerial, and operational results from job performance and thus can be seen to reflect the degree of recognition, in other words how much one can be influential within an organization, and if one of these four factors lacks, the effectiveness of psychological empowerment becomes low.

2.2. Organizational Citizenship Behavior

Organ defined organizational citizenship behavior as a behavior that is made at an individual's own discretion, improves the organizational performance although it is not compensated by the organizational compensation system, and is helpful for effective functioning. Also, in a narrower sense, organizational citizenship behavior is a concept that encompasses the overall acts such as being punctual, helping colleagues, performing more beyond given roles voluntarily, proposing creative ideas for the development of departments, not wasting time, and refraining from complaints, hostility, and quarrels. The constituents of organizational citizenship behavior are altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. To look at the constituents specifically, first, altruism is a voluntary act that is direct and intentional in helping colleagues by sparing one's working hours to solve jobs or problems related to the organization. Second, courtesy is an act to prevent problems from occurring by sharing important information in advance through communication among colleagues. Third, sportsmanship is an act that an individual does not complain about minor inconveniences or dissatisfaction occurring in an organization but instead becomes silent. Sportsmanship can be seen as creating an atmosphere to cooperate by emphasizing the positive aspects of an organization rather than direct cooperative act mutually between organizational members. Fourth, civic virtue is a thing that organizational members actively participate in meeting and make efforts for organizational changes or to improve image. Finally, conscientiousness is an act that helps to an organization indirectly by doing voluntary behavior that is beneficial to an organization rather than to a particular individual or group.

III. RELATIONSHIP BETWEEN EMPOWERMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

3.1. Role of Empowerment as Independent Variable

Psychological empowerment reinforces the trust in supervisor who helps to increase power and makes organizational members to do voluntary and faithful behavior and the supportive and favorable attitude toward members brings about satisfaction and stimulates to pay back in return through organizational citizenship behavior. The job environment that supports psychological empowerment improves the internalization of internal and external motives among organizational members and leads to job attitude or behavior like organizational citizenship behavior and psychological empowerment is a major preceding factor that can be used to draw organizational citizenship behaviour. To

look at the domestic studies that'd been conducted by setting empowerment as independent variable, Lim Changhee & Kim Youngchan [6] is the first study that'd been conducted in business administration field. Procedural justice as well as empowerment has an influence in improving organizational citizenship behavior positively, the higher the trust in supervisor, the higher the organizational citizenship behavior becomes, and the trust in supervisor plays a mediating role in that procedural justice and empowerment have an influence on organizational citizenship behavior. Thereafter, Park Dongsoo & Kim Suhee [4] extended and tested if empowerment at the team level has a significant positive relationship with organizational citizenship behavior and organizational commitment. They also proved that multidimensional trust in team leader did not have a moderating effect. This study provided significant suggestions for practical team operation and management by proving that empowerment at the team level and trust in supervisor have theoretically an explanatory power for improving organizational citizenship behavior and organizational commitment. It also suggested the necessity of retesting the role as moderator variable by revealing that there is no role as moderating effect at the dimension of trust in team leader recognized among members in adjusting the influential relationship that multidimensional empowerment increases team effectiveness. As a result of testing, the trust in supervisor that was used as intervening variable and moderator variable in two studies played a role as intervening variable between empowerment and organizational citizenship behavior. Also, considering Park Dongsoo & Kim Suhee [4] that was conducted at the team level, there is a need to verify the adjusting effect of trust in supervisor at the individual level. In relation to this flow, as intervening and moderator variables different from trust in supervisor, the perceived organizational support used as intervening variable in Kwon Insu & Choi Younggeun [2] was defined by Eisenberger et al. Perceived organizational support is defined as belief that the entire employees hold toward the attitude to take interest in employee welfare when an organization values an individual's contribution. From the social exchange theory perspective, perceived organizational support is a major preceding factor for organizational citizenship behavior. This is why Kwon Insu & Choi Younggeun [2] set perceived organizational support as intervening variable and it partially mediated the positive effect of the quality of psychological empowerment and leader-member exchange on organizational citizenship behavior. Also, to look at Han Nayoung & Kim Youngjo, they verified the adjusting effect of an individual's achievement need between the positive impact relationship between empowerment and organizational citizenship behavior. As a result of

verification, the stronger the achievement need, the more active the organizational citizenship behavior and as a result of analyzing the adjusting effect of achievement need, the interaction between task significance and achievement need item only had a significant explanatory power of organizational citizenship behavior (altruistic behaviour and conscientious behavior). The hypothesis was set that the stronger the achievement need among the members, the more positive effect the psychological empowerment toward organizational citizenship behavior had. However, unlike this hypothesis, there was no significant relationship between task significance and organizational citizenship behavior in organizational members whose achievement need was strong, whereas the higher the task significance was, the more active the organizational citizenship behavior in organizational members whose achievement need was weak. To summarize the existing studies, the variables that mediated the relationship between empowerment and organizational citizenship behavior were trust in supervisor and perceived organizational support, which were studied as playing a intervening variable. Moderator variables were trust in supervisor and individual's achievement need, which played a role as moderator variable. This study proposed a framework categorized for much easier understanding of the existing studies and drew Table 1. The horizontal axis divides intervening variable and moderator variable located between empowerment and organizational citizenship behavior. The vertical axis is divided by exchange theory. Exchange theory emerged as an official theory when George Homans published a book titled, "Social Behavior: Its Elementary Forms", in 1961. Exchange theory can be seen as a combination of behavioralism, rational choice theory (neoclassical economics), and collective social psychology. Exchange theory sees social behavior as repeated act between at least two persons who receive and give exchange resources (money, goods, praise, respect, etc) [Choi Seongjae, 9]. Table 1 represents a classification based on the exchange theory by variable characteristic used in the existing studies. The influential factors that are intervening variable and also controlled by exchange theory are trust in supervisor and perceived organizational support. Second, the factor that is moderator variable and controlled by exchange theory is trust in supervisor. Third, the factor that is intervening variable and controlled by non-exchange theory has not been studied. Finally, the factor that is moderator variable and controlled by non-exchange theory is individual's achievement need. By using this analytical framework, this study summarized the existing studies. Also, the suggestions and limitations of the analytical framework in this study are described in Conclusion part.

Table 1: Summary of Existing Studies on Empowerment as Independent Variable

Theoretical Classification	Role of Variable		
	Intervening Variable		Moderator Variable
	Exchange Theory	Trust in supervisor, perceived organizational support	Trust in supervisor
	Non-Exchange Theory		Achievement need

3.2. Role of Empowerment as Intervening Variable

Recent studies have focused on the relationship between organizational citizenship behavior and supervisor's leadership and the effect of empowerment in the relationship between organizational citizenship behavior and leadership. Domestic studies on the relationship between empowerment and organizational citizenship behavior set empowerment as intervening variable and other preceding variables as independent variables in most cases. The factor that was studied the most was leadership. A few representative definitions of leadership are as follows. According to Webster Dictionary, leadership is defined as playing a role as a channel by giving guidance and providing directions for a certain process and Hersey & Blanchard defined it as "a process that has an impact on individual or group's activity to try the best to achieve a goal in given situations. Also, Bass defined it as "a process to structure situations or group members' recognition and expectations or exchange with members for restructuring." He told that leader is a prime mover in bringing about change and Northouse defined "leadership is a process that an individual has an impact on group members to achieve a common goal." Although leaderships had an impact on empowerment and organizational citizenship behavior in the existing studies, Choi Chungsik et al., [10] demonstrated that transformational leadership and transactional leadership had a positive impact on organizational citizenship behavior and empowerment had a partially mediating role of this relationship. After that, Choi Myeongcheol & Seo Mungyo [8] expanded Choi Chungsik et al., [10] and applied the same research model to the sample group of Korea vs. China to make a comparative analysis of the influencing effects. As a result of this analysis, transactional leadership in the sample group of China had a much stronger psychological empowerment than in that of Korea and unlike the results from the sample group of Korea, psychological empowerment had a positive impact on organizational citizenship behavior at all lower dimensions. Finally, empowerment had a mediating effect in all factors. After then, to introduce the leaderships that have a positive impact on empowerment and organizational citizenship behavior briefly, there are servant leadership that an individual focuses on serving for others, prioritizes employees, customers, and communities, and contributes to satisfying their needs [Han Jinhwan, 13] and empowering leadership that is defined as an act as a leader who shares his/her authority with subordinates and improves subordinates' internal motivation levels [Lee Hoseon et al., 5] and this suggests that various leaderships in domestic business administration field have a positive impact on empowerment and organizational citizenship behavior and empowerment has a mediating effect. In addition to leadership, there were multiple studies that focused on influence by supervisors and the factors that had a positive impact included interaction fairness and quality of leader-member exchange: LMX [Han Jinhwan & Kim Itae, 14], trust in supervisor [Park Gyeong & Kim Hakjun, 3], etc. It was

found that the factors that had a positive impact on empowerment and organizational citizenship behavior at the organizational level were organizational decentralization [Jeong Seongyeop et al., 7] and job characteristics that organization offered to individual [Kim Chanjung & Kim Yongsun, 1]. Finally, when it comes to the factors that have an influence on organizational members at the individual level, job insecurity that an individual feels had a negative impact on empowerment and organizational citizenship behavior [Han Jinhwan, 12]. Also, self-leadership and perceived organizational support, which are a process to exert an influence by oneself (self-influence) based on self-direction and self-motivation required for job performance had a positive impact on organizational citizenship behavior and empowerment mediated the relationship. Relatively more domestic studies on empowerment and organizational citizenship behavior in business administration field set empowerment as intervening variable. This study summarized the flow of the preceding factors of empowerment as intervening variable as shown in Table 2.

Table 2: Summary of Existing Studies on Empowerment as Intervening Variable

Hierarchical Classification	Factor (Variable)	Impact
Organizational	Job characteristic(task significance, functional significance), organizational decentralization	Positive
Managerial	Transformational leadership, transactional leadership, servant leadership, empowering leadership, interactional justice, leader-member exchange	Positive
Individual	Job insecurity	Negative
	Perceived organizational support, self leadership	Positive

IV. CONCLUSION AND FUTURE WORK

Given domestic study findings, empowered organizational members had a positive influencing relationship to promote organizational citizenship behavior. Based on the findings from this study, this study can consider the following preceding studies and provide implications and future directions. First, summary of studies, considerations, and suggestions are provided. First, according to the existing studies, empowerment mediated trust in supervisor and perceived organizational support based on exchange theory when it served as independent variable as shown in Table 1. When it comes to empowerment, trust in supervisor who helps to increase power will become stronger by reciprocity norm and resultingly the subordinate who hands over the power will exert a much stronger voluntary and faithful behavior toward organization, which suggests that there is enough influence of empowerment on organizational citizenship behavior. People tend to return to those who benefit them. Organization's supportive and favorable

treatment toward members brings about satisfaction among members and stimulates them to pay back through organizational citizenship behavior. On the other hand, less influential organizational members represent depression, frustration, and further hostility against organization in enjoying a life within an organization, which is consistent with and supports Martinko & Gardner. It was also shown that if an empowered individual has a higher achievement need, he/she sets a goal by him/herself based on non-exchange theory, is highly motivated by him/herself, and shows a high organizational citizenship behavior. Second, this study classified the types of other preceding factors and analyzed the flow of the existing studies when empowerment as intervening variable mediated the influence that had on organizational citizenship behavior. As a result of analysis, the number of the factors that had a positive impact on empowerment and organizational citizenship behavior was the highest at the managerial level. This suggests that empowered member, in other words, an individual who is authorized can cause organizational citizenship behavior depending on supervisor's leadership tendency, quality of exchange relationship, and interaction fairness. To look at the classification at the organizational level, job characteristic offered by organization and organizational decentralization had a positive impact on empowerment and organizational citizenship behavior. Also, to look at the classification at the individual level, job insecurity felt by an individual had a negative impact on empowerment and organizational citizenship behavior and perceived organizational support had a positive impact on them. Unlike the existing studies that focused on the relationship between empowerment and organizational citizenship behavior, Choi Chungsik et al., [11] uniquely verified the mediating effect of empowerment between the positive effects of transformational leadership and transactional leadership on organizational citizenship behavior. In other words, they focused on the importance of the mediating effect of psychological empowerment in exerting leadership to reinforce organizational citizenship behavior. They argued that psychological empowerment provides subordinates with psychological authority to enable them to immerse themselves intentionally, make them believe that they have a high capability, and elicit their voluntary external behavior as well as their role. Finally, this study provides future directions. No studies on empowerment as independent variable in the relationship with organizational citizenship behavior had revealed the intervening variables based on non-exchange theory. Further studies need to seek new moderator and intervening variables such as personality, mood, values, impression management, etc based on non-exchange theory such as individual's disposition, mood, values and norms, means, etc. Finally, putting the role of empowerment as intervening variable together, there were many factors that were influential at the managerial level, whereas the influential factors at the organizational and individual levels have not been studied relatively more than at the managerial level. So there is a need to conduct a study to reveal such a mechanism.

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