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COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM

**DOES PSYCHOLOGICAL EMPOWERMENT AND PERCEIVED
ORGANIZATIONAL SUPPORT INFLUENCE ORGANIZATIONAL
CITIZENSHIP BEHAVIOR IN THE CASE OF DASHEN BANK**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa University
in Partial Fulfillment of the Requirements for the Degree of Master of Business
Administration**

By

Heran Mulushoa

GSD/1602/14

JANUARY, 2025

ADDIS ABABA, ETHIOPIA



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Heran Mulushoa

Under the guidance of

DR HABTAMU ENDRIS (PhD)

GSD/1602/14

JANUARY, 2025

ADDIS ABABA, ETHIOPIA

DECLARATION

I, HERAN MULUSHOA WELDEMICHALE, have carried out a research paper on “DOES PSYCHOLOGICAL EMPOWERMENT AND PERCEIVED ORGANIZATIONAL SUPPORT INFLUENCE ORGANIZATIONAL CITIZENSHIP BEHAVIOR: IN THE CASE OF DASHEN BANK” independently in partial fulfilment of the requirement of the Masters of Business Administration with the guidance and support of the research advisor, DR HABTAMU ENDRIS (PhD).

Additionally, I stated that this thesis is entirely my own work and that all references to materials utilized in it have been properly cited. I further confirm that the thesis has not been submitted either in part or in full to any other higher learnings institution for the purpose of earning any degree.

Heran Mulushoa



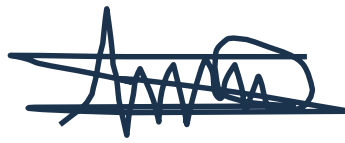
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Advisor's Approval

As an advisor, I have given my approval for this thesis to be submitted for review.

DR HABTAMU ENDRIS (PhD)



Advisor's Name

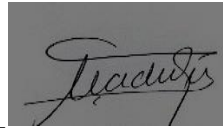
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Masters of Business Administration

This certifies that, in terms of originality and quality, the thesis, "DOES PSYCHOLOGICAL EMPOWERMENT AND PERCEIVED ORGANIZATIONAL SUPPORT INFLUENCE ORGANIZATIONAL CITIZENSHIP BEHAVIOR: IN THE CASE OF DASHEN BANK," which was submitted to partially fulfill the requirements for the Master of Business Administration degree, complies with college regulations.

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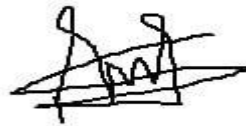
Tewodros Wuhib (Asst Prof)



Internal Examiner

Signature and Date

Dr Baymot Tadesse (PHD)



External Examiner

Signature and Date

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LIST OF ACRONYMS

SPSS - Statically Package for Social Science

OCB - Organizational Citizenship Behavior

POS - Perceived Organizational Support

AET- Affective Events Theory

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Abstract

The main purpose of the study was to identify the influence that psychological empowerment and perceived organizational support have on organizational citizenship behavior in Dashen Bank. The research uses descriptive and explanatory research designs. Questionnaire were used to gather all necessary data from primary sources through survey. The target population of this research consisted of permanent managers and non-managerial employees working in Dashen Bank in Addis Ababa district in some selected branches. The sample size of the respondents was determined by applying the multi-stage stratified proportional sampling technique. The sampling units of each department were determined based on their number in relation to the entire population of that work unit. A total of 90 sampling units were selected and the questionnaires were distributed. As a result, all the questionnaires were correctly completed, returned and used for analysis. In addition, SPSS version 26 software was used to enter, code and analyze the data collected through the questionnaire. Descriptive analyses such as mean and standard deviation with inferential statistics of correlation and regression analysis were used to analyze, interpret and present the collected data. Therefore, descriptive statistics show that respondents strongly agree on perceived organizational support, psychological empowerment and organizational citizenship, the result of Pearson correlation confirmed the existence of a statistically significant and positive correlation between psychological empowerment and perceived organizational support on organizational citizenship behavior. Finally, the result of the multiple regression revealed that psychological empowerment and perceived organizational support have a statistically significant predictive power on the organizational citizenship behavior of the companies studied, the organization should try to support employees and should empower employees psychologically to improve organizational citizenship behavior.

Key Words: psychological empowerment, perceived organizational support and organizational citizenshipbehavior

CHAPTER ONE

1. INTRODUCTION

In this chapter, the researcher wanted to give the readers an overview of the main elements of the study. First, the context of the study provides a contextual overview highlighting the importance and historical development of the research question. The problem statement briefly describes the problem or knowledge gap that the research aims to fill. Next, a list of research questions was provided, which serve as guiding questions to explore the study. In accordance with this, the aims and objectives of the research project were clearly defined in the study objectives, in addition to the significance of the study, emphasizing its applicability and potential impact in the academic or societal field. The purpose of the study was also defined, describing the settings and constraints within which the research was conducted. The limitations of the study section were discussed, as well as potential gaps or limitations that affected how the results were interpreted or generalized. Finally, the organization of the study provided a framework for readers to understand how the research report was presented and structured.

1.1. Background of the Study

The influence of psychological empowerment and organizational support on organizational citizenship behavior (OCB) is an important area of study in organizational behavior and management. Psychological empowerment refers to an individual's perception of their ability to influence their work environment, including four main components: meaning, competence, self-determination, and influence. Research has shown that when employees feel empowered, they are more likely to engage in OCB because they feel a sense of belonging and responsibility to their work and the organization (Spreitzer, 1995). On the other hand, organizational support refers to the degree to which an organization values its employees and their contributions. High levels of organizational support lead to increased employee loyalty and commitment, which in turn can improve CCOs. Employees are more likely to rise above the demands of their job when they feel supported and valued by their organization (Meyer & Allen, 1991). In summary, psychological empowerment and organizational support play a crucial role in promoting OCB. When employees feel empowered and supported, they are more likely to engage in behaviors that benefit the organization beyond their official duties.

Empowerment is a term that encourages and allows employees to take personal responsibility to improve the performance of the assigned task and contribute to the overall achievement of the goals

of the organization (Degago, (2014). When the individual feels confident that he or she can complete the task using the individual's skills and abilities, this is an application of psychological empowerment is the internal motivation of the employee towards the orientation of the work role, which includes the meaning of the work, their ability to work, their personal motivation, the independence to influence the outcome of the work In addition to psychological empowerment, an additional role of the employee is also necessary to advance the company (Sabri, (2014) An additional role called organizational citizenship behavior (OCB) is a positive attitude, helping colleagues and helping the organization to achieve its goals (Velickovska, (2017). Organizational citizenship behavior is not in the job description, but it is very useful for improving performance.

Professional service, prompt and friendly attitude accompanied by good material possession are the bank's objectives in customer service, among others, achieved with the availability of reliable human resources and skills and great integrity. Employees must take responsibility for their roles to ensure that they can provide superior products and services. Therefore, an organization must empower employees who can respond to market needs (Degago, (2014). In recent years, researchers and practitioners have shown increasing interest in understanding the factors that influence organizational citizenship behavior (OCB). Psychological empowerment and perceived organizational support have emerged as crucial determinants in shaping employee attitudes and behaviors in the workplace. Psychological empowerment, defined as the individual's belief in the extent to which he can influence his work role, skills, meaning and influence at work (Spreitzer, (1995)) and support of the perceived organization, refer to the extent to which employees believe that the organization. Values their contributions and cares about their well-being (Eisenberger et al., (1986), both of which have been recognized as important predictors of employee commitment and performance. employees.

However, the specific relationship between psychological empowerment, perceived organizational support, and OCB remains an area of ongoing research and debate. While some studies have suggested a direct relationship between these variables and OCB, others have suggested that the relationship may be more nuanced, with psychological empowerment and perceived organizational support serving as moderators or mediators in the influence of OCB. Therefore, this study seeks to contribute to the existing literature by examining the extent to which psychological empowerment and perceived organizational support influence OCB, independently or jointly. By examining these relationships, we will provide valuable insights into the mechanisms by which organizational factors influence employee behaviors and ultimately contribute to organizational success.

1.2. Statement of the problem

Organizational behavior is desirable for any organization because it is associated with important organizational variables such as job satisfaction, organizational productivity and system maintenance. Employee satisfaction and behavior are daily problems for many companies and institutions in our country. Job satisfaction is not an easy matter since employees are always trying to satisfy their unlimited needs. The reason is that it is widely used in the progress of economic, commercial and social activities. Employees are the main actors in these activities Koehler Pankowski, (1996).

In the service sector, service climate plays a moderating role as individuals in the organization feel a high intensity of obligation to perform their tasks. Employees are in direct contact with their customers and must demonstrate supportive and helpful behavior to achieve organizational effectiveness during service delivery (Ashkanasy, 2002).

Dashen Bank aspires to be the best bank in its category in Africa. Transforming the bank towards its desired future requires transforming people and people management practices. Recognizing this fact, the bank's strategic plan prioritizes the human aspect and is considered one of its six strategic pillars. The strategic plan also states that the HR function must serve as a strategic partner in building an inspired and highly engaged workforce for the bank. However, Dashen Bank has faced a large number of staff movements in the past two years. With increasing competition, skilled and efficient employees are in high demand. This demand is indeed good for employees, but it is dangerous for the organization, as it will face increased employee turnover, as what Banka Dashen has faced in recent years. (Dashen Bank Annual Report 2023/2024)

Staff turnover has been considered a major problem (Kim et al., 2010) because it carries enormous costs in examining the costs associated with it, (Robbins (1995) noted that the cost of employee turnover ranges from 1.2 to 2 times that of the employee's annual salary. An increased level of turnover reduces the profitability of the organization (Davidson, Timo and Wang, 2010) a considered it as an inherent phenomenon. This phenomenon affects the effectiveness and competitiveness of the organization (Argote, 1990). Employee turnover not only results in high costs due to the loss of a productive workforce, but also decreases employee morale, ultimately reducing organizational effectiveness. This is why employee turnover has always been a topic of great importance in human resource management studies (Dickerson & Alonso O'Neill, 2009) & (Lam, Lo & Chan, 2002).

To overcome employee turnover goals, Podsakoff et al. (2000) stated that organizations should provide training and motivate employees to work beyond their duties. Motivating employees to go

beyond their duties and tasks should be a personal initiative and this is called Civic Conduct Authority (1988). A higher level of OCB exhibited by employees can help organizations achieve the goal of efficiency, because they are not only willing to work on their tasks, but also to make extra efforts, helping others, beyond their duties and tasks (Organ, 1990). French Many researchers have demonstrated the phenomenon that high OCB of employees reduces their intention to leave their job (e.g., Podsakoff et al., (2009); Pare and Tremblay, (2007); Coyne and Ong, (2007). While previous studies have explored in depth the individual influences of psychological empowerment and perceived organizational support (POS) on organizational citizenship behavior (OCB), limited research has examined the combined effect of psychological empowerment and POS on OCB.

Gaining knowledge about how these two elements work together to affect OCB may help one better understand the processes underlying discretionary workplace behavior.

The individual effects of psychological empowerment and perceived organizational support (POS) on organizational citizenship behavior (OCB) have been extensively studied, but little is known about how these two dimensions work in concert to promote OCB. While existing studies have established the independent contributions of psychological empowerment and POS to OCB, few have explored how these factors interact and jointly influence employee engagement in discretionary work behaviors. Studying the combined impact of psychological empowerment and POS on OCB may provide a more complete understanding of the underlying mechanisms that drive employee behavior and provide valuable insights for organizations seeking to improve employee engagement and organizational effectiveness. Thus, this research attempts to deepen these concepts and provide its readers with a broad and fundamental view of psychological empowerment and perceived organizational support in OCB, particularly in Dashen Bank.

1.3. Objective of the Study

1.3.1. General objective

The study's main goal is to determine how organizational citizenship behavior in the Dashen Bank instance is influenced by psychological empowerment and perceived organizational support.

1.3.2. Specific Objective

The following are the study's specific goals: -

- i. To investigate how psychological empowerment affect organizational citizenship.
- ii. To investigate how organizational support affect organizational citizenship.

- iii. To analyze how distinct dimensions of psychological empowerment and perceived organizational support individually impact various facets of organizational citizenship behavior.

1.4. Research Questions

The following are the research questions for this study: -

- i. How psychological empowerments affect organizational citizenship?
- ii. How organizational supports affect organizational citizenship?
- iii. How distinct dimensions of psychological empowerment and perceived organizational support individually impact various facets of organizational citizenship behavior?

1.5. Significance of the study

The goal of the study was to determine how organizational citizenship behavior in the banking sector—specifically, Dashen Bank—was impacted by psychological empowerment and perceived organizational support. Additionally, it sought to highlight the ways in which organizational behavior, psychological empowerment, and perceived organizational support impacted and helped the banking sector, as well as the ways in which these factors interacted when carefully examined. Furthermore, the study assisted the banking industry in understanding how corporate citizenship behavior impacted its employees and how to address such issues, whether they had a positive or negative impact on the business. The study was a useful tool for anyone who wanted to learn more about these subjects as well as for other researchers.

1.6. Scope of the study

The purpose of the study was defined in terms of time, geography and concept. Therefore, the researcher focuses on the banking sector, especially Dashen Bank, Addis Ababa South District. The conceptual objective of the study focused on how psychological empowerment and perceived organizational support influenced organizational citizenship behavior among Dashen Bank employees. Despite resource constraints and the large population size, the study was limited to employees located in the area of Dashen Bank, Addis Ababa. Both primary and secondary data were used to conduct the study. Primary data was collected using a structured questionnaire with five Likert scales and secondary data was collected from company reports and books, published articles and unpublished theses. This is a cross-sectional study, the thesis was conducted within the framework of the time work.

1.7. Limitations of the Study

It is challenging to extrapolate the findings to the entire banking industry because the study's geographic scope was restricted to Dashen Bank. Due to time constraints and the study's geographic limitations, the data for this study will only be gathered from Dashen Bank employees. This will result in a small sample size, making it challenging to extrapolate the results to other businesses of a similar nature. Regarding the research title, the researcher found that there were not many current secondary sources available for use as references. Due to time limits and workload, it was also challenging to return and complete the questionnaires correctly and on time.

1.8. Organization of the Study

The final document was organized into five chapters: the first chapter contains the introduction, which discusses the background of the study, the objectives of the study, the research questions, the scope of the study, the limitations and the significance of the study. The second chapter dealt with the review of the relevant literature on this topic. The research design, study area description, data kinds and sources, data collection methods, sampling strategies, sample size determination, and data analysis and interpretation methods are all covered in the third chapter. Chapter four focuses on the presentation, analysis and interpretation of data. The fifth chapter provided the summary, conclusion of the findings and recommendations for future work.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. Introduction

The growth of the study will be built upon this chapter. Thus, providing a theoretical grasp of the subject is the main goal of this chapter. More precisely, reviews of recent relevant literature on the definition, factors, components, and other aspects of the research issue.

2.1. Theoretical Literature

The importance of emotional responses in the workplace is highlighted by the Affective Events Theory (AET), which was first put forth by Weiss and Cropanzano (1996). AET states that different events influence employees' affective experiences, which in turn affects job satisfaction and performance. According to AET, both positive and negative workplace experiences can elicit emotional responses that in turn affect attitudes and behaviors related to work, including OCB and job satisfaction (Ashkanasy & Humphrey, 2011). Additionally, according to this theory, emotional reactions can differ greatly, affecting not just performance in the short term but also long-term job commitment and workplace dynamics (Basch & Fisher, 2000).

Affective Event Theory (AET) shows that employees react emotionally to what happens to them at work and that this reaction affects their performance and job satisfaction. Emotions affect many variables of performance and satisfaction, such as organizational citizenship behavior, organizational commitment, level of effort, intention to leave, and workplace deviance (Ashkanasy, (2002). states that in most organizations there is a separation between owners (principals) and agents (managers), perceived organizational support (POS) is the extent to which employees believe that the organization values their contribution and cares about their well-being and best customers (Miao, (2011).

The AET framework describes how employees' emotional reactions to events at work impact their attitudes and behavior in organizational settings. Studies show that feelings such as annoyance, joy, or rage can cause workers to display or refrain from OCB, which impacts how well an organization functions as a whole (Weiss & Beal, 2005).

Fisher (2000) demonstrated, for example, that when employees see good experiences on a regular basis, they are more inclined to act in ways that benefit the company, such lending a hand to coworkers or supporting organizational objectives. These conclusions are supported by recent

research, which indicates that companies that create a happy work environment increase employee commitment and lower the likelihood of turnover (Cropanzano et al., 2017).

2.1.1. Definitions of OCB

Barnard (1938), who defined civic behavior as a readiness to collaborate, was the first to propose the idea of OCB. According to Barnard, "... employees must be willing to put forth effort in contributing to the cooperative system in order for organizational goals to be achieved." This idea suggests how crucial individual behavior is to the organization's ability to successfully accomplish its objectives. Although this conduct is outside the scope of an individual's employment, it might be advantageous to the company if it is carried out. Barnard's viewpoint additionally clarifies how individual behavior helps the company to remain cooperative while also assisting in the accomplishment of its objectives. Different talents are not a reason not to engage in these extra behaviors, such as taking initiative on your own or willingly taking on more responsibility, according to Barnard. Important actions that go beyond formal role requirements and frequently do not arise in response to formal reward systems for unequal individual performance are what make up the OCB construct. According to Katz, OCB is a notion of personal growth that influences the accomplishment of organizational objectives. Self-development is the term used to describe creative and impromptu actions taken by people outside of their job titles that benefit the company but have no bearing on the incentive structure. According to Katz and Kahn, in order for an organization to exist, people should be encouraged to act creatively and impulsively beyond the official call of duty. "Discretionary behavior that is not directly or explicitly acknowledged by the formal reward system and that collectively prompts the effective function of the organization" is the definition of OCB. Organ's definition places a strong emphasis on free will, or action that is not dictated by one's position or job description. Discretionary behavior, according to Organ, is a person's free option; if it is not carried out, the offender will not face consequences or punishment; yet, if it is carried out, it can aid the organization in achieving its objectives. Organ suggested five OCB dimensions, which are as follows: On the second point, altruism is the voluntary act of assisting colleagues with work-related issues. Conscientiousness is the ability of an individual to adhere to organizational and work-related rules, such as maintaining accurate attendance records and avoiding wasting time at work. Organizational citizenship behavior's third dimension was Civic virtue is characterized by positive participation in organizational work processes, such as attending meetings and having conversations with coworkers about problems the company faces. The additional OCB dimensions were the last aspect of OCB sportsmanship is the attitude and behavior that can accept the situation under any

circumstances and offer assistance when the organization is having difficulties. Courtesy is defined as behavior that avoids conflicts between people by respecting the ideas of colleagues.

Organ argues that as incentives can influence an individual's motivation, companies should consider offering rewards directly or indirectly (e.g., job ratings, promotions, etc.) to encourage people to act in a discretionary manner. According to Eastman (1994), extra-role activity is highly valued and required, and it needs to be accounted for by offering prizes and improving performance reviews. OCB is commonly defined by Van Dyne, Graham, and Dienesch as the inclusion of additional behavior beyond standard sizes in individual job descriptions, which is no different from what other experts define. Van Dyne emphasizes extra-role behavior more than Organ does, and this behavior can be differentiated from in-role behavior. According to Van Dyne, job descriptions are frequently used as a benchmark for evaluating performance, but in certain organizations, extra-role behavior is valued and measured by offering awards.

Van Dyne defines OCB as the interaction between people and organizations using a three-pillar model. Loyalty behavior: putting the organization's interests ahead of one's own and demonstrating personal devotion to its ideals. Obedience behavior, or individual acts to adhere to rules, guidelines, and organizational procedures individual. Participant behavior is the conduct of those who actively engage in organizational matters, such as attending meetings and putting in extra effort for the organization (attending additional training or working overtime).

Williams and Anderson created a different definition of OCB as well, classifying it into two groups, OCB-O and OCB-I. The term "OCB-O" refers to actions that directly benefit the organization, such as putting in more hours at work or putting in more effort to enhance organizational performance. OCB-I, on the other hand, is characterized by actions that help the individual directly while also indirectly and eventually benefiting the organization. Individual behavior pertaining to relationships and collaboration with coworkers is referred to as OCB-I. According to Podsakoff, management must comprehend the idea of OCB and its associated facets as its application tends to optimize organizational performance. The only goal of comprehending the factors that influence OCB is to inspire personal drive to exhibit organizational citizenship behavior. By assessing OCB, Podsakoff deepens our understanding of the aspects of sportsmanship, namely the conduct of people who attempt to keep a happy attitude even when things do not go as planned and do not readily complain about difficult circumstances. In order to measure OCB, Podsakoff created seven dimensions, which include: Helping behaviors, individual, unplanned acts to support coworkers and avoid problems at work, Respecting and adhering to organizational rules and procedures, especially in the absence of oversight or disciplinary action, is known as organizational compliance. A person's sense of

belonging to the organization is mirrored in civic virtue, which is demonstrated by their active involvement in meetings and events. Individual initiative, voluntary innovation in conduct to attain superior outcomes, Sportsmanship is a disposition that makes it difficult to complain about circumstances at work, even when they are uncomfortable. Individual devotion to the company in adversity and expressing positive sentiments about it to external parties are both considered forms of organizational loyalty. Personal growth and a readiness to advance one's knowledge and abilities in order to enhance organizational operations.

The idea of employees willingly going above and beyond the call of duty is the foundation of the concept of Organizational Citizenship Behavior (OCB), which has been extensively studied in organizational studies (Organ, 1988). Because it entails voluntary acts like supporting the company, lending a hand to colleagues, and demonstrating tolerance in trying circumstances, this behavior is essential to organizational success (Podsakoff et al., 2009). The idea of OCB has been further broken down into several aspects, each of which emphasizes a distinct aspect of employee contribution. For example, among the fundamental elements of OCB are civic virtue, sportsmanship, and benevolence; each contributes in a different way to improving organizational cohesiveness and productivity (Smith et al., 1983).

The significance of OCB for organizational flexibility was highlighted by Katz and Kahn (1978), who proposed that these behaviors promote stability by encouraging a collaborative work environment. Additionally, empirical studies have shown a favorable correlation between OCB and organizational commitment and job satisfaction (LePine et al., 2002). For instance, because it promotes a proactive and cooperative work culture, OCB directly affects team productivity and organizational efficiency, according to a research by Podsakoff et al. (2000). Furthermore, current research suggests that OCB can improve team cohesion and reduce workplace conflicts, particularly in varied work environments (Ng et al., 2016; Williams & Polito, 2022).

Indicators for the OCB dimension are named using various words, although construct classification shares similarities in meaning and intent.

2.1.2. Organizational Citizenship Behavior Aspects

According to Mehtap et al. (2015), organizational citizenship behaviors include positive actions that staff members typically take to enhance the performance and efficacy of the company, such as promoting the goals and missions, prioritizing the organization's interests over their own, and fostering innovation. In this view, organizational citizenship behavior encompasses occupational practices that are necessary for long-term success and extends beyond traditional performance-boosting conduct. It can be defined as behavior that, at the discretion of the employee, encompasses

both constructive and extra-role activity that maintains workplace peace and guards against negativity. (Organ, 1988) categorizes such behaviors into five groups: civic virtue, sportsmanship, conscientiousness, civility, and altruism. Smith et al. (1983) defined altruism as voluntary acts in which a worker assists a person with a particular problem in completing a task in a unique circumstance. Altruism is the act of assisting other members of the organization with their tasks.

Civic Virtue: The creation and support of organizational policy as well as the participation of organization members in day-to-day operations are all included in the civic virtue dimension. Organ (1966). It entails both macro-level interest in the organization and complete organizational commitment. Podsakoff (2000). Having a voice at one's own discretion, offering solutions to issues, taking part in decision-making, and offering helpful suggestions to enhance unit functioning are all examples of civic virtue when viewed as a means of supporting organizational development. Bommer and associates (1999). It entails clearly stating one's thoughts and supporting colleagues in doing the same (Organ, 1988). It involves being up to date with organizational advancements, closely monitoring organizational changes, and actively participating in others' adoption of changes. Ozen (2000).

Conscientiousness is used to show that a certain person is well-organized, responsible, and diligent. According to Organ (1988), it is a commitment to one's work that goes beyond official obligations, such as putting in long hours and offering to do tasks other than assigned. Sportsmanship, according to Organ (1988), is the practice of kindly enduring the annoyances that are an inevitable aspect of almost any organizational environment. Courtesy encompasses actions that emphasize problem prevention and taking the required actions to mitigate the problem's future impacts. To put it another way, courtesy is when a member supports other employees who are feeling down and disappointed about their career advancement.

Berry et al. (1991) noted that every OCB dimension provides a unique explanation for this relationship. Because one employee might use their free time to help another on a more pressing assignment, altruism or aiding coworkers increases productivity in the workplace. Offering recommendations for cost reductions or other resource-saving measures is an example of civic virtue that can have a direct impact on efficiency. The reliability of the service is increased to a lesser degree by conscientious workers who adhere to corporate standards and maintain regular, predictable work schedules. These workers also refrain from engaging in bad behaviors or pursuing personal gain. Rework expenses decrease as reliability rises, increasing the unit's efficiency.

According to the empirical study by Kota et al. (2009), the dimensionality of organizational citizenship behavior in the Malaysian context selected employees of large Malaysian manufacturing

companies as respondents because there is a bidirectional relationship between their supervisors and subordinates. In this research, it was found that only four dimensions of OCB, namely civic virtue, conscientiousness, altruism and education, are able to explain sufficient variance in the measured construct. However, sportsmanship has not been proven to be a valid dimension in the Malaysian context. The result is not surprising because OCB can be seen as a general tendency towards cooperation in an organizational environment LePine (2002) and Koster (2007). Furthermore, previous researchers have shown that “helping behavior” is detrimental to organizational performance (Castro, 2004), therefore, it is not surprising to find that helping is not an important dimension in “OCB”, especially in Malaysia.

According to the findings of a study conducted by Patiraj et al. (2017) to investigate the relationship between organizational citizenship behavior and organizational effectiveness at Jaiprakash Associate Ltd. (Cement Division), Noida, the constructs of civic virtue, sportsmanship, and altruism had the strongest and most significant correlation with organizational effectiveness. It is also discovered that organizational citizenship conduct has a major effect on organizational effectiveness.

2.1.3. Types of employees with OCB levels

According to the study by I. Maria et al. (2013), employees have two roles in an organization: the "In Role" and the "Extra Role." Studies have shown that both roles have an impact on employee performance and, consequently, organizational success. Employees who are happy in their roles are appreciative of their employers and, as a result, exhibit strong organizational citizenship behavior. Role performance is the outcome associated with the work output, while extra-role performance is typically linked to the aspects of individual behavior.

Categorizing citizenship behaviors: The first is self-ingrained citizenship behavior: an employee engages in this type of behavior when he/she has a good understanding of the organization, but this behavior is not encouraged by the organization until the individual goes the extra mile to educate and influence others, and when the organization can clearly see the benefit of this behavior, it encourages the cause and motivates the individual and the organization (I. Maria et.al., (2013). External citizenship behavior: in this type. Behavior, management motivates individuals to instill additional responsibilities through which they create enough awareness and need to become citizens of the organization and not just employees, but this requires additional efforts for the support of the organization. Management to motivate and connect more with the objectives of the company (I. Maria et.al. (2013)

2.1.4. Factors that indicate the OCB level of employees

In their study, Nadeem et al. (2012) noted the important relationship between organizational citizenship behavior and employee engagement, job satisfaction and commitment, and the atmosphere for human resource development. It was suggested that well-established indicators of corporate citizenship behavior can cause employees to act in ways that are necessary for promotions in order to improve their performance and to have bad voluntary intentions. Furthermore, it is important to stress that, in contrast to concepts like "organizational commitment," organizational citizenship behavior refers to a particular class of employee behaviors. Employee responses to scale item statements like "I found my values and organizational values are the same" are commonly used to measure attitude based on commitment.

OCB and job happiness have a roughly 0.4 association, according to Organ (1988). The commonly held notion that contented employees perform better has scientific support, but this is correlational rather than causative. Job satisfaction will, however, have an impact on some performance kinds, particularly those pertaining to citizenship behavior. Cooperative employees, those who are willing to compromise and make sacrifices, those who are "easier to work with," and those who "help with the extra little things" without complaining—or even offering to do so without being asked—all fall under the category of organizational citizenship behavior. Deww (2011).

2.1.5. Benefits of OCB

Employees who practice "good citizenship" behaviors—helping others on their teams, volunteering for extra work, avoiding needless conflict, respecting both the letter and the spirit of rules and regulations, and politely enduring occasional work-related impositions and nuisances—are essential in today's dynamic workplace, where teamwork is increasingly required and flexibility is crucial (Stephen P. et. al., 2013).

The advantages of organizational citizenship behavior in boosting an organization's efficiency and reducing its management and oversight have sparked interest in finding out how to encourage this conduct among its staff. All forms of OCB should be aggressively promoted since workers benefit the company by improving one another's performance and well-being, which lowers expenses and boosts organizational profitability. Deww (2011). The idea that these behaviors are connected with measures of organizational success is supported by some research and previous theory.

A study by Gülseren et al. (2017) found that workers with OCB have beneficial effects on the company and have positive relationships with their coworkers. The contribution of human potential, which is the most valuable asset for businesses in highly competitive markets, is at the core of organizational citizenship behavior. When employees engage in voluntary acts beyond their job

description when interacting with clients, the companies become more competitive. Fostering employee communication and ensuring effective coordination are two more reasons why it is essential for businesses to have employees that exhibit organizational citizenship behavior.

According to Yıldız (2016), a greater proportion of workers with OCB has a major positive impact on organizational functioning and communication. Therefore, it may be argued that a company's employees are its greatest intellectual capital, with OCB used to further the company's goals.

Employees who believe that their work has significance at the end of the day also have greater vigor, or feel more energized, according to a study by C.F. Lam et al. (2016). According to earlier studies, employees may experience negative consequences like burnout if they are unable to find meaning in their work. In summary, the authors claim that not only is engaging in OCB linked to meaningful work, but that the same rise in meaningfulness might also account for the correlation between increasing vigor and organizational citizenship behavior.

The research conducted in Nairobi on the impact of organizational citizenship behavior on worker performance in the banking industry Organizational citizenship behavior is a crucial component that can support an organization's sustainability, according to Kenya, Lelei et al. (2015). Banks must thus comprehend the factors that greatly and favorably contribute to the development of this positive conduct within the company. Few thorough research, meanwhile, have demonstrated how OCB affects worker performance in the banking industry. The results of the study showed that employee performance was positively and significantly impacted by kindness and generosity. The study came to the conclusion that improving employee performance requires corporate citizenship behavior. According to the survey, bank workers should be willing to help new hires, take on more responsibilities, have a good outlook, and put up with workplace annoyances in order to advance their careers and improve the success of the company. Before taking any activities that could have an impact on their fellow employees, they should consult with them. They must also take action to avoid conflicts with their teammates. They should also refrain from criticizing other employees and keep small grievances to themselves.

2.1.6. Definition of Empowerment

According to Perkins and Zimmerman (1995), empowerment is a deliberate, continuous process that is focused on the local community and involves mutual respect, critical reflection, caring, and group participation. It is a process that gives people who do not have an equal share of valuable resources more access to and control over those resources. It can also be a process that gives people a critical

understanding of their surroundings, control over their lives, and democratic participation in community life.

In the face of tumultuous and dynamic changes, empowerment is a management strategy that practitioners and researchers have hailed as one of the solutions that organizations need to handle the difficulties of the modern corporate environment. Knowing that they have the capacity to effect change or have the potential to affect the environment in which they live inspires empowered individuals (Chan, 2003). Employee empowerment has the capacity to transform an organization into a learning one that continuously improves its capabilities and produces the intended outcomes.

2.1.7. Empowerment Theory

Organizational behavior and empowerment are discussed in Kanter's (1993) theory of structural empowerment. This theory states that workplaces that give workers access to resources, information, support, and opportunities for growth and learning foster empowerment.

2.1.8. Psychological Empowerment

Increasing employee commitment, autonomy, and motivation within a company requires psychological empowerment (Spreitzer, 1995). Meaning, competence, self-determination, and influence are the four elements of psychological empowerment, which is defined as a collection of motivating constructs (Thomas & Velthouse, 1990). While competence indicates an employee's confidence in their skills, meaning relates to the fit between an employee's values and their work. Impact is a measure of how much an employee believes they can affect organizational outcomes, while self-determination is a reflection of decision-making autonomy (Spreitzer, 1995).

According to studies, empowered workers have higher levels of OCB because they feel more accountable for achieving company objectives (Seibert et al., 2011). Additionally, empowerment lowers turnover and has a positive correlation with job satisfaction, both of which are advantageous for organizational stability (Spreitzer et al., 1997). Empowerment approaches work best when they are backed by leaders who offer regular feedback, resources, and chances for professional development, per a recent study by Boudrias et al. (2020). Employees can flourish in unpredictable work contexts when they are psychologically empowered, as this promotes resilience and adaptation (Maynard et al., 2012).

The term "psychological empowerment" describes a collection of mental states required for workers to feel in control of their jobs. It mostly concerns how workers feel about their jobs and their roles inside the company (Spreitzer 2007).

Leaders that empower their subordinates are empowering their staff psychologically. Workers without authority have depressing personal visions. Job performance can be enhanced by employee empowerment. Organizational goals are influenced by job performance (Degago, 2014). According to Tetik (2016), the level of empowerment employees have on the goal of their work is known as psychological empowerment, their capacity to work, their own drive, and their autonomy in affecting work results. By giving people control and autonomy, psychological empowerment involves the person in organizational issues and decision-making. A degree of psychological empowerment is when workers feel that they belong to the organization (Karavardar, 2014).

The four levels or dimensions of psychological empowerment are as follows:-

- a. **Meaning** shows the extent to which people believe their work is important.
- b. **Competence** refers to a person's capacity, aptitude, and ability to complete their work.
- c. **Self-determination** is the idea that a worker has freedom and choice in how they carry out their duties.
- d. **Impact** relates to how one's job is considered to affect the department or company.

(Spreitzer, 1995) asserts that in order to foster workforce empowerment, managers may have a major impact on improving the four aspects of psychological empowerment through work design.

2.1.9. Perceived organizational support

Employees' perception that the company appreciates their contributions and is concerned about their welfare is known as perceived organizational support, or POS (Eisenberger et al., 1986). POS plays a crucial role in creating a productive workplace where staff members feel valued and appreciated. According to studies, POS is linked to reduced turnover intentions, more organizational engagement, and improved job satisfaction (Rhoades & Eisenberger, 2002). Because POS encourages a sense of reciprocity and loyalty towards the company, employees are more likely to exhibit OCB when they feel that their employer is supporting those (Kurtessis et al., 2017).

Additionally, POS is essential for mitigating the negative consequences of burnout and work-related stress. Employees with high POS, for example, felt more supported in overcoming obstacles at work, making them more adaptable to stress, according to research by Caesens and Stinglhamber (2014). According to Chiang and Hsieh (2012), this assistance also aims to increase employees' propensity to engage in prosocial, voluntary actions that benefit the company, like lending a hand to colleagues and demonstrating organizational loyalty. Furthermore, research suggests that POS fosters creative

work practices by encouraging employees to share ideas and take chances in safe settings (Shanock & Eisenberger, 2006).

One of the contextual elements that might improve employees' sense of duty to assist the institution in achieving its goals is perceived organizational support. As a result, they are likely to adopt more positive views about the organization. According to recent research, perceived organizational support has a positive effect on citizenship behavior (Ahmed & Nawaz, 2015; Chiang & Hsieh, 2012), career success (Liu, Yang, Yang, & Liu, 2015; Suazo & Turnley, 2010), training transfer (Zumrah, 2015; Zumrah, Boyle, & Fein, 2012), work engagement (Caesens & Stinglhamber, 2014), and withdrawal behavior and withdrawal intentions (Shusha, 2013), as well as a negative impact on withdrawal behavior and withdrawal intentions (Madden, Mathias, & Madden, 2015; Ameen & Ahmad, 2014; Newman, Thanacoody, & Hui, 2011).

Perceived organizational support (POS) is defined by Sabri (2014) as the expectations and views of employees regarding the organization's contribution to their well-being. Employee perceptions of their organization are the focus of perceived organizational support, or POS. Employee contributions and life issues are referenced in the POS idea. According to Arshadi (2011), POS is how businesses show their appreciation for and concern for their workers' contributions. Employee perceptions of the organization's level of dedication to its workers are also reflected in POS. Workers with POS trust that companies care about their lives, value their efforts, and will support them through any challenges they face. Employees with low POS levels, on the other hand, suggest that the company is not considering their interests and may even exploit them (Mohamed and Ali, 2015).

2.1.10. Organizational Support Theory

According to (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986), employees develop a broad perception of how much the company values their contributions and cares about their well-being in order to satisfy socio-emotional demands and evaluate the advantages of putting in more effort at work.

Employees have a tendency to provide the company human traits, which is why they assist the growth of POS, according to organizational support theory (Eisenberger et al., 1986). According to Levinson (1965), agents who work for organizations are frequently seen as behaving in accordance with the organization's goals rather than its motivations. Organizational policies, norms, and culture that provide continuity and prescribe role behaviors; the organization's moral, legal, and financial responsibility for the actions of its agents; and the authority that the organization's agents have over individual employees all contribute to this personification of the organization. Employees depend

their assessments of their perceived value to the company on how well the company treats them as a result of this personification of companies.

2.1.11. Dimensions and Measurements of Organizational Citizenship Behavior (OCB)

Numerous studies have been conducted on organizational citizenship behavior (OCB), and scholars have identified important factors that describe its complexity and influence inside businesses. Organ (1988) divided OCB into five categories: civic virtue, sportsmanship, conscientiousness, altruism, and civility. Voluntary acts that aid colleagues with their jobs, including helping during periods of high workload or filling in for shifts when necessary, are referred to as altruism (Smith et al., 1983). According to Podsakoff et al. (2000), conscientiousness includes actions that go above and above the call of duty, such as being on time and following company policies, which improve team productivity and lessen managerial oversight.

Another important factor is sportsmanship, which is the capacity of workers to put up with unpleasant circumstances without complaining, thereby preserving morale and a productive workplace (Organ, 1990). Being courteous entails taking proactive steps to avoid interpersonal disputes, like alerting colleagues about impending changes or working well with others to reduce miscommunications (Bommer et al., 1995). An employee's high engagement in business activities, such as attending meetings and participating in company events, which enhance organizational culture, is a reflection of their civic virtue, claim Organ et al. (2006). Each of these factors can be quantified using standardized scales, including those developed by Podsakoff and associates, which assess the frequency and consistency of OCB in a variety of circumstances (Podsakoff et al., 2009).

2.1.12. Psychological Empowerment and Its Role in Enhancing OCB

A multifaceted concept that has a big impact on employee motivation and behavior is psychological empowerment. Meaning, competence, self-determination, and influence are its four primary constituents (Thomas & Velthouse, 1990). Meaning has to do with how well a person's own beliefs and their work connect, and when workers believe their work is worthwhile, intrinsic motivation is increased (Spreitzer, 1995). A worker's confidence in their capacity to carry out their duties efficiently is reflected in competence, which is frequently confused with self-efficacy and is linked to improved initiative and job performance (Conger & Kanungo, 1988).

Self-determination, or the ability to make decisions on one's own, increases workers' sense of ownership over their work and motivates them to go above and beyond the call of duty (Maynard et al., 2012). Last but not least, impact indicates how an employee feels about their influence within the company, which encourages them to actively support its objectives. Because they feel more

accountable and committed to the company, empowered employees are more likely to participate in OCB, according to studies (Seibert et al., 2011). Furthermore, it has been discovered that psychological empowerment mediates the association between OCB and job satisfaction, indicating that employees are more likely to demonstrate citizenship behaviors when they feel capable and appreciated (Boudrias et al., 2020).

2.1.13. Perceived Organizational Support (POS) as a Predictor of Job Satisfaction and Retention

According to Rhodes and Eisenberger (2002), perceived organizational support (POS) has a direct impact on organizational success and is a significant predictor of work satisfaction and employee retention. High POS levels increase the likelihood that workers will feel safe and appreciated in their positions, which lowers the likelihood of turnover and encourages long-term dedication (Shanock & Eisenberger, 2006). According to studies, POS plays a significant role in influencing workers' opinions of job security and organizational equity, two factors that are critical for maintaining a motivated workforce (Ahmed & Nawaz, 2015).

By meeting workers' socio-emotional needs, POS promotes job satisfaction, which in turn increases organizational loyalty and lowers burnout, according to research (Caesens & Stinglhamber, 2014).

The significance of POS in organizational management has been further highlighted by its negative correlation with absenteeism and positive correlation with job satisfaction (Eisenberger et al., 1986). Additionally, strong POS motivates workers to put effort into their jobs because they believe their company supports their professional growth and well-being, which raises OCB (Kurtessis et al., 2017).

2.1.14. The Interaction between Psychological Empowerment and Perceived Organizational Support

The relationship between perceived organizational support (POS) and psychological empowerment offers important insights into how businesses may foster a productive workplace that promotes organizational citizenship behavior (OCB) and job satisfaction. According to studies, employees are more likely to feel empowered when they believe their contributions are important and appreciated by their company (Eisenberger et al., 1986). Employees become more invested in their professional duties as a result of this empowerment, which also increases intrinsic motivation (Spreitzer, 1995).

According to research by Chiang and Hsieh (2012), psychological empowerment and point-of-sale (POS) have a positive correlation, with empowered personnel exhibiting higher levels of engagement

and discretionary behavior. According to a study by Ahmed and Nawaz (2015), POS and psychological empowerment work together to create a resilient workforce by giving workers the tools and freedom they require to do their jobs well. Furthermore, empowered workers who experience high levels of POS are more likely to exhibit OCB because they feel more obligated to return the favor (Rhoades & Eisenberger, 2002).

2.1.15. Cross-Cultural Perspectives on Affective Events Theory (AET) and Organizational Behavior

In a variety of cultural contexts, Affective Events Theory (AET) has been widely used to comprehend how workplace events impact employees' feelings and actions. According to AET, cross-cultural research shows that cultural norms and values influence how people feel about occurrences at work (Ashkanasy & Humphrey, 2011). For instance, workers may respond more sensitively to interpersonal situations, such as disputes with coworkers, in collectivist cultures, which place a strong emphasis on interdependence and group harmony, as these situations jeopardize group cohesion (Ng et al., 2016).

Individualistic cultures, on the other hand, place a higher importance on autonomy and personal accomplishments, which makes workers more sensitive to situations that affect their sense of independence or self-worth (Fisher & Ashkanasy, 2000). According to research by Basch and Fisher (2000), cultural context moderates the strength and interpretation of emotional responses, which in turn influences behaviors like organizational commitment and OCB, even though AET principles are universally relevant. In order to create an emotionally supportive work environment that improves job satisfaction and organizational loyalty, our findings imply that businesses must modify management techniques to conform to cultural norms (Cropanzano et al., 2017).

2.1.16. Implications for Management: Leveraging POS and Psychological Empowerment to Enhance OCB

The combination of psychological empowerment and perceived organizational support (POS) provides a useful paradigm for improving OCB in businesses. In addition to meeting workers' social-emotional needs, managers may use POS to reward and recognize their accomplishments, which strengthens workers' dedication to company objectives (Eisenberger et al., 1986). Organizations can increase employee motivation and encourage individuals to take initiative in ways that benefit the company by fostering psychological empowerment through autonomy and developmental possibilities (Spreitzer, 1995).

According to Maynard et al. (2012), organizations that invest in supportive policies and empowerment practices see a marked improvement in both individual and team performance. Additionally, empirical evidence indicates that the combination of POS and psychological empowerment not only reduces employee turnover but also fosters a culture of mutual support and loyalty, which are essential for sustained organizational success (Seibert et al., 2011). When employees feel empowered and supported, they are more likely to exhibit OCB, actively contributing to a positive work environment that enhances overall organizational performance (Bakker & Demerouti, 2007).

2.1.17. The Role of Affective Events in Predicting Job Satisfaction and Organizational Outcomes

An effective framework for comprehending how workplace events impact job happiness and other organizational outcomes is offered by Affective Events Theory (AET). AET claims that both positive and bad experiences cause emotional reactions in workers, which gradually mold their attitudes and actions (Weiss & Cropanzano, 1996). According to studies, by promoting good emotional states, pleasant workplace experiences like team accomplishments or acknowledgment can increase job satisfaction and lower intentions to leave (Ashkanasy & Humphrey, 2011). On the other hand, if workers feel unsupported in handling unpleasant situations like disagreements or unfulfilled expectations, they may become dissatisfied and engage in withdrawal behaviors (Fisher, 2000).

According to research, businesses can lessen the effects of unfavorable occurrences by emphasizing emotional well-being and creating a supportive environment. For example, Basch and Fisher (2000) discovered that employees are more likely to participate in Organizational Citizenship Behavior (OCB) and are more robust to stress when they receive regular positive feedback. Additionally, it was shown by Cropanzano et al. (2017) that frequent team-building exercises contribute to the development of a culture in which workers feel appreciated, which raises positive affect and job satisfaction. This strategy supports AET's contention that fostering a positive and effective corporate culture requires effective event management.

2.1.18. Enhancing OCB through Empowerment Strategies

By employing empowerment measures, organizations seeking to improve Organizational Citizenship Behavior (OCB) can see notable improvements. Delegating authority, offering training, and acknowledging employees' efforts are examples of empowerment strategies that create an atmosphere where workers feel capable and inspired to take on optional tasks that advance the company (Spreitzer, 1995). It has been demonstrated that psychological empowerment in particular

motivates workers to assume responsibility for their jobs, which results in increased levels of initiative and proactive behaviors (Maynard et. al., 2012).

Seibert et al. (2011) point out that because empowerment satisfies fundamental desires for autonomy and mastery, empowered employees are more likely to exhibit OCB. Furthermore, a study by Boudrias et al. (2020) discovered that companies that offer growth opportunities, In addition to increasing employees' job satisfaction, these mentorship programs and skill-building seminars foster loyalty and a willingness to go above and beyond the call of duty. These findings demonstrate how important it is to establish a work atmosphere where employees feel empowered, inspired, and encouraged to contribute significantly to the company's success.

2.1.19. POS and Its Influence on Employee Resilience and Retention

Because it makes workers feel appreciated and safe in their positions, perceived organizational support, or POS, is crucial for increasing employee resilience and decreasing turnover intentions (Eisenberger et al., 1986). POS not only improves workers' mental health but also fosters a stronger sense of loyalty to the company, which lowers turnover and boosts organizational loyalty (Rhoades & Eisenberger, 2002). According to a 2014 study by Caesens and Stinglhamber, workers with high POS were better able to cope with work-related stress, which increased job satisfaction and decreased absenteeism.

Additionally, POS has been linked to increased retention rates since motivated employees are more likely to stick with their company. By encouraging a strong emotional link to the company, Shanock and Eisenberger (2006) showed that when companies regularly recognize and reward employee achievements, turnover intentions are decreased. Employees are more likely to reciprocate this positive attachment by acting in ways that benefit the company, like increasing OCB, engagement, and performance (Kurtessis et al., 2017).

2.1.20. Hypothesis Development

2.2. POS to OCB

The idea of perceived organizational support, or POS, is essential to comprehending how workers' perceptions of their company impact their output. By creating a feeling of community, POS encourages actions that support company objectives and increases employee loyalty (Eisenberger et. al., 1986). Since workers who feel supported by their company are more likely to return the favor by engaging in constructive workplace behaviors, high POS has been associated with higher OCB (Kurtessis et. al., 2017). Additionally, studies show that POS lowers workplace stress, which raises employee engagement and job satisfaction (Caesens & Stinglhamber, 2014).

According to research by Ahmed and Nawaz (2015), POS is essential for raising job performance through boosting workers' mental health. Strong POS perceptions reduce the likelihood of burnout among employees since they make them feel that their work is valued and appreciated. Furthermore, Chiang and Hsieh (2012) contend that by giving workers the emotional support they require to deal with obstacles at work, POS builds a resilient workforce. The strategic significance of POS in retaining people and fostering a high-performance culture is highlighted by these findings.

According to Hayat Bhatti et al. (2019), when trust is established, employees are more inclined to exhibit OCB because they think that the company or management will receive peer review for their work. According to the exchange norm of reciprocity, employees feel obligated to assist the business in achieving its objectives when they perceive organizational support, as noted in the 2019 study by Qi et.al. According to the social exchange theory, when workers see that the company is supporting them, they will return the favor by working harder and being more loyal, or by supporting other employees when they are struggling. Employees' assessments of the organization's treatment of them determine how they perceive organizational support (Silva et al., 2022). Therefore, when new members are treated as valued members of the organization, employees will feel required to contribute enough to the organization in order to achieve the greatest performance for the company (Kristiani et.al. 2019).

In light of the aforementioned, research has demonstrated that, according to the reciprocal norm, workers who believe their company is supporting them are more likely to feel compelled to assist their company in achieving its objective (Thompson et. al., 2020). The social exchange hypothesis states that workers will put in more effort and show greater loyalty to the company if they feel supported by it (Imran et. al., 2020). According to Ridwan et al. (2020), employees who feel that they are valued and treated as members of their organization will therefore hold themselves accountable for contributing as much as they can to the organization in order for it to function at its peak. Furthermore, the idea of social exchange and a psychological contract between workers and their company are connected to the psychological mechanism via which workers perceive their employer's loyalty (commitment). (Garcia et. al., 2021). Through the reinforcement of individual social-emotional needs and the relationship between effort and expected rewards, POS can influence workers' work attitudes and behavior (Shabbir et.al. 2021). As a result, companies can increase their OCB by using employees' POS. Furthermore, workers form a broad opinion about how much their company values their contributions and well-being, according to the reciprocal norm and the social exchange theory. Workers are more likely to exhibit OCB if they believe they have a trustworthy

relationship with their company (Kurtessis et.al. 2017; Aboramadan et.al. 2022). In light of the aforementioned concepts, this research will put forth the initial hypothesis:

H1: Perceived organizational support has a positive significant effect on organizational citizenship behavior.

2.2.1. Psychological Empowerment to OCB

In a study involving a sample of Bank Melli workers in Golestan Province, Iran, Nayebi and Aghaie (2014) discovered a strong positive correlation between organizational citizenship activity and psychological empowerment. Ahmad and Islam (2014) discovered that the psychological empowerment of hotel staff has a substantial impact on organizational citizenship behavior in Malaysia's hotel industry. Employees are inspired to conduct better by psychological empowerment, an internal motivator. The worth of labor and self-determination in the workplace are components of psychological empowerment; therefore, when workers are allowed to choose how they work, they provide value to their work, and they act selflessly, it promotes them to have stronger OCBs. According to study by Chiang and Hsieh (2012), organizational citizenship behavior is positively impacted by psychological empowerment. According to Kosar and Naqvi's (2016) research, psychological empowerment significantly improves OCB. Employees that are psychologically empowered and motivated will feel extremely content and dedicated to their work, collaborate with other members of the company more, and dedicate more time to the organization overall. The following hypothesis can be developed in light of prior research and the theoretical foundation:

H2: Psychological empowerment positively affects organizational citizenship behavior

2.3. Empirical Study

The importance of Organizational Citizenship Behavior (OCB) in raising organizational efficacy and productivity is highlighted by empirical studies. Research continuously shows that OCB actions, like lending a hand to coworkers and willingly supporting organizational objectives, foster a cooperative and effective work environment (Podsakoff et al., 2000). For instance, OCB and employee happiness were found to be significantly positively correlated by Organ and Ryan (1995), suggesting that happier employees are more likely to take part in extra-role activities that are advantageous to the company. Furthermore, because these behaviors foster collaboration and lessen conflict, LePine, Erez, and Johnson (2002) found that OCB is positively correlated with overall team and organizational success.

The cultural background of OCB research is a crucial component. For example, because collectivist societies place a greater value on community and interdependence, employees are more likely to

exhibit OCB (Ng et al., 2016). On the other hand, OCB could be more motivated by individual goals like recognition or career progress in individualistic societies (Williams & Polito, 2022). This cross-cultural viewpoint on OCB emphasizes how crucial it is to adjust organizational tactics to cultural norms in order to successfully promote good behaviors.

In Malaysian higher education institutions, the study was carried out under the title *The Role of Psychological Empowerment as a Mediating Variable between Perceived Organizational Support and Organizational Citizenship Behavior*. It was determined that in order to improve organizational effectiveness, organizations should spend more on research and development (Osama Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2018; Osama Isaac, Abdullah, Ramayah, & Mutahar, 2018; Alrajawy, Daud, Isaac, & Mutahar, 2017). The study will present empirical data regarding the function of psychological empowerment as a moderator in the association between organizational citizenship behavior and perceived organizational support. In order to preserve the academic staff's strong sense of civic duty, the proposed study will attempt to provide leaders in Malaysian research universities with a strategy that improves their psychological empowerment. This will improve the efficacy and performance of Malaysian public universities as well.

According to research by Asli Goksoy at the American University in Bulgaria (2017), organizational settings are changing today, and as a result, creativity and adaptability are valued. This necessitates voluntary behavior from members of an organization. As a result, an organization should be able to change the egoistic attitudes and actions of its members to ones that promote organizational growth. Numerous scholars have focused on organizational citizenship behavior in relation to this topic (Lee, Kim & Kim, 2013).

English the study that was carried out by (A.S. Usada and R. Rachmawati, (2022) Faculty of Economics and Business University of Indonesia, DKI Jakarta, Indonesia (2022). It is suggested that this study contributes to the understanding of the factors that influence the OCB. Examination of the role of POS and PE in affective commitment the results of this study suggest that a person who is trusted by the company will win well-being and strong commitment. Affecting the company and thus influencing its OCB behavior Pharmaceutical industries the OCB of its employees giving confidence, which will have a strong impact on their work performance. Additionally, by holding candid and supportive conversations between staff and management, the pharmaceutical industry may foster a strong feeling of community.

Employees that exhibited corporate citizenship behavior shown greater commitment but less resistance, according to this study. Given that an employee's connection to the change program is a

sign of commitment, this can be interpreted within the organizational environment (Ford et al., 2003). According to Fedor et. al., (2006), there is a high correlation between this kind of commitment and organizational citizenship behavior. For improvements to be successful, employee participation in the process is crucial. Change commitment was defined by Lau and Woodman (1995) as a particular mindset on change. The findings of the interviews conducted for this study demonstrated that the psychological empowerment increased the employees' involvement in the change process, their active participation in the decision-making process, and their level of engagement with the change. Employees that are psychologically empowered feel obligated to assist the organization's change plans and are motivated to support change activities. Human resource managers must therefore take psychological empowerment into account as a strategy to boost dedication and lower resistance. Organizations that implement a change process ought to take note of this issue in light of this discovery.

2.4. Conceptual framework

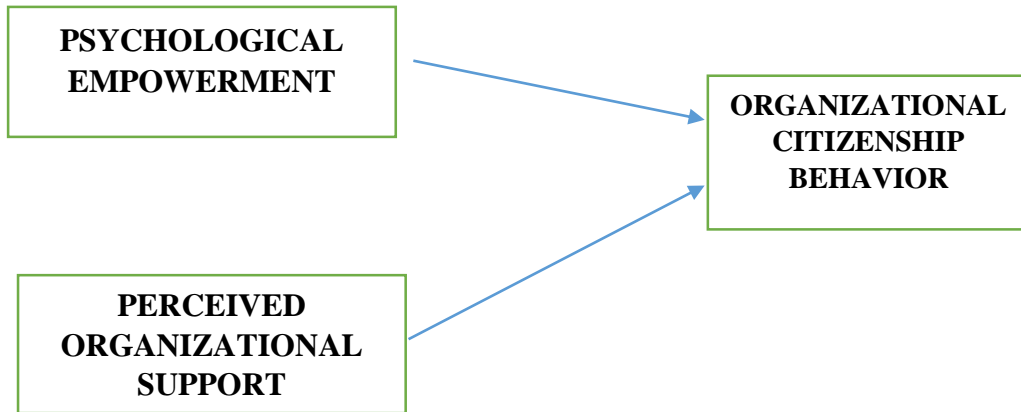
Employees' opinions of an organization are largely influenced by whether or not the company values their contributions and well-being, which is interpreted as organizational support (Kurtessis et al., 2017).

It can be characterized as the perception that workers form in order to gauge how much the company values their wellbeing and contributions. According to the social exchange theory, workers who believe that their company values their welfare and contributions (i.e., POS) will feel compelled to help the company achieve its objective (Eisenberger et al., 1986). As a result, these workers will engage in both in-role and extra-role behavior, such as OCB (Abdullah and Wider, 2022). Research on the motivation of volunteers began to appear in 2000. Wang (2001) based his theory on the ideas of Clary and Snyder (1991) and Lucas and Williams (2000) regarding the different motives of volunteers. These motivations include social adjustment, ego enhancement, communal concerns, personal growth, and philanthropic beliefs. Employee volunteer motivation, which is primarily driven by social orientation and personal development goals, is the drive for employees to willingly engage in activities or affairs outside the company (Hurtz and Williams, 2009). Kim et al. (2015) noted that drives or physiological demands that are not met are the source of motivation for volunteering. Altruistic in character, voluntary involvement motivation is a component of social motivation (Han et al., 2020). Volunteers are thereby inspired to step up and help others. Furthermore, according to Bakhshi et.al. (2011), OCB is defined as an employee's voluntary conduct that is unrestricted by their employment contract and can successfully improve the organization's performance. Employees that engage in OCB exhibit unconditional work behavior (Cho and Kao,

2022). The organization accepts this kind of behavior even if job descriptions do not specifically regulate it (Qiu and Dooley, 2022). More significantly, employees voluntarily engage in OCB (Rizaie et. al., 2023). Organizational performance is improved by OCB because it enables more efficient internal operations (Williams and Polito, 2022). OCB enhances client happiness and service quality on the outside (Wang and Xiao, 2022). Azizaha et. al., (2020) and Desky et. al., (2020) claim that OCB is a significant contribution that goes above and beyond what is needed for one's job at work and is compensated by the company according to the tasks completed. According to Vizano et. al., (2020), social exchange and employees' OCB willingness are associated. This theory is predicated on the idea that an organization and its employees have a fair and reciprocal relationship. According to Shofiyuddin et. al., (2021), employees who have a favorable opinion of their company will use OCB as a practical and efficient method of repaying the corporate entity. OCB is a multifaceted behavior that scholars interpret in various ways. However, in general, OCB is an interpersonal conduct that benefits society, an explicit behavior that is focused on civic virtue and public welfare, and an in-role behavior that is concerned with carrying out one's duties in a suitable manner (Kao, 2017). Organizations should know what motivates employees to display greater OCB because it is so crucial. According to studies, situational variables like organizational justice, leadership support, and organizational climate are among the elements linked to OCB (Pletzer et al., 2021; Kao, 2017). Individual differences, such as gender (Ng et al., 2016), intellectual ability (Miao et. al., 2018), job satisfaction or organizational commitment (Shahjehan et al., 2019), or caring altruistic behavior qualities (Cho and Kao, 2022) are examples of employment-related attitudes. For instance, even when they perceive less organizational support, women are more likely to feel compelled to engage in more extra-role activities for the business, according to Thompson et al. (2020). Furthermore, the relationship between POS and OCB can be strengthened by elements like psychological capital (Shaheen et al., 2016) and person-organization fit (Jehanzeb, 2020), or it can be diminished by elements like psychological contract breach (Islam et al., 2017).

Employees' OCB is often predicted by the interactions of these many groups of correlates (Newman et al., 2017). Accordingly, the performance of employee OCB can be influenced by both organizational and personal aspects. Lastly, the study's conceptual framework illustrates the relationship and influence between the dependent variable (organization citizenship behavior) and the independent variables (psychological empowerment and perceived organizational support), as seen in the picture below.

Figure 2.1 Conceptual Framework



Source: Young-Jin, Jung- Hoon Lim (2013)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. INTRODUCTION

The type of information sought and the procedures followed to acquire it would be presented by the researcher in this chapter. The research approach, research design, data type and sources, population and sample frame, sample size, sampling technique, data collection tools, variable measurements, data analysis techniques, validity, reliability, and ethical considerations are therefore covered in detail in this chapter.

3.2. Background of the Organization

Dashen Bank is a private commercial bank in Ethiopia and a part of the financial services sector. In 1995, it was founded. A group of local investors started the bank, which soon rose to prominence as one of Ethiopia's top financial organizations. From deposit, credit, trade, card, and foreign banking to the more recent and cutting-edge internet and mobile banking services, the bank offers a wide range of integrated services. These days, Dashen Bank offers a wide range of banking services, including various loan options for borrowers, Internet and mobile banking, ATM/Visa card, interest-free banking, various savings deposit options, local and international money transfers, and facilitating both domestic and international trade within and between nations. The permanent staff of Dashen Bank's South Addis District will be the subject of this research report. Since time and resources are limited, the researcher chose this bank because it is close to them and there hasn't been any previous research done in this field. The annual report from Dashen Bank.

3.4. Research design and approach

3.4.1. Research design

The process a researcher uses to provide legitimate, impartial, accurate, and cost-effective answers to questions is known as research design (Ranjit 2011). The master plan, which outlines the procedures and methods for gathering and evaluating data, is composed of a series of predetermined decisions (Burns and Bush 2010). Research can be conducted using a variety of designs. According to Yin (2009), these are explanatory, descriptive, and exploratory. Examining the impact of perceived organizational support and psychological empowerment on organizational citizenship was the study's goal. Therefore, both explanatory and descriptive designs were used for this study in order to address the research questions and achieve the study's goals. In order to

explain the relationships between variables and demonstrate causal links between variables, explanatory studies concentrate on evaluating a situation or problem (Saunders, Lewis et al. 2009). Accurately describing individuals, events, or circumstances is the aim of descriptive study design (Al-Ababneh 2020). As a result, the researcher employed an explanatory design to examine and test the hypothesis and ascertain the cause and effect relationship of the study variables (psychological empowerment and perceived organizational support on organizational citizenship of Dashen bank employees) and a descriptive design to ascertain the nature of the variables based on mean and standard deviations. Since data was gathered all at once to examine the impact of perceived organizational support and psychological empowerment on organizational citizenship, a cross-sectional research method was used.

3.4.2. Research approach

Creswell (2009) distinguishes between three categories of research approaches: mixed techniques, qualitative, and quantitative. Using statistical techniques from the natural sciences that are intended to guarantee objectivity, generalizability, and reliability, quantitative research aims to test hypotheses, ascertain facts, illustrate relationships between variables, and forecast results (Weinreich, 2009). According to Denzin and Lincoln (2005), qualitative research, on the other hand, is a method for investigating and comprehending the meaning of people or groups assigned to a social or human problem. It involves developing a theory, frequently using an interpretive model that allows for the presence of multiple individual viewpoints and builds knowledge from them. According to Onwuegbuzi and Johnson (2004), mixed methods research is an approach to an inquiry that involves gathering both quantitative and qualitative data. It also uses abduction, which means finding and depending on the best set of explanations for understanding one's results, induction, which means identifying patterns, and deduction, which involves testing theories and hypotheses. However, as the goal of this study was to quantify the issues by producing numerical data that could be converted into useful statistics, only the quantitative approach was taken into consideration. When evaluating theory, a quantitative approach uses descriptive, correlational, and inferential methods. It frequently makes use of facts, figures, or natural science models, as well as an objectivist perspective on the subject under study (Apuke, 2017). Actually, if data were gathered, examined, and presented numerically using a quantitative technique, the results would be very dependable and, because it would eliminate human bias, personal comments would be avoided (Weinreich, 2009). A group of respondents or surveys can be obtained by the use of statistics in quantitative research, which is quicker, easier, and offers a greater range of data gathering options (Creswell, 2009). Since the primary goal of this study was to examine the effects of psychological empowerment and perceived

organizational support on organizational citizenship—which would be quantifying the result that can be achieved with the use of quantitative research—the results may be limited to numerical descriptions rather than a detailed narrative of human perception, but this may not be the case (Williams, 2011).

3.5. Data type, source, and gathering instruments

Source of data classified into two which are, primary and secondary data are what they are. Observation, interviews, questionnaires, and similar methods are used to gather primary data, which are first-time data that also happens to be unique in nature. According to Hox and Boeije (2005), secondary data is information gathered from books, journals, articles, papers, reports, and other publications. The study's nature, scope, and goal, the time and financial resources available, and the degree of precision needed for the study all play a role in choosing the appropriate strategy (Kothari 2004). In essence, the primary data used in this study was gathered by the researcher via survey questionnaires. However, for literature reviews and other related or supplementary study areas, the researcher employed secondary data. Rensis Likert created a five-point Likert scale to measure study variables, and the researcher based the questionnaire statements on it. A score of 1 means that the researcher strongly disagrees with the statement, a score of 2 means that they disagree, a score of 3 means that they are neutral, a score of 4 means that they agree, and a score of 5 means that they strongly agree. The researcher collected primary data from Dashen Bank employees and managers because this study was empirical in nature.

3.6. Sampling Methods

3.6.1. Target Population

The permanent management and non-management employees of Dashen Bank in the South Addis District who worked in a few chosen branches were the study's target group. The human resources department of Dashen Bank has provided data indicating that as of July 7, 2023, there were approximately 17,571 employees overall. 10,262 of these workers, or 58.4% of the total, were bank permanents. Since there were 1,002 permanent employees in the South Addis District, the researcher focused on this group.

3.6.2. Sample size determination

Convenience sampling was used to choose the participants based on the respondents' willingness to fill out the questionnaire. To get rid of bias, the researcher employed basic random sampling techniques. Yamane's (1967) simplified formula was used to get the sample size. Consequently, the

researcher applied the following formula:-

$$n = \frac{N}{1+N(e)^2}$$
$$n = \frac{1002}{1 + 1002(0.1)^2}$$
$$n = \mathbf{90}$$

Where;

n= sample size

N= total population

e= Acceptance level of error (10%)

3.7. Method of analysis

The data was cleansed by the researcher before it was analyzed. By using data cleaning techniques, researchers can find and fix errors brought on by ambiguous responses, missing data, and other issues (Donald and Delno 2006). Version 26 of the Statistical Package for Social Science (SPSS) computer program was utilized by the researcher to display and examine the information gathered from the questionnaire. The gathered data was presented, examined, and interpreted using quantitative data analysis techniques including descriptive statistics like frequency, mean, and standard deviation as well as inferential statistics techniques like regression and correlation analysis. The degree of association or relationship between independent variables (psychological empowerment and perceived organizational support) and a dependent variable (Dashen Bank's organizational citizenship) was assessed using correlation analysis, particularly Pearson-correlation analysis. The impact of perceived organizational support and psychological empowerment on organizational citizenship was examined using the multiple regression analysis technique. In order to investigate the suggested hypotheses, the Multiple Linear Regression research model was used for this investigation.

$$Y=\beta_0+\beta_1x_1+\beta_2x_2 +\epsilon$$

Where;

Y=Dependent variable (Organizational citizenship)

β_0 =Constant term; β_1, β_2 , =Beta coefficients

X1= psychological empowerment

X2= perceived organizational support

ϵ =Error term/the residual value

Following analysis, the results were shown using the statistical package for social science (SPSS) software version 26 in the form of tables, diagrams, and graphs. Ultimately, the researcher drew conclusions from the study's findings and outcomes and sent suggestions based on the data analysis and conclusions.

3.8. Instrument for Validity and Reliability

Content validity is a technique for assessing validity that looks at whether the manifest variables accurately reflect the latent idea (organizational performance and total quality management procedures) that the researcher was trying to assess (Muijs, West et al. 2010). By conducting a thorough literature search on the impact of psychological empowerment and perceived organizational support on organizational citizenship, the researcher attempted to create content-valid notions for this study. The consistency of data over time and among respondents is known as reliability (Adams 2005). It is the extent to which the construct is reliably or consistently measured (Bolarinwa 2015). Additionally, it measures the degree of consistency among items of the same construct or the reliability of a measurement procedure in ensuring consistent results after repeated use (Weiner 2007). When a respondent is given a multiple-item construct measure, the degree to which they rank the items similarly indicates the measure's internal consistency or reliability. Cronbach's alpha coefficient is therefore the most widely used reliability coefficient in social science research for measures with numerous components in order to verify this internal consistency (Green 2003). According to Sekaran (2003), alpha values below 0.50 are regarded as less reliable and are thus unacceptable, whereas those between 0.70 and 0.80 are acceptable. Consequently, the researcher used Cronbach's alpha reliability measurement scales to test the questionnaire, and the result was (.779), which falls within the previously mentioned typically accepted range. This demonstrated that the items in the questionnaire exhibited Cronbach's alpha result more than enough to be termed consistent or satisfactory. Additionally, each construct's outcomes are shown in the table that follows.

Table 3.1: Reliability analysis of constructs of the questionnaire

	Description of variable	No. of Item in the	Cronbach's Alpha
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		scale	
1	Perceived organizational support	9	0.737
2	Psychological Empowerment	12	0.705
3	Organizational citizenship behavior	11	0.660
	Overall Cronbach's Alpha value		0.779

Source: Own survey, 2024

With a Cronbach's Alpha of 0.779, the reliability analysis of the 30-item scale showed strong internal consistency. For social scientific research, a Cronbach's Alpha value above 0.7 is usually regarded as appropriate, indicating that the scale's items are assessing a consistent underlying construct. The reliability of the scale is not substantially impacted by standardizing the items, as evidenced by the Cronbach's Alpha Based on Standardized Items, which is 0.779 and closely matches the overall Alpha. This consistency shows that the included objects are suitable for evaluating the desired construct and may be trusted for more research.

3.9. Ethical Consideration

To assure the ethical issues in the research, clear explanations would be given to the selected companies and the essential information regarding the objective and implication of the study was fully told. Participants also told as their privacy and identity would be maintained in secret and it would be used only for academic purpose neither to judge the performance of the employee nor to blame anyone weakness but to gather facts and opinions that may benefit for the study. Since the researcher promised and assured that their responses would not be used for any other harmful purposes, the respondents are fully confident in the dignity and confidentiality of the question and answers they respond to. They were aware that the study would maintain objectivity, courtesy, and no falsification, alteration, or misinterpretation of data for political or any other purposes. Additionally, the use of offensive, discriminatory, or other unacceptable languages would be avoided in the formulation of the questioner.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. INTRODUCTION

The data analysis and conclusions from the primary data collected from the respondents are presented in this chapter. Initially, the questionnaires were created using five scales, with five denoting highly agree, four agree, three neutral, two disagree, and one severely disagree. Ninety (100%) of the 90 questionnaires that were given to Dashen Bank south Addis Ababa district staff were deemed valid and utilized for analysis. The information was determined to be crucial in explaining how organizational citizenship behavior is influenced by psychological empowerment and perceived organizational support among Dashen Bank employees. Version 26 of the SPSS statistical program was used to show and analyze the data that had been gathered. This chapter primarily contains the research's analysis, including the general characteristics of the respondents—such as their age, gender, level of education, and work experience—response rate, reliability analysis, and respondents' perceptions of the impact of psychological empowerment and perceived organizational support on Dashen Bank's organizational citizenship behavior, as shown by descriptive statistics. Second, correlation analysis was used to quantify and illustrate the relationship or degree of link between organizational citizenship behavior, perceived organizational support, and psychological empowerment. This chapter concludes by presenting the results of multiple regression analysis, testing the developed hypothesis, and discussing the findings. The independent variables, psychological empowerment and perceived organizational support, are shown to have an impact on the dependent variable, organizational citizenship behavior of the case companies.

4.2. Response Rate

Ninety respondents in total were given the questionnaire, which they all completed and promptly returned. Thus, the rate for the respondent is 100%.

Table.4. 1 response rate

Target population	Sample size	Total questionnaire distributed	Questionnaire properly filled and returned	Questionnaire not returned	Response rate
1002	90	90	90	0	100%

Source: Own Survey data (2024).

4.3. Demographic Information of the Respondents

Table.4. 2 demographic information of respondents

Description		Frequency	Percent	Valid Percent	Cumulative percent
Male		41	45.6	45.6	45.6
Female		49	54.4	54.4	100
Age	20-30	14	15.6	15.6	34.3
	31-40	51	56.7	56.7	66.9
	41-50	19	21.1	21.1	80.6
	Above 50	6	6.7	6.7	100
Education level of respondent	Degree	74	82.2	82.2	82.2
	Masters and above	16	17.8	17.8	100
Year of experience	1-5	20	22.2	22.2	22.2
	6-10	37	41.1	41.1	63.3
	11-15	33	36.7	36.7	100
	Total	90	100	100	

Source: Own survey, 2024

The gender distribution of a sample population of 90 people is shown in the above table. Of these, forty-one are men, making up 45.6% of the sample. The remaining 49 people, or 54.4% of the total, are female. The percentages show that there are somewhat more females than males in this group, which is consistent with the cumulative distribution. The sample is reasonably balanced overall, with a slightly higher proportion of women. Based on the results, the bulk of respondents (56.7%) are between the ages of 31 and 40, which includes 51 people. The next largest group, which makes up 21.1% of the sample, consists of 19 people between the ages of 41 and 50. The 20–30 age group has 14 responders, or 15.6% of the total. Six people, or 6.7% of the total, belong to the smallest age group, which represents those over 50. The overall number of respondents in the data is 90, and the

cumulative proportion for all age categories is 100%. This suggests that the case companies had a hot labor pool and that the majority of respondents are in the active working-age group. Regarding the respondents' educational background, 74 (82.2%) of them had a first degree, while 16 (17.8%) had a college master's degree. This suggests that the majority of responders were educated staff members who could comprehend the study's questions and provide more accurate information regarding the extent of psychological empowerment practice and perceived organizational support for organizational citizenship behavior. The organization's service year distribution data shows that its personnel have a wide variety of tenures. 22.2% of the 90 employees polled have worked for the company for 1–5 years, which is a sizable percentage of comparatively younger employees. With 41.1% of the workforce, the largest group has been with the company for 6–10 years, indicating a high retention rate and a core of mid-term workers. Furthermore, 36.7% of the employees have worked for the company for 11–15 years, indicating a sizable group of long-term workers. With a slightly higher percentage of workers in the mid-term range, this distribution shows a fair mix of experience levels throughout the company.

4.4. Descriptive Statistics of the Study Variables

A statistical indicator of central tendency, the mean provides a broad overview of the data without needlessly going over each observation in the collection (Salingay & Tan, 2018). In order to establish equal intervals for a five-point Likert scale (which in the survey questionnaire goes from strong disagreement to strong agreement), the researcher employed a sort of rule of thumb. A calculated mean value between 1 and 1.8 indicates that respondents strongly disagree with the statement, 1.81 to 2.6 indicate that respondents disagree with the statement, 2.61 to 3.4 indicate that respondents do not disagree or agree with the statement, 3.41 to 4.2 indicate that respondents agree with the statement, and 4.21 to 5.00 indicate that respondents strongly agree with the statement. Each of the measuring components in the questionnaire has a limit of 0.8. Consequently, the 0.8 result was obtained by dividing the questionnaire's maximum score (5) by the difference between its minimum (1) and maximum (5) scores. The average number of positive or negative replies from respondents is shown by the mean of responses in each construct's dimension. In order to determine the respondents' overall perception of Dashen Bank's leadership style practices, the mean of each item response was computed together with the corresponding concept average or overall mean. Additionally, the standard deviation was applied during the data analysis procedure. It gauges how accurately the data is represented by the mean (Field 2009). For a particular concept, small standard deviations (with relation to the mean value itself) indicate that the data are near the mean or that respondents have similar and related opinions. Conversely, a higher standard deviation (in

relation to the mean) suggests that the respondents' opinions on a certain construct are diverse or that the data points are far from the mean. Consequently, the average scores for each variable have been calculated. The following is a presentation, analysis, and interpretation of the average mean result of the variables mentioned above together with the corresponding dimensions and items.

4.4.1. Mean and standard deviation of Perceived organizational support

Table.4. 3 Descriptive statistics of Perceived organizational support

Perceived organizational support		N	Mean	Std. deviation
A 1	My organization is supportive of my goals and values.	90	4.52	.674
A 2	Help is available from my organization when I have a problem	90	4.83	.404
A 3	My organization is willing to offer assistance to help me perform my job to the best of my ability	90	4.46	.690
A 4	Even if I did the best job possible, my organization would fail to notice.	90	4.83	.404
A 5	My organization cares about my general satisfaction at work	90	4.83	.404
A 6	My coworkers are supportive of my goals and values	90	4.43	.688
A7	My organization is complimentary of my accomplishments at work	90	4.81	.421
A 8	My organization really cares about my well-being	90	4.73	.469
A9	My organization shows very little concern for me	90	4.83	.404
	Overall mean of Perceived organizational support	90	4.74	.316

Source: Owen survey results SPSS V26, (2024).

The total mean of the responses regarding perceived organizational support was 4.74, as seen in table 4.3 above. This suggests that there was considerable agreement among respondents

regarding perceived organizational support for organizational citizenship in their individual organizations.

As a result, when asked if their organization supports their goals and beliefs, respondents gave an average response of 4.52 has a standard deviation of (.674). This indicates that the respondents firmly agreed that Dashen Bank's management should provide organizational support. Regarding the second question, which asked if my organization can help me when I'm having issues, the mean and standard deviation of the responses were 4.83 and .404, respectively. This suggests that the respondents had a consensus regarding the way in which case companies assist their organization in times of need. The respondents' mean and standard deviation on the third item, which asks if their organization is willing to help them do their jobs as well as possible, are 4.46 and .690, respectively. This suggests that the respondents firmly agreed that businesses provide support to enable them to carry out their jobs. With a standard deviation of (.404), the mean score for the response "Even if I did the best job possible, my organization would fail to notice" was 4.83. This suggests that the company does not perceive any effort from the respondents. With a standard deviation of (.404), the mean score for the question concerning whether or not my company cares about my overall job satisfaction was 4.83. The mean response to the question, "My coworkers are supportive of my goals and values," was 4.43 with a standard deviation of (.668), indicating that the respondents strongly agreed that their firm cares about employee satisfaction. This suggests that respondents firmly agreed that the company's coworkers are helpful. Given that the standard deviation is (.421) and the mean response is 4.81, it may be inferred that respondents strongly agreed that their organization is supportive of my work successes. The mean and standard deviation of respondents to the eight-item survey, "My Organization Really Cares About My Well-Being," are 4.73 and (.469), respectively. These results suggest that the majority of respondents strongly agreed that their organization cares about employee wellbeing. Last but not least, the average response on my organization, which I find to be of very little consequence, was 4.74, with a standard deviation of .316. This indicates that the respondents firmly believed that their company did not care much about its workers.

4.4.2. Mean and standard deviation of Psychological Empowerment

Table.4. 4 Descriptive statistics of Psychological Empowerment

Psychological Empowerment	N	Mean	Std. deviation

B 1	The work I do is very important to me	90	4.34	.810
B 2	My work activities are personally meaningful to me.	90	4.73	.469
B3	The work I do is meaningful to me.	90	4.83	.404
B 4	I am confident about my ability to do my jobs.	90	4.83	.404
B 5	I am self-assured about my capabilities to perform my work activities.	90	4.83	.404
B 6	I have mastered the skills necessary for the job.	90	4.81	.421
B7	I have significant autonomy in determining how I do my job	90	4.73	.469
B 8	I can decide on my own how to go about doing my work.	90	4.73	.469
B9	I have considerable opportunity for independence and freedom in how I do my job.	90	4.72	.475
B10	My impact on what happens in my department is large.	90	4.63	.880
B11	I have a great deal of control over what happens in my department.	90	3.00	.861
B12	I have significant influence over what happens in my department.	90	2.67	.874
	Overall mean of psychological empowerment	90	4.55	.398

Source: Owen survey results SPSS V26, (2024).

The total mean of the psychological empowerment responses was 4.55, as seen in table 4.4 above. This suggests that respondents highly agreed about the impact of psychological empowerment on organizational citizenship in their individual companies.

As a result, the respondents' responses regarding the work I do are very significant to me. This item response had a mean of 4.34 and with a standard deviation of (.810). This indicates that the participants firmly agreed that their work is extremely essential to them. The respondents' mean

and standard deviation on the second item, which asked if their work activities had personal value for them, were 4.73 and .469, respectively. This suggests that the participants were in agreement about the significance of their efforts. The respondents' mean and standard deviation on the third item, "The work I do is meaningful to me," are 4.83 and .404, respectively. This suggests that the respondents firmly believed their employment had meaning for them. With a standard deviation of .404, the mean score for the question "I am confident about my ability to do my jobs" was 4.83. This suggests that the responders are confident in their ability to complete their assignment. With a standard deviation of .404, the mean score for the question "I am self-assured about my capabilities to perform my work activities" was 4.83. The mean score for the statement "I have mastered the skills necessary for the job" was 4.81 has a standard deviation of .421, indicating that the respondents firmly agreed on their capacity to do their activity. This further suggests that respondents firmly believed they were capable of carrying out their jobs. They have the freedom to choose how they perform their jobs, as indicated by the mean response of 4.73 and standard deviation of .469 for the statement "I have significant autonomy in determining how I do my job." The mean and standard deviation of respondents to the eight items on the "I can decide on my own how to go about doing my work" question were 4.73 and (.469), respectively. This suggests that the majority of respondents strongly agreed that they have a great deal of freedom and independence in how they carry out their jobs. The mean response to the question, "I have considerable opportunity for independence and freedom in how I do my job," was 4.72, with a standard deviation of (.475). This indicates that the respondents firmly believed they were free and independent to carry out their jobs. The majority of respondents were strongly in agreement that I have an impact on the workplace, as seen by the huge mean and standard deviation of 4.63 and (.880) respectively. The mean and standard deviation for the survey item, "I have a great deal of control over what happens in my department," were 3.00, and the proportion of respondents who were neutral about this questioner was .861. This suggests that there is no controversy or consensus regarding their influence over their departments. Last but not least, the mean and standard deviation for the statement "they have significant influence over what happens in my department" were 2.67 and (.874), respectively, indicating neither disagreement nor agreement.

4.4.3. Mean and standard deviation of Organizational citizenship behavior

Table.4. 5 Descriptive statistics of Organizational citizenship behavior

Organizational citizenship behavior	N	Mean	Std. deviation
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C 1	I help colleagues who have been absent from work.	90	4.81	.447
C 2	I help colleagues who have heavy workloads.	90	4.78	.469
C 3	I am mindful of how my behavior affects other people's job.	90	4.71	.503
C 4	I go out of way to help new employees.	90	4.04	.860
C 5	I take a personal interest in my colleagues' job.	90	4.07	.872
C 6	My attendance at work is above the norm.	90	4.31	.788
C7	I take undeserved brakes at work.	90	3.74	.696
C 8	I often complain about insignificant things at work.	90	4.37	.756
C9	I adhere to inform rules devised to maintain order.	90	4.38	.758
C10	I attend meeting that are not mandatory but considered important.	90	3.56	.672
C11	I perform duties that are not required but which improve corporate image.	90	4.48	.707
	Overall mean of Organizational citizenship behavior	90	4.52	.292

Source: Owen survey results SPSS V26, (2024).

The aggregate mean of the responses on organizational citizenship behavior was 4.52, as seen by table 4.5 above. This suggests that respondents' opinions on organizational citizenship were mostly in agreement.

As a result, the respondents answered the question, "I assist colleagues who have missed work." This item response had a mean of 4.81 and has a standard deviation of (.447). This indicates that the respondents firmly agreed that they support one another's efforts. Regarding the second question, which asked if I assist coworkers who are overworked, the mean and standard deviation of the responses were 4.78 and .469, respectively. This suggests that when there was a workload, the responders agreed to assist their supporters. The respondents' mean and standard deviation for

the third item, "I am mindful of how my behavior affects other people's job," are 4.71 and 5.03, respectively. This suggests that the respondents firmly agreed that they were aware of how their actions impact other people's employment. The comment "I go out of my way to help new employees" had a mean of 4.83 and a standard deviation of .404. This suggests that the responders are confident in their ability to complete their assignment. With a standard deviation of (.807), the mean score for the question "I take a personal interest in my colleagues' job" was 4.72. The mean response to the question, "My attendance at work is above the norm," was 4.31 and has a standard deviation of (.788), indicating that the respondents strongly agreed on their personal interest in their colleagues' jobs. Additionally, it shows that respondents firmly agreed that their attendance was above average. It appears that they firmly agreed that they take undeserved breaks at work, as indicated by the mean response of 4.74 and standard deviation of .696. Of the eight items, I often complain about trivial things at work. The mean and standard deviation of respondents on this question are 4.37 and (0.756) respectively, which means that most respondents strongly agree that they may complain about trivial things at work. The mean response for "Adhere to rules of information designed to maintain order" was 4.38, with a standard deviation of (0.758). This means that respondents strongly agree that they adhere to rules designed to maintain order. I attend meetings which are not mandatory but are considered important. The mean and standard deviation were 3.56 and (0.672), respectively, which implies that most respondents agree to attend meetings when it is important. In the eleventh item, I perform tasks that are not mandatory but that improve the company's image. The mean 4.48 has a standard deviation of (0.747), the respondents strongly agreed to perform tasks that improve the company's image.

4.5. Inferential Statistics

4.5.1. Correlations Analysis

In research, the expectations for understanding the concepts are the means and standard deviations of the dependent and independent variables of the study. Therefore it is necessary to know how one variable is related to another with the concept of correlation. According to Field (2005), correlation is the relationship between two variables that correlate the dependent and independent variables studied. Therefore, the researchers wanted to observe the nature, direction and strength of the relationship between the study variables. The bivariate correlation procedure calculates pairwise associations for a set of variables and displays the results in matrix form. In this study, the researcher calculated the direction and strength of the relationship between the dependent and independent variables using a linear product-moment correlation coefficient, also called the Pearson correlation coefficient. As mentioned above, a Pearson correlation coefficient indicates the direction and

strength of the bivariate relationships of all study variables. According to Burns (2008), the correlation coefficient is a very useful way to summarize the relationship between two variables with a single number between -1 and +1. The convenient symbol for the correlation coefficient is *r*. Extreme values of *r*, that is, when $r = 1$, indicate that there is a perfect correlation (positive or negative) between the two variables, while if *r* is 0, this indicates that there is no or no correlation between the variables. Therefore, in this study, Pearson's bivariate correlation coefficient (*r*) was used to see the relationship between the four dimensions of leadership style with employee performance and using a two-tailed statistical significance test at the 95% confidence interval level. <0.05 .

Table 4. 6 Correlation Amon the study variables

	1	2	3
1. Perceived Organizational Support	1		
2. Psychological Empowerment	.169	1	
3. Organizational Citizenship Behavior	.417**	.345**	1
N			

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Owen survey results SPSS V26, (2024).

The relationship between the independent and dependent variables is displayed in the above table. Every variable is perfectly connected with itself when the coefficient of correlation is 1 (one).

According to the survey results, there is a significant positive association ($r=.417^{**}$, and $P < 0.05$) between organizational citizenship behavior and perceived organizational support. As a result, organizational support and organizational citizenship were highly correlated.

There is a significant positive association ($r=.345^{**}$, and $P < 0.05$) between organizational citizenship and psychological empowerment. Thus, there was a high correlation between organizational citizenship and organizational support.

4.5.2. Regression Analysis

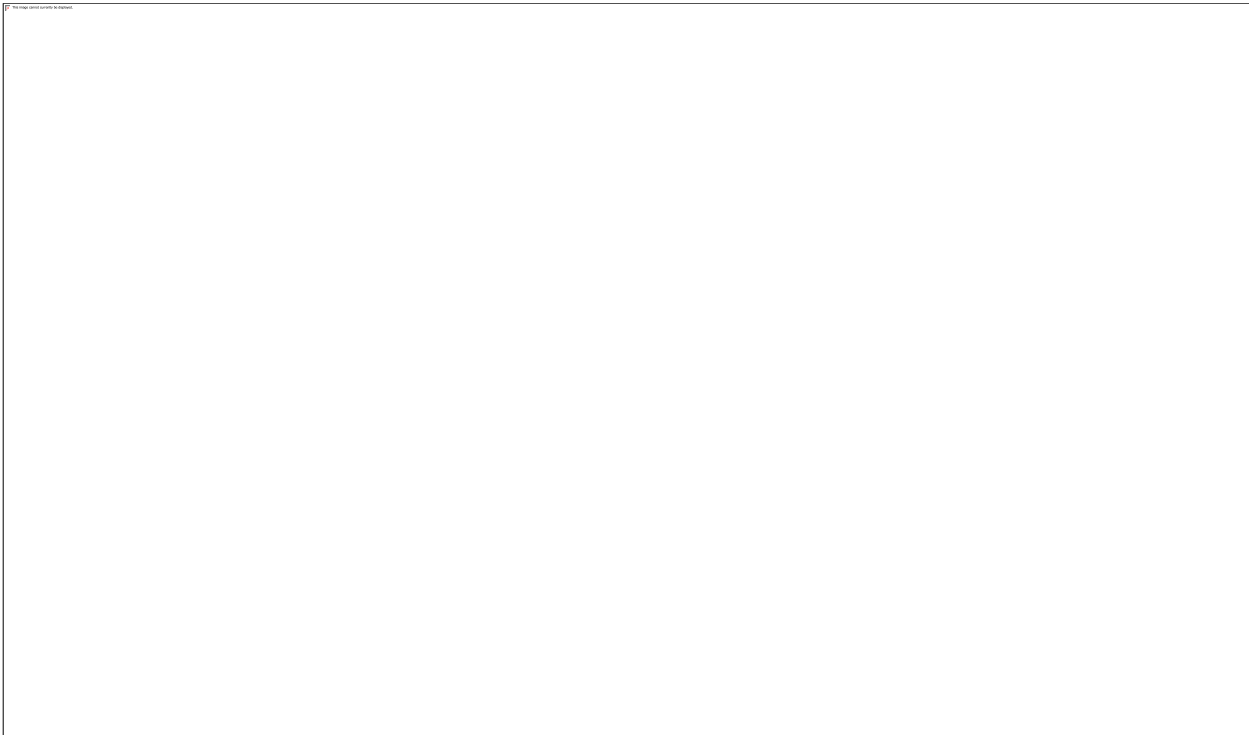
This study's goal is to find out how the independent variables—psychological empowerment and perceived organizational support—affect the dependent variable, organizational citizenship behavior. Although the correlation data showed that there was a relationship between the variables, they did not pinpoint which variable was most crucial to this relationship. Multiple regressions were used to examine the combined impact of predictor (independent) variables on the dependent outcome in order to accomplish this goal. Prior to conducting the regression analysis, the researcher used SPSS statistical software version 26 to test the model's basic assumptions, including homoscedasticity, autocorrelation (independence of observation), and multicollinearity, linearity, and distribution normality. To make sure that the results are accurately reflective of the sample and that we get the best results possible, it is crucial to test the statistical assumptions of regression analysis (Hair, Black et al. 2014). Below is a description and test of each assumption.

4.5.2.1. Testing the assumptions of the multiple regression

4.5.2.1.1. Normality Test

Normality, or the shape of the data distribution for a single metric variable and its correspondence to the normal distribution, is the most basic assumption in multivariate analysis (Hair, Black et al. 2014). Two statistical measures that can be used to determine whether or not the data is regularly distributed are skewness and kurtosis. The distribution's symmetry is indicated by the skewness value. While the value of Kurtosis gives information about the distribution's peak (a feature that characterizes the thickness of the tails), If a distribution or data set looks the same from left to right of the center point, it is said to be symmetric. The number of scores that fall at the extremes in comparison to the Gaussian/normal distribution determines how thick the tails are (Pallant 2010). Results for Kurtosis and Skewness should fall between -1.0 and +1.0, and each variable's error term should be constant (Smith and Wells 2006). Consequently.

Figure 4.1. Normality Test



4.5.2.1.2. Linearity Test

The dependent variable is said to be linear if it is a linear function of the independent variables or predictor (Wilkinson 1975). Only linear correlations between dependent and independent variables can be reliably estimated by multiple linear regressions (Osborne and Waters 2002). This is due to the fact that estimating parameters that are non-linear and whose value is unknown given data from both independent and dependent variables is challenging. To verify the linearity of variances, the standardized residuals are plotted against the standardized projected value. Because the points are closer to the diagonal line, the P-P plot diagram below shows that the data was distributed without any increment or decrement. As seen below, this suggests that there is a linear relationship between independent variables and a dependent variable.

Figure 4. 2. Linearity Test



Source: own survey results (2024).

Visual inspection of the P-P plot diagram generated by the SPSS software above revealed a linear association between each independent variable and a dependent variable. As a result, the model's linearity assumption was satisfied.

4.5.2.1.3. Multi-Collinearity Test

Another problem with evaluating the assumptions of multiple regressions is multicollinearity, which is the correlation between the independent variables. When the independent variables are overly correlated, there is a multicollinearity problem (Hair, Black et al., and 2014 Pallant 2010). Predictive power overlaps or is shared when independent variables have a high degree of correlation (multicollinearity). This could result in the paradoxical effect, in which the dependent variable is not significantly predicted by any of the predictor variables, despite the regression model fitting the data well (Myers and Myers 1990). Tolerance and its inverse, the inflation factor (VIF), are the two most widely used metrics for assessing collinearity. Tolerance, which is the degree of variability in the chosen independent variable that cannot be accounted for by the other independent variables, is a direct indicator of multicollinearity. The variance inflation factor (VIF), which is essentially the inverse of the tolerance value, is the second indicator of multicollinearity (Hair, Black et al. 2014). According to Hair et al., a cutoff VIF of 10 is recommended, meaning that a tolerance value below

0.1 and a VIF value above 10 signal a major multicollinearity issue and a violation of the linear regression model's assumptions. The table that follows (table 4.7) In addition to the VIF values of 1.029 and 1.029, which were below the standard value of 10, the tolerance values of the listed variables are .972, and .972, all of which are over the standard threshold of 0.10. Therefore, we may say that there was no problem with multi-collinearity in the independent variables. It was discovered that ariable) was linear. As a result, the model's linearity assumption was satisfied.

Table 4. 7 Multi Collinearity test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
1	Perceived Organizational Support	.972	1.029
	Psychological Empowerment	.972	1.029

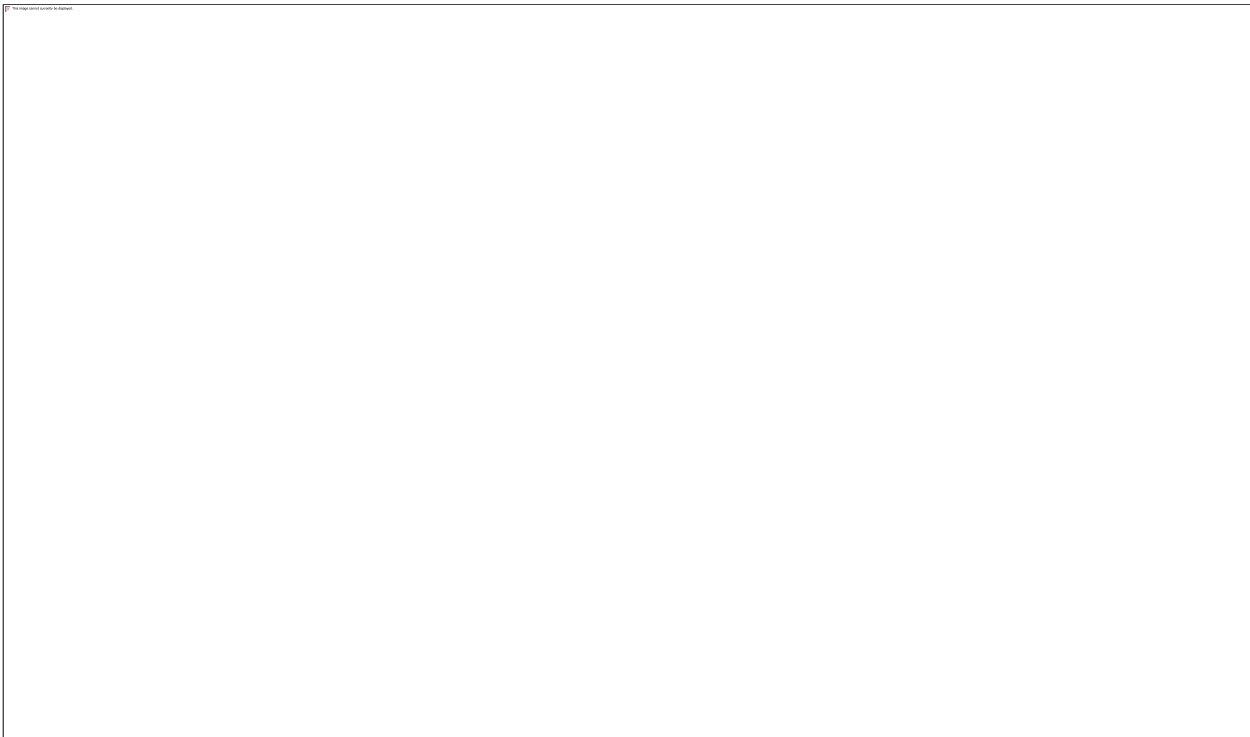
Source: Researcher's survey data output (2024).

4.5.2.1.4. Homoscedasticity Test

According to Olvera and Zumbo (2019), homoscedasticity is the degree to which the variances of the data values for the independent and dependent variables are equal. The variance of the residual terms should be constant at every level of the predictor variables. It implies that the variance of the residuals at every level of the predictors should be the same; thus, it is beneficial to verify this assumption for the regression model's fitness. According to Erik (2014), the researcher plots the standardized residuals, or error (ZRESID), on the Y-axis, and the standardized predicted value of the dependent variable based on the model (ZPRED) on the X-axis in order to plot the homoscedasticity test. The outcome is shown as follows.

Plotting the expected variable values against the residual values is the standard suggestion for examining the presence of homoscedasticity in regression analysis. When these values range or broaden out from left to right or right to left, homoscedasticity is evident. Therefore, it is evident from the scatter plot drawn for this study that most of the points are concentrated around zero (0), confirming that homoscedasticity is not violated.

Figure 4. 3. Test for Homoscedasticity



Source: Researcher's survey data output (2024).

4.6. Regression analysis between organizational support and psychological empowerment on organizational citizenship.

4.6.1. Model Summary

To predict the impacts of psychological empowerment and organizational support on organizational citizenship, a regression analysis was conducted in this study. In order to determine the impact of organizational support and psychological empowerment on organizational citizenship, the degree to which the independent variables can explain the variance in the dependent variable is also suggested by multiple regression analysis. Multiple regression analysis was utilized, and the outcomes were displayed in the table that follows. The degree of variance in the dependent variable (organizational citizenship) that the model was able to explain is indicated by the squared multiple correlation coefficients (R²).

Table 4.8. Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	.502 ^a	.252	.235	4.484	1.963
a. Predictors: (Constant), Psychological Empowerment, Perceived Organizational Support b. Dependent Variable: Organizational Citizenship Behavior					

Source: Own survey, 2024

According to the model summary, there is a moderately positive association between the independent and dependent variables, as indicated by the correlation coefficient (R) of 0.502. With an R-squared value of 0.252, the model can account for about 25.2% of the variance in the dependent variable. After correcting for the degrees of freedom, 23.5% of the variance is explained, according to the somewhat lower Adjusted R-squared of 0.235, which takes into account the number of predictors in the model. The estimate's standard error, which calculates the average difference between the observed and anticipated values, is 4.484. Lastly, the Durbin-Watson statistic is 1.963, which is near the optimal score of 2 and indicates that there is no discernible autocorrelation in the residuals.

4.6.2. Analysis of variance (ANOVA)

Table 4. 9 ANOVA-Model fit

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	588.621	2	294.310	14.636	.000 ^b
	Residual	1749.479	87	20.109		
	Total	2338.100	89			

Source: Own survey, 2024

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Psychological Empowerment, Perceived Organizational Support

The regression analysis result is presented on the ANOVA table. After separating the regression and residual components, the sum of squares comes to 2338.100. With two degrees of freedom, the regression sum of squares is 588.621, resulting in a mean square of 294.310. With 87 degrees of freedom and a residual sum of squares of 1749.479, the mean square is 20.109. At the 1% level, the regression model is statistically significant, implying that the independent variables have a substantial impact on the dependent variable. The model's F-statistic is 14.636, and the corresponding significance level (Sig.) is .000.

4.6.3. Regression Analysis of Coefficients

Table .4. 10 Regression coefficients

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9.631	3.768		2.556	.012
1 Perceived Organizational Support	.456	.116	.369	3.927	.000
Psychological Empowerment	.254	.085	.283	3.005	.003

Source: Own survey, 2024

As a reminder, in chapter two, the researcher generated and specified two different hypotheses on the study objectives. In order to evaluate those suggested hypotheses, the researcher used SPSS statistics software version 26 to do multiple regression analysis in this part. Because the p value of those hypotheses is less than 0.05, the researcher was able to accept all of the hypotheses from the two alternatives that were developed and conclude that psychological empowerment and perceived organizational support in this study have a positive and significant impact on organizational citizenship of the case companies.

Perceived organizational support and psychological empowerment, as shown in the above table, contributed statistically significantly to employee performance at the 95% confidence level. Their respective P-values were 0.000 and 0.003, and their significance level was less than 0.05 ($P < 0.05$).

Unstandardized beta coefficient (β)

The aforementioned table indicates that the unstandardized coefficient is the mean or average change in the dependent variable (organizational citizenship) with a unit change in the independent variables—psychological empowerment and organizational support—mentioned in the model.

The computed regression model's coefficients are the unstandardized coefficients (X_1 through X_2), as explained in chapter three. Therefore, the employee performance model can be expressed as follows by adding the error term (ϵ): $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$

Where; Y =Dependent variable (organizational citizenship)

β_0 =Constant term; β_1, β_2 =Beta coefficients, X_1 =perceived organizational support (A), X_2 =psychological empowerment (B)

Thus, $OC = 0.456X_1 + 0.254X_2 + 9.631$

Assuming zero values for the two independent variables, the predicted value of organizational citizenship was 9.631. The dependent variable, organizational citizenship, was shown to be significantly predicted by both of the independent factors, which were both statistically significant. performance of employees Additionally, the results shown in table 4.15 above show that, when all other independent variables are set to zero, organizational citizenship rises by 0.456 for every unit increase in perceived organizational support and by 0.254 for every unit increase in psychological empowerment.

Standardized coefficients (Beta)

To determine whether psychological empowerment or perceived organizational support has a greater influence on the organizational citizenship behavior of the study's example businesses, the standardized coefficients in the above table are helpful. It is used to compare how Dashen Bank employees' organizational citizenship behavior is affected by psychological empowerment and organizational support. Organizational support has the greatest standardized coefficient (.456), followed by psychological empowerment (.254), as shown in the regression coefficients table above.

4.7. Hypothesis Testing

The study's hypothesis testing has been made based on Beta and P values. Here, using those coefficient results the proposed hypotheses for this study can be tested as follows.

Table 4. 11 Analysis of Hypothesis

Hypothesis	Beta Coefficient	Significant (P<0.05)	Decision

H1: Perceived organizational support has a positive effect on organizational citizenship behavior.	.456	0.000	Accept
H2: Psychological empowerment positively affects organizational citizenship behavior.	.254	0.003	Accept

Source: Owen survey data, (2024).

Hypothesis 1: Organizational citizenship activity is positively impacted by perceived organizational support. As shown in table 4.11 above, the results of multiple regressions showed that organizational citizenship behavior and perceived organizational support have a positive and statistically significant influential relationship (contribution) with $\beta = 0.456$ at 95% confidence level $P=0.000$, (less than 0.05). As a result, the theory is accepted.

Hypothesis 2: Organizational citizenship behavior is positively impacted by psychological empowerment. With $\beta = 0.254$, at a 95% confidence level ($P<0.05$), $P=0.003$ (less than 0.05), the Multiple Regression results, as shown in table 4.11 above, showed that psychological empowerment has a positive and statistically significant influential relationship (contribution) to employee performance. As a result, the theory is accepted.

4.9. Discussion of Major Findings

This section discusses the findings by relating the impact of psychological empowerment and perceived organizational support to the theories and issues that emerged. According to the first hypothesis, employee performance is significantly improved by perceived organizational support, which also has a beneficial impact on organizational citizenship behavior. According to the beta value ($\beta=0.456$), organizational citizenship behavior will rise by 45.6% for every unit increase in perceived organizational support. Thus, the hypothesis was accepted by the researcher. This suggested that organizational citizenship behavior is positively and statistically significantly influenced by perceived organizational support.

According to the second hypothesis, psychological empowerment has a major positive impact on employee performance via influencing organizational citizenship behavior. According to the beta value ($\beta=0.254$), there will be a 25.4% rise in organizational citizenship behavior for every unit increase in psychological empowerment. Psychological empowerment has a positive and statistically significant influence relationship (contribution) to organizational citizenship behavior, according to the researcher's acceptance of the hypothesis.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

The main findings of this study, which were gathered through questionnaires were covered in this chapter along with the researcher's conclusions and suggestions.

5.2. Summary of the Findings

The study's conclusions led to the creation of the following summaries.

- Examining the impact of psychological empowerment and perceived organizational support on Dashen Bank South Addis District personnel's was the study's main goal. According to the overall goal, the study's particular goals are to determine how organizational citizenship behavior in the Dashen Bank instance is influenced by psychological empowerment and perceived organizational support. According to particular goals, the first was to investigate how perceived organizational support affected organizational citizenship. The second goal was to investigate how psychological empowerment affected organizational citizenship in the Dashen Bank case.
- Using questionnaires, the data were mostly gathered from primary sources, namely the management and staff of the case companies. Ninety (100%) of the 90 surveys that the researcher sent were correctly completed, returned, and used for analysis. and Cronbach's alpha for construct dependability was .798—above the typically recognized range of 0.50 to 0.80 for social sciences. Regression analysis, correlation analysis, and descriptive statistics were employed to analyze the data.
- Beginning with descriptive data, the study found that, among the 90 respondents, women were somewhat more numerous than men. The bulk of respondents have worked for the company for six to ten years, and their educational backgrounds showed that most of them had a bachelor's degree, which presumably indicates that they comprehend the questionnaire better.
- The study aims to address psychological empowerment and perceived organizational support on organizational citizenship using the questionnaire.
- Examining the impact of perceived organizational support on the case companies' organizational citizenship was the study's first particular goal. According to their mean score of 4.74 from the descriptive analysis, the respondents agreed that organizational citizenship

conduct was impacted by perceived organizational support. Examining the impact of psychological empowerment on organizational citizenship behavior was the study's second particular goal. Given that their mean score was 4.55, the results of the descriptive analysis indicate that the respondents agreed that psychological empowerment has an impact on employee performance in their organizations.

- The association between the model's independent variables—perceived organizational support and psychological empowerment—and the study's dependent variable, Dashen Bank's organizational citizenship behavior, was ascertained by correlation analysis (Pearson coefficient). Accordingly, the correlation analysis results showed that: psychological empowerment and organizational citizenship behavior had a significant and strong relationship with a correlation coefficient of $r=.345^{**}$ and a significance (P) value of less than 0.05, and that perceived organizational support and organizational citizenship behavior had a significant and strong positive correlation with a correlation coefficient of $r=.417^{**}$. The overall relationship and impact between psychological empowerment and perceived organizational support on organizational citizenship behavior are then ascertained using multiple regression analysis between the two variables. This is done using the "R" (multiple correlation coefficient). Consequently, the regression model summary's R value (.502) shows that psychological empowerment and perceived organizational support have a significant beneficial impact on Dashen Bank's organizational citizenship behavior. According to the model, the adjusted R square value (.252) represents the percentage of variance or change in psychological empowerment and perceived organizational support on organizational citizenship behavior. This indicates that the total perceived organizational support and psychological empowerment described in the model accounted for 25.2% of the variation in organizational citizenship behavior. According to the results of the ANOVA test, the model's references to psychological empowerment and perceived organizational support have statistically significant predictive value for the case businesses' organizational citizenship behavior ($F=14.636$, $P<0.001$). The regression result also showed that psychological empowerment is a statistically significant predictor of employee performance of the case companies, with a beta coefficient of 0.254 and a P-value below 0.05, and perceived organizational support is a statistically significant predictor of organizational citizenship behavior of the case companies, with a beta coefficient of 0.456 and a P-value below 0.05.

5.3. Conclusion

- Since the primary purpose of this study was to examine the relationship between Dashen Bank workers' psychological empowerment and perceived organizational support, the following conclusions are derived from the objectives and findings.
- According to the findings of the descriptive statistical analysis, the respondents agreed with the study's statement of psychological empowerment and perceived organizational support for organizational citizenship conduct. Thus, based on the information gathered, the researcher came to the following conclusion:
- With a p-value larger than 0.05, psychological empowerment and organizational support perception are both statistically significant for organizational citizenship behavior.
- Correlation study reveals the following relationship between the case firms' organizational citizenship conduct, psychological empowerment as described in the model, and perceived organizational performance:
- Dashen Bank's corporate citizenship activity is strongly and favorably correlated with perceptions of psychological empowerment and organizational support.
- The results of the multiple regression analysis lead to the following conclusions.
- Dashen Bank workers' organizational citizenship conduct is positively and significantly impacted by their perception of organizational support.
- Dashen Bank workers' organizational citizenship is positively and significantly impacted by psychological empowerment.
- Thus, the researcher came to the conclusion that Dashen Bank's corporate citizenship conduct was positively and significantly impacted by the impression of organizational support. Additionally, the case firms' organizational citizenship was more accurately predicted by the feeling of organizational support than by psychological empowerment.
- For employees to be more satisfied and productive, they must feel psychologically empowered. Positive organizational outcomes, such job performance and employee happiness, are significantly predicted by psychological empowerment and perceived organizational support, according to the analysis.

5.4. Recommendations

- Enhance Perceived Organizational Support: In order to create a supportive work environment, Dashen Bank should concentrate on tactics that increase perceived support, such as giving regular feedback, acknowledging employee accomplishments, and coordinating organizational objectives with individual employee goals.

- Employees' sense of support and belonging can be raised through initiatives like professional development opportunities and mentoring programs.
- Foster Psychological Empowerment: Give workers more freedom and decision-making authority in their positions to empower them. A stronger sense of empowerment can also result from training programs that improve abilities and capabilities.
- Establish open lines of communication so that staff members may voice their thoughts and opinions, enhancing their sense of influence and impact inside the company.
- Promote Organizational Citizenship Behavior: Foster a culture of cooperation and teamwork to promote actions that go above and beyond the call of duty. Employees that regularly use OCB to inspire others should be acknowledged and rewarded.
- Identify and Address Moderating Factors: To determine which particular elements—such as departmental dynamics or individual personality traits—may regulate or mediate the correlations between empowerment, support, and OCB, more study should be done.
- Make sure that support and empowerment initiatives are successful across all employee groups and situations by customizing interventions to address these criteria.
- The study concludes by highlighting a number of significant findings on the views of employees toward psychological empowerment and Organizational Citizenship Behavior (OCB). There are certain noteworthy restrictions, nevertheless, that should be taken into account. First off, the results may not be as broadly applicable as they may be due to the small sample size, since the opinions of a small number of workers might not be representative of the entire workforce. Additionally, because people may express their opinions in a way that is socially acceptable, the study's reliance on self-reported measurements may introduce bias.
- A bigger, more varied sample size would improve the validity of the results in future studies, as would the use of qualitative techniques like focus groups and interviews to learn more about the opinions and experiences of the workforce. Longitudinal studies may also offer a better understanding of how attitudes and perceptions of employees develop over time, especially in reaction to organizational modifications or interventions meant to promote psychological empowerment and OCB. For practitioners looking to enhance workplace dynamics, investigating the connections between these constructs and other factors like job satisfaction and staff retention may also provide insightful information.

5.5. Limitations of the study and suggestions for future researchers

The purpose of this study was to determine how organizational citizenship behavior in the case of Dashen Bank S.C. was impacted by psychological empowerment and perceived organizational support. Some suggestions for additional research are as follows:

- Because the study's sample size was small in comparison to the entire population, future researchers will attempt to include a larger number of respondents in order to make more accurate generalizations.
- Only Dashen Bank was the subject of this investigation, and only these businesses' results were used. As a result, this might not accurately reflect the other banking industry. It is therefore recommended that future studies be allowed to examine the other bank sector. In order to compare the state of psychological empowerment and organizational support and produce more trustworthy results, future research should also compare two or more banks.
- Even though there are many elements that influence organizational citizenship behavior, this study just looks at two of them. Future researchers will try to include more variables.
- Only a quantitative research approach was used in the study. Since the study solely employed closed-ended questionnaires, future researchers should employ a mixed method to achieve an effective result. For clarity and deeper comprehension, future researchers could also use both closed-ended and open-ended questionnaires (interviews).

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Research Questionnaires' Sources

No	Construct	Measurement items	Source
1.	Perceived Organizational Support	POS 1: My organization is supportive of my goals and values.	Sarah Kay Nielsem (2006)
2.		POS 2: Help is available from my organization when I have a problem.	
3.		POS 3: My organization is willing to offer assistance to help me perform my job to the best of my ability.	
4.		POS 4: Even if I did the best job possible, my organization would fail to notice.	
5.		POS 5: My organization cares about my general satisfaction at work.	
6.		POS 6: My coworkers are supportive of my goals and values.	
7.		POS 7: My organization is complimentary of my accomplishments at work.	
8.		POS 8: My organization really cares about my well-being.	
9.		POS 9: My organization shows very little concern for me.	

		Measurement items	Source
1.	Psychological Empowerment	PE1: The work I do is very important to me.	Xiaomeng Zhang, Kathryn M Bartol (2010)
2.		PE2: My work activities are personally meaningful to me.	
3.		PE3: The work I do is meaningful to me.	
Competence items			
4.	Psychological Empowerment	PE4: I am confident about my ability to do my jobs.	
5.	Empowerment	PE5: I am self-assured about my capabilities to perform my work activities.	

6.		PE6: I have mastered the skills necessary for the job.	
Self-determination items			
7.	Psychological Empowerment	PE7: I have significant autonomy in determining how I do my job.	
8.		PE8: I can decide on my own how to go about doing my work.	
9.		PE9: I have considerable opportunity for independence and freedom in how I do my job.	
Impact items			
10.	Psychological Empowerment	PE10: My impact on what happens in my department is large.	
11.		PE11: I have a great deal of control over what happens in my department.	
12.		PE12: I have significant influence over what happens in my department.	

No	Construct	Measurement Items	Source
1.	Organizational citizenship behavior	OCB1: I help colleagues who have been absent from work.	Noor, A. (2009)
2.		OCB2: I help colleagues who have heavy workloads.	
3.		OCB3: I am mindful of how my behavior affects other people's job.	
4.		OCB4: I go out of way to help new employees.	
5.		OCB5: I take a personal interest in my colleagues' job.	
6.		OCB6: My attendance at work is above the norm.	
7.		OCB7: I take undeserved brakes at work.	
8.		OCB8: I often complain about insignificant things at work.	

9.		OCB9: I adhere to inform rules devised to maintain order.	
10.		OCB10: I attend meeting that are not mandatory but considered important.	
11.		OCB11: I perform duties that are not required but which improve corporate image.	

ANNEX: QUESTIONNAIRE



ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF GRADUATE STUDIES MBA- PROGRAM

Does psychological empowerment and perceived organizational support influence organizational citizenship behavior in the case of Dashen Bank

Questionnaire to be filled by Dashen bank employees

Dear Respondent, My name is Heran Mulushoa, a graduate student in Business and Administration at Addis Ababa University. I kindly request your assistance in completing the following questionnaire, which is an essential part of my MA thesis focusing on "Does psychological empowerment and perceived organizational support influence organizational citizenship behavior in the case of Dashen bank". Your honest responses are crucial for the success of this research, and I sincerely appreciate your cooperation. I assure that all information provided will be kept confidential and used solely for academic purpose. If you require further information, feedback on the study, or clarification, please feel free to contact me using the details below

- Email: mulushoaheran@gmail.com
- Cell phone: +251940425097

Thank you for the time, space, and cooperation in advance!

General Instruction

- Please, do not write your name
- Follow the instruction provided at the beginning of each section of the questionnaire

Part I: Background Information

Direction: This section of the questionnaire refers to the general information about the respondent.

Please tick in the box in front of the appropriate choice.

1. Gender

Male

Female

2. Age

20-30 years

31-40 Years

41-50 Years

> 50 Years

3. Education level

BA/BSc Degree

MA/MSc PhD

and above

4. Service year in the organization

1-5 years

6-10 years

11-15 years

Part II. Questions related to psychological empowerment, perceived organizational support influence and organizational citizenship behavior.

Direction - Please indicate the extent to which you agree or disagree with each statement and

tick (✓) in a box to the correspondent number. Where (1=strongly disagree (SD); 2=Disagree

(D); 3=Neutral (N); 4=Agree (A); and 5=strongly agree (SA)

Perceived Organizational Support						
1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		1	2	3	4	5
1.	My organization is supportive of my goals and values.					
2.	Help is available from my organization when I have a problem.					
3.	My organization is willing to offer assistance to help me					

	perform my job to the best of my ability.					
4.	Even if I did the best job possible, my organization would fail to notice.					
5.	My organization cares about my general satisfaction at work.					
6.	My coworkers are supportive of my goals and values.					
7.	My organization is complimentary of my accomplishments at work.					
8.	My organization really cares about my well-being.					
9.	My organization shows very little concern for me.					

Psychological Empowerment						
Meaning items						
1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		1	2	3	4	5
1.	The work I do is very important to me.					
2.	My work activities are personally meaningful to me.					
3.	The work I do is meaningful to me.					
Competence items						
4.	I am confident about my ability to do my jobs.					
5.	I am self-assured about my capabilities to perform my work activities.					
6.	I have mastered the skills necessary for the job.					
Self-determination items						
7.	I have significant autonomy in determining how I do my job.					
8.	I can decide on my own how to go about doing my work.					
9.	I have considerable opportunity for independence and freedom in how I do my job.					
Impact items						
10.	My impact on what happens in my department is large.					
11.	I have a great deal of control over what happens in my department.					
12.	I have significant influence over what happens in my					

department.					
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Organizational citizenship behavior						
1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		1	2	3	4	5
1.	I help colleagues who have been absent from work.					
2.	I help colleagues who have heavy workloads.					
3.	I am mindful of how my behavior affects other people's job.					
4.	I go out of way to help new employees.					
5.	I take a personal interest in my colleagues' job.					
6.	My attendance at work is above the norm.					
7.	I take undeserved brakes at work.					
8.	I often complain about insignificant things at work.					
9.	I adhere to inform rules devised to maintain order.					
10.	I attend meeting that are not mandatory but considered important.					
11.	I perform duties that are not required but which improve corporate image.					