INFLUENCE OF PSYCHOLOGICAL EMPOWERMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG NURSES AT FEDERAL MEDICAL CENTRE, MAKURDI.

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Abstract

This paper investigated the influence of psychological empowerment on organizational citizenship behavior among nurses at Federal Medical Centre, Makurdi. A cross-sectional survey design was used for the study and the researcher used 107 participants which were drawn from various wards in the hospital 56 (52.3%) male and 51 (47.7%) female. The ages of the participants ranged from 18-31 and above. Two instruments were used for the study which include psychological empowerment scale developed by Spreitzer (1995-1996), and organizational citizenship behaviour scale developed by Onyishi (2007) with adequate reliability and validity. Findings indicated that, there was a significant influence of psychological empowerment on organizational citizenship behaviour among nurses at Federal Medical Centre, Makurdi β = -.105; t= -1.487; p<.05. The findings were discussed in line with other related works and it was recommended among others that, provision of empowerment both psychologically and physically is very vital in every organization as it has been proven beyond reasonable doubts that, psychological empowerment has a significant role to play in the organizational citizenship behaviour and by extension will enhance maximum performance in such organizations.

Introduction

In recent years an exclusive body of literature has focused on psychological empowerment of an employee. Researchers across the past several decades have analyzed behavioral consequences affected by psychological empowerment. Conger and Kanungo (1988) have focused on the positive effect of empowerment on the basis of their structure of a range of cognitive motivation theories; they identified meaning, self-determination, competence, and impact as the set of employee task assessment associated with intrinsic task motivation. Psychological empowerment is defined as intrinsic task motivation following a sense of control in relation to one's work and active orientation to one's work

role that is evidenced in four dimensions; meaning, self-determination, competence and impact (Spreitzer, 1995).

Literature shows that perceived high performance managerial practices, social political support, leadership and work design characteristic are contextual antecedents of psychological empowerment (Wang, Courtright & Seibert, 2011). Previous studies examined that organizational justice and psychological empowerment, positively and indirectly influence organizational citizenship behavior (Najafi & Khademi – Eslam, 2011*)* and traditionalism of middle manager had moderated the relationship between psychological empowerment, performance and commitment (Akerib, Araujo, Bai, Bailey, Balajthy, Bedikian, Bernard, Bernstein, Bolozdynya & Bradley, 2014).

In previous studies in mediating role of psychological empowerment has also been examined between expected contributions, individual characteristics, moral competence, transformational leadership and performance, commitment, OCB towards leaders and organizational commitment (Akerib et al, 2014; Seibert et al, 2011)

Compared to formal in role job performance, organizational citizenship behavior (OCB) nontraditional job behavior is define as behavior related to work that is optional, not related to formal organizational reward system and promote the effective operations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviors (Dark & Jahangir, 2004). Knowledge and skills which other members within ones organization, which can increase the organizations effectiveness (Ozbebek & Toplu, 2011); it is a team process in which team members are sharing ideals, information and suggestions related to task with each other (Srivastava, 2006).

In previous studies researchers have examined perceived organizational support (POS), organizational commitment and psychological empowerment, OCB and KSB (Najafi & Khademi-Eslam, 2011) whereas, leader member exchange was examined as moderator between employee engagement, organizational citizenship behavior and turnover intentions (Alfes, 2013). However, some studies focus on the consequences of organizational citizenship behavior. In this regard, researchers have introduce several factors including organizational effectiveness, organizational success, customer satisfaction, customer loyalty (Bolino, 2002; Morrison, 196; Podsakoff et al, 2000; Yoon and Suh, 2003; Chiang and Hsieh, 2012; Shahim et al, 2014; Rapp et al, 2013). In general, organizational citizenship behavior contributes to the efficiency and effectiveness of organizations through resource development, innovation and adaptation.

Organizational citizenship behavior has many benefits. Organization behavior has little significance in individual terms, but in general, it will benefit both the organization and the employee's base on varieties of approaches. For the interest of the organization, organizational citizenship behavior will create a group of employees who are committed to the company. Organizational citizenship behavior reduces employee's turn or and absenteeism, staff remain committed for the long term, high quality services is provided and it contributes to the organization's position base on various approaches; logically, organizational citizenship behavior may promote to better working environment within the organization to (Koopman, 2001). Thus, given the importance consequences of organizational citizenship behavior for the organization and its staff, it seems necessary to identify its effective factors.

Statement of the problem

Organisational citizenship behaviour enhances effectiveness and workers' participation. It promotes teamwork and inter organisation cooperation in addition to minimizing rates of errors and overall presents a good task environment (Balakrishnan & Raman, 2020). Previous studies have identified the public health sector as one of the areas in which the issue of OCB seems critical (Issever, Soyuk, & Sengun, 2016; Youssef, 2012; Yusof, Yaacob, & Rahman, 2019). Hospital systems are endlessly undergoing innovative modifications that influence patient care and client management and most public hospital centres are failing to meet the demands, which are attached to the changes. It is considered that if nurses retained a higher level of OCB, there would have been a better chance for public hospitals to remain efficient (Yusof et al., 2019). Organisational citizenship behaviour has been reported to support innovation and development through addressing and meeting the new demands of the organisation and the patients (Khaola, 2018). Demographic variations, innovation and increase in expectations of patients in the value of caring in the area of nursing added to a rising deficiency in the nursing workforce in general, and the turnover intentions of nurses in the public health sector have increased the importance of OCB amongst nurses in the same sector (Taghinezhad, Safavi, Raiesifar, & Yahyavi, 2015). Organisational types impact policies, practices and guidelines. In South Africa, hospitals managed by the private sector are flexible, for example, in monetary administration and staffing. In contrast, public hospitals are rigid. The deterioration in quality healthcare has led people to drop trust in the healthcare system in South Africa (Maphumulo & Bhengu, 2019).

Concept of Organizational Citizenship Behavior

Organizational Citizenship Behavior Organizational citizenship behaviour is one of the important determinants and leading factors that contribute to overall organizational effectiveness and towards to the success of the organization in an intensity competitive environment (Chan, 2014; Organ, 1988). Specifically, Organizational Citizenship Behaviour may affect the performance of the organization in terms of: encouraging increased manager and employee productivity (Purnama, 2013). Organizational Citizenship Behaviour (OCB) defined by Organ (1988) as a type of personal behaviour which is discretionary, and which is not recognized by the formal reward system neither directly nor explicitly. Such behaviour tends to promote the efficient functioning of the organization. According to Organ (1988), there are five distinct dimensions of OCB identified in previous research: Altruism (helping specific others); civic virtue (keeping updated with most important matters within the organisation); conscientiousness (compliance with norms); courtesy (consulting others before taking action); and sportsmanship (not complaining about trivial matters). However, Williams and Anderson (1991) provided a classification of OCB from a different perspective into two kinds: (1) behaviours which are oriented towards certain people in the organization, such as courtesy and altruism (OCBI), and (2) behaviours which are related to how to benefit all people in the organization.

Concept of psychological empowerment

Organisational citizenship behaviours in nursing is defined as the nurses' efforts to fulfil their roles beyond their defined responsi-bilities (Organ, 2017). Considering the nursing profession, OCB di-mensions (Somech & Drach-Zahavy, 2004) can refer to:
(a) patients (e.g., helping patients during lunch breaks or after workhours);

(b) colleagues (e.g., partnership during fulfilment of tasks); and
(c) organisational activities in the department (e.g., organizing social activities).

Previous studies indicate that hospital departments depend on nurses' OCB, since formal departmental task definitions insufficient to cover all that is required at the workplace (Gupta, Agar wal, & Khatri, 2016). Wong and Laschinger's (2013) study on nurses indicate that psychological empowerment enhances OCB. Accordingly, we propose that head nurses who empower their nurses encourage them to increase their effor ts beyond their defined roles

Empowerment is the assigning decision-making authority to subordinates as a philosophy and a set of conducts meaning to share autonomous groups and individual in determination of their professional destiny. Empowerment gives personnel more opportunity for freedom, improvement, and utilization of skills, knowledge, and their potential for their best, and their organizations. Many believe that organizations can enhance efficiency through employees' empowerment. Empowerment includes motivation techniques that seek to increase the participation of employees to improve their performance, integration of personal and organizational goal is personnel's empowerment (Vechio, 2000). Nowadays' empowerment is known as a tool enabling managers to manage present organizations that have a variety of influence channels, growing reliance on horizontal structure and network, minimizing the distance between managers and employees, and reducing organizational membership.

Successful organizations around the world have reported that they have been able to improve their efficiency using empowerment programs (Liu et al, 2007). Despite the importance of empowerment as one of the most important organizational strategies, little research has been conducted to investigate the organizational and environmental factors that affect on it. Good organizational citizens are likely to be important for the creation of the social capital within the organization. Social capital of individuals has drawn much attention in the recent years. Social capital result from the willingness of employees to exceed their formal job requirements in order to help each other to subordinate their individual interests for the good of the organization and to take a genuine interest in the organization activities and over all mission. Social capital therefore provides a new understanding into the cooperate human behavior. With the advent of internet facilities, networking has become a cake walk for people to communicate and build social relationships with others in virtual communities and obtain knowledge to resolve problems in the work place from various communities. Despite many arguments and verifications for the concept of social capital in relevance to the impact of it on the organizational citizenship behavior. In the initial days, Human resources used to focus only on the factors within the employees that benefit the employees that benefit the organization. Today, the new competitive landscape requires to read between the lines thereby to undergo a major shift by focusing on the factors between the employees to scope up with the spearheading technological advancements.

Organizational researchers and practitioners have identified psychological empowerment as a construct meriting critical inquiry (Kamter, 1989; Thomas & Velthouse, 1990). Widespread in psychological empowerment comes at a time when global competition and change require employee initiative and innovation (Drucker, 1988). Despite growing attention to empowerment in the organizational studies literature, the lack of theoretical derived measure of psychological empowerment with a work context in mind, limiting the resultant measures usefulness in organizational research.

Previous psychological empowerment theories show the importance of psychological empowerment to business and organizations (Conger & Kanungo, 1988; Spreitzer, 1995; Thomas & Velthouse, 1990). Other studies reported the important of psychological empowerment on job satisfaction, organizational commitment, service quality, job performance, effectiveness and innovative behavior (Bhatnagar, 2005; Ismail et al., 2009; Joo & Shim, 2010; Marane, 2012; Seibert et al., 2011; Ameen & Ahmad, 2012; Tuuli & Rowlinson, 2009; Wang & Lee, 2009). Furthermore, psychological empowerment improves positive work outcomes such as organizational citizenship behavior (Appelbaum et al., 2007; Bogler & Somech, 2005; Chiang & Hsieh, 2012; Farzaneh et al., 2014; Jha, 2014; Najafi et al., 2011; Wat & Shaffer, 2005). An empirical study conducted by Chiang and Hsieh (2012) psychological empowerment was hypothesized to be positively influences Organizational Citizenship Behavior. The study confirmed that the higher the level of employees' psychological empowerment, the more motivated employees are to perform well at work. As well, while employees have positive feelings about psychological empowerment, they are motivated to demonstrate more OCB. Similarly, Najafi et al. (2011) conducted a study to determine causal relations between organizational justice, psychological empowerment, organizational commitment, job satisfaction and OCB. The study found that psychological empowerment correlated positively with job satisfaction, organizational commitment and organizational citizenship behavior.

Maslow (1943) theorized that people are driven by unsatisfied needs that shape their behaviour. In his theory, Maslow classified human needs into five categories that ascend in definite order ranging from Physiological needs, safety and security needs, belonging and love needs, esteem needs and self-actualization needs.

He suggested that after a person has moved from a lower to a higher level of need, the higher-level needs supposed to be less important since they have been adequately met. At a lower tier, essential life sustaining requirements as food, clothing and shelter were identified. Next were physical security need were considered, thirdly, social acceptance, belongings and love, fourth was self-esteem needs and recognition by people and finally, fifth was self-actualization need such as personal autonomy and self-direction. According to Maslow, the needs of an individual subsists in a coherent order and that the basic lower level requirements must be satisfied before these higher level, then, once the basic needs are fulfilled, they no longer serve as motivator for the individual.

There are some important leadership implications of this theory to enhance people's motivation and eventually empowerment which includes:
i.   Physiological needs: are the basic needs of feeding, accommodation, salaries/wages that are perceived by the employees to be sufficient for the purchase of essentials of life.
ii. Safety needs: are needs for safe environment to live in, freedom from threats and relative security.
iii. Social need: create a feeling of acceptance, belonging, and community by reinforcing team dynamics.
iv. Esteem needs: recognize achievements, assign important projects and provide status to make people feel appreciated and value.
v.   Self-Actualization: provide challenging and meaningful work which enables innovation, creativity, and progress according to long-term goals.

However, not all people are driven by the same needs at any time different people in different social strata may be motivated by entirely different factors. It is important therefore

to understand the needs of each set of people in different communities in order to be able to meet their peculiar needs and motivate them to commitment and more patriotic acts.

Organizational citizenship behavior oscillates among strategies to cope with serious organizational strain, the study provided an opportunity to again insight into the individual experiences that contribute to the beliefs and accompanying behaviors that emerge as employees at different levels of an institution prepare for significant leadership organizational change.

The study explored their attributes of the psychological construct of empowerment as an emergent Function of a sustained leadership development initiative in an organization preparing for a change in formal leadership. What is clear is that the time for radical change is at hand, but the specific tool for reconstructing the organization or work place remains to be developed. By applying the theoretical construct of empowerment by means of an empirical study of organizational workforce offers a window into the psychological work life of employees, who shape the life of the large organization

Significance of the Study

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Purpose of the study

The purpose of this study is to ascertain the influence of psychological empowerment on organizational citizenship behavior among nurses at Federal Medical Centre Makurdi.

Hypothesis

This hypothesis states that there will be no significant influence of psychological empowerment on organizational citizenship behaviour among nurses at Federal Medical Center, Makurdi

Design

This study employed a cross-sectional survey research design. A cross-sectional survey study is one of observational study that involves data collection from a population, or a representative subset at one point in time. This research design is considered appropriate because it allowed the researcher to inferred generalization of the population by selecting and studying the sample of the study. The process comprised of the use of questionnaire to assess the influence of psychological empowerment and social capital on organizational citizenship behavior among nurses at federal Medical Centre Makurdi.

Setting

The study area of this research is Federal Medical Centre Makurdi. Federal Medical Centre Makurdi was established in 1995. Before the take off of the centre, the facility then referred to as General Hospital Makurdi, had existed for over 70 years. Indeed the hospital started as a small clinic in the early thirties by the colonial masters to render first aid services to laborers who were working on the construction of the rail bridge across the Benue River.

The Federal Medical Centre is one of the Federal Tertiary Hospitals in the country. It is a 600 bedded tertiary hospital located in Benue State in the North-Central geo-political zone of Nigeria.

Participants

The population of this research study comprised of nurses at Federal Medical Centre Makurdi. Participants used in this study were one hundred and seven (107), which consist of 56 (52.3%) male, and 51 (47.7%) female. Their ages ranges from 18-25, (47.1%) 26 -30 and 31 and above (17.8%). their marital status ranges from marriage (36.4%), single (54.2%) and divorce (9.3%). And their religion ranges from Christianity (87.8%), Islam (8.4%) and others (3.9%).

Sampling

The sample size for this study was one hundred and seven respondents (107). For this research work, random sampling technique was used. This study is restricted to the categories of nurses which the researcher considered essentially relevant to issues being investigated.

Instrument

The instrument for data collection was a standardized questionnaire. The questionnaire consists of demographic information about respondents as age, sex, marital status and religion. The other section of the questionnaire consists of multiple choice questions on psychological empowerment, social capital and organizational citizenship behavior.

The psychological empowerment scale is composed of 4 sub dimension meaning; competence, self-determination and impact. You may use the sub dimension individually (taking the means of the 3 items measuring one dimension) or take the means of the sub dimension means to create an overall empowerment score. The validation of the instrument is described in Sprcitzer (1995; 1996). The instrument has been used successfully in more than 50 different studies in contexts ranging from nurses to low wages service workers to manufacturing workers. It is a 12-item scale, ranging from "very strongly disagree" to "very strangely agree" the validity of the instrument is very good. Test retest-reliablility has been shown to be strong and validity estimates for the dimensions are typically around 80.

Organizational citizenship behavior scale (OCBS) developed by Anyishi (2007) was used to measure organizational citizenship behavior. It is a 21-item scale. Onyishi tested and validated the scale. The scale has a reliability coefficient of 76. The quality of every test is measured on its ability to test and its power for generalization (Anastasi & Urbina, 1997). The OCBS is a self-report likert format response scale ranging from "never" to "Very

often". It is scored as follows: never -1 point, rarely - 2 points, sometimes = 3 points, often = 4 points and very often = 5 points

Procedure

The instrument was distributed to voluntary participants selected from the nurses in the federal medical Centre Makurdi. The purpose of the research was explained through a letter of identification from the researcher and the assistance on how to answer the questions.

In line with the ethics of research, they informed consent of the respondents was sought and only willing participants were issued a copy of the questionnaire for their responses. The confidentiality of the responses of the participants was also guaranteed. The research questionnaire was then administered on the nurses and collected after 30 minutes of administration.

Data Analysis

The data gathered from the survey for the purpose of the study was analysed using statistical package for social science (SPSS version 23) for the sole purpose of ensuring accuracy. Regression analysis was used to test the postulated hypotheses. This was used to assess the influence of psychological empowerment on organizational citizenship behavior among nurses at Federal medical centre Makurdi.

Results

Hypothesis: This hypothesis stated that there will be no significant influence of psychological empowerment on organizational citizenship behaviour among nurses at Federal Medical Center, Makurdi.

Table 1: Standard Linear Regression Analysis Showing the Influence of Psychological Empowerment on Organizational Citizenship Behaviour.

Variables	R	R^2	F	β	T	P	Remark
Constant	.105	.011	2.210		17.897	.000	
Psychological				.105	1.487	.039	Sig
Empowerment							

Dependent Variable: *Organizational Citizenship Behaviour*
F (l, 198) = 2.210; p>.039; R=.105 and R^2 = .01l

Result in table 1 shows that, there is no significant influence of psychological empowerment on organizational citizenship behaviour among nurses at Federal Medical Center, Makurdi, β = -.105; t = -1.487; p<.05; [R=.105 and R2 = .011]. Hypothesis one which stated that, 'there will be no significant influence of psychological empowerment on organizational citizenship behaviour among nurses at Federal Medical Center, Makurdi' is therefore rejected while the alrtenate which state 'there will be a significant influence of psychological empowerment on organizational citizenship behaviour among nurses at Federal Medical Center, Makurdi is accepted.

Discussion of Findings

The hypothesis stated that, there will be no significant influence of psychological empowerment on organizational citizenship behaviour among nurses at Federal Medical Center, Makurdi was tested using regression analysis. Result from the finding indicated that, there is a significant influence of psychological empowerment on organizational citizenship behaviour among nurses at Federal Medical Center, Makurdi indicating that, psychological empowerment accounted for the variance observed in organizational citizenship behaviour.

This finding is consistent with that of Bhatnagar and Sandhu (2005) who studied on the influence of psychological empowerment and organizational citizenship behavior in a number of 111 IT managers. According to them, managers who understand psychological empowerment in their workplace can demonstrate organizational citizenship behaviour more than those who do not. Bogler and Somech (2004) further buttressed that, teachers' perception of their level of empowerment is significantly associated with their organizational and professional commitment as well as their organizational citizenship behaviour.

Conclusion

Based on the findings of this study, the following conclusions were drawn, Psychological empowerment significantly and independently predicts organizational citizenship among nurses at Federal Medical Center, Makurdi.

Recommendations

Based on the findings of the study, recommendations were that Provision of empowerment both psychologically and physically is very vital in every organization as it has been proven beyond reasonable doubts that, psychological empowerment has a significant role to play in the organizational citizenship behaviour and by extension will enhance maximum performance in such organizations,

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