

# Innovative Human Resource Practice: A Unified Framework and Causal Model of Psychological Empowerment, Job Satisfaction, Organizational Citizenship Behavior, and Organizational Performance

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**Abstract.** Research objectives were to determine a unified framework and to construct a causal model of psychological empowerment, job satisfaction, organizational citizenship behavior, and organizational performance of glass manufacturing plant employees in Thailand. The study reported the responses of 539 operational employees from 19 glass manufacturing plants operating in different parts of Thailand. Data were analyzed with descriptive statistics using SPSS (version 11.5) and assessed with confirmatory factor analysis to confirm the heterogeneity of all constructs and path analysis to test the cause and effect relationships among main constructs of the study using LISREL (version 8) on a structured questionnaire containing standard scales of psychological empowerment, job satisfaction, organizational citizenship behavior, and organizational performance to determine the relationships of psychological empowerment, job satisfaction, organizational citizenship behavior, and organizational performance. Research findings indicated that dimensions of psychological empowerment, job satisfaction, and organizational citizenship behavior have mediated positive effect on organizational performance. Organizational citizenship behavior positively mediates the relationships between psychological empowerment and organizational performance and between job satisfaction and organizational performance. Furthermore, psychological empowerment is positively correlated with job satisfaction.

**Keywords:** Causal Model, Job Satisfaction, Organizational Citizenship Behaviour, Organizational Performance, Psychological Empowerment.

## 1. Introduction

Organizational citizenship behavior (OCB) is the most important factor affecting employee performance (Podsakoff and MacKenzie, 1994). According to Organ and Bateman (1991), organizational citizenship behavior has five major components of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness.

OCB will affect employees about insecurity and unfairness because all the employees require the justice and benefits according to their capabilities, experiences, and endeavors (Schaubroek et al., 1994). Psychological empowerment was first proposed by Conger and Kanungo (1988), who defined empowerment as identical to the motivational concept of self-efficacy. Empowered individuals possess more resilience, creativity, and initiative in their work; empowered individuals are more committed to and more satisfied with their jobs; and empowered individuals exhibit organizational citizenship behavior more frequently (Chiang and Hsieh, 2012). Najafi et al. (2011) found that psychological empowerment positively influences job satisfaction. Furthermore, job satisfaction positively influences organizational citizenship behavior (Najafi et al., 2011).

According to Valez (1972), job satisfaction has two major components of intrinsic job satisfaction (level of satisfaction with features associated with the job itself) and extrinsic job satisfaction (level of satisfaction with various features associated with the environment). Job satisfaction is defined as a person's evaluation of his or her job and work context (McShane, 2004) and as a global feeling about the job or as a related constellation of attitudes about various aspects of the job (Spector, 1997). Job satisfaction has been identified as a major requirement for organizations which aim to achieve excellence in their organizations (Chiboiwa et al., 2011). Robbins and Judge (2009) defined job satisfaction as a positive feeling about one's job resulting

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from an evaluation of its characteristics. Furthermore, Randeree and Chaudhry (2007) concluded that job satisfaction affects productivity of employees in a culturally diversified environment. When employees are satisfied with their jobs, they effectively perform in their jobs (Golparvar and Javadian, in press). There are positive relationships between job satisfaction and psychological empowerment (Chiang and Hsieh, 2012), between job satisfaction and OCB (Samuel et al., 2006), between job satisfaction and performance (Judge et al., 2001; Somersl and Birnbaum, 1998), between OCB and performance (Podsakoff and MacKenzie, 1994), and between psychological empowerment and performance (Chen et al., 2007). Research objectives were to determine a unified framework and to construct a causal model of psychological empowerment, job satisfaction, organizational citizenship behavior, and organizational performance of glass manufacturing plant employees in Thailand.

## 2. Material and Methods

Data for this study were collected from 539 operational employees out of 11,335 operational employees working in the 19 glass manufacturing plants in Thailand by using Yamane’s formula (Yamane, 1970) for a 96% confidence level with a 4% margin of error by the proportional random sampling method. All the constructs were operationalized using a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Data were analyzed with descriptive statistics using SPSS (version 11.5) and assessed with confirmatory factor analysis (CFA) to confirm the heterogeneity of all constructs and path analysis (Joreskog and Sorborn, 1993) to detect the cause-effect relationships among various dimensions of main constructs of the study using LISREL (version 8) on a structured questionnaire containing standard scales of psychological empowerment, job satisfaction, organizational citizenship behavior, and organizational performance, besides some demographic details like age, education, and tenure with the organization.

Psychological empowerment was measured using the 12-item psychological empowerment scale developed by Spreitzer (1995) comprising meaning, competence, impact, and self-determination. Job satisfaction was measured using the eight item questionnaire developed by Valez (1972) comprising intrinsic and extrinsic job satisfaction. Organizational citizenship behavior was measured using the 15-item questionnaire developed by Organ and Bateman (1991) comprising altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Organizational performance was assessed using the questionnaire developed by Delaney and Huselid (1996) with 25 items measuring seven elements of product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management and employee relations, and employee relations.

## 3. Results and Discussion

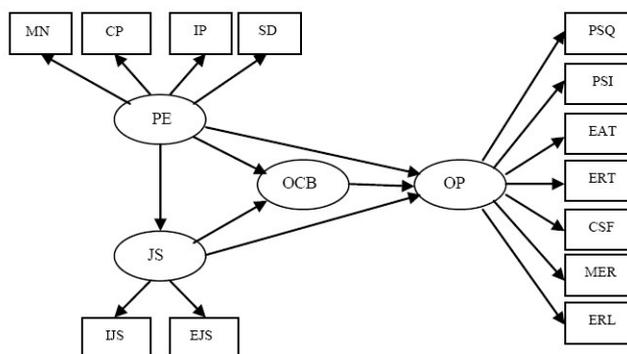


Fig. 1: Unified Framework.

Key: PE = Psychological Empowerment, MN = Meaning, CP = Competence, IP = Impact, SD =Self-Determination, JS = Job Satisfaction, IJS = Intrinsic Job Satisfaction, EJS = Extrinsic Job Satisfaction, OCB = Organizational Citizenship Behavior, OP = Organizational Performance, PSQ = Product or Service Quality, PSI = Product or Service Innovation, EAT = Employee Attraction, ERT = Employee Retention, CSF = Customer Satisfaction, MER = Management and Employee Relations, ERL = Employee Relations.

A unified framework and a causal model were constructed. Research findings indicated that dimensions of psychological empowerment, job satisfaction, and organizational citizenship behavior have mediated positive effect on organizational performance. Organizational citizenship behavior positively mediates the relationships between psychological empowerment and organizational performance and between job satisfaction and organizational performance. Furthermore, psychological empowerment is positively correlated with job satisfaction.

Regarding the unified framework, there are lots of researchers studying the relationships of psychological empowerment, job satisfaction, organizational citizenship behaviour, and organizational performance in a wide variety of fields. The unified framework was positively compatible with the following research findings. Psychological empowerment, job satisfaction, and organizational citizenship behavior are positively linked to organizational performance. Organizational citizenship behaviour positively mediates the relationships between psychological empowerment and organizational performance and between job satisfaction and organizational performance. Furthermore, psychological empowerment is positively correlated with job satisfaction.

#### **4. Conclusion**

The purposes of this study were to determine a unified framework and to construct a causal model of psychological empowerment, job satisfaction, organizational citizenship behavior, and organizational performance for glass manufacturing plant employees in Thailand. The findings showed that the psychological empowerment, job satisfaction, and organizational citizenship behavior have the strength to mediate positive effect on organizational performance. In relation to the unified framework, this result was the extent to which psychological empowerment, job satisfaction, and organizational citizenship behavior have mediated positive effect on organizational performance. Organizational citizenship behavior positively mediates the relationships between psychological empowerment and organizational performance and between job satisfaction and organizational performance. Furthermore, psychological empowerment is positively correlated with job satisfaction.

Improving the quality of psychological empowerment will increase job satisfaction, organizational citizenship behavior, and organizational performance. Psychological empowerment and job satisfaction help organizations move toward better organizational performance through organizational citizenship behavior. Organizations aiming to increase organizational performance and achieve business goals should focus on developing psychological empowerment, job satisfaction, and organizational citizenship behavior. Future research can benefit from a larger sample to bring more statistical power and a higher degree of representation. This study was done by empirically investigating Thai firms. Cultural limitation should be considered and it is suggested that future research should be done in other variables (i.e., organizational climate, organizational innovation, organizational trust, learning orientation, leadership behavior, and job characteristics) to develop organizational performance and achieve business goals.

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