Empowering Leadership and Organizational Citizenship Behavior: The Mediating Roles of Psychological Empowerment and Emotional Intelligence in Medical Service Industry

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Abstract:
This study aimed to investigate the effect of empowering leadership on organizational citizenship behavior (OCB) through psychological empowerment and emotional intelligence.

After analyzing 125 sets of the employee for collecting data in the medical service industry of Jepara district – Indonesia, this study found that empowering leadership was related to OCB.

In addition, this study further found that psychological empowerment and emotional intelligence served as significant mediating in the relationship between empowering leadership and OCB.

Keywords: Empowering leadership, psychological empowerment, emotional intelligence, organizational citizenship behavior.

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1. Introduction

The improvement of medical service quality in developing countries, including Indonesia, has long been a primary and fundamental target in national development planning. To that end, medical personnel as the main motor of the implementation of medical services, quality and quantity need to continuously be improved.

Internal problems in the healthcare service industry have not obviously been synchronized, and are in line with the demand for quality improvement of medical services for the public. Some notes related to the internal issues appearing deal with; government regulation inconsistency in the field of health, absence of standard systems regarding performance evaluation and incentive, lack of inaccuracy in coaching career, poor discipline enforcement towards indiscipline behavior and irregularity actions, weak leadership roles in each work unit, and low consciousness aspect of performing duties in a more professional manner, as well as lack of sharing and assisting roles with colleagues.

Those are some of the main factors which have negative impacts on various efforts to increase the quality of medical personnel performance in the medical service industry. Of several problems that exist managed and owned by local government, for example, the aspect of leadership roles in encouraging medical personnel performance is crucial, because in various studies, empowering leadership roles, for example, it can foster and encourage the emergence of initiation, work conductivity, innovation, work creativity, and encourage the emergence of a teamwork culture where team members can share and help each other.

Empowering leadership research has been conducted on two main perspectives. The first perspective is on leaders' actions, especially sharing power or assigning responsibility and autonomy to workers. Whereas, the second perspective discusses worker's response to empowerment by looking at their motivation. Wikaningrum, Udin and Yuniawan (2018), Srivastava, Bartol and Locke (2006) accommodate these two perspectives by examining the influence of empowering leadership on team performance.

There are many factors to achieve better service quality for service providers, such as encourage sincerity, happy feeling and the emergence of a culture where employees will work together, helping each other in order to give the best to customers (Srivastava, 2006). Many studies have discussed the importance of the correlation between organizational citizenship behavior (OCB) and service quality. The basis of the research finding stated that the factor that may support employees in performing a good service quality is by having OCB (Handayani, Udin, Yuniawan, Wikaningrum and Supriyati, 2018; Hui, Lam and Schaubroeck, 2001; Sulistiyani, Udin and Rahardja, 2018).

2. Literature Review
a. Organizational Citizenship Behavior (OCB)

The concept of OCB was first introduced by Organ and Ryan (1995) and has been discussed in detail by Organ and Ryan (2005). According to Organ and Ryan (1995), OCB is a special type of work habits which defines individual behavior as highly favorable to the organization and a freedom of choice, indirectly or explicitly recognized by the formal reward system.

Triyanto and Santosa (2010) argue that OCB has the characteristics of extra-role behaviors which are not included in the job description, spontaneous behavior/without specific suggestions or commands, helpful behavior, and behavior which is not easily visible and assessed through performance evaluation. Behavior helps employees with work when the employee is absent, orientation helps new employees in the department where they work, the supervisor's assistant with tasks, as well as supervisors coming early or staying late.

b. Empowering Leadership

Empowering leadership is a type of leadership which highlights the importance of commitment to implementing performance, opening wide participation in decision-making, and upholding work-orientation to achieve high performance (Srivastava et al., 2006). According to Herre (2010), empowering leadership is a heterogeneous concept consisting of various types of characters, namely collective leadership, facilitative leadership, and participative leadership. All these different concepts are summarized in the type of empowering leadership. According to Srivastava et al. (2006), empowering leadership has four elements:

(1) empowering leadership related to knowledge sharing, (2) in knowledge-sharing related to team performance, (3) empowering leadership related to team performance, and (4) the strength of the relationship between empowering leadership and team performance decreases when knowledge sharing is added to the model as an intermediary.

In leadership empowering, leaders strive to commit to hard-working, obtaining information from subordinates in implementing the decisions of the organization to work together to achieve goals. In addition, participatory decision making and coaching behavior of an empowering leader will encourage knowledge sharing within the team. The research findings of (Akbar, Udin, Wahyudi and Djastuti, 2018; Handayani et al., 2018; Najafi et al., 2011; Sulistiyani et al., 2018) state that empowering leadership has a significant positive effect on psychological empowerment and OCB. Therefore,

\[ H1: \text{Empowering leadership is positively related to psychological empowerment.} \]

\[ H2: \text{Empowering leadership is positively related to OCB.} \]
Leaders are always committed to working hard, obtaining information directly from subordinates, running organizational decisions through mutual work mechanism, and always trying to improve employees’ emotional intelligence (Srivastava et al., 2006). Therefore,

**H3:** Empowering leadership is positively related to emotional intelligence

c. **Psychological Empowerment**

Psychological empowerment deals with how employees perceive their positions in the work environment and how they feel capable of contributing to the organization (Najafi et al., 2011). Based on the opinion of Conger and Kanungo (1988), the concept of empowerment is a motivational construct which is ultimately referred to as psychological empowerment, which means the process of members’ self-efficacy of the organization through the identification of conditions that lead to disability, identification strategy to eliminate the disability. Najafi et al. (2011) defines the concept of psychological empowerment as "enhancing an individual’s intrinsic motivation towards his/her tasks manifested in four forms of cognition: meaning, competence, self-determination, and impact". Therefore, it can be concluded that psychological empowerment is the increase of one's intrinsic motivation toward their own roles of work.

According to Erdogan, Ozyilmaz, Bauer and Emre (2018), working in an empowered condition has a positive impact on employees, which is increased feelings of self-confidence and job satisfaction, higher motivation, and low physical/mental fatigue. Working situations in structural empowerment will be more likely to have management practices which can increase employee’s feelings about trust in the organization and job satisfaction (Chamberlin, Newton and LePine, 2018).

The correlation between constructs in Chamberlin et al. (2018) study leads to the findings that psychological empowerment has positive and significant effects on job satisfaction. The effect of psychological empowerment on job satisfaction is 0,137 (p <0,05). This finding is consistent with that of (Spreitzer et al., 1999). "In this case, the lecturers who experience psychological empowerment will feel worthed or meaningfulness of the work, feel more competent or have self-efficacy in carrying out the role of work and have self-determination and feel capable of giving impacts on the work results on the organization, which ultimately affects the level of job satisfaction (Najafi et al., 2011). The finding of Handayani et al. (2018); Najafi et al. (2011) states that psychological empowerment has a significant positive effect on OCB. The higher the psychological empowerment is, the higher OCB of employee to the organization. Therefore,

**H4:** Psychological empowerment is positively related to OCB.
d. Emotional Intelligence

Salovey and Mayer (Sumiyarsih et al., 2012) define emotional intelligence as a subset of social intelligence which involves the ability to monitor either oneself’s feelings and emotions or others’, to sort them, and to use this information to develop thoughts and actions. Mayer et al. (2001) defines emotional intelligence as a set of personal, emotional and social abilities which affect a person's ability to succeed in addressing environmental issues and pressures. Therefore, it can be concluded that emotional intelligence is the ability of a person to monitor feelings and emotions within themselves, a person's ability to overcome problems and obstacles and the ability of a person to turn the deficiency into an advantage.

Individuals need to have emotional intelligence because the emotional condition can affect thoughts, speech, or behavior, including in work. Individuals who have emotional intelligence will be able to figure out emotional condition. Many academically intelligent people, with lacking emotional intelligence, fail to succeed at work (Sumiyarsih et al., 2012). Emotional intelligence can also determine one's potential to learn practical skills and support performance (Sumiyarsih et al., 2012). OCB and Emotional Intelligence of each organization has a provision which regulates the work of each employee so that the work can be well coordinated. The organization organizes it by specifying the job description to be done by the employee.

The job description is a statement which is organized arranged towards the tasks and responsibilities of a particular job (Sumiyarsih et al., 2012). Job description determines divisions which carry out the work so that the company is able to achieve its goals efficiently. Ideally, OCB employees are needed by organizations or companies to achieve the effectiveness and objectives of the company (Sumiyarsih et al., 2012). Sumiyarsih et al. (2012), Udin, Handayani, Yuniawan, and Rahardja (2017) states that emotional intelligence positively affects OCB. This means that the higher emotional intelligence is, the higher the human resources’ extra behavior will be. Therefore,

\[ H5: \text{Emotional intelligence is positively related to OCB.} \]

3. Materials and Methods

a. Population and Sample

The object of this study is public health service industry belonging to Local Government of Jepara, Indonesia. Therefore, the population is 1218 medical personnel (doctors) who were actively working in the government-owned health services. By using purposive sampling, the sample determined is 125 doctors.

b. Variables and Indicators
The variable and indicator in this study is presented in Table 1.

Table 1. Variables and Indicators

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowering Leadership (Zang and Bartol, 2010).</td>
<td>Enhancing the meaningfulness of work, encouraging participation in decision-making, strong confidence to perform high performance, and providing autonomy from bureaucratic constraints</td>
</tr>
<tr>
<td>Psychological Empowerment (Spreitzer, De Janasz, &amp; Quinn, 1999)</td>
<td>Value of meaning of a profession purpose, competence, freedom to perform work, and individual impacts on the work environment</td>
</tr>
<tr>
<td>Emotional intelligence (Goleman, 2005)</td>
<td>Self-awareness, self-control, motivation, empathy, and social skills</td>
</tr>
<tr>
<td>OCB (Organ &amp; Ryan, 1995)</td>
<td>altruism, courtesy, sportsmanship, conscientiousness, and civic virtue</td>
</tr>
</tbody>
</table>

c. Data Analysis

The data analysis for testing result of the structural equation model is partial least square method (PLS). This technique is usually done with two stages: (1) The measurement model of a construct with reflective dimension, through indicators: convergent validity, discriminant validity, and unidimensionality; and (2) The model significance test/ hypothesis testing, where the test is done by looking at the probability value and t-statistics.

4. Results

a. Measurement Model

Discriminant validity represents the cross-loading value of each factor towards its constructs. Measurements are useful for knowing whether the construct has adequate discriminant to be a variable. Table 2 shows that the loading value of each item towards its construct is greater than the cross-loading value. From the results of the cross-loading analysis, it appears that there is no problem discriminant validity.

Table 2. Discriminant Validity

<table>
<thead>
<tr>
<th></th>
<th>Empowering Leadership</th>
<th>Psychological Empowerment</th>
<th>Emotional Intelligence</th>
<th>OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>EL1</td>
<td>0.742</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EL2</td>
<td>0.847</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EL3</td>
<td>0.883</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EL4</td>
<td>0.865</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PE1</td>
<td></td>
<td></td>
<td>0.883</td>
<td></td>
</tr>
</tbody>
</table>
Table 3, as the basis of the convergent validity, it shows that all indicators are above 0.7. Thus, all indicators of latent variables is valid. The reliability test is reinforced with Cronbach alpha value. The value is expected > 0.6 for all constructs. The unidimensionality test is performed using composite reliability and Cronbach's alpha value. For both of these values, the cut-off value are 0.7.

**Table 3. Composite Reliability**

<table>
<thead>
<tr>
<th></th>
<th>Cronbach's Alpha</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowering Leadership</td>
<td>0.895</td>
<td>0.902</td>
</tr>
<tr>
<td>Psychological Empowerment</td>
<td>0.873</td>
<td>0.917</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>0.852</td>
<td>0.910</td>
</tr>
<tr>
<td>OCB</td>
<td>0.931</td>
<td>0.951</td>
</tr>
</tbody>
</table>

**Table 4. Hypotheses Testing**

<table>
<thead>
<tr>
<th></th>
<th>Original Sample</th>
<th>Standard Deviation</th>
<th>T-Statistics</th>
<th>p Values</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direct Effect</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowering Leadership →</td>
<td>0.194</td>
<td>0.071</td>
<td>2.732</td>
<td>0.010*</td>
</tr>
<tr>
<td>Psychological Empowerment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowering Leadership →</td>
<td>0.290</td>
<td>0.087</td>
<td>3.333</td>
<td>0.002*</td>
</tr>
<tr>
<td>Emotional Intelligence →</td>
<td>0.178</td>
<td>0.104</td>
<td>1.712</td>
<td>0.093**</td>
</tr>
<tr>
<td>Psychological Empowerment</td>
<td>OCB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence →</td>
<td>0.774</td>
<td>0.168</td>
<td>4.607</td>
<td>0.000*</td>
</tr>
<tr>
<td>Empowering Leadership →</td>
<td>0.514</td>
<td>0.096</td>
<td>5.354</td>
<td>0.000*</td>
</tr>
<tr>
<td><strong>Indirect Effect</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowering Leadership →</td>
<td>0.083</td>
<td>0.219</td>
<td>0.265</td>
<td>0.488***</td>
</tr>
<tr>
<td>Psychological Empowerment</td>
<td>→ OCB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowering Leadership →</td>
<td>0.410</td>
<td>0.185</td>
<td>2.223</td>
<td>0.027*</td>
</tr>
</tbody>
</table>
The results of the statistical analysis show that the direct path effect of empowering leadership gave support to psychological empowerment and emotional intelligence. Both paths proved a positively significant effect on $\rho < 0.05$. Likewise, the direct path effect of empowering leadership and psychological empowerment, as well as emotional intelligence to OCB. All three of them also have a significant positive effect on $\rho < 0.05$.

For indirect path effect, the effect of empowering leadership to OCB through emotional intelligence proved a significantly positive $\rho < 0.05$. Thus, emotional intelligence can be a factor which mediates the relationship between empowering leadership and OCB. Meanwhile, empowering leadership effect on OCB through psychological empowerment is significantly positive $\rho <0.05$. Thus, psychological empowerment cannot be a mediating factor between empowering leadership and OCB in case of medical service industry.

5. Discussion

The results of hypotheses testing show that there is a significant and positive effect of empowering leadership on psychological empowerment and OCB. It means that higher role of empowering leadership will increase its impact on psychological empowerment, which in turn, improve OCB among medical personnel. The improvement of OCB is influenced by two main factors, internal factors such as moral, satisfaction, positive attitudes, and external factor that comes from outside employees, such as management system, leadership system, organizational culture (Panjta, 2011). These findings are in line with Handayani et al. (2018), Najafi et al. (2011) which states that psychological empowerment has a significant positive effect on OCB. The higher the psychological empowerment, the higher the extra-role of employee to the organization.

Privrivava's (2006) empirical finding state that in the realm of empowering leadership, a leader always strive to commit to hard-working, obtaining information from subordinates in implementing organizational decisions to improve employees' emotional intelligence. The more leaders implant the soul and spirit of work meaningfulness, the more self-awareness of employees increase. The more leaders increase participation in decision-making to improve self-regulation, the higher the level of participation of employees in decision-making in performing their work.

Based on the testing results, it can be concluded that there is a significant and positive effect of emotional intelligence on OCB. It means that the higher emotional intelligence is, the higher OCB will be. These findings support (Sumiyarsih et al., 2012; Udin et al., 2017) empirical findings, stating that
emotional intelligence positively affects OCB. This means that the higher emotional intelligence is, the higher OCB will be. This condition can improve employees' faith because they are more well-knowledge and upholding religious values and implementing it on daily behavior. The implementation of religious values such as having confidence and consistency and feeling-sensitivity (self-awareness), being always grateful, not easily angry and forgiving (self-regulation), maintaining the trust of others and care and respecting others (having empathy), keeping temptation or pressure away, always thinking positively and feeling motivated to reach the best.

6. Conclusion

The main factors affecting the decrease of public health service are the government regulation in improving the service quality of doctors and health workers. Health infrastructure also needs to be regularly repaired and need to be renewed, whereas the knowledge of doctors and health workers needs to be developed by various comprehensive training. On the other side, leadership empowerment and psychological empowerment are substantially needed to prepare the best quality of doctors and health workers to increase the responsibility to public health. As a result, OCB will be able to be developed to improve performance and organizational development.

Reference:


