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Organizational culture, innovative behaviour and work related attitude
Role of psychological empowerment

Shruti Sinha

School of Management, Jagran Lakecity University, Bhopal, India, and

Pushpendra Priyadarshi and Pankaj Kumar

Human Resource Management, Indian Institute of Management Lucknow, Lucknow, India

Abstract

Purpose – This study aims to examine the role of psychological empowerment (PE) in mediating the relationship between organizational culture, innovative behaviour and work-related attitude.

Design/methodology/approach – Data were collected in two phases from a total sample of 324 middle- and senior-level executives working in India through a completed self-report questionnaire.

Findings – The results show a significant relation between organization culture, PE and work-related outcomes. PE fully mediated the relationship between adaptability and mission culture and innovative behaviour. PE also fully mediated the relationship between consistency and adaptability culture and job satisfaction; adaptability culture and commitment; and involvement culture and turnover intentions.

Research limitations/implications – Cross-sectional design undermines the causal conclusions derived from the findings. Generalizability is limited, as the study was set up in India. The research highlights the role of PE for innovative behaviour and other work-related attitudes.

Originality/value – The study establishes the linkage between organizational culture, PE, work-related attitude and innovative behaviour, thus extending the PE theory.

Keywords India, Organizational culture, Job satisfaction, Commitment, Psychological empowerment, Innovative behaviour

Paper type Research paper

1. Introduction

Kanter (1977) introduced the concept of employee empowerment to the management literature, and the concept continues to generate considerable research interest. According to various surveys, empowerment has had a major impact on management practice, as more than 70 per cent of organizations have implemented some form of empowerment for at least some part of their workforce (Lawler *et al.*, 2001). According to Spreitzer (2008), many questions remain unanswered despite considerable progress in empowerment research. It is, therefore, important to develop a more comprehensive understanding of the nature of empowerment, factors contributing to psychological empowerment (PE) and the associated consequences. Two contemporary perspectives on the empowerment have developed (Liden and Arad, 1996; Spreitzer, 2008). Early work on empowerment, macro and focusing on socio-structural/contextual conditions,

believed that structures, policies and practices designed to decentralize power and authority throughout the organization, enabling employees at lower levels in the organization to take appropriate action (Bennis and Nanus, 1985; Block, 1987; Kanter, 1977, 1983), lead to empowerment. Conger and Kanungo (1988) were the first to introduce an alternative perspective on empowerment focusing on the psychological experience of empowerment at work. Citing inadequacy of socio-structural perspective, they argued that empowerment was a process of getting the feeling of self-efficacy among organizational members through the identification and removal of conditions that fosters powerlessness (Conger and Kanungo, 1988; Spreitzer, 2008). Thomas and Velthouse (1990) furthered this theoretical framework articulating empowerment as intrinsic task motivation manifested in four cognitions: meaning, choice, competence and impact. Expanding the work of Thomas and Velthouse (1990), Spreitzer (1995) defined PE as intrinsic task motivation reflecting an active orientation to one's work role that is manifest in four cognitions: meaning, self-determination, competence and impact. *Meaning* refers to the fit between the demands of one's work role and one's own beliefs, values and standards (Hackman and Oldham, 1980). *Self-determination* is one's sense of choice concerning the initiation or regulation of one's actions (Deci *et al.*, 1989). *Competence* refers to one's belief in one's capability to successfully perform work activities (Bandura, 1989; Lawler, 1973). Finally, *impact* is one's belief that one can influence strategic, administrative or operational activities and outcomes in one's work unit (Abramson *et al.*, 1978; Ashforth, 1989).

Earlier research on empowerment links several features of organization design, leadership and HR practices, among others. Wide span of control (Spreitzer, 1996), enriching job characteristics (Liden *et al.*, 2000), and a supportive/affiliative unit climate/culture (Sparrowe, 1994; Spreitzer, 1996) were found to be related to empowerment. Other stream of research found empowerment being facilitated through high-quality relationships such as leader–member exchange (LMX) (Liden *et al.*, 2000; Sparrowe, 1994) and leader approachability (Koberg *et al.*, 1999). Still, other research has examined the specific role of the employee as an enabler of empowerment:

- having access to information about the mission and performance of the organization (Spreitzer, 1995);
- rewards based on individual performance (Spreitzer, 1996); and
- role clarity (Spreitzer, 1996).

In addition, other research has found high performance managerial practices, socio political support, leadership and work design support (Seibert *et al.*, 2011) to be associated with higher levels of empowerment. Spreitzer (2008), in her review of 20 years of research on empowerment, and Seibert *et al.* (2011), in their meta-analysis of antecedents and consequences of psychological and team empowerment, stressed on the need for more research to explore the relationship of boundary conditions of PE. Specifically, they called for more research across different cultures. In the backdrop of the call for more research to understand the meaning of PE outside USA, this study is set in the Indian context to test the relationship between organizational culture, PE, work-related attitude and innovation. As Spreitzer (2008) put, "future research on the cultural boundaries of empowerment can contribute to the body of knowledge on empowerment". This research contributes to the literature on empowerment in three

ways. First, it examines the mediating role of PE between organizational culture and work-related attitude and innovation, an area needing much needed attention. Second, set in the Indian context, it fulfils the research gap of testing the meaning of PE cross-culturally. Third, this research adds to the nomological network of PE.

2. Hypothesis development

2.1 Organization culture and psychological empowerment

Hofstede (2001) describes organizational culture as the collective programming of the mind that distinguishes the members of one organization from another. It is a construction of the people who work there (Rebelo and Gomes, 2011). It has been considered as an important factor influencing employee empowerment (Appelbaum *et al.*, 1999), which shapes organizations and provides a better understanding of complex organizational components, such as empowerment (Johnson, 2009). The connection between culture in organization and PE is built on the body of research describing the relationship between the aspects of contextual factors and employees' work behaviours (Spreitzer, 1996). However, research measuring PE and cultural values has been very few (Seibert *et al.*, 2011), seeking researchers' attention to explore and understand this linkage. PE exists when employees perceive that they exercise some control over their work life (Spreitzer, 1995), and if an organization has a culture of employee participation and its management emphasizes on flexibility and autonomy with rewards for participation, that culture would facilitate employee empowerment. Mallak and Kurstedt (1996), in their study, have reported that the level of empowerment is related to the strength of an organization's culture. They believe that the concept of empowerment pushes participative management a step further, as it requires that employees internalize their organization's culture and make independent decisions. Hence, the level of empowerment in organizations will vary and shall depend upon the extent to which the culture and structure promote and facilitate empowerment (Honold, 1997). In view of the call by researchers (Seibert *et al.*, 2011, Spreitzer, 2008), this study examines the relationship between various constructs of organization culture and PE using Denison organizational culture model, as it examines differences in performance and effectiveness of organizations (Sparrowe *et al.*, 2001). This model illustrates four essential traits of all organizations: involvement, consistency, adaptability and mission. *Involvement trait* emphasizes on individual's engagement in pursuit of the organizational objectives consisting of traits such as building human capability, ownership and responsibility (Zakari and Owusu-Ansah, 2013). It gives employees a sense that they contribute to the goals of the organization (Spreitzer, 1995). *Consistency trait* depicts "strong" cultures that are highly consistent, well-coordinated and integrated and are highly effective (Saffold, 1988). Ability to quickly respond to the environment and customers and restructure and re-institutionalize behaviours and processes is the hallmark of *adaptability trait*. *Mission trait* lets the employees know why they are doing the work they do and how that contributes to the organization's success. This allows them to create a sense of meaning and purpose (Conger and Kanungo, 1988), apart from an understanding about how their work roles and behaviour affect its success (Frey, 1993). Thus our hypothesis:

H1. Organizational culture will be positively related to psychological empowerment.

2.2 Psychological empowerment and work-related outcomes
There are strong reasons for PE to result in positive work-related outcomes. When people feel empowered at work, positive individual outcomes are likely to occur, as they find themselves competent to do a work and are able to attach meaning to their jobs. This study identifies four possible outcomes of PE.

2.2.1 Job satisfaction. The finding that empowered employees report high job satisfaction has been consistent across a large number of studies (Aryee and Chen, 2006; Carless, 2004; Koberg *et al.*, 1999; Liden *et al.*, 2000; Seibert *et al.*, 2004; Sparrowe, 1994). Meaning and self-determination allow one to fulfil important needs for growth through the experience of autonomy, competence and self-control at work (Deci and Ryan, 1985; Hackman and Oldham, 1980). In addition, feelings of competence and impact contribute to these innate needs, as they too reflect opportunities to experience competence and control at work (Seibert *et al.*, 2011). Thus, psychologically empowered workers are likely to experience more intrinsic need of fulfilment through work and, therefore, report higher levels of job satisfaction.

2.2.2 Organizational commitment. Empowered employees report higher levels of organizational commitment (Avolio *et al.*, 2004; Liden *et al.*, 2000; Han *et al.*, 2016). Meyer and Allen (1991) suggested that PE should be associated with increased continuance commitment, because the loss of an empowering work arrangement may be viewed as the sacrifice of something valuable that is difficult to replace with another employer (Seibert *et al.*, 2011). The meaning dimension of PE in particular invokes affective organizational commitment, because it assesses the fit between the demands of the work role and the individual's needs and values (Kristof-Brown *et al.*, 2005; Spreitzer, 1995).

2.2.3 Innovation. Empowerment releases the potential within employees to make a positive change in their work roles, work units or organization (Block, 1987; Randolph, 1995). Employees who are driven by meaning and self-determination are motivated to be creative (Amabile, 1988), and this ability is further enhanced by competence and impact driving employees to implement their ideas and suggestions for change, resulting in greater innovation at work. Spreitzer *et al.* (1999) found that supervisors who reported higher levels of empowerment were seen by their subordinates as more innovative, upward influencing and inspirational. We thus expect that PE would be positively associated with innovation (Kanter, 1983; Spreitzer, 1995).

2.2.4 Turnover intentions. Empowered employees report less propensities to turn over (Sparrowe, 1994; Koberg *et al.*, 1999). Because individuals are likely to view psychologically empowering work as a valuable resource provided by the organization, employees will feel obligated to reciprocate such a beneficial work arrangement with increased loyalty to the organization and continued employment (Blau, 1964). Empowering work arrangements may also be difficult to find or establish with another employer. This lowers the net benefit associated with alternative job opportunities and, thus, further lowers the probability of turnover (Griffeth *et al.*, 2000). We therefore expect that PE would be related to lower turnover:

H2(a). Psychological empowerment will be positively related to job satisfaction.

H2(b). Psychological empowerment will be positively related to commitment.

H2(c). Psychological empowerment will be positively related to innovative behaviour.

H2(d). Psychological empowerment will be negatively related to turnover intention.

3. Psychological empowerment as a mediator

A variety of studies have recognized the favourable relationship between organization culture and work outcomes (Odom *et al.*, 1990; Lee and Yu, 2004; Wallach, 1983; Carmeli, 2005). Learning cultures reduce employees' turnover intention (Hsu, 2009; Islam *et al.*, 2013), whereas adhocracy cultures promote innovation orientation amongst employees (Valencia *et al.*, 2011). High involvement and adaptive cultures help foster creativity in terms of generation of ideas and implementation (Denison, 1990). Wallach (1983) observed that job satisfaction and propensity to remain with the organization depend upon the match between an individual's characteristics and the organization's culture. Similarly, various scholars have established a significant positive relationship of PE with work outcomes (Seibert *et al.*, 2004; Avolio *et al.*, 2004; Liden *et al.*, 2000; Spreitzer *et al.*, 1999; Sparrowe, 1994; Koberg *et al.*, 1999).

Though PE has been viewed as a mechanism through which contextual factors influence individual attitudes and work behaviours (Conger and Kanungo, 1988; Liden and Tewksbury, 1995; Spreitzer, 1995, 1996; Thomas and Velthouse, 1990; Quinn and Spreitzer, 1997; Egan *et al.*, 2004), study on the mediation model of PE is extremely scant. Only very few scholars have identified the mediation role of empowerment between antecedents such as high LMX quality, job resources, strategic HR roles, organizational learning culture (OLC) and outcomes of job satisfaction, task performance, psychological withdrawal behaviour and organization commitment (Aryee and Chen, 2006; Quiñones *et al.*, 2013; Bhatnagar, 2013). Carless (2004) and Chang *et al.* (2010), in their study, have found mediation of PE between leadership styles, clan culture and job satisfaction. However, existing review of literature indicates that no such study has examined the mediating role of PE for organization culture and work outcomes in the Indian context (Figure 1):

H3(a). Psychological empowerment will mediate the relationship between organization culture and job satisfaction.

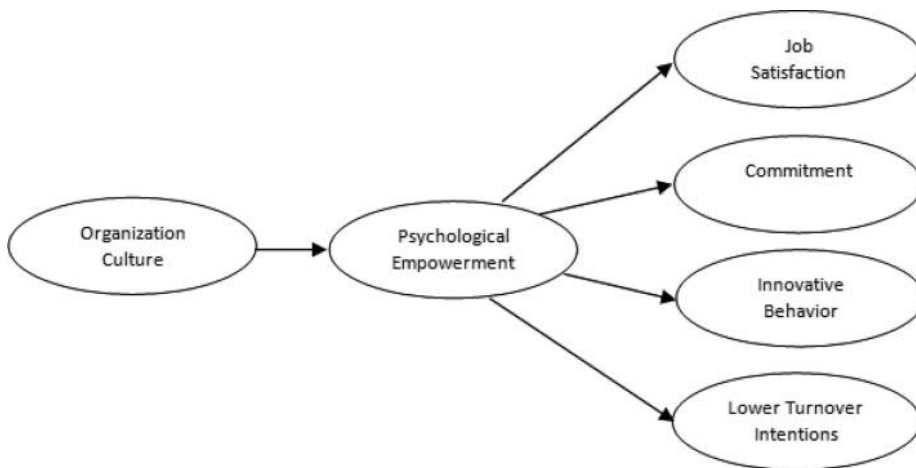*H3(b).* Psychological empowerment will mediate the relationship between organization culture and commitment.

Figure 1.
The theoretical
model

H3(c). Psychological empowerment will mediate the relationship between organization culture and innovative behaviour.

H3(d). Psychological empowerment will mediate the relationship between organization culture and turnover intention.

4. Method

4.1 Sample and procedure

Respondents were drawn from service sector mainly from IT, telecom and financial institutions, and 73 organizations agreed to participate in this survey. Managers of these organizations were contacted telephonically, through e-mail and personal visits. After receiving formal approval, these organizations were requested to circulate the survey among middle-level managers with the request to return the responses directly to the researcher. The data for the study were collected by means of a form which was created online and also through self-administered questionnaires delivered in person to all the respondents. A total of 500 managers were randomly selected to fill in the questionnaires. In total, 324 complete questionnaires were returned to the researcher. The remaining 176 questionnaires were either incomplete or the managers refused to oblige. The response rate to the survey was 64.8 per cent.

The background characteristics of the respondents in the sample (n = 324) representing factors such as gender, age and level of management are given in the table below. The mean age of the sample was 37 years, and they were distributed in four age groups. The sample represented a wide age group (27-58 years). Nearly 64 per cent of the respondents were in the age group of 30-40 years. There was higher participation from male respondents who constituted 79 per cent. Although major participation (73 per cent) was from middle-level management, junior- and top-level management constituted about 15 and 12 per cent of the total respondents, respectively (Table I).

4.2 Measures

Multiple-item scales from the extant literature were used to operationalize the study construct. A pilot study was conducted using a sample of 50 respondents to check

	(%)
Gender	
Male	79
Female	21
Age (years)	
30 or less	15
31-40	64
41-50	20
51 or more	1
Level of Management	
Junior management	15
Middle management	73
Top management	12

Table I.
Demographic profile of the respondents

whether respondents understood the questions without any difficulty. The respondents recommended that the questionnaire remain unchanged.

4.2.1 Organization culture. The present study used the Denison organization culture scale developed by Denison (1990) to measure organization culture. The scale further consists of four subscales (of 15 items each): adaptability, consistency, involvement and mission, rated on a six-point scale with (1 = no, I strongly disagree; and 6 = yes, I strongly agree). Cronbach's alpha for this scale was 0.93.

4.2.2 Psychological empowerment. The 12 items of the PE scale (Spreitzer, 1995) were used for this study, and 12 statements represent four cognitive dimensions: meaning, competence, self-determination and impact of PE. A sample item is "The work I do is very important to me" measured on a seven-point scale (1 = no, I strongly disagree; and 7 = yes, I strongly agree). Cronbach's alpha for this scale was 0.88.

4.2.3 Job satisfaction. Job Satisfaction was measured by a three-item scale measuring satisfaction of the employee with his/her line of work based on the work of Netemeyer *et al.* (1997). It was measured on a seven-point scale ranging from (1) "strongly disagree" to (7) "strongly agree". Cronbach's alpha for job satisfaction was 0.67. A sample item is "All in all I am satisfied with my job".

4.2.4 Organizational commitment. Organizational commitment was measured using Meyer and Allen's (1991) eight-item scales assessing normative, affective and continuance commitment. It was measured on a seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). A sample item is "this organization has a great deal of personal meaning for me". Cronbach's alpha for commitment was 0.85.

4.2.5 Innovative behaviour. Innovative behaviour was measured by a nine-item scale measuring creativity of the employee with his/her line of work based on the work of Jong and Hartog (2010). Cronbach's alpha for innovative behaviour was 0.85. A sample item is "How many new ideas have you come up with in the past three months about saving money and cutting costs?"

4.2.6 Turnover intentions. Turnover intention was measured by a three-item scale indicating the propensity of the employee to quit his/her job by Colarelli (1984). It was measured on a five-point scale ranging from (1) "strongly disagree" to (5) "strongly agree". Cronbach's alpha for job satisfaction was 0.89. A sample item is "As soon as I can find a better job, I shall leave this company".

5. Results and analysis

5.1 Correlations
It is shown in Table II that PE was found to be positively associated with all the variables of organizational culture and work-related outcomes and negatively related with turnover intentions. Similarly, the variables of organizational culture in general had significant positive relations with job satisfaction, commitment and innovative behaviour and a negative relation with turnover intention.

5.2 Psychological empowerment and organization culture
To test the hypotheses for organization culture and PE, regression analysis was conducted in which the demographic variables such as age and gender were controlled. PE was regressed over the variables of organization culture: involvement, consistency, adaptability and mission. As shown in Table III, variables of organization culture explained a significant amount of variance in PE ($R^2 = 0.32$, $p < 0.001$). Also, the beta

Variables	Mean	SD	1	2	3	4	5	6	7	8
1 Involvement	4.24	0.65								
2 Consistency	4.16	0.59	0.766**							
3 Adaptability	4.02	0.59	0.669**	0.683**						
4 Mission	4.30	0.72	0.726**	0.718**	0.747**					
5 Job satisfaction	5.50	1.25	0.493**	0.460**	0.392**	0.491**				
6 Commitment	4.75	1.19	0.392**	0.399**	0.346**	0.467**	0.505**			
7 Innovative behavior	1.61	0.53	0.042	−0.017	0.139*	0.040	0.195**	0.299**		
8 Turnover intention	3.27	1.78	−0.144**	−0.221**	−0.251**	−0.271**	−0.374**	−0.633**	−0.207**	
9 Psychological empowerment	5.64	0.82	0.507**	0.536**	0.503**	0.510**	0.691**	0.494**	0.188**	−0.307**

Notes: $*p < 0.05$; $**p < 0.01$

Table II.
Mean, SD and
correlations

values for the variables involvement (0.309***) and mission (0.034***) are highly significant. The findings thus support *H1*.

5.3 Psychological empowerment and work-related outcomes

To examine the effects of PE on work-related outcomes, a regression analysis was carried out where each of the outcomes was regressed on PE. Table IV shows that PE explained a significant amount of variance in job satisfaction ($R^2 = 0.478$, $p < 0.001$), commitment ($R^2 = 0.244$, $p < 0.001$), innovative behaviour ($R^2 = 0.035$, $p < 0.001$) and turnover intention ($R^2 = 0.094$, $p < 0.001$). These findings support *H2(a)-H2(d)*, i.e. PE is positively related to job satisfaction, commitment and innovative behaviour and negatively related to turnover intention.

5.4 Mediating effects of psychological empowerment

Taking cue from Baron and Kenny's (1986) model for mediation, for testing the mediation model in which PE mediates the relationship between the culture and each work outcome, additional regression analyses were conducted in which the outcomes were regressed on culture alone and then again with the empowerment measures controlled. The mediation model was carried out to test if PE mediates the relationship between organization culture and work-related outcomes. A hierarchical regression analysis was conducted in which the work-related outcomes were regressed on the dimensions of organization culture alone and then again with the PE measures controlled. Involvement, consistency, adaptability and mission were the dimensions of culture examined in this study. To control the interplay of dimensions of culture on the outcomes as they are highly correlated, each one of them was separately regressed with

Organization culture	Psychological empowerment	
		β
Involvement		0.309***
Consistency		0.127
Adaptability		−0.174
Mission		0.324***
R^2		0.329
Adjusted R^2		0.32
F		39.096***

Note: ***$p < 0.001$

Table III.
Regression analysis: organization culture and psychological empowerment

Psychological empowerment	Job satisfaction	Commitment	Innovative behaviour	Turnover intention
β	0.691***	0.494***	0.188***	−0.307***
R^2	0.478	0.244	0.035	0.094
Adjusted R^2	0.476	0.241	0.032	0.091
F	294.853***	103.781***	11.818***	33.513***

Note: ***$p < 0.001$

Table IV.
Regression analysis: psychological empowerment and work-related outcomes

each outcome and then with PE measures controlled. In this model, the cumulative variance that explained for job satisfaction was 0.529, for commitment was 0.285, for innovative behaviour was 0.067 and for turnover intention was 0.117. In the case of job satisfaction, the culture explained variance reduced ($\Delta R^2 = 0.21$, $p < 0.001$) when the PE measures were introduced into the equation. The addition of PE to the equation (Step 2) led to a significant drop in the impact of involvement ($\beta = 0.17$, $p < 0.001$), consistency ($\beta = 0.04$), adaptability ($\beta = 0.03$) and mission ($\beta = 0.19$, $p < 0.001$), suggesting complete mediation in case of consistency and adaptability culture and partial mediation for involvement and mission culture. For commitment, the introduction of PE led to a significant drop in the explained variance of culture variables ($\Delta R^2 = 0.08$, $p < 0.001$). It is evident from the table that involvement ($\beta = 0.176$, $p < 0.05$), consistency ($\beta = 0.134$, $p < 0.05$), adaptability ($\beta = 0.1$) and mission ($\beta = 0.248$, $p < 0.001$) are creating an impact on commitment, which is significantly reduced after the introduction of PE in the equation, indicating complete mediation in case of adaptability and partial mediation for involvement, consistency and mission cultures. For innovative behaviour, the culture variables explained variance dropped to 3 per cent ($\Delta R^2 = 0.03$, $p < 0.001$) upon the introduction of PE in the equation (Step 2). Relationship of involvement and consistency cultures with innovative behaviour was found to be insignificant; however, a complete mediation was observed in the case of adaptability ($\beta = 0.05$) and mission ($\beta = 0.03$). In the case of turnover intention, the explained variance of culture variables on turnover intention did not change significantly ($\Delta R^2 = 0.06$, $p < 0.001$) upon the introduction of PE into the equation. The impact of involvement ($\beta = 0.05$) became completely insignificant upon the introduction of PE, suggesting that a complete mediation and mission ($\beta = -0.281$, $p < 0.001$) also depicted partial mediation on turnover intention.

It is important to note here that PE was found to be completely mediating between consistency and adaptability culture and job satisfaction; between adaptability culture and commitment; between adaptability and mission culture and innovative behaviour; and between involvement culture and turnover intentions. The findings thus support *H3(a)-H3(d)* (Table V).

6. Discussion and implications
The main aim of this study was to examine the hypothesized model that PE mediates the relationship between organization culture variables and work-related outcomes. The result clearly demonstrates that employee perceptions of their work culture directly influence their perceptions of empowerment, which, in turn, influence their work outcomes such as job satisfaction, commitment, innovative behaviour and turnover intentions. We found that organization culture influences work-related outcomes, and those relationships are mediated by PE. The mediating role of PE between culture and work outcomes proves that the mere work practices and values alone may not yield the desired work-related outcomes, affirming the need for empowering the worker to advantage from the desired culture of an organization.

The findings extend the nomological network of PE while also confirming the relationship proposed by Seibert *et al.* (2011). Involvement culture and mission cultures were found to be critical in enhancing PE. These cultures contribute to fostering PE among managers in India. Although adaptability culture and consistency culture co-vary with PE, no causal relationship was found between adaptability culture,

	Job satisfaction		Commitment		Innovative behavior		Turnover intentions	
	Step 1 β	Step 2 β	Step 1 β	Step 2 β	Step 1 β	Step 2 β	Step 1 β	Step 2 β
Step 1								
Involvement	0.489***	0.172***	0.387***	0.176*	0.059	−0.055	−0.123*	0.053
Consistency	0.367***	0.042	0.341***	0.134*	−0.028	−0.155	−0.076	−0.353***
Adaptability	0.280***	0.037	0.264***	0.1	0.118*	0.058	−0.03	−0.34***
Mission	0.496***	0.190***	0.437***	0.248***	0.120**	0.032	−0.195***	−0.281***
Step 2 PE								
R^2	0.319	0.537	0.213	0.296	0.046	0.082	0.07	0.131
Adjusted R^2	0.311	0.529	0.203	0.285	0.034	0.067	0.059	0.117
F	37.375***	73.622***	21.611***	26.708***	3.848**	5.633***	6.036***	9.566***
ΔR^2		0.217		0.083		0.036		0.06
ΔF		149.168***		37.268***		12.372***		22.090***

Notes: *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$

Table V.
Hierarchical
regression analysis:
psychological
empowerment as a
mediator between
organization culture
and work-related
outcomes

consistency culture and PE. Therefore, more emphasis should be given on making the organization culture involving and mission oriented for promoting PE in employees.

Besides contributing towards the growing body of research on PE in India, the study has profound implications for its practical use. The findings further suggest that PE has significant positive relationships with job satisfaction, commitment and innovative behaviour and a negative relationship with turnover intentions. This means that psychologically empowered workers report higher levels of job satisfaction. Organizations, therefore, should strive to make their employees psychologically empowered for more satisfying experience at work (Seibert *et al.*, 2004; Sparrowe, 1994). The findings further reveal that psychologically empowered individuals display higher commitment at work, which concur with the works of Kristof-Brown *et al.* (2005) and Spreitzer (1995), who, in their study, had found that the meaning dimension of PE in particular invokes affective organizational commitment. Consequently, to experience higher commitment at work, organizations should attach employees to jobs which they find meaningful. The findings also indicate a strong positive relationship between PE and innovative behaviour, which is in line with the findings of Bhatnagar (2012), who suggests that managers experiencing higher level of PE are better able to respond to the innovative processes within their firms. Empowerment releases the potential within employees to make a positive change in their work roles, work units or organization and thus invokes their innovative abilities. The findings also suggest that psychologically empowered employees report less turnover intentions. Individuals view psychologically empowering work as a valuable resource provided by the organization and therefore intend a continued employment (Blau, 1964). Organizations therefore should provide their employees with empowering work arrangements for lowering the probability of turnover (Griffeth *et al.*, 2000).

Going one step further in the analysis of cultures, with the given classification of Denison cultural variables, it would be possible to further analyze their effects on work outcomes. This finding contributes to the literature by providing a glimpse into how the relationship of each culture type with its outcome is impacted by PE.

The study reveals that PE fully mediates between involvement culture and turnover intentions and partially between involvement culture and job satisfaction and commitment. Involvement culture was found to have no impact on innovative behaviour. Organizations which promote a sense of ownership and responsibility foster greater organizational commitment. However, this study confirms the mediation effect of PE, suggesting its role in higher job satisfaction, commitment and negative turnover intentions.

Consistency culture provides a central source of integration; coordination and control, and helps organizations develop a set of systems that create an internal system of governance based on consensual support. The result shows a strong relationship between consistency culture and job satisfaction, which is in consonance with the findings of Odom *et al.* (1990) that employees who work in a supportive environment express more job satisfaction. The findings also suggested that PE fully mediates between consistency culture and job satisfaction and partially between consistency culture and commitment. No support, however, was observed on consistency culture's impact of innovative behaviour. Lumpkin and Dess (1996) point out that it is important to remove environmental structural constraints that stifle risk-taking, exploration and out-of-the-box thinking to encourage the innovative orientation, and, therefore, it may be

possible that the internal system of governance of consistency culture may not promote innovative behaviour of employees.

Of all the culture types, adaptability culture is the only one to have impact on innovative behaviour, apart from other work outcomes. PE was found to fully mediate the relationship between adaptability culture with job satisfaction, commitment and innovative behaviour. This means that values and practices such as customer responsiveness, innovative ways of working and innovation and risk taking, etc. would have desired impact on work outcomes, particularly on innovative behaviour, when employees feel psychologically empowered. Flexibility, which is the core of adaptability culture type, demonstrates a positive influence on organizational commitment (Lok and Crawford, 1999).

The study further suggests that PE fully mediates between mission culture and innovative behaviour and partially between mission culture and job satisfaction, commitment and turnover intentions. Communication about the strategic direction and intent, goals and objectives and vision of the organization may not generate positive work-related attitudes unless employees feel psychologically empowered.

The findings of the study will enable managers to analyze their organizations' systems of norms and beliefs and assess to what extent they are congruent with their goals of encouraging positive work-related outcomes. In addition, they would be able to decide which kind of culture they want to create and to maintain in their organizations for higher job satisfaction, commitment, innovative behaviour and lower turnover intentions.

7. Limitation and future research areas

The results of this study has its own set of limitations. Cross-sectional design undermines the causal conclusions derived from the findings. Use of self-reported data makes it prone to single source bias; self-reporting can produce common method variance that has the potential to inflate correlations (Podsakoff *et al.*, 2003). Another limitation of the study refers to the data collection process that has been convenience-based rather than using the random sampling method. As a result, some caution is required in generalizing the results to the larger population.

As the composition our paper is focused on the Indian employees, the generalizability of our findings may be limited. The correlation matrix included several non-significant relationships, which highlight that our reliance on self-reports may not have resulted in inflated. Using longitudinal research on empowerment, where all variables are measured at different intervals, may strengthen the findings and establish causality direction of relationships inherent in the empowerment theory (Spreitzer, 2008).

More studies relating empowerment to proactive behaviour, citizenship behaviour and stress will extend the PE theory. Although we have attempted to link PE to innovation through self-reported questionnaire, organizationally determined tangible outcomes of innovation will strengthen the relationship.

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Corresponding author
Shruti Sinha can be contacted at: shruti.snh@gmail.com