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THE IMPACT OF ORGANIZATIONAL EMPOWERMENT ON CONTEXTUAL AND ADAPTIVE PERFORMANCE: THE MEDIATING ROLE OF INNOVATIVE WORK BEHAVIOR

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ABSTRACT

Organizations must continually explore new processes, products, and technologies to survive and thrive through innovation. Organizational empowerment (OE) is a proactive and participative approach through which people within organizations acquire greater control and decision-making opportunities (Peterson & Zimmerman, 2004). Empowered employees would exhibit higher performance due to their more proactive approach to their work (Spreitzer, 1995). Contextual performance (CP) improves the work environment and organizational culture through strengthened social networks. Conceptually different from CP, adaptive performance (AP) is closely linked to innovation and creativity, which are essential to the success and competitive advantage of businesses. Even though organizations now confront more complex threats, little is known about the effectiveness of empowering practices in improving contextual and adaptive performance. Based on Social Cognitive Theory (SCT), which explains human behavior through the interaction between environment and cognitive state, this study aims to explore the effect of OE on CP and AP through innovative work behavior (IWB). The study sample consists of 273 white-collar employees. Research hypotheses were tested with structural equation modeling (SEM) via AMOS 21.0. The findings indicate that OE enhances CP and AP via IWB. Theoretical and practical implications are presented.

Keywords: *Organizational Empowerment, Contextual Performance, Adaptive Performance, Innovative Work Behavior.*

ÖRGÜTSEL GÜÇLENDİRMENİN BAĞLAMSAL VE UYUMCU PERFORMANS ÜZERİNDEKİ ETKİSİ: YENİLİKÇİ İŞ DAVRANIŞININ ARACI ROLÜ

ÖZET

Örgütler, inovasyon yoluyla hayatta kalmak ve gelişmek için sürekli olarak yeni süreçleri, ürünleri ve teknolojileri keşfetmeye çalışmaktadır. Örgütsel güçlendirme, örgütlerdeki çalışanların daha fazla kontrol ve karar verme fırsatları elde ettiği bir proaktif ve katılımcı bir yaklaşımdır (Peterson & Zimmerman, 2004). Güçlendirilmiş çalışanların, işlerine yaklaşımları nedeniyle daha yüksek performans sergileyecekleri düşünülmektedir (Spreitzer, 1995). Bağlamsal performans, güçlendirilmiş sosyal ağlar yoluyla çalışma ortamını ve kurum kültürünü iyileştirmektedir. Kavramsal olarak bağlamsal performanstan farklı olarak uyumcu performans, işletmelerin başarısı ve rekabet avantajı için gerekli

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olan yenilik ve yaratıcılıkla yakından bağlantılıdır. Örgütlerin karmaşık tehditlerle karşı karşıya olduğu gerçeğine rağmen, güçlendirme yaklaşımlarının bağlamsal ve uyumcu performansı iyileştirmedeki etkinliği hakkında çok az çalışma bulunmaktadır. İnsan davranışını birey ve çevre etmenleri arasındaki etkileşime dayanarak açıklayan Sosyal Bilişsel Kuram'a dayanan bu çalışma, örgütsel güçlendirmenin bağlamsal ve uyumcu performans üzerindeki etkilerinde yenilikçi iş davranışının rolünü incelemeyi amaçlamaktadır. Araştırmanın örneklemini 273 beyaz yakalı çalışan oluşturmaktadır. Araştırma hipotezleri, AMOS 21.0 kullanılarak yapısal eşitlik modellemesi (YEM) ile sınanmıştır. Bulgular, örgütsel güçlendirmenin yenilikçi iş davranışları aracılığıyla bağlamsal ve uyumcu performansı olumlu yönde etkilediğini göstermektedir. Araştırma sonuçları bağlamında kurama ve uygulamaya yönelik öneriler sunulmuştur.

Anahtar Kelimeler: *Örgütsel Güçlendirme, Bağlamsal Performans, Uyumcu Performans, Yenilikçi İş Davranışı.*

1. Introduction

Organizations must continually explore new processes, products, and technologies to survive and thrive through innovation. Scholars believe that managers must consider giving their employees the power to make important decisions quickly so that they can respond to highly complex emergencies (Wall et al., 2002). Empowerment is a proactive and participative approach through which people within organizations acquire greater control and decision-making opportunities (Peterson & Zimmerman, 2004). Some authors found that organizational features such as leadership and support were important to maintaining an empowerment culture (Matthews et al., 2003). Organizational empowerment (OE) refers to practices that encourage decentralized decision-making and fluid information sharing among employees. Empowerment is considered a predictor of a variety of employee outcomes, such as job satisfaction (Jiang et al., 2019), innovation performance (Singh & Sarkar, 2012), contextual performance (Narzary & Palo, 2020), and organizational performance (García-Juan et al., 2019).

Contextual performance (CP) refers to behaviors that enhance an organization's climate, such as going above and beyond formal job definitions, being helpful, and adhering to norms and procedures (Motowidlo & Scotter, 1994:476). CP improves the work environment and organizational culture through strengthened social networks. Psychologically empowered employees would exhibit higher CP due to their more proactive approach to their work (Spreitzer, 1995). Employees who feel a strong sense of autonomy at work are more likely to report having high levels of CP. One of the central tenets of empowerment theory contends that people who are more empowered frequently perform better than their less empowered peers. When people feel empowered, they engage in proactive behaviors such as adaptability, resiliency, and determination (Thomas & Velthouse, 1990). Psychological empowerment is an effective strategy for firms seeking to improve employee performance (Tuuli & Rowlingson, 2009).

Some researchers have stated that adaptive performance (AP) is different from task performance and CP (Charbonnier-Voirin & Roussel, 2012; Han & Williams, 2008; Pulakos et al., 2000). Adaptive performance, which is the capacity of businesses to achieve their objectives in an environment defined by continual change, complexity, and uncertainty, is widely acknowledged to be vitally dependent on certain work habits (Charbonnier-Voirin & El Akremi, 2011). AP is closely linked to innovation and creativity, which are essential to the competitive advan-

tage of businesses. Research and theory indicate that organizational climate has significant effects on innovative work behaviors (IWB), which refers to "*the process through which new ideas are conceived, created, developed, applied, promoted, realized, and adjusted by workers to enhance their role performance in companies"* (Thurlings et al., 2015:430). There is evidence that employee performance and IWB are related (Gilson et al., 2005). Also, employees can successfully adjust to changes in the workplace through IWB (Janssen et al., 2004).

Despite the fact that organizations now confront more complex threats, little is known about the effectiveness of empowering practices in improving contextual and adaptive performance. Since CP promotes organizational success via strong social interactions, its connections with OE and IWB become more evident within dynamic work environments. On the other hand, previous research has typically focused on the individual antecedents of adaptive performance, leaving the role of empowerment in adaptive performance largely unexplored. Also, studies have shown that IWB improves performance in the workplace (Gilson et al., 2005; Janssen et al., 2004); however, there is a gap in the research on how IWB improves adaptive performance. Based on Social Cognitive Theory (SCT), which explains human behavior through the interaction between environment and cognitive state, this study aims to explore the effect of OE on CP and AP through IWB. To our knowledge, this is one of the first attempts to explore the links between OE, CP, AP, and IWB. Therefore, this study aims to contribute to the literature by showing the underlying mechanisms between OE and employee performance.

2. Theoretical Framework and Hypothesis Development

2.1. Organizational Empowerment and Contextual Performance

Since it was first introduced by Kanter in 1977, empowerment has been one of the most successful management strategies so far. There are essentially two perspectives on empowerment. In its formative years, the central idea of "empowerment" was that power and authority should be distributed across an organization through a system of organizational structures, rules, and practices so that employees at all levels could make decisions and take action that benefited the organization (Seibert et al., 2011). Thus, empowerment was regarded as a top-down process when the upper levels of a hierarchy shared power with lower levels of the same organization (Spreitzer, 1997). Empowerment simply refers to the process of delegating authority and responsibility to subordinates (Mathieu et al., 2006). On the other hand, Conger & Kanungo (1988) proposed the notion of psychological empowerment, which refers to the employee's perception of empowerment. Later, the concept was widely accepted as "psychological empowerment theory," with the multidimensional measurement tool created by Spreitzer (1995:1444), which refers to *"a motivational construct manifested in four cognitions: meaning, competence, self-determination, and impact*." In addition, Randolph (1995) introduced a macro perspective on empowerment named "empowerment climate," which emerged from the concept of team empowerment. The author outlined three kinds of organizational activities that are necessary for an empowering atmosphere: information sharing, autonomy within limitations, and team accountability. Through information sharing, employees are presented with strategic business data on the organization's expenses, productivity, quality, and financial performance. Autonomy allows workers to freely establish work objectives and methods. Lastly, the decision-making process is transferred to the teams. These organizational prac-

tices empower both individuals and teams by allowing individuals to act autonomously and teams to make complicated decisions requiring collaborative participation (Randolph, 2000).

According to Matthews et al. (2003:299), Spreitzer (1995)'s psychological empowerment scale for measuring a person's psychological empowerment in the workplace ignores macro-level or team-based-level factors. So, they proposed three factors connected to organizational empowerment: a *dynamic structural framework, control of workplace decisions, and fluidity in information sharing*. Their approach focused on how organizational empowerment practices were perceived by employees. Individual perceptions are significant since one can only be claimed to be empowered if one feels empowered (Dainty et al., 2002).

The Social Cognitive Theory (SCT), which focuses on the role of cognitive processes in human behaviors (Bandura, 1989), explains the theoretical framework underlying the relationship between empowerment and work behaviors. SCT shows how external factors affect people's behavior and focuses on how the environment, cognitive state, and behavior interact. From the standpoint of SCT, empowerment practices may increase a person's confidence in their ability to do tasks, resulting in improved performance. In addition, as one of the central principles of empowerment theory suggests, more empowered people typically exhibit superior performance than their less empowered counterparts. People engage in proactive activities such as flexibility, resilience, and determination when they feel empowered (Thomas & Velthouse, 1990). According to research by Tuuli & Rowlingson (2009), psychological empowerment is a useful approach for organizations to follow in their quest to enhance employee performance.

According to Motowidlo & Scotter (1994), task performance behaviors are directly related to technical processes or technical requirements within an organization. Contrarily, CP behaviors support the larger organizational, social, and psychological environment. CP is comprised of the five forms of behavior defined by Borman & Motowidlo (1997). A few examples include going above and beyond one's work responsibilities, being helpful and cooperative, following rules and procedures even when they are inconvenient, and advocating for and defending the organization's goals. Due to their more proactive approach to their job, it is often assumed that psychologically empowered individuals would also exhibit more positive types of work performance (Spreitzer, 1995). Empowerment was linked to performance because self-efficacy affects performance by raising task effort and consistency (Bandura & Locke, 2003). Furthermore, employees who feel they have a say in their workplace are more likely to have a proactive attitude toward their work and be willing to do more than what is expected of them (Spreitzer, 2008). Employees who have a strong sense of autonomy in their workplace are more likely to report high levels of CP.

The meta-analytic study by Seibert et al. (2011) found that psychological and team empowerment led to innovative behavior, high task performance, and strong CP. Tutar et al.'s (2011) study with Turkish bank employees indicated that empowerment is an important predictor variable for CP. Narzary & Palo (2020) found that structural empowerment positively affected contextual performance. Also, Ma et al. (2021) provided evidence that empowerment should be properly used as a strategy to facilitate employees' CP. Therefore, it was hypothesized:

H_1: Organizational empowerment positively affects contextual performance.

2.2. Organizational Empowerment and Adaptive Performance

Since work settings are becoming more complicated, it is important for companies to hire people who can learn new skills, work with different people, and adapt to new situations. The ability of companies to accomplish their goals in a setting characterized by constant change, complexity, and uncertainty is generally recognized as being critically dependent on these work behaviors, which are commonly described as "adaptive performance" (Charbonnier-Voirin & El Akremi, 2011). As a result, the capacity of employees to acquire new skills, show initiative and creativity, engage with a variety of actors, and adapt to new situations is part of AP (Pulakos et al., 2000). AP includes not only adaptation behavior but also the willingness to adapt (Cronshaw & Jethmalani, 2005). Cognitive adaptation, as well as larger changes in interpersonal and organizational dynamics, may play a role in an employee's ability to adjust to new circumstances in the workplace and continue making progress toward their performance goals (Jundt et al., 2015).

Empowerment practices are essential if organizations are to create a work environment where employees are eager to form collaborative groups capable of handling unexpected problems (Han & Williams, 2008). According to some scholars, empowerment will increase employees' motivation and make them more adaptable and responsive to their surroundings by giving them greater authority and responsibility at work (Butts et al., 2009). Due to their autonomy in decision-making, employees with higher levels of psychological empowerment participate in proactive behavior more frequently (Spreitzer, 1995). Employees can be encouraged to take initiative, respond to new circumstances, and grow in their capacity to achieve the organization's goals by a combination of providing support, recognizing success, and granting autonomy (Charbonnier-Voirin et al., 2010).

Several scholars have stated that AP can be distinguished from task performance and CP (Han & Williams, 2008; Pulakos et al., 2000). Similarly, Charbonnier-Voirin & Roussel (2012) suggested that AP and CP are different constructs. Jundt et al. (2015:55) consider individual AP as "*a multidimensional composite of knowledge, skills, and dispositions that influence an individual's general capability and proclivity to engage in AP*." In order to gain the necessary knowledge, skills, and abilities for adaptability, empowerment plays a determining role. Some research done at the team level shows that team leaders who adopt empowerment practices, such as providing autonomy to team members, have flexible and rapid reactions to work-related changes in their teams (Maynard et al., 2012). Huntsman et al. (2021) investigated the links between empowerment practices such as career development, employee voice with supervisors and senior leaders, work autonomy, and departmental adaptive performance. In their study with firefighters, empowerment practices improved adaptive performance by supporting firefighters in responding to unexpected components of their work environment. Thus, it was hypothesized:

H_2: Organizational empowerment positively affects adaptive performance.

2.3. The Mediating Role of Innovative Work Behavior

Employee innovative work behavior has received a great deal of attention since it is related to competitive advantage and survival (De Jong & Den Hartog, 2010; Janssen et al., 2004). IWB is defined as *"a series of behaviors about the introduction of a new idea that is important and useful to be developed and implemented with the aim of improving employee*

performance and organizational performance" (De Jong & Den Hartog, 2007:46). Employees that exhibit innovative work behaviors may look for novel technology, offer alternative approaches to achieving goals, promote new organizational practices, and explore and obtain different resources to put new ideas into action (De Jong & Den Hartog, 2010). Employee innovative behaviors include *"innovative ideas that employees put forward to create value for a firm by enhancing production, providing innovative solutions to problems, or generating new processes for various tasks"* (Rehman et al., 2019:527).

Organizational empowerment depends on a dynamic organizational structure, autonomy for decision-making, and fluid information-sharing processes (Matthews et al., 2003). Information, which is the exchange of information among individuals, groups, and organizations, has a positive effect on individual innovative work behavior (Scarbrough, 2003). So, empowerment may increase opportunities to share ideas and provide suggestions, as information sharing creates a meaningful work environment for employees. As employees are given autonomy through empowerment, they are motivated to take calculated risks, share their experiences, and transfer information to other parts of the organization (Afsar et al., 2019).

Employee empowerment is a multidimensional management concept, according to Bowen & Lawler (1992), that includes the following four practices: providing information about goals and performance, offering rewards based on performance, and providing access to knowledge and skills related to the job (Fernandez & Moldogaziev, 2013). In the workplace, empowerment means giving workers the freedom to take initiative and effect positive change within their departments, teams, and the whole company (Randolph, 1995). Meaning and autonomy inspire workers to think beyond the box, and these employees' ideas and proposals for improvement are more likely to be implemented when they feel they have the skills and authority (Amabile, 1988; Sinha et al., 2016). Employees' levels of involvement in the creative process have been shown to increase in correlation with their sense of autonomy and control over key decisions (Zhang & Bartol, 2010). IWB is a multi-faceted concept, as stated by Kleysen & Street (2001). According to the authors, one of the dimensions of IWB is "opportunity exploration," which refers to looking for and recognizing opportunities in the workplace. Thus, IWB emerges when employees explore opportunities to innovate and formulate ideas and solutions accordingly. Empowerment was found to be an antecedent of workplace innovation in a meta-analysis conducted by Seibert et al. (2011). They also demonstrated that empowered teams and individuals are more likely to be effective and productive, to take an active role in their work and working conditions, and to seek continuous improvement in work processes and innovative solutions to work challenges. Moreover, it was found that empowerment techniques such as praise from a supervisor and public recognition lead to greater innovation (Bhatnagar, 2014). Employees who are given more freedom to make decisions are more likely to try out novel ideas and question established norms (Mazzei et al., 2016). Furthermore, past research has demonstrated a strong correlation between empowerment and IWB (Sinha et al., 2016). Also, Afsar et al. (2018) stated that successful businesses encourage innovation by empowering frontline workers to test out new approaches on their own.

There are substantial theoretical and empirical indications that organizational empowerment improves employee performance through innovative work behaviors. From the perspective of SCT, the organizational environment facilitates employees' ability to adapt swiftly to abrupt changes or to contribute to the organization's social structure through organizational

empowerment practices. In the same way that in-role task performance and CP have been identified as individual-level behavioral consequences of empowerment, innovative behavior at work has been identified as a critical outcome (Spreitzer, 1995). Li et al. (2015) showed that psychological empowerment is positively related to research and development (R&D) employees' task, contextual, and innovation performance. The freedom of decision-making and fluid information exchange that organizational empowerment grants to employees can assist them in expressing themselves more effectively, identifying and communicating problems quickly, and finding novel solutions (Rehman et al., 2019). Employees' levels of involvement in the creative process have been shown to increase in correlation with their sense of autonomy and control over key decisions (Zhang & Bartol, 2010). Based on this information, it was hypothesized:

H_3: The relationship between organizational empowerment and contextual performance is mediated by innovative work behavior.

Organizational empowerment promotes information sharing, autonomy, and decentralized decision-making within the organization (Chang, 2022). Therefore, empowerment promotes creativity and innovation (Si & Wei, 2012). Numerous studies have found significant links between psychological empowerment and innovation behavior (Rehman et al., 2019; Seibert et al., 2011; Singh & Sarkar, 2012). There has recently been a lot of focus on the role that AP plays in facilitating adaptability to changes, which is an often-overlooked aspect of individual performance. The research on the connection between IWB and AP is still in its infancy, although several studies have been done on the topic (Javed et al., 2018). Janssen (2000) stated that IWB has a positive impact on job performance. In a dynamic context, adaptation becomes a significant facet of performance, which enables employees to deal with unexpected changes (Shoss et al., 2012). Adaptive performance was assumed to be distinct from task and contextual performance (Charbonnier-Voirin & Roussel, 2012). Studies have shown that IWB improves performance in the workplace (Gilson et al., 2005; Janssen, 2000). However, there is a gap in the research on how IWB improves adaptive performance. Since it is recognized that employees can adapt successfully to job requirements through IWB (Janssen et al., 2004), it is reasonable to consider that IWB could enhance AP. Thus, it was hypothesized:

H_4: The relationship between organizational empowerment and adaptive performance is mediated by innovative work behavior.

3. Method

3.1. Participants

The sample for this study consists of 273 white-collar employees from various organizations in Kocaeli and Istanbul. The participants were asked to participate in the survey only if they volunteered. In terms of gender, 160 (58.6%) of them were female, and 113 (44.4%) of them were male. The participants were from various sizes of companies. 24 of the participants were (8.8%) from micro-sized businesses, 44 (16.1%) were from small-sized businesses, 73 (26.7%) were from medium-sized businesses, and 132 (48.2%) were from large-sized businesses. 191 (70%) of the participants had non-managerial positions, whereas 71 (26%) of them were managers. 112 (41%) of the participants were from public organizations, whereas 161 (59%) of them were from private sector organizations. Concerning the age of the participants, 28 (10%) of them were between 18 and 23; 61 (22%) of them were between 24 and 29; 62

(23%) of them were between 30 and 35; 44 (16%) of them were between 36 and 45; and 78 (29%) of them were 46 and above.

3.2. Measures

Organizational Empowerment: A 20-item Organizational Empowerment Scale (OES) developed by Matthews et al. (2003) was used to evaluate OE. A sample item is *"The company provides information on what the company wants to accomplish in the future."* A seven-point Likert scale was adopted (1 = "completely disagree," 5 = "completely agree"). In the original study, Cronbach's alpha was 0.91. The internal consistency value (Cronbach's alpha) of the scale in this study was 0.89.

Contextual Performance: 16-item the Contextual Performance Scale (CPS) by Motowidlo & Scotter (1994) was used. A sample item is *"Voluntarily do more than the job requires to help others or contribute to unit effectiveness."* A five-point Likert scale was adopted (1 = "not at all likely," 5 = "extremely likely"), and high scores reflect high CP. In the original study, Cronbach's alpha was 0.95. In this study, Cronbach's alpha was 0.94.

Adaptive Performance: AP was measured with the Adaptive Performance Scale (APS) developed by Marques-Quinteiro et al. (2015). A sample item is *"I adjust and deal with unpredictable situations by shifting focus and taking reasonable action."* A five-point Likert scale was adopted (1 = "totally ineffective" and 5 = "totally effective"). In the original study, Cronbach's alpha was 0.87. In this study, the scale's internal consistency value was 0.93.

Innovative work behavior: IWB was measured with the Innovative Work Behavior Scale (IWBS) developed by De Jong & Den Hartog (2008). An example item includes *"search out new working methods, techniques, or instruments."* A three-point Likert scale was adopted (1 = "never," 5 = "always"). In the original study, Cronbach's alpha was 0.90. In this study, the scale's internal consistency value was 0.94.

All measures were translated and back-translated into Turkish and reviewed by three experts and 15 white-collar workers who took the survey forms for an initial review. After minor revisions by three independent experts, the final form was distributed. Confirmatory factor analyses were held for the construct validity of the measurement tools.

3.3. Ethical Statement

Kocaeli University Social and Human Sciences Ethics Committee approved that the data collection for this research was ethically appropriate (date: 18/10/2022, number: 2022/09, no:16). In this regard, participants were informed of the goal and scope of the research before data collection, and the participation in the study was entirely voluntary.

3.4. Analytical Strategy

AMOS 21.0 was utilized to evaluate the model fit to the research variables. After establishing a measurement model for the sample, the hypotheses were evaluated via structural equation modeling (SEM). The estimated path coefficients and fit statistics are provided. $\chi 2$ statistic, normed chi-square ($\chi 2/df$), root mean square error of approximation (RMSEA), standardized root mean square residual (SRMR), and comparative fit index (CFI) for evaluation

of the structural model fit were used. Bootstrapping with 5000 iterations was utilized for the mediation study since it is recognized as a potent instrument for investigating indirect effects (Williams & MacKinnon, 2008).

4. Results

4.1. Descriptive Statistics

Table 1 displays the means, standard deviations, bivariate correlations between the study variables, and internal consistency values of the data collection tools. In addition, skewness and kurtosis values were calculated to assess the normality assumption. These values for all items and variables met the univariate normality standards (skewness between -2 and +2, kurtosis between -7 and +7) (Byrne, 2013).

Table 1: Descriptive Statistics and Correlations Among Variables

Variables	Mean	SD	1	2	3	4	Cronbach's α	Skewness	Kurtosis
1.Organizational empowerment	3.39	.03					.89	-,13	.16
2.Contextual performance	4.10	.03	.34**				.94	-1,42	3.52
3.Adaptive performance	4.00	.04	.35**	.72**			.93	-,94	1.41
4.Innovative work behavior	4.03	.05	.40**	.30**	.68**		.94	-1,13	1.60

Note. N= 273. $^{**}p < .01$

All of the correlations between the constructs were significant and above the .01 threshold. As seen in Table 1, OE is positively related to CP (r =.34, p < .01), AP (r = .35, p < .01), and IWB (r= .40; p< .01). CP has a positive relationship with AP (r =.72; p.01) and IWB (r= .30; p < .01). IWB and AP are positively correlated (r =.68; p.01). The scales' reliability values (Cronbach's) are.89;.94;.93;.94, respectively (see Table 1).

4.2. Measurement Models

Using AMOS 21.0 and the maximum likelihood approach via confirmatory factor analysis (CFA), a measurement model was created before the structural model could be estimated. Separate CFAs for four alternative models were conducted to determine the distinctiveness of the research variables (Bagozzi & Edwards, 1998). Model fit was assessed with the $\chi 2$ statistic, normed chi-square ($\chi 2$/df), RMSEA (Root Mean Square Error of Approximation), SRMR (Standardized Root Mean Square Residual), and CFI (Comparative Fit Index). Following prior research, the acceptable model fit in this study was determined using the following criteria: CFI > 0.90, RMSEA < 0.10, and SRMR < 0.10. CFI values over 0.95 imply a good fit, whereas values above 0.90 indicate an adequate fit (Browne & Cudeck, 1993). RMSEA values below 0.05 show acceptable fit, whereas values between 0.08 and 0.10 indicate good fit (Van de Schoot et al., 2012). Also, SRMR values close to 0.10 or lower indicate an acceptable fit according to Vandenberg & Lance (2000).

Table 2: CFA Results for the Alternative Measurement Models

Model	χ2	df	χ2/df	p	RMSEA	SRMR	CFI
1.Four-factor model	1012.88	414	2.44	.000	.07	.04	.91
2.Three-factor model	1340.12	417	3.214	.000	.09	.06	.86
3.Two-factor model	1782.60	419	4.254	.000	.11	.08	.79
4.One-factor model	2070.531	420	4.930	.000	.12	.09	.75

Note. *N* = 273. The four-factor model included OE, CP, AP, and IWB. The three-factor model included CP and AP, which were collapsed into one factor, and OE and IWB as separate factors. The two-factor model included CP, AP, and IWB collapsed into one factor and OE as a separate factor. All the constructs were collapsed into one factor in the one-factor model. RMSEA = root mean square error of approximation; SRMR = standardized root mean square residual; CFI = comparative fit index.

The four-factor model included OE, CP, AP, and IWB. The CFA results show that the four-factor model provided a good fit to the data with $\chi2$ (414, N = 273) = 1012.88, $p < 0.001$; RMSEA = 0.07; SRMR = 0.5, and CFI = 0.91). The four-factor model was compared with the alternative ones. The three-factor model included CP and AP collapsed into one factor, OE and IWB as separate factors ($\chi2$ (417, N = 273) = 1340.12, $p < 0.001$; RMSEA = .09; SRMR = .06; and CFI = .86). The two-factor model included CP, AP, and IWB collapsed into one factor and OE as a separate factor ($\chi2$ (419, N = 273) = 1782.60, $p < .001$; RMSEA = .11; SRMR = .08; and CFI = .79). In the one-factor model, all the constructs were collapsed into one factor ($\chi2$ (420, N = 273) = 2070.531, $p < .001$; RMSEA = .12; SRMR = .90; and CFI = .75). As shown in Table 2, the four-factor model had a better fit than the other alternatives.

Table 3: Direct, Indirect, and Total Effects

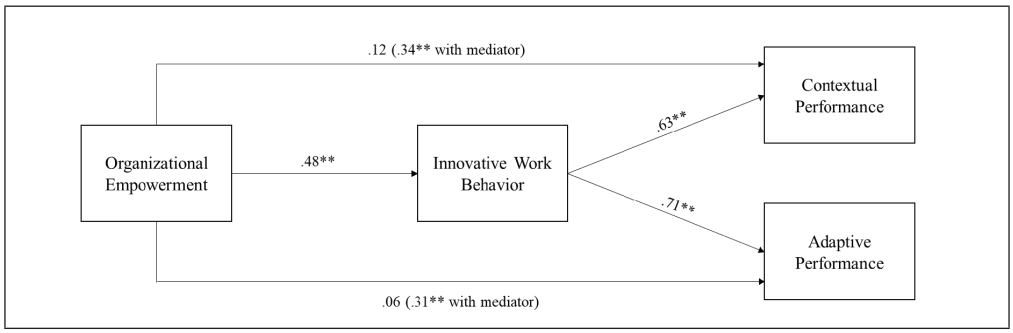
Path	DE	95% CI	IE	95% CI	TE	95% CI
OE → CP	.12	[.09,.24]			.42**	[.30,.54]
OE → AP	.06	[.20,.16]			.40**	[.28,.52]
OE → IWB	.48**	[.38,.58]			.48**	[.37,.58]
IWB → CP	.63**	[.51,.81]			.63**	[.51,.73]
IWB → AP	.71**	[.59,.73]			.71**	[.59,.80]
OE → IWB → CP			.34**	[.22,.39]		
OE → IWB → AP			.31**	[.25,.42]		

Note. DE = Direct effect; IE = Indirect effect; TE: Total effect; CI = confidence interval. * $p < .05$, ** $p < .01$. Model fit indices: $\chi2$ = 1034.482, df= 414, $\chi2$/df= 2.49, CFI = .91, SRMR = .08, RMSEA = .07, $p = .000$

After CFA was conducted, structural equation modeling was used to test the proposed research model. Table 3 shows the overall structural model results, including direct, indirect, and total effects. The results showed that the direct effect of OE on CP (β =.12, p.01) and AP (β =.06, p.01) was found to be insignificant. However, the direct effect of OE on IWB was significant (β =.48, p.01). The findings also show that IWB has a direct effect on CP (β = .63., $p < .01$) and AP (β = .71, $p < .01$).

All indirect effects were tested with 95% bootstrap confidence intervals using 5,000 bootstrap samples. Table 3 shows that the indirect effects of the mediator, IWB, on the relationship between OE and CP ($\beta = .34$, $p < .01$) and OE and AP ($\beta = .31$, $p < .01$) were significantly positive. Thus, IWB fully mediates the relationship between OE, CP, and AP. Results from SEM are shown in Figure 1.

Figure 1: Research Model with SEM Results



5. Discussion

OE is considered an approach that facilitates autonomy, knowledge sharing, and decentralized decision-making. In prior studies, OE was conceptually and empirically linked to innovation and creativity, as well as employee performance. CP is about contributing to the social structure of an organization by demonstrating voluntary work behaviors that exceed formal job descriptions. AP refers to the ability to quickly adapt to unexpected changes within a job role. AP emphasizes the importance of considering the adaptability of employees to shifts in the workplace. Moreover, AP can allow positive outcomes, including enhanced performance potential. Thus, improving adaptive performance is vital for organizations that operate in volatile markets. This study aims to explore the relationships between OE, CP, AP, and IWB. The findings indicate that OE, CP, AP, and IWB are positively correlated with each other. Also, the mediator role of IWB in the relationship between OE and CP was investigated. The results showed that IWB fully mediated the links between OE and CP. These results were in parallel with previous studies (Li et al., 2015). In other words, OE is significantly important for improving CP through IWB. The other study hypothesis was whether IWB mediated the links between OE and AP, which was also verified. Thus, the results emphasize the importance of IWB in organizations to enhance both CP and AP. According to our findings, employees who have a greater level of empowerment opportunities are more likely to develop innovative behaviors, which increases their CP and AP.

This research contributes to the empowerment literature by highlighting several theoretical and conceptual issues. Firstly, prior research findings on the role of OE as an antecedent of contextual performance (Wat & Shaffer, 2005) were replicated in this study with a Turkish sample. The results were in parallel with prior studies (Seibert et al., 2011). Secondly, the current research is one of the first attempts to explore the mediating role of IWB in relationships between OE, CP, and AP. It is assumed that empowered people are more motivated to perform

well. OE also improves performance since employees go above and beyond their official job responsibilities and display proactive actions that may contribute to higher work performance (Spreitzer, 2008). Several authors have suggested that AP is distinguished from CP (Charbonnier-Voirin & Roussel, 2012; Pulakos et al., 2000). Though we tested the impact of OE, CP, and AP as distinct constructs, our results indicate that the effects of OE on CP and AP will be increased with IWB. Empowerment literature shows that employees who are given significant autonomy for making decisions and gaining experience are often more creative than their peers. However, the connection between empowerment practices and the encouragement to innovate is a significant causal pathway by which empowerment may increase performance, but it is by no means the only one. Bhatnagar (2012)'s study showed that empowerment influences innovation through work engagement. Also, Abukhait et al. (2019) showed that knowledge sharing mediates the relationship between empowerment and innovation. Therefore, there may be different variables explaining the mechanism between empowerment and innovative work behaviors such as engagement, which could be investigated in future research. Also, the specific forms of empowerment activities that affect IWB are not well distinguished. The impact of empowering practices on IWB might be uncovered through the use of exploratory research methodologies. For instance, it may not be possible to say that autonomy always leads to innovation. By analyzing moderating factors, we may learn under what conditions empowerment initiatives will have the most impact on improving IWB.

Based on the study's findings, there are some practical implications for managers because it highlights the significance of OE's impacts on IWB, CP, and AP. In addition, this study emphasizes the importance of innovation at work. By emphasizing autonomy, recognition, information sharing, and voice, OE provides a foundation for employees to feel safe questioning the status quo and sharing their thoughts. Organizations could use OE practices to improve employee performance. It was previously implied (Spreitzer, 1995) that empowered individuals exhibit innovative behaviors such as creating and implementing new ideas. As a result, cultivating an empowerment culture that provides autonomy and fluid information sharing would lead to positive long-term employee performance. It is suggested that managerial initiatives be considered in order to create an empowerment climate. The importance of a job could grow if its employees are publicly recognized for the many ways they contribute to the well-being of their colleagues and society at large (Turnipseed & VandeWaa, 2020). Positive feedback, appreciation of work, and constructive feedback from supervisors are all effective ways to increase employees' competency and confidence in their abilities to accomplish their duties well. Positive results might result from praise, acknowledgment, and an emphasis on the personal and organizational rewards of effective work performance. Including employees in decision-making and problem-solving, as well as encouraging their professional development, are all examples of effective human resources practices that may make workers feel safe and valued by their employer, who will therefore be more willing to encourage and reward innovative ideas from them (El-Kassar et al., 2022).

There are some limitations to this study. Firstly, the results of this study are limited to participants from a specific geographic location. In order to arrive at more generalizable conclusions, more diversified and cross-cultural samples can be used. In addition, this study did not take into consideration all possible contextual and personal factors. Different antecedents for CP and AP may exist, and these may be taken into account in future study models. Secondly,

our data was collected at a single point in time. The longitudinal data collection approach may provide more informative results in future studies. The factors included in the model constructed for this study are entirely subjective, and only empowerment at the organizational level was taken into account. Also, the study findings indicated that CP and AP had above-average correlations. This could be an indicator that the differentiation between CP and AP needs more research. In addition, some researchers contend that specific sectors and cultures (Seibert et al., 2004) may moderate the success of empowerment. Unlike in a manufacturing setting, where standardized processes tend to predominate, service workers often have a greater chance to participate in discretionary behavior, leading some researchers to believe that empowerment is more likely to be effective in the service sector (Batt, 2002). Thus, future research may focus on different samples.

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Conflict of interest

There is no conflict of interest.

Author Contributions

The author confirms sole responsibility for the following: study conception and design, data collection, analysis and interpretation of results, and manuscript preparation.

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