

Impact of Psychological Empowerment on Organizational Citizenship Behavior among Nurses in Public Health Establishments of Proximity

Abdessalam Hamadouche^{1*}, Abdelmalih Nekbil², Amina Benkherouf³, Abdelhak Lebouazda⁴, Achour Allouti⁵, Abdelhamid Maouche⁶

¹University of Mohammed Lamine Debaghine Setif 2, Algeria.

Email ID : abdessalamhamadouche@yahoo.com

ORCID : <https://orcid.org/0000-0001-7539-4495>

²University of Mohammed El Bachir El Ibrahimy Bordj Bou Arreridj, Algeria.

Email ID : abdelmalih.nekbil@univ-bba.dz

³University of Mohammed El Bachir El Ibrahimy Bordj Bou Arreridj, Algeria.

Email ID : amina.benkherouf@univ-bba.dz

⁴University of Mohammed El Bachir El Ibrahimy Bordj Bou Arreridj, Algeria.

Email ID : Abdelhak.lebouazda@univ-bba.dz

⁵University of Mohammed Boudiaf Msila, Algeria.

Email ID : achour.allouti@univ-msila.dz

⁶University of Mohammed El Bachir El Ibrahimy Bordj Bou Arreridj, Algeria.

Email ID : abdelhamid.maouche@univ-bba.dz

Cite this paper as: Abdessalam Hamadouche, Abdelmalih Nekbil, Amina Benkherouf, Abdelhak Lebouazda, Achour Allouti, Abdelhamid Maouche (2026) Impact of Psychological Empowerment on Organizational Citizenship Behavior among Nurses in Public Health Establishments of Proximity. Journal of Neonatal Surgery, 15, (1s) 95-105

ABSTRACT

This study aims to examine the impact of psychological empowerment on organizational citizenship behavior (OCB) and to investigate potential gender differences in psychological empowerment among nurses working in Public Health Establishments of Proximity (PHEP). A quantitative descriptive–analytical design was adopted. The study sample consisted of 123 nurses. Data were collected using the Psychological Empowerment Scale and the Organizational Citizenship Behavior Checklist (OCB-C). The results indicated a statistically significant positive relationship between psychological empowerment and organizational citizenship behavior. In contrast, no statistically significant gender differences in psychological empowerment were observed among the participants. These findings highlight the importance of enhancing psychological empowerment as a means of promoting organizational citizenship behaviors in healthcare settings.

Keywords: *Psychological Empowerment; Organizational Citizenship Behavior; Nurses; Public Health Establishments of Proximity.*

INTRODUCTION

Nurses play a pivotal and essential role in ensuring the quality of patient care and the efficiency of healthcare organizations. Laadjailia & Charaf eddine (2023) cited that "Nurses play a crucial role in the hospital medical team, delivering essential care that extends beyond merely following doctors' orders. While doctors are often seen as the heart of the hospital, nurses function as vital arteries and veins, connecting patients and physicians. Enhancing health service quality relies on addressing nurses' needs and empowering them through moral support, administrative backing, and fostering trust with management" (p. 418) However, their performance often extends beyond formal job roles to include voluntary behaviors that enhance workplace effectiveness, known as organizational citizenship behavior (OCB). Organ (1988) described organizational citizenship behavior as "individual actions that are voluntary, not formally acknowledged by the reward system, and that collectively contribute to the effective operation of the organization." (Borman, et al., 2003, p. 46) OCB includes actions such as helping colleagues, demonstrating initiative, and demonstrating commitment to the organization, all of which contribute to a positive work environment, where "The level of Nurses' Organizational Citizenship Behavior enhances organizational commitment and positively influences organizational identity. While pursuing the organization's objectives, fulfilling individual tasks is essential in the workplace. In this context, Organizational Citizenship Behavior is viewed as a factor that harmonizes the attainment of both organizational and personal goals". (Özlük & Baykal, 2020, p. 333-334) Considering the challenging nature of the nursing profession, encouraging these behaviors is essential for enhancing service

delivery in public health environments. It was also suggested that "Organizational Citizenship Behavior provides additional resources for the organization and reduces the necessity for expensive methods to fulfill functions typically carried out informally by such behavior. This evidence indicates that promoting Organizational Citizenship Behavior could positively impact organizational performance and, in healthcare settings, improve patient outcomes". (Gilbert et al., 2010, p. 341)

A significant factor that can affect organizational citizenship behavior (OCB) is psychological empowerment. According to Raveendran (2023), "it is considered as a crucial process for organizations to achieve optimal results from their employees. Employees who feel psychologically empowered tend to be more creative and exhibit strong organizational citizenship. This empowerment positively impacts performance, as well as both individual and team-level creativity and organizational citizenship behavior". (p. 52) Where Spreitzer (1995) defined psychological empowerment "as an intrinsic motivation derived from four essential dimensions: meaning, competence, self-determination, and impact. He emphasized that all four are necessary for a complete sense of empowerment, and the absence of any one diminishes overall perceived empowerment. Meaning refers to the perceived value of a task, competence relates to an individual's belief in their skills to perform organizational activities, self-determination involves the ability to initiate and regulate one's own actions, and impact is the perception of having influence over one's work environment". (Pradhan, 2017, p. 84) When nurses feel empowered, they are more likely to demonstrate proactive and voluntary behaviors that benefit the organization. (Turnipseed & VandeWaa, 2020) showed that "Psychological empowerment can influence organizational citizenship behavior (OCB)". (Almohtaseb, 2023, p. 2)

Although prior research has explored the impact or the effect of psychological empowerment on organizational citizenship behavior (OCB) in various settings: (Jha, 2014), (Joo & Jo, 2017), (Turnipseed & VandeWaa, 2020), (Zerroukhi et al., 2020), (Mohammedan, 2021), (Ibrahim et al., 2024), (Xu et al., 2024), there remains a gap in understanding this relationship within Public Health Establishment of Proximity (PHEP). Where resource constraints and high patient loads may impact nurses' motivation and engagement, where "The structure of health institutions, particularly hospitals, creates a specific environment that impacts the performance of their human resources. Some constraints are related to the physical work environment, and others are related to the social work environment" (Kasmi Alhosni, 2017, p. 322). May significantly alter the dynamics between empowerment and proactive and voluntary behaviors. Djerboub and Laidani (2022) stated in their study "the health sector is considered one of the sectors in which workers suffer the most from stress and tension due to the nature of their work, which is characterized by a large number of tasks and exposure to many situations" (p. 547). The concept of psychological empowerment has been addressed in numerous studies across a variety of contexts, particularly regarding differences in the level of psychological empowerment by gender, i.e., males and females. Studies such as (Boudrias et al., 2004) found that the psychological empowerment measurement model fit the data slightly better for male nurses than for female nurses. (Durrani et al. 2017) found no gender differences in the Chinese sample, while significant gender differences were identified in the Pakistani sample. (Obi, 2021) found a significant difference in perceptions of psychological empowerment between male and female respondents. (Smajić & Knezović, 2023) found no significant differences in psychological empowerment between male and female employees.

Given existing research on the relationship between psychological empowerment and organizational citizenship behavior (OCB) in various settings, there remains a significant gap in understanding this dynamic within Public Health Establishments of Proximity (PHEP). Nurses in these environments often face resource constraints and high patient loads, which may uniquely influence their motivation and engagement. Empowered employees are quick to address the needs of the organization. As a social construct, empowerment encompasses perceptions of personal control and a proactive mindset that involves immediate decision-making and taking initiative in tasks (Boudrias et al., 2009). Consequently, "the connection between psychological empowerment and organizational citizenship behavior merits further investigation" (Jha, 2014, p. 19).

Additionally, prior studies have yielded inconsistent findings regarding gender differences in psychological empowerment, with some indicating disparities (e.g., Boudrias et al., 2004; Obi, 2021) and others reporting no significant differences (e.g., Durrani et al., 2017; Smajić & Knezović, 2023). Where "existing empowerment concepts might lean towards a masculine interpretation, emphasizing traits like competence, mastery, and control, rather than a feminine perspective that values communion, connectedness, and cooperation. The idea of power in empowerment might be perceived differently based on gender, with men often associating power with control over their environment more than women. The structure of the Psychological Empowerment concept could be argued to align better with masculine rather than feminine notions of empowerment based on its components". (Mangundjaya, 2024, p 5) Alimo-Metcalf (1995) noted that "there is a concern that many definitions of 'empowerment' tend to adopt the 'masculine' version, which promotes increased autonomy and separateness, rather than 'feminine' concepts of connectedness and interdependence" (p. 7). Furthermore, in nursing, a female-dominated profession, empowerment is crucial for job satisfaction, retention, and effective patient care. However, if psychological empowerment scales (e.g., Spreitzer, 1995) prioritize masculine interpretations of power (e.g., self-determination, dominance over work environment). Mangundjaya (2024) cited that, "dimensions like self-determination and impact (control at work) in Spreitzer's (1995) concept might contribute more significantly to the sense of empowerment for men than for women", (p 5) they may fail to account for the ways female nurses derive empowerment from teamwork,

mentorship, and collective influence. This potential measurement bias could explain why some studies detect gender differences while others do not.

Therefore, this study seeks to address these gaps by investigating the impact of the psychological empowerment on the organizational citizenship behavior of nurses, and if there are significant differences in psychological empowerment between male and female nurses in Public Health Establishments of Proximity (PHEP). By examining these questions, the study aims to provide actionable insights for healthcare leaders to design targeted empowerment strategies, ultimately enhancing nurses' satisfaction, retention, and organizational performance in resource-constrained public health environments. In addition, the existence of organizational citizenship behavior maybe enhances the productivity of the healthcare system and improves relationships among colleagues, ultimately benefiting the patients.

2. Previous studies

- Study of **(Boudrias, et al) 2004** based on findings from two validation studies, it is hypothesized that the loadings of the four dimensions of psychological empowerment (PE) may differ between gender groups. A multiple-group second-order confirmatory factor analysis was conducted to assess whether the factor structure of Spreitzer's PE questionnaire was consistent across groups of 191 male and 200 female nurses. The results showed that the PE measurement model fit the data slightly better for male nurses than for female nurses.

- Study of **(Jha) 2014** The aimed to explore the various antecedents of organizational citizenship behavior (OCB). The study focused on two independent variables: transformational leadership and psychological empowerment. Data was collected from a sample of 319 employees across different five-star hotels. Participants included frontline employees with two to three subordinates, all from hotels that had been operational for at least two years. The findings revealed a significant positive relationship between psychological empowerment and organizational citizenship behavior, with a coefficient of $b = 0.211$ and a significance level of $\text{Sig.} = 0.01$.

- Study of **(Durrani, et al) 2017** investigated the relationship between various dimensions of psychological empowerment and the work effort of employees. It also examines cultural differences between the diverse Asian nations of China and Pakistan concerning the variables under study. Additionally, the analysis considers gender differences within these two cultures. The results from a sample of 212 employees in China and 216 employees in Pakistan revealed no gender differences in the Chinese sample, while significant gender differences were identified in the Pakistani sample.

- Study of **(Joo & Jo) 2017** explored the impact of perceived authentic leadership from supervisors and employees' core self-evaluations on their organizational citizenship behavior (OCB), while also examining the role of psychological empowerment as a partial mediator in these relationships. The analysis was conducted using data from 374 samples. Confirmatory factor analysis was employed to assess the construct validity of each measurement model, and structural equation modeling was used to test the hypothesized structural model. The findings indicated that perceived authentic leadership, core self-evaluation, and employees' psychological empowerment significantly influenced organizational citizenship behavior.

- Study of **(Turnipseed & VandeWaa) 2020** investigated the relationships between the dimensions of psychological empowerment and organizational citizenship behavior (OCB). Its aim is to identify specific dimensions of psychological empowerment associated with above-average or "beyond the expected" citizenship behaviors. Using a sample of 137 participants, these theoretical relationships were analyzed through hierarchical linear multiple regressions. The findings revealed varying relationships between the dimensions of psychological empowerment and those of OCB. Specifically, the dimensions of conscientiousness, altruism, and obedience in OCB were linked to the psychological empowerment dimension of meaning, while conscientiousness was also connected to the dimension of competency.

- Study of **(Zerroukhi et al) 2020** seeks to emphasize the role of psychological empowerment, particularly independence, in fostering organizational citizenship behaviors among faculty members at the Faculty of Economics at the University of Bordj Bou Arreridj. A total of 50 questionnaires were distributed, with 47 suitable for statistical analysis. The results indicated that the level of psychological empowerment among teaching staff is high, as is their assessment of their organizational citizenship behavior. Furthermore, the study identified a significant positive relationship between the variables examined.

- Study of **(Mohammedan) 2021** examined the effects of psychological empowerment, encompassing its dimensions—work importance, efficiency, independence, and influence—on organizational citizenship behavior at Azal for the pharmaceutical industry. Employing a descriptive and analytical approach, the research outlines the variables involved and characterizes the study sample. The overall population included 560 individuals, from which a sample of 228 workers was selected. The findings highlighted the significant influence of the dimensions of psychological empowerment on fostering organizational citizenship behavior.

- Study of **(Obi) 2021** investigated the perceptions of psychological empowerment among male and female employees from two countries with different cultural power dynamics, focusing on 210 non-managerial banking employees from Nigeria and

the United States. Using a comparative quantitative approach and statistical analyses with spreadsheets and SPSS, the research aims to identify differences in perceptions of psychological empowerment between genders. The findings reveal a statistically significant difference in perceptions of psychological empowerment between male and female respondents in both countries, both collectively and individually.

- Study of (Smajić & Knezović) 2023 explored potential differences in psychological empowerment between male and female employees in Bosnia and Herzegovina, also examining how gender influences the relationship between psychological empowerment and resignation intentions. A total of 507 employees participated in a cross-sectional survey. Using Welch's t-test and multiple regression for hypothesis testing, the findings revealed no significant differences in psychological empowerment between male and female employees.

- Study of (Ibrahim et al) 2024 investigated the mediating effect of psychological empowerment on the relationship between transformational leadership and organizational citizenship behaviors (OCBs) within the nursing context. Conducted as a cross-sectional study with 305 registered nurses at a public hospital in Saudi Arabia, the findings revealed that psychological empowerment has a positive and significant impact on OCBs, with a coefficient of $B = 0.254$ and a significance level of $p < 0.001$. Additionally, the correlation between psychological empowerment and OCB was strong, with $r = 0.445$ and $p < 0.001$.

- Study (Xu et al) 2024 explored the impact of employees' psychological empowerment on their challenge-oriented organizational citizenship behavior (COCB). Data was gathered from 223 employees across manufacturing, IT, finance, and service sectors in Southern China using a multi-source and multi-wave survey. The results from Structural Equation Modeling (SEM) indicate that psychological empowerment positively influences challenge-oriented organizational citizenship behavior.

3. Research Hypotheses:

Psychological empowerment has a significant impact on organizational citizenship behavior among nurses in Public Health Establishments of Proximity (PHEP).

There are significant differences in psychological empowerment between male and female nurses in Public Health Establishments of Proximity (PHEP).

4. Methodology

The present study seeks to explore the influence of psychological empowerment on organizational citizenship and to assess the differences in job empowerment levels based on gender among nurses in Public Health Establishments of Proximity. To accomplish this objective, we adopted a descriptive analytical approach, given its appropriateness for the study's nature.

4.1. Study participants

Stephen Thompson's equation was utilized to calculate the appropriate sample size, which was estimated at 136 from an initial population of 210 in a Public Health Establishments of Proximity. However, only 123 valid questionnaires were collected. So, the study sample is only 123 individuals.

4.2. Study tools

To test the study hypotheses, we used two scales, the first scale is for psychological empowerment from the study of (Hamadouche, 2019) and (Hamadouche, 2022). The scale contained (24) items. The answers to this scale consist of five alternatives: (5) strongly agree, (4) agree, (3) neutral, (2) disagree, and (1) strongly disagree. The second scale is for organizational citizenship by Suzy Fox and Paul E. Spector (2011), it was prepared by the researchers under the title Organizational Citizenship Behavior Checklist (OCB-C) English version. It includes 20 items and was translated into Arabic language and verified for validity and reliability. The answers to this scale consist of five alternatives: (5) every day, (4) once or twice a week, (3) once or twice a month, (2) once or twice, and (1) never.

4.3. Psychometric properties of the study tools

To assess the validity of the two scales, their psychometric properties was analyzed using a pilot sample of 30 nurses.

4.3.1. Construct Validity:

To evaluate the consistency and homogeneity of the items in both scales, the correlation coefficient was calculated between the total score of each scale and the score of each related item, as shown in Tables 1 and 2.

Table 1. Results of the construct validity of Psychological Empowerment scale.

Item	Correlation	Sig	Item	Correlation	Sig
01	0,570	0,001	13	0,387	0,034

02	0,573	0,001	14	0,455	0,012
03	0,573	0,001	15	0,735	0,000
04	0,414	0,023	16	0,649	0,000
05	0,586	0,001	17	0,506	0,004
06	0,380	0,038	18	0,534	0,002
07	0,491	0,006	19	0,473	0,008
08	0,462	0,01	20	0,602	0,000
09	0,433	0,017	21	0,646	0,000
10	0,491	0,006	22	0,582	0,001
11	0,615	0,000	23	0,576	0,001
12	0,441	0,015	24	0,594	0,001

The results in Table 1 indicate strong construct validity for the psychological empowerment scale, as demonstrated by the high correlation coefficients and significant p-values for most items. Items 15, 16, and 11 exhibit particularly strong correlations of 0.735, 0.649, and 0.615, respectively, with p-values below 0.001, highlighting a robust relationship with the construct of psychological empowerment. Most items have correlations above 0.4, which is generally deemed acceptable for validity. Additionally, items 1, 2, 3, 5, and 20 show significant and meaningful correlations, further supporting the scale's effectiveness. However, items 6 and 4 have lower correlations (0.380 and 0.414) and slightly higher p-values. Overall, these findings confirm that the psychological empowerment scale is a reliable instrument for measuring the intended construct.

Table 2. Results of the construct validity of Organizational Citizenship Behavior Checklist (OCB-C) scale.

Item	Correlation	Sig	Item	Correlation	Sig
01	0,638	0,000	13	0,573	0,001
02	0,553	0,002	14	0,578	0,001
03	0,548	0,002	15	0,79	0,000
04	0,65	0,000	16	0,531	0,003
05	0,688	0,000	17	0,677	0,000
06	0,505	0,004	18	0,675	0,000
07	0,45	0,013	19	0,701	0,000
08	0,557	0,001	20	0,639	0,000
09	0,675	0,000	21	0,709	0,000
10	0,615	0,000	22	0,705	0,000

Table 2 demonstrates strong construct validity for the Organizational Citizenship Behavior Checklist (OCB-C) scale, evident from the high correlation coefficients and significant p-values for nearly all items. Notably, item 15 exhibits an exceptional correlation of 0.79 with a p-value of 0.000, indicating a very strong relationship with the overall construct of organizational citizenship behavior. Other items, including 05, 09, and 21, also show robust correlations of 0.688, 0.675, and 0.709, respectively, further emphasizing the scale's effectiveness. Most items have correlations above 0.5, supporting their relevance in measuring OCB. However, item 07, with a correlation of 0.450, while still significant. Generally, these findings confirm that the OCB-C scale is a reliable and valid tool for assessing organizational citizenship behaviors.

4.3.2. Reliability

To calculate the reliability of the two scales, Cronbach's alpha coefficient was used, and the reliability results for the two

scales are shown in the following two tables 3 and 4:

Table 3. Results of the Reliability of Psychological Empowerment scale.

Reliability Statistics	
Cronbach's Alpha	N of Items
0,901	24

Table 3 displays the reliability statistics for the Psychological Empowerment scale, showing a Cronbach's Alpha of 0.901 across 24 items. This strong value signifies outstanding internal consistency, indicating that the items effectively measure the same underlying construct. Typically, a Cronbach's Alpha exceeding 0.9 is viewed as indicative of a strong correlation among items, thereby bolstering the scale's reliability in evaluating psychological empowerment. As a result, these findings endorse the use of this scale in both research and practical contexts, highlighting its effectiveness in assessing individuals' perceptions of their psychological empowerment.

Table 4. Results of the Reliability of Organizational Citizenship Behavior Checklist (OCB-C) scale.

Reliability Statistics	
Cronbach's Alpha	N of Items
0,917	20

Table 4 presents the reliability statistics for the Organizational Citizenship Behavior Checklist (OCB-C) scale by Suzy Fox and Paul E. Spector (2011), showing a Cronbach's Alpha of 0.917 based on 20 items. This high alpha value indicates very strong internal consistency among the items, suggesting they effectively measure the same construct related to organizational citizenship behavior. A Cronbach's Alpha above 0.9 reflects a robust correlation among the items, further confirming the scale's reliability in assessing OCB. These findings support the scale's use in both research and practical applications, providing a dependable tool for evaluating behaviors that positively affect the organizational environment.

5. Results

5.1. Results of the first hypothesis

To verify the validity of the first hypothesis, which states that psychological empowerment has a significant impact on organizational citizenship behavior among nurses in Public Health Establishments of Proximity (PHEP), simple linear regression was used, as shown in the following tables:

Table 5. Values of Model Summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,421 ^a	,177	,170	,49653
a. Predictors: (Constant), psychological Empowerment				

The correlation coefficient ($R = 0.421$) suggests a moderate positive correlation between psychological empowerment and organizational citizenship behavior among nurses in Public Health Establishments of Proximity. The R-Squared value of 0.177 indicates that 17.7% of the variation in organizational citizenship behavior can be attributed to psychological empowerment, while the remaining 82.3% is due to other factors. The standard error of the estimate reflects the accuracy of predictions around the regression line, with a value of 0.496 falling between -2 and +2. A smaller standard error indicates a better fit of the regression model to the data.

Table 6. Values of ANOVA.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,409	1	6,409	25,995	,000 ^b
	Residual	29,831	121	,247		
	Total	36,240	122			
a. Dependent Variable: OCB						
b. Predictors: (Constant), Psychological Empowerment						

The ANOVA results reveal that the regression model assessing the impact of psychological Empowerment on Organizational Citizenship Behavior (OCB) is statistically significant. The regression sum of squares is 6.409, while the residual sum of squares is 29.831, resulting in a total variability in OCB of 36.240. An F-statistic of 25.995, paired with a p-value of 0.000, indicates that psychological Empowerment plays a significant role in explaining variations in OCB. This strong significance demonstrates that the model effectively predicts OCB based on psychological Empowerment.

Table 7. Values of Coefficients.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,798	,423		4,247	,000
	Psychological Empowerment	,528	,104	,421	5,099	,000
a. Dependent Variable: OCB						

The coefficients table shows that Psychological Empowerment has a significant positive effect on Organizational Citizenship Behavior (OCB), with an unstandardized coefficient of 0.528. This means that for every one-unit increase in Psychological Empowerment, OCB is expected to rise by 0.528 units, assuming other factors remain constant. The constant term is 1.798, which indicates the expected OCB when Psychological Empowerment is zero. The standardized coefficient (Beta) of 0.421 points to a moderate effect size, while the t-value of 5.099 and the p-value of 0.000 affirm the statistical significance of Psychological Empowerment in predicting OCB.

Based on the previous results, we accept the hypothesis that psychological empowerment has a significant impact on organizational citizenship behavior among nurses in Public Health Establishments of Proximity.

5.2. Results of the second hypothesis

To verify the validity of the second hypothesis, which states that there are significant differences in psychological empowerment between male and female nurses in Public Health Establishments of Proximity (PHEP), Independent-Samples T Test was used, as shown in the following tables:

Table 8. Values of Group Statistics.

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Psychological Empowerment	Male	65	4,0442	,42986	,05332
	Female	58	4,0876	,44149	,05797

Table 9. Values of Independent Samples Test.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Psychological Empowerment	Equal variances assumed	,205	,651	-,552	121	,582	-,04341	,07864	-,19910	,11228
	Equal variances not assumed			-,551	118,623	,583	-,04341	,07876	-,19937	,11255

The results from Tables 8 and 9 indicate that the mean score for males (N = 65) was 4.04 (SD = 0.43), while females (N = 58) had a mean score of 4.09 (SD = 0.44). An independent samples t-test revealed no significant difference in job empowerment between males and females, $t(121) = -0.55$, $p = .582$, indicating that the differences in mean scores were not statistically significant. The mean difference was -0.04 with a 95% confidence interval ranging from -0.20 to 0.11. Levene's test confirmed the equality of variances ($F = 0.20$, $p = .651$).

Based on the previous results, we reject the hypothesis that there are significant differences in psychological empowerment between male and female nurses in Public Health Establishments of Proximity (PHEP).

6. Discussion

6.1. Discuss the first hypothesis.

The result of hypothesis that psychological empowerment has a significant impact on organizational citizenship behavior (OCB) among nurses in Public Health Establishments of Proximity is strongly supported by the findings of previous studies. These studies collectively demonstrate a consistent and positive relationship between psychological empowerment and OCB across various contexts, including healthcare.

For instance, the study by Jha (2014) found a significant positive relationship between psychological empowerment and OCB. This indicates that employees who feel psychologically empowered are more likely to exhibit behaviors that go beyond their formal job requirements, such as helping colleagues or taking initiative. Similarly, the study by Joo & Jo (2017) highlighted psychological empowerment as a key factor influencing OCB, further reinforcing its importance in organizational settings.

In the healthcare sector specifically, the study by Ibrahim et al. (2024) provides direct evidence supporting the hypothesis. The study revealed that psychological empowerment had a strong positive impact on OCB. Suggesting that psychological empowerment is a critical driver of OCB among nurses. This aligns with the broader findings of Mohammedan (2021), which emphasized the significant influence of psychological empowerment dimensions—such as work importance, efficiency, independence, and influence—on fostering OCB.

Moreover, the study by Xu et al. (2024) expanded the understanding of this relationship by linking psychological empowerment to challenge-oriented OCB, demonstrating its relevance even in demanding work environments like healthcare. The consistency of these findings across different sectors and cultures underscores the robustness of the relationship between psychological empowerment and OCB.

In conclusion, the hypothesis is well-supported by empirical evidence. Psychological empowerment not only enhances OCB among employees in general, but also plays a pivotal role in motivating nurses in public health establishments to engage in behaviors that benefit their organizations and colleagues. Where "a higher level of psychological empowerment—marked by a stronger sense of meaning in one's work, enhanced skills and knowledge, a noticeable impact on one's department, and

increased determination—significantly fosters displays of organizational citizenship behavior. This finding is consistent with trends observed in various studies, which indicate that psychological empowerment is strongly linked to Organizational Citizenship Behavior across different contexts and in conjunction with other variables" (Thakre & Mathew, 2020, pp. 11-12)

These findings suggest that fostering psychological empowerment through supportive leadership, autonomy, and meaningful work could significantly improve OCB among nurses, also "organizations that promote Organizational Citizenship Behavior are more appealing workplaces and have greater success in attracting and retaining top talent. (Gilbert et al., 2010, p. 341) ultimately enhancing organizational effectiveness in healthcare settings.

6.2. Discuss the second hypothesis.

The result of the second hypothesis that there are no significant differences in psychological empowerment between male and female nurses in Public Health Establishments of Proximity have mixed support from the reviewed studies. Some research indicates gender differences in psychological empowerment, while others show no significant disparities, underscoring the impact of cultural and contextual factors.

For example, Obi (2021) found statistically significant differences in perceptions of psychological empowerment between male and female employees in Nigeria and the United States, suggesting that gender may influence the experience of empowerment. Similarly, Boudrias et al. (2004) noted that the measurement model for psychological empowerment fitted slightly better for male nurses, indicating subtle gender-based variations in perception. These findings suggest that in certain cultural or organizational contexts, male and female nurses may experience psychological empowerment differently, maybe "the concept of power in empowerment may be viewed differently depending on gender, with men frequently linking power to control over their surroundings more than women do". (Mangundjaya, 2024, p. 5)

In contrast, Smajić & Knezović (2023) reported no significant differences in psychological empowerment between male and female employees in Bosnia and Herzegovina, suggesting that gender may not always be a distinguishing factor. Likewise, Durrani et al. (2017) found no gender differences in psychological empowerment among Chinese employees, although significant disparities were observed in Pakistan, highlighting the importance of cultural context.

Given these mixed findings, the hypothesis that no significant differences exist between male and female nurses in Public Health Establishments of Proximity may hold in certain contexts, particularly those characterized by egalitarian workplace cultures or strong gender equality policies. Whereas "enhancing women's agency, autonomy, and self-efficacy is essential for promoting gender equality, narrowing gender gaps, and empowering women". (Mosanya & Kassie, 2024, p. 6) And as well "women with increased levels of psychological empowerment are more likely to engage in collective actions that contribute to broader efforts for gender equality". (Padmajai, 2023, p. 3) However, in environments where cultural or organizational biases exist, gender differences in psychological empowerment may become evident. Therefore, while the hypothesis is plausible, its validity likely hinges on the specific cultural and institutional context of the Public Health Establishments in question.

CONCLUSION

This study investigated the impact of psychological empowerment on organizational citizenship behavior (OCB) among nurses in Public Health Establishments of Proximity (PHEP), as well as potential gender differences in psychological empowerment. The findings revealed a significant positive relationship between psychological empowerment and OCB, supporting the first hypothesis. Nurses who felt psychologically empowered were more likely to engage in voluntary, proactive behaviors that benefit the organization, aligning with prior research. The regression analysis demonstrated that psychological empowerment accounted for 17.7% of the variance in OCB, highlighting its role as a key motivator in healthcare environments.

Contrary to the second hypothesis, no significant gender differences in psychological empowerment were found among nurses in Public Health Establishments of Proximity. This result aligns with studies in certain cultural contexts, suggesting that workplace empowerment perceptions may be more influenced by organizational culture than gender in egalitarian settings. However, the mixed findings in other studies emphasize the need for context-specific research.

These results emphasize the need foster psychological empowerment by providing autonomy, meaningful tasks, and opportunities for skill development to enhance organizational citizenship behavior and overall organizational performance. It should also implement training programs focused on empowerment strategies, particularly in high-stress, resource-limited settings like Public Health Establishments of Proximity. And also, explore additional contextual factors (e.g., leadership styles, workload, Type of job ...) that may mediate or moderate the psychological empowerment-organizational citizenship behavior relationship.

In conclusion, psychological empowerment is a critical lever for promoting organizational citizenship behavior among nurses, ultimately improving patient care and organizational efficiency. While gender disparities were not evident in this study, ongoing attention to equitable empowerment practices remains essential. Addressing these dynamics can help build

resilient healthcare systems capable of thriving under challenging conditions.

REFERENCES

- [1] Alimo-Metcalfe, B. (1995). An investigation of female and male constructs of leadership and empowerment. *Women in Management Review*, 10(2), 3–8. <https://doi.org/10.1108/09649429510146901>
- [2] Boudrias, J.-S., Gaudreau, P., & Laschinger, H. K. S. (2004). Testing the Structure of Psychological Empowerment: Does Gender Make A Difference? *Educational and Psychological Measurement*, 64(5), 861–877. <https://doi.org/10.1177/0013164404264840>
- [3] DJERBOUB, Torkia., & LAIDANI, Ilyas. (2022). Impact of applying individual strategies to manage work stress on job performance -field study at neighborhood public health institutions in the state of Tiaret. *International journal of economic performance*, 5(2), 546-563.
- [4] Durrani, Dilawar Khan., Xiangyang, Li., & Dilawar, Syeda Maryam. (2017). Psychological Empowerment and Work Effort: A Gender Based Cross-Cultural Comparison. In *Proceedings of the 9th International Conference on Information Management and Engineering (ICIME 2017)*. Association for Computing Machinery, New York, NY, USA, 157–161. <https://doi.org/10.1145/3149572.3149581>
- [5] Gilbert, S., Laschinger, H. K., & Leiter, M. (2010). The mediating effect of burnout on the relationship between structural empowerment and organizational citizenship behaviours. *Journal of nursing management*, 18(3), 339–348. <https://doi.org/10.1111/j.1365-2834.2010.01074.x>
- [6] Hamadouche, Abdessalam. (2019). Organizational climate and its relationship to job empowerment and their impact on contextual performance among employees of Solidarity Proximity Cells (Unpublished doctoral dissertation). University of Mohammed Lamine Debagine Setif 2.
- [7] Hamadouche, Abdessalam. (2019). The role of Job empowerment as a mediator between organizational climate and organizational citizenship behavior of the employees of Solidarity Proximity Cells. *Psychological & Educational Studies*, 15(1), 45-62. <https://asjp.cerist.dz/en/article/183671>
- [8] Ibrahim, Abdullatif Ibrahim., El-Monshed, Ahmed Hashem., Altheeb, Marwan., & El-Sehrawy, Mohamed Gamal. (2024). Transformational Leadership, Psychological Empowerment, and Organizational Citizenship Behaviors among Nursing Workforce: A Single Mediation Analysis. *Journal of Nursing Management*. <https://doi.org/10.1155/2024/9919371>
- [9] Jha, S. (2014) Transformational Leadership and Psychological Empowerment: Determinants of Organizational Citizenship Behavior. *South Asian Journal of Global Business Research*, 3, 18-35. <https://doi.org/10.1108/SAJGBR-04-2012-0036>
- [10] Joo, B.-K. and Jo, S.J. (2017), "The effects of perceived authentic leadership and core self-evaluations on organizational citizenship behavior: The role of psychological empowerment as a partial mediator", *Leadership & Organization Development Journal*, Vol. 38 No. 3, pp. 463-481. <https://doi.org/10.1108/LODJ-11-2015-0254>
- [11] Kasmi Alhosni, Achwak. (2017). Hospital Institution facing the organizational changes (Hospital reform) Practical Study in the Public Hospital Institution in AinOussara. *LA PHONETIQUE*, 13(1), 318-332. <https://asjp.cerist.dz/en/article/39785>
- [12] Laadjailia, Yocef & Charaf eddine, Khadidja. (2023). Nurses Functional Empowerment as an Approach to Improving Work Life Quality"A field study at Annaba Public Institution for Neighborhood Health. *Journal of Human sciences*, 34(1), 417-426. <https://asjp.cerist.dz/en/article/216227#225731>
- [13] Mangundjaya, W. L., Arumi, M. S., & Wicaksana, S. A. (2024). How Diversities in Demographic Have Related to Psychological Empowerment?. *Revista De Gestão - RGSA*, 18(7), e05344. <https://doi.org/10.24857/rgsa.v18n7-074>
- [14] Mazzetti, G., Sciolino, L., Guglielmi, D., Mongardi, M., Nielsen, K., & Dawson, J. (2022). Organizational citizenship behaviour as a protective factor against the occurrence of adverse nursing-sensitive outcomes: A multilevel investigation. *Journal of nursing management*, 30(8), 4294–4303. <https://doi.org/10.1111/jonm.13827>
- [15] Mohammedan, Hosamalden Abdalziz Moustafa. (2021). The Effect of Psychological Empowerment in Achieving Organizational Citizenship Behaviour – A Field Study on Azal Pharmaceutical Company. *Journal of Economic, Administrative and Legal Sciences*, 5(2), 32-50. <https://doi.org/10.26389/AJSRP.S311020>
- [16] Mosanya, M., & Kassie, S. (2024). Psychological empowerment and exercising: The relationships between exercising, self-stereotyping, agency, autonomy and physical self-efficacy in non-Western women. *Journal of Community & Applied Social Psychology*, 34(3), e2791. <https://doi.org/10.1002/casp.2791>
- [17] Obi, G.-V. (2021). Gender Perceptions of Psychological Empowerment in The Workplace: A Comparative

Analysis from Two Cultures. *International Journal of Business and Social Science Research*, 2(7), 1–7. <https://doi.org/10.47742/ijbssr.v2n7p1>

[18] Padmajai. (2023). Fostering Psychological Empowerment in Women: Exploring Transformative Group Dynamics and Empowerment-Based Interventions in Girl Up Ikhtiyar. *International Journal For Multidisciplinary Research*, 5(5), 1-14. <https://doi.org/10.36948/ijfmr.2023.v05i05.6721>

[19] Raveendran, T. (2023). Impact of Psychological Empowerment of Organizational Citizenship Behaviour: A Study of Private Insurance Companies in the Northern Province, Sri Lanka. *South Asian Journal of Business Insights*, 3(1), 47-69. <https://doi.org/10.4038/sajbi.v3i1.51>

[20] Smajić, H., & Knezović, E. (2023). Psychological empowerment and intention to quit: Is there a difference between female and male employees? In C.-H. Mayer, E. Vanderheiden, O. Braun-Lewensohn, G. Chen, K. Sueda, B. Mangolothi, S. Safdar, & S. Kim (Eds.), *Women's empowerment for a sustainable future: Transcultural and positive psychology perspectives* (pp. 659–675). Springer Nature Switzerland AG. https://doi.org/10.1007/978-3-031-25924-1_41

[21] Thakre, Nilesh & Mathew, P. (2020). Psychological empowerment, work engagement, and organizational citizenship behavior among Indian service- sector employees. *Global Business and Organizational Excellence : A Review of Research and Best Practices*, 39(4), 45-52. <https://doi.org/10.1002/joe.22003>

[22] Turnipseed, D.L. and VandeWaa, E.A. (2020), "The little engine that could: the impact of psychological empowerment on organizational citizenship behavior", *International Journal of Organization Theory & Behavior*, Vol. 23 No. 4, pp. 281-296. <https://doi.org/10.1108/IJOTB-06-2019-0077>

[23] Xu, Qingquan., Liu, Shan., & Huang, Haishen. (2024). Psychological empowerment and challenge-oriented organizational citizenship behavior: a dual process model. *Front. Psychol.* 15:1432260. <https://doi.org/10.3389/fpsyg.2024.1432260>

Zerroukhi, Fairouz., Ben Abed, Mokhtar., & Kerbouche, Mohammed. (2020). Psychological Empowerment as an Approach to Enhancing Organizational Citizenship Behaviors. *Economic Science Management, and Commercial science Review*, 12(3), 68-81. <https://asjp.cerist.dz/en/article/112767>.