INFLUENCE STRUCTURAL EMPOWERMENT AND PSYCHOLOGICAL EMPOWERMENT TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) FOR NURSES AT MAJENE HOSPITAL

La Ode Hidayat [1], Sofyan Hamid Indar [2], Achmad Mawardi [3]

[1, 3] Department of Health Admnistration, Universitas Sulawesi Barat

[2] Institut Teknologi dan Bisnis Nobel Indonesia

Abstract

This research aims to investigate the relationship between variables, namely structural empowerment and psychological empowerment, on the Organizational Citizenship Behavior (OCB) of nurses at RSUD Majene . The high patient workload, without adequate support from an optimal number of nurses, creates a gap that affects the performance of nurses at RSUD Majene . The importance of employee empowerment, both through structural and psychological approaches, is recognized as a key factor in enhancing OCB in the RSUD Majene environment. This research is quantitative, using an analytical survey approach. The study population includes all nurses at RSUD Majene , totaling 163 individuals, with a sample of 150 nurses. Data analysis employs the Chi-Square statistical test. The research findings indicate a significant influence of structural empowerment on the OCB of nurses at RSUD Majene , with a value of $\alpha=0.00<0.05$, as well as an influence of psychological empowerment on the OCB of nurses at RSUD Majene , with a value of $\alpha=0.00<0.05$. These findings provide a significant contribution to understanding how both structural and psychological empowerment can stimulate the development of positive Organizational Citizenship Behavior (OCB), impacting a collaborative and efficient work culture at RSUD Majene.

Keywords: *Structural Empowerment, Psychological Empowerment, Organizational Citizenship Behavior.*

✉Corresponding author : La Ode Hidayat
Email Address : laode.hidayat@unsulbar.ac.id

INTRODUCTION

Hospitals, as an integral part of the comprehensive healthcare system, develop through health development planning (Adikoesumo, 1997). In developing countries, the majority of the population belongs to the middle class. The middle-class community, both in the upper and lower strata, tends to choose medium-sized hospitals, particularly type C, due to considerations of treatment costs, the availability of adequate hospitals, and their strategic locations scattered throughout the city.

With the high number of patients not matched by an optimal number of nurses, there is a gap in the nurse-to-patient ratio that affects performance. Nurses play a significant role in providing healthcare, constituting approximately 55-65% of the total workforce in hospitals. Therefore, nurses are faced with the demand to enhance their performance in delivering healthcare services to service users. Nursing is considered a key component in healthcare, often serving as an indicator of healthcare service quality and playing a role in determining client satisfaction levels (Priyanto, 2009).

The phenomenon frequently observed in type C hospitals is the tendency of nurses to move to other hospitals in search of empowerment facilities, higher salaries, and better hospital performance. If this phenomenon continues, especially in large urban areas with a significant population, it can lead to an imbalance in the healthcare workforce needed by the local population.

The importance of empowerment in the context of contemporary healthcare organizations cannot be ignored as it serves as a strategy to enhance employee satisfaction, motivation, and overall well-being (Boey, 2022; Orlowska and M. Laguna, 2023; Saleh et al., 2022). Empowerment encompasses various aspects, including structural and psychological empowerment. Structural empowerment refers to the extent to which employees are provided with resources, knowledge, and systematic support that enhances their capabilities in performing job tasks and contributing to organizational decision-making processes (Fragkos et al., 2020). Conversely, psychological empowerment is related to an individual's subjective perception of competence, autonomy, and the ability to influence their work and work environment (Zhang, 2018).

According to Laschinger et al. (2006), the direct positive impact of structural empowerment can be seen in work life, which, in turn, has a direct negative impact on emotional exhaustion. Key factors in empowerment, such as organizational characteristics, leadership, employees, and job nature, play a crucial role in enhancing performance, as expressed by Yukl (2010). Empirical findings from studies by Indradevi et al. (2011), Mayerson & Dewettinck (2012), and Taktaz et al. (2012) support the view that empowerment has a significant impact on performance. However, empirical research by Kariuki et al. (2015) suggests that empowerment does not have a significant impact on performance.

In the context of the crucial role of nurses as human resources in hospitals, optimal performance becomes a crucial factor directing organizations toward excellence. Therefore, organizations must believe that achieving excellence requires efforts to improve individual performance, both in primary tasks and additional

contributions (Organizational Citizenship Behavior - OCB). Analyzing and understanding the performance of nurses in type C hospitals such as RSUD Majene is essential to improve services in the hospital.

Structural empowerment refers to the social conditions and workplace policies (Kanter, 1977) that create access to opportunities, information, support, and resources. Access to challenging jobs, learning, and new resources that support professional growth is part of empowerment opportunities. Empowerment workplace conditions also involve access to information regarding organizational goals, values, policies, and decisions. Support includes feedback and assistance from colleagues, subordinates, and management. Resources refer to temporary assistance and the time needed to achieve organizational goals (Rachman et al., 2023).

On the other hand, psychological empowerment is a motivational state consisting of four dimensions: meaning, competence, self-determination, and impact (Spreitzer, 1995). Meaning reflects the extent to which individuals give value or meaning to their work. Competence includes an individual's skills, abilities, and capacity to complete tasks. Self-determination involves an employee's perception of choices and freedom in performing their tasks in the workplace. Impact is related to the perceived influence of one's job contribution on the organization or department. Spreitzer (1995) states that management can play a role in enhancing the four dimensions of psychological empowerment through job design that encourages employee empowerment. Psychological empowerment, on the other hand, is related to employees' psychological responses to the level of structural empowerment in their workplace (Laschinger, Finegan, Shamian, and Wilk, 2004). If employees feel empowered, positive individual outcomes are likely to occur (Spreitzer, 2008). Psychological empowerment involves employees' belief in their ability to perform the job (Meyerson and Kline, 2008) and is considered a motivator focused on the thinking of the empowered individual (Menon, 2001). Empowered employees tend to work more efficiently compared to those who are less empowered (Castro et al., 2008). There is a direct link between perceived empowerment and behavior, activities, concentration, initiative, and flexibility that can enhance individual performance (Thomas and Velthouse, 1990).

Given the importance of empowerment, RSUD Majene, as a crucial healthcare provider in the Majene Regency community, faces various challenges, particularly related to organizational citizenship behavior (OCB). OCB includes voluntary behaviors that go beyond employees' formal duties and are considered essential to creating a healthy and productive work environment. RSUD Majene encounters several challenges related to OCB, including resource limitations, hospital management complexity, and interprofessional collaboration. Resource limitations, both financial and workforce, can add additional pressure on employees to complete routine tasks, with the potential to neglect OCB. The healthcare sector has its dynamics and complexities, so employees may face difficulties actively engaging in OCB due to intense job demands and rapid changes in the hospital environment. RSUD Majene, as an organization with various types of professional staff, requires a high level of

cooperation and collaboration. Challenges in building positive relationships among team members and departments can affect participation in OCB.

The importance of employee empowerment, both through structural and psychological approaches, is recognized as a key factor in improving OCB in the RSUD Majene environment.

CONCEPTUALS FRAMEWORK AND HYPOTHESIS

Empowerment, fundamentally, is a concept of self-efficacy motivation involving a process to enhance self-efficacy among organizational members through identifying disempowering factors and eliminating them through formal organizational practices and informal techniques by providing information (Conger & Kanungo, 1988).

Nawawi's perspective (2012) states that empowerment and human resource management are a series of activities aimed at empowering human resources by developing their abilities, building trust, granting authority, increasing responsibilities, engaging in activities, and enhancing overall performance. This involves efforts to develop the potential and quality of human resources through individual development and changes in various aspects.

Structural empowerment refers to the social conditions and workplace policies (Kanter, 1977) that create an environment facilitating access to opportunities, information, support, and resources. Opportunities for learning and development involve access to challenging tasks, as well as acquiring new skills and knowledge that support professional growth. Another aspect of structural empowerment involves access to information about the organization's goals, values, policies, and decisions. Support includes feedback and assistance from colleagues, subordinates, and management, while resources refer to temporary assistance and optimal time allocation to achieve organizational goals.

Psychological empowerment is a motivational state comprising four dimensions: meaning, competence, self-determination, and impact (Spreitzer, 1995). Meaning reflects the extent to which individuals attribute value or significance to their work, while competence relates to the ability, skills, and capacity to complete tasks. Self-determination involves employees' perceptions of choices and freedom in performing their tasks in the workplace. Impact refers to the perceived influence of an individual's job contribution on the organization or department. Spreitzer (1995) argues that management can play a crucial role in enhancing the four dimensions of psychological empowerment through job design that encourages workforce empowerment.

Structural empowerment focuses on the social structure facilitating employees' work, while psychological empowerment is related to the positive experiences individuals gain directly from their tasks. Structural empowerment shares similarities with the concept of job resources, as both refer to aspects in the work environment facilitating goal achievement. However, structural empowerment is considered a high-

level construct that encompasses various job aspects relevant to all employees, regardless of their job context. In contrast, psychological empowerment and personal resources refer to individual qualities that are motivational, with the difference that personal resources are individual characteristics (e.g., optimism, self-efficacy, and hope), while psychological empowerment focuses on the positive experiences individuals derive from the tasks themselves. Therefore, structural and psychological empowerment have specific and unique aspects that explain their relevance as drivers of work engagement.

Organizational Citizenship Behavior (OCB) refers to voluntary individual actions that are not directly or explicitly related to the reward system but can enhance the operational effectiveness of an organization (Organ, 2008: 290). Podsakoff (et al., 2000) identified seven aspects of OCB, including behaviors such as helping others, being sportsmanlike, demonstrating loyalty to the organization, adhering to organizational rules, showing individual initiative, participating in social activities, and engaging in self-development efforts.

Bogler and Somech (2004) concluded that there is a significant relationship between teacher empowerment in Israel and organizational citizenship behavior. The higher the efforts of a teacher in acquiring knowledge through empowerment, the higher the quality of behavior within the organization. According to Zad & Saremi (2010), employee empowerment not only impacts the individual in their designated work field but also generates commitment to achieving organizational goals. Human resources, as a crucial factor, necessitate efforts to enhance the capabilities and capacities of employees, both individually and when working in groups. The most effective approach for this is empowerment, which, on the other hand, can improve employee performance, contributing to the enhancement of the individual qualities required by the organization to become better.

Hypotheses for this study:

1. H1: There is an influence of structural empowerment on the OCB of nurses at RSUD Majene.

2. H2: There is an influence of psychological empowerment on the OCB behavior of nurses at RSUD Majene.

METHODOLOGY

This study aims to investigate the relationships between variables, namely the influence of structural empowerment and psychological empowerment on the Organizational Citizenship Behavior (OCB) of nurses at RSUD Majene. This research is a quantitative study utilizing an analytic survey approach. According to Neuman (2013), this research is based on a survey method, which is a quantitative approach involving presenting identical statements where the obtained responses are collected and processed into data (Levina et al., 2021). The study was conducted at RSUD Majene, located on Jl. Poros Majene Mamuju, Kota Majene, during the months of August to October 2023.

The population for this study consists of all nurses at RSUD Majene, totaling 163 individuals. The sample size used in this research includes 150 nurses from RSUD Majene. The primary data obtained from this research will result from distributing questionnaires to respondents (nurses) at RSUD Majene, based on statements related to the variables under investigation. This study employs a Likert scale with four categories: strongly agree (SS), agree (S), disagree (TS), strongly disagree (STS).

The data processing and analysis method used is descriptive analysis using SPSS version 21.00, involving Univariate and Bivariate Analyses. Univariate analysis is performed on each variable in the study, covering respondent characteristics based on gender, age, education, and work experience, as well as the variables of Structural Empowerment, Psychological Empowerment, and OCB Behavior. Bivariate analysis is conducted in this study to determine the influence between independent variables and the dependent variable, namely the influence of structural empowerment and psychological empowerment on the OCB Behavior of nurses at RSUD Majene. The data processing and analysis in this study utilize the Chi-Square statistical test.

RESULTS AND DISCUSSION

With refers to results data processing, this research will elaborate a number of characteristics respondents , incl type gender , age , level education , and length of service . Univariate and bivariate data analysis for each variable will done For understand connection between variable independent and dependent . The Chi Square statistical test was used in this research , and the results data analysis will served in form table along with the explanation .

Description of Respondent Data

Table 1. Characteristics Respondent

Characteristics Respondent	Amount	Percentage
Type Sex		
MAN	32	21.3
WOMAN	118	78.7
Total	**150**	**100.0**
Age		
20-29 years old	29	19.3
30-39 years old	105	70.0
40-49 years old	15	10.0
> 50 years	1	.7
Total	**150**	**100.0**
Education		
DIII/DIV	74	49.3
S1	72	48.0
S2	2	1.3
other	2	1.3
Total	**150**	**100.0**
Length of work		
< 5 years	22	14.7

Characteristics Respondent	Amount	Percentage
5-9 years	33	22.0
10-19 years old	88	58.7
20-29 years old	6	4.0
> 30 years	1	.7
Amount	**150**	**100.0**

Source : Primary Data, 2023

This research involves 150 nurses at RSUD Majene as the primary respondents. The analysis of respondent characteristics provides a comprehensive overview of the variations within the nurse population at RSUD Majene. Based on Gender, respondents consist of 32 males (21.3%) and 118 females (78.7%). The diverse gender distribution reflects the diversity within the nursing workforce at RSUD Majene, although the majority are still female nurses. The distribution of respondents' ages indicates that the majority of nurses fall within the 30-39 age range. Most respondents have educational backgrounds ranging from DIII/DIV to S1/Nursing, showcasing varied educational levels among nurses at RSUD Majene. The distribution of years of work experience reflects diverse work experience, with the majority of nurses having worked for 5-10 years or more. These characteristic data provide a strong foundation for analyzing the impact of structural and psychological empowerment on OCB behavior among nurses at RSUD Majene. Overall, the research results are expected to provide a deep understanding of the factors influencing nurses' positive contributions in an organizational context.

Analysis Univariate

Based on the obtained data, the analysis results for each variable were conducted using a Likert scale with four categories:: strongly agree (SS), agree (S), no agree (TS), absolutely no agree (STS) .

1. Structural Empowerment

After do research data analysis obtained frequency answer respondents to variable empowerment structural as in table 2 below :

Table 2. Frequency Answer Respondent Empowerment Structural

Structural Empowerment	SS		S		TS		STS		Amount	
	n	%	n	%	n	%	n	%	n	%
PS 1. Access to opportunities	87	58	54	36	9	6	-	-	150	100
PS 2. Access to Information	77	51.3	69	46	4	2.7	-	-	150	100
PS 3. Access Support	83	55.3	66	44	-	-	1	0.7	150	100
PS 4. Access to Resources Power	64	42.7	78	52	8	5.3	-	-	150	100
PS 5. Formal power	60	40	84	56	6	4	-	-	150	100
PS 5. Informal power	48	32	95	63.3	7	4.7	-	-	150	100

Source : SPSS data analysis

Based on Identification results for each dimensions structural empowerment mentioned above obtained conclusion in criteria in table 3 below :

Table 3. Analysis empowerment structural

Empowerment Structural	Frequency (n)	Percentage (%)

Good	144	96.0
Not good	6	4.0
Total	**150**	**100.0**

Source : SPSS data analysis

The univariate analysis results for the structural empowerment variable reveal a pattern that reflects the positive perception of the majority of nurses at RSUD Majene towards structural empowerment, providing insights into access to opportunities, information, support, resources, formal power, and informal power. Out of the total 150 respondents, 144 nurses (96%) stated that they experienced good structural empowerment. This indicates that the majority of nurses at RSUD Majene perceive that their organizational structure provides adequate support and authority. Only 6 nurses (4%) stated that structural empowerment is considered less good. This may suggest that a small portion of the respondents perceives some ambiguity or shortcomings in the organizational structure that could affect their level of empowerment.

These results indicate that 96% of respondents consider structural empowerment to be good, demonstrating high satisfaction and confidence in the hospital's organizational structure. Conversely, the small group that perceives structural empowerment as less satisfactory can serve as valuable information sources for identifying areas of improvement in structural management. A positive perception of structural empowerment can contribute positively to the organizational citizenship behavior (OCB) of nurses at RSUD Majene. It is essential to understand the perspectives and experiences of nurses who feel that structural empowerment is less satisfactory to enhance the effectiveness and efficiency of the organizational structure.

2. Psychological Empowerment

Based on results research data analysis obtained distribution of answer data respondents about empowerment psychological as in table 4 below :

Table 4. Frequency answer respondents challenge Empowerment Psychological

Psychological Empowerment	SS		S		TS		STS		Amount	
	n	%	n	%	n	%	n	%	n	%
PP 1. Competence	85	56.7	62	41.3	3	2	-	-	150	100
PP 2. Meaning	37	24.7	107	71.3	5	3.3	1	0.7	150	100
PP 3. self-determination	34	22.7	110	73.3	6	4	-	-	150	100
PP 4. Impact	32	21.3	115	76.7	3	2	-	-	150	100

Source : SPSS data analysis

Based on the identification results of each dimension of psychological empowerment above, conclusions were drawn within the criteria in the following Table 5:

Table 5. Analysis empowerment psychology

Empowerment Psychological	Frequency (n)	Percentage %)
Good	147	98.0

| Not good | 3 | 2.0 |
| Total | 150 | 100.0 |

Source : SPSS data analysis

The univariate analysis results on the variable of structural empowerment reveal a pattern reflecting a positive perception among the majority of nurse respondents at RSUD Majene toward structural empowerment, outlining access to opportunities, information, support, resources, formal power, and informal power. Out of a total of 150 respondents, 144 nurses (96%) stated that they experience good structural empowerment. This indicates that the majority of nurses at RSUD Majene perceive their organizational structure as providing adequate support and authority. Only 6 nurses (4%) stated that structural empowerment is considered less good. This may indicate that a small group of respondents perceives ambiguity or deficiencies in the organizational structure that might affect their level of empowerment.

These results indicate that 96% of respondents consider structural empowerment to be good, demonstrating high satisfaction and confidence in the hospital's organizational structure. Conversely, the small group that feels structural empowerment is less satisfactory can be a valuable source of information for identifying areas of improvement in structural management. A positive perception of structural empowerment can contribute positively to the organizational citizenship behavior (OCB) of nurses at RSUD Majene. It is essential to understand the perspectives and experiences of nurses who perceive structural empowerment as less satisfactory to enhance the effectiveness and efficiency of organizational structure.

3. Organizational Citizenship Behavior (OCB)

Based on results analysis to answer respondents about OCB behavior is obtained frequency answer as table 6 below :

Table 6. Frequency answer respondents about OCB

Organizational Citizenship Behavior (OCB)	SS		S		T.S		STS		Amount	
	n	%	n	%	n	%	n	%	n	%
OCB 1. Helping Behavior	47	31.3	96	60.7	12	8	-	-	150	100
OCB 2. Sportsmanship	33	22	108	72	9	6	-	-	150	100
OCB 3. Loyalty	39	26	105	70	6	4	-	-	150	100
OCB 4. Compliance	45	30	103	68.7	2	1.3	-	-	150	100
OCB 5. Initiative	47	31.3	101	67.3	2	1.3	-	-	150	100
OCB 6. Common Interests	48	32	96	64	6	4	-	-	150	100
OCB 7. Self Development	86	57.3	61	40.7	3	2	-	-	150	100

Source : SPSS data analysis

With reference to the identification results of each dimension of psychological empowerment above, conclusions can be drawn regarding the criteria outlined in Table 7 below:

Table 7. Analysis respondent's about OCB

Organizational Citizenship Behavior (OCB)	Frequency	Percentage
Good	146	97.3
Not good	4	2.7
Total	150	100.0

Source : SPSS data analysis

The results of univariate analysis on the dependent variable, Organizational Citizenship Behaviour (OCB), depict a positive trend in the implementation of organizational citizenship behavior by nurse respondents at RSUD Majene. Out of a total of 150 respondents, 146 nurses (97.3%) stated that they have implemented OCB behavior well. This reflects a high level of participation in voluntary activities and organizational responsibility. Only 4 nurses (2.7%) mentioned that their OCB behavior is still less satisfactory. Although their number is small, these sentiments need attention as they can provide insights into potential areas for improvement in promoting organizational citizenship behavior (OCB). The majority of nurses at RSUD Majene exhibit a positive level of OCB behavior, indicating commitment and extra contributions they provide for the organization's success. The small number of respondents expressing less satisfactory OCB behavior can be a focus of attention to further understand factors that may influence their participation.

A high level of OCB behavior can contribute positively to a collaborative and efficient work culture at RSUD Majene. Evaluation of less satisfactory OCB behavior can provide a deeper understanding of factors that can be improved to enhance nurses' positive contributions in the organizational context.

Analysis Bivariate

1. Structural empowerment to OCB

The research results indicate that the variable of structural empowerment has a significant influence on Organizational Citizenship Behavior (OCB) among nurses at RSUD Majene, with a significance level (p-value) of a=0.000, which is smaller than the commonly used significance level of 0.05. The low p-value (a=0.000) indicates that the relationship between structural empowerment and OCB behavior is statistically significant. With a very small p-value, it can be concluded that there is a significant influence of structural empowerment on organizational citizenship behavior (OCB) among nurses at RSUD Majene. These results support the hypothesis that good structural empowerment will enhance OCB behavior among nurses. The details of these findings can be seen in Table 8 below:

Table 8. Analysis Influence structural empowerment to OCB

Structural Empowerment to OCB		OCB		Total	α
		Good	Not good		
STRUCTURAL EMPOWERMENT	Good	143	1	144	0,000
	Not good	3	3	6	
Total		146	4	150	

Source : SPSS data analysis

Effective structural empowerment can be considered a determinant in enhancing nurses' positive contributions to the organization. The management of RSUD Majene may consider strengthening and supporting an empowering organizational structure to encourage more OCB behaviors among nurses.

Understanding that structural empowerment has a positive impact on OCB can aid decision-making and human resource management planning at RSUD Majene. Therefore, the results of this research provide a significant contribution to understanding how structural empowerment can be a driver of positive behavior and organizational citizenship in the RSUD Majene hospital environment.

2. Psychological empowerment to OCB behavior

The research results indicate that the psychological empowerment variable significantly influences Organisational Citizenship Behaviour (OCB) among nurses at RSUD Majene, with a significance level (p-value) of a=0.000, which is smaller than the commonly used significance level of 0.05. The low p-value (a=0.000) suggests that the relationship between psychological empowerment and OCB is statistically significant. With such a small p-value, it can be concluded that there is a significant influence of psychological empowerment on organizational citizenship behavior (OCB) among nurses at RSUD Majene. The research findings are depicted in the following Table 9:

Table 9. Analysis Influence psychological empowerment to OCB

Psychological Empowerment to OCB		OCB		Total	α
		Good	Not good		
PSYCHOLOGICAL EMPOWERMENT	Good	146	1	147	0,000
	Not good	0	3	3	
Total		146	4	150	

Source : SPSS data analysis

The results support the hypothesis that good psychological empowerment will enhance Organisational Citizenship Behaviour (OCB) among nurses. Effective psychological empowerment can be considered a determinant in increasing the positive contributions of nurses to the organization. The management of RSUD Majene may consider enhancing emotional support, recognition, and competence development for employees to encourage more OCB.

These findings are consistent with previous research indicating that psychological empowerment can trigger more active organizational citizenship behavior. Understanding that psychological empowerment has a positive impact on OCB can aid decision-making and human resource management planning at RSUD Majene. Therefore, this research makes a significant contribution to

understanding how psychological empowerment can drive positive behavior and organizational citizenship in the RSUD Majene hospital environment.

The research findings indicate a moderate level of both structural and psychological empowerment among nurses, suggesting that they have some opportunities for development, system support, and resources contributing to their competence and job satisfaction. This aligns with previous research conducted in various countries. For example, studies in the Philippines, Brazil, China, and Jordan reported moderate levels of empowerment among nurses. Similarly, studies in the United States revealed moderate levels of empowerment and job engagement among new graduate nurses in acute care. While some studies found high levels of empowerment among nurses attending conferences, others reported low levels in Jordanian hospitals.

The results of this study align with the conclusions drawn by Bogler and Somech (2004), who showed a significant correlation between teacher empowerment in Israel and organizational citizenship behavior. The level of teacher participation in knowledge improvement through empowerment positively impacts the quality of their behavior within the organization. Zad & Saremi (2010) also stated that employee empowerment not only influences individual progress in their work but also creates commitment to organizational goals. Given the importance of human resources, one of the most effective ways to enhance employee skills and capacity, both individually and in group contexts, is through empowerment. Thus, this approach is recognized as an effective method for improving employee performance and enhancing the qualities needed by organizations for positive change.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the data analysis in this study, the following conclusions:
1. There is a significant influence of structural empowerment on OCB behavior among nurses at RSUD Majene with a value of α=0.00<0.05.
2. There is a significant influence of psychological empowerment on OCB behavior among nurses at RSUD Majene with a value of α=0.00<0.05.

Recommendations from this study:
1. Involving nurses who feel that both structural and psychological empowerment are inadequate in open dialogues to further understand concerns or issues they may face.
2. Continuous evaluation and improvement of policies and procedures related to structural empowerment to ensure the right balance between responsibilities, authority, and support.
3. Identifying strategies to strengthen psychological empowerment, such as personal and professional development programs, as well as more structured recognition of individual contributions.
4. Encouraging and reinforcing positive OCB behaviors through acknowledgment and appreciation of nurses' voluntary contributions.

5. Identifying barriers or obstacles that may affect less favorable OCB behavior and designing appropriate interventions.

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