

# Structural Empowerment and Service-Oriented Organizational Citizenship Behavior: The Mediating Roles of Innovativeness and Job Satisfaction

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## Structural Empowerment and Service-Oriented Organizational Citizenship Behavior: The Mediating Roles of Innovativeness and Job Satisfaction

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### Abstract

*This study aims to examine the relationship between structural empowerment and service-oriented organizational citizenship behavior (SOCB) performed by employees. The mediating roles of innovativeness and job satisfaction are tested within the relationship of structural empowerment and SOCB. A total of 214 employees in the Central Java Hospital of Indonesia filled out the questionnaires. Hierarchical multiple regression models were used to analyze the relationships. The results of the study confirmed that structural empowerment is positively related to SOCB, and innovativeness acts as a potential mediator between structural empowerment and SOCB.*

**Keywords:** structural empowerment; service-oriented organizational citizenship behavior; innovativeness; job satisfaction.

### 1. Introduction

Customers' satisfaction with the given services is one of the indicators to measure organization successfulness to maintain customers. In this case, the employee is the most important part. According to Handayani, Udin, Yuniawan, Wikaningrum, and Supriyati (2018); Udin, Handayani, Yuniawan, and Rahardja (2018), one of the employee's behaviors is organizational citizenship behavior (OCB). OCB means behave beyond the formal tasks. It is an expected for employees to support their tasks. Podsakoff (2000) explains that OCB takes an important role to get the expected outcome of the organization. On average, OCB contributes approximately 19% on work variant, 18% of work quality, 25% of financial efficiency and 38% of customers' satisfaction.

Every organization defines OCB differently based on their characteristics. In the context of the service organization, the expected outcome is service-oriented organizational citizenship behavior (SOCB). Conceptually, SOCB is different with general OCB. SOCB is mostly measured by using three dimensions, such as services, loyalty, and participation (Bettencourt, Gwinner and Meuter, 2001; Dyne, Graham, and Dienesch, 1994).

According to Jiang, Sun, and Law (2011), employee empowerment is an important variable for management to motivate employees to be more active delivering service. The practice of employee empowerment gives impact on the effectiveness of service organization (Yang, Liu, Huang and Zhu, 2013). Empowerment is the situation where the manager gives discretion to the employee to decide a better service for the customers (Conger and Kanungo, 1988). Kirkman and Rosen (1999) view empowerment as the antecedent of individual work or teamwork.

Conger and Kanungo (1988) notes empowerment as one's confidence in their ability to do their job. It also can be defined as a high intrinsic motivation with a commitment which is internalized into work activities (Udin, Handayani, Yuniawan, &

Rahardja, 2017). Empowerment is divided into two perspectives include psychological and structural perspective. Psychological empowerment is a traditional approach related to cognitive domain and employee's perception. There are several dominant dimensions in psychological empowerment, such as significant core competency and autonomy.

Mills and Ungson (2003) define structural empowerment as an organizational policy, a structure and a practice that gives authority to the employee to make a decision that influences their job. It is mostly linked to power distribution between employer and employee. Power distribution can be identified from power transfer practice such as autonomy, development of knowledge and skills, support toward information access and resources. All of these will show employees involvement.

Some research found that the impact of empowerment practice on work behavior, such as SOCB is not consistent. Past research conducted by Kidas, Berg, and Wilderom (2007) found that empowerment practice is not significant to the employees' service-oriented behavior. On the other hand, another research conducted by Jiang et al. (2011) found that empowerment practice gives positive and significant effect on SOCB. Hence, the authors assume that there is another mechanism that mediates empowerment practice and SOCB. It is called work behavior. It gives question whether or not work behavior mediates the relationship between empowerment practice and SOCB.

Work attitude gives an important contribution to the organizational effectiveness. One of work attitude that influence work outcome is employee innovativeness. Employee innovativeness gives creative opinions and ideas to solve the problem. It is important to face an unexpected situation in delivering service. Only a few authors take employee innovativeness and job satisfaction as the variables to mediate the relationship between empowerment practice and SOCB. Because of that, in this study, the authors are interested to use these as the mediating variables.

## 2. Literature Review

<sup>2</sup> This research uses two basic theories of SOCB, they are social exchange theory and role theory. Social exchange theory is the most discussed theory in OCB/SOCB. Meanwhile, role theory is used to see the more specific contextual side.

### 2.1. Social Exchange Theory

<sup>18</sup> Social exchange theory (Blau, 1964 in Whitener 2001) explains that someone will reciprocate what they get from the organization by behaving beyond their formal job description. General perceptions of the employee about organization intention and attitude toward the employee can be seen in policies, practice<sup>12</sup> and procedures used by the organization (Whitener, 2001). Previous research conducted by Settoon et al. (1996) and Wayne et al. (1997) found that employee interprets organization's attitude<sup>25</sup> such as the applied structural empowerment as an indication of the organization's commitment and support<sup>3</sup> toward the employee. Organization's support reflects the perception of the organization's commitment toward the employee, and the employee will reciprocate based on their perception of the organization.

Social exchange theory explains that, in the social context, one's behavior is an exchange process of the involved party. Someone will act on how they are treated. In the context of the organization, the employee assumes that the organization has given many things for their welfare, and they will think it is a must to reciprocate by taking care of the organization and has the psychological relationship with the organization (Arshadi and Hayavi, 2013). Employee reciprocates the social exchange<sup>5</sup> relationship in a consistent way by showing respected behavior in their work environment. Service orientation is an important factor in the service sector. Thus, to get high-quality work relationship, it will support the employee to enlarge the definition of their service orientation roles beyond organization formal expectation (Wang, 2009).

### 2.2. Roles Theory

The role is a set of expected behavior related to a particular position in a certain social unit (Robin and Judge, 2013). There are five aspects of role theory. First, the role is impersonal. It means every role will determine one's expectation. Second, the role is related to work behavior, which is the expected behavior in a certain work. Third, the role is uneasy to control. When someone has finished doing their tasks they can do many things beyond their formal tasks. Fourth, the role can be learned quickly and gives results in behavior exchange. Fifth, the role is different with a job. Someone who has a job can do several roles at the same time.

An employee with a wide definition of roles is inclined to do extra roles in the needed category compared to the employee who has a narrow definition of the role (Morrison and Phelps, 1999). The wider employee defines their role, the bigger their opportunity to do extra roles. Similar to OCB, defining roles in SOCB refers to how far the employee considers SOCB as a part of their role (Wang, 2009). Based on the role theory, someone feels valuable when they can do many things beyond their responsibility. Their motivation will be increased when they get the opportunity to have autonomy on how to do and make a decision about their role.

### 2.3. Structural Empowerment

Empowerment is a way to develop employees' skill through employee involvement by giving authority and responsibility to do their work and make a decision. By giving authority and responsibility, the organization should divide authority, resources, and information to the employee. Structural empowerment

means all the policies in an organization that is structurally and practically given authority to the employee to make a decision that influences their job (Mills and Ungson, 2003). It is mostly related to power distribution between employer and employee. Power distribution can be identified with some power exchange practice such as autonomy, knowledge and skill development, support toward information access and resources. All of these will show employee involvement (Tajeddin, 2011)

There are many factors that influence structural empowerment<sup>24</sup>. According to Baird and Wang (2010), the influence factors can be divided into two aspects, organizational factor, and organizational culture factor. The first is an organizational factor that consists of the business size unit, training, and job-related reward. The second is an organizational culture factor. Organizational culture consists of innovative culture, and result in orientation. These factors are the difference in each organization. Hence, structural empowerment has a challenge in each organization with different characteristics.

### 2.4. Service-Oriented Organizational Citizenship Behavior

The organization cannot survive without a good behavior, citizenship that is involved in all positive behavior. Good citizenship is important for the organization. Hence, many researchers are curious about the characteristics and motivation to do OCB. SOCB is similar to general OCB. The only different is SOCB focuses on service. SOCB focuses on extra roles related to service delivery and organization representing in facing customers (Bettencourt et al., 2001; Podsakoff and MacKenzie, 1997). Dyne et al (1994) state that there are three dimensions to measure SOCB. These dimensions are the most used indicators<sup>5</sup> to measure SOCB. They are a) loyalty: reflects loyalty to the organization by promoting needs an image to the customers; b) service: showing thorough and gratifying behavior in giving service; c) participation: participate in every effort to increase service quality.

SOCB can be increased by increasing service climate and building good communication with the employee, listening advice from the employee (because they are the front line of the service who have direct interaction with the customers), giving the employee more authority to make them more flexible in facing service climate and bigger their opportunity to participate through ideas and advice.

### 2.5. Innovativeness

Employee innovativeness can be defined as innovative. It means introducing new things that have renewal quality. Another researcher defines employee innovativeness as motivation to innovate and has innovative behavior towards the job (Fernandez and Moldogaziev, 2013). Moreover, Hult, Hurley, and Knight (2004) declare employee innovativeness as the capacity to introduce a new process, new way and new idea for organizing. The innovator will find and integrate diverse information, defines problems and thinks about the unusual new idea. While, the adaptor will be inclined to use stable information, accept the problems and give consistent ideas based on the norms (Lee, 2008).

According to Demirci (2013) besides the personal factors, organizational factors also give support to build employee innovativeness. The organizational factor is organizational culture. There are two roles of organizational culture to build employee innovativeness.

- a. The socialization process by introducing the accepted behavior and how to do the activities for everyone who gets involved in an organization. Through this process, individuals will assume whether or not the organization appreciates innovative behavior they have done. Moreover, they will think whether or not behavior they have



given is the expected behavior of the organization.

- b. All cultural aspects such as values, assumption, and belief are the main aspect of building organizational behavior. All of these can happen through structures, policies, and procedures that will give impact to employee's creativity and innovativeness.

## 2.6. Job Satisfaction

Job satisfaction is a positive and negative attitude towards a job (Schultz and Schultz, 1994). Whereas, Spector (2006) explains job satisfaction is how far someone is satisfied with their job. Another researcher defines job satisfaction as a pleasant or positive emotion as a result of someone's judgment towards their job or their experience (Humborstad and Perry, 2011). Job satisfaction is the result of individual evaluation of someone's work experience in diverse aspect. Hence, there are many aspects that give satisfaction to someone's job. There are some indicators to measure job satisfaction. They are compensation and promotion opportunity from co-worker, supervisor and job contents. The employee will satisfy with their job when they enjoy and do the job enthusiastically and get paid for their job.

Job satisfaction is important because it is related to job achievement, physical and mental health and career decision (Skaalvik and Skaalvik, 2009). According to Robbin (2008) job satisfaction is the determiners in OCB as well as SOCB. A satisfied employee will talk positively about their organization and will work beyond the description of their job. Job satisfaction will give an emotional bond and employee affective commitment toward the organization. The employee with the highest commitment will give more optimal service to the customer.

## 2.7. Hypotheses Development

Structural empowerment is conceptualized as a practice or a set of practice that involve the delegation of authority or responsibility to the employee (Mathieu, Gilson, and Ruddy, 2006). Structural empowerment focuses on work arrangement that changes the center of internal leadership and distributes responsibility to the employee (Kirkman and Shapiro, 2001). Empowerment will make employee realize that they can make work decision and responsibility for the result. Based on consistency theory of Korman, someone will be motivated to do their work in a consistent way, depends on their image. To make cognitive is consistent with the role, responsibility, and bigger authority, the empowered employee will give more responsibility toward the result.

When the employee is empowered through some practice, the definition of the role will be widening as the authority grows. All the acts and behavior that increase result will be assumed as behavior in a role. Thus, the employee will use the creativity to make more creative in the way they work, that contributes to service and customers' satisfaction. As the result, the employee will show more SOCB. On the other hand, the empowered employee will have a strong feeling that they must make sure customers' satisfaction and do more SOCB through self-consistency mechanism. Based on the basis of arguments, it can be hypothesized:

**H1: Structural empowerment is positively related to SOCB**

Giving authority to the employee is very important in order to support employee to make innovation and behave innovatively. Giving authority is important because it provides autonomy and discretion to act in a new and creative way based on standard operating procedures (Kmiecak, Michna and Meczynska, 2012). Access to information and knowledge through training and development and interline coordination in a simple procedure, can be used as a diffusion innovation in learning and introduce new ideas that will be used. Training and development

increased employees' skills to diagnose and to solve technical problems (Fernandez and Moldogaziev, 2013).

Employee innovativeness is a skill to introduce new ideas in process, service, and product (Tajeddin, 2011). The employee will always make innovation in delivering service to satisfy customers. They will always show the best in delivering service beyond their formal tasks. Creativity and responsibility will make the employee do not want to give a standard service. They will take initiative to give the best (Lin, Hung, and Chiu, 2008). Based on the basis of arguments, it can be hypothesized:

**H2a: Employee innovativeness mediates the relationship between structural empowerment and SOCB**

Many researchers have found the positive relationship between structural empowerment and job satisfaction, such as a research held by (Jiang, Sun, and Law, 2011; Fernandez and Moldogaziev, 2013). They found that the empowered employee through structural empowerment as an individual or as a team by giving autonomy shows higher job satisfaction compared to the employee without empowerment in the same organization. Empowered and satisfy employee will give more contribution to the organization beyond their required role.

Social exchange is a basis for the relationship between job satisfaction and OCB (Wang, 2009). The employee with wider authority and responsibility will offer SOCB. On the other word, the empowered employee will do SOCB to make sure the customers are satisfied, not because it is "a must", but because if they are "wants and sincerity" as social exchange toward the given empowerment. In this exchange process, employees' satisfaction is their reward indicator toward empowerment process and resource indicator to do SOCB. Based on the basis of arguments, it can be hypothesized:

**H2b: Job satisfaction mediates the relationship between structural empowerment and SOCB**

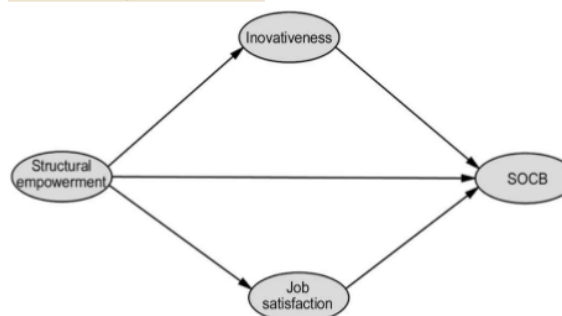


Figure 1. Theoretical Framework

## 3. Materials and Methods

This study is a cross-sectional research which was conducted in some hospital and rural public health care in Semarang. This study uses the purposive sampling technique of determining sample criteria of the employees who have worked for more than one year. There are 250 questionnaires distributed to the employees and only 222 questionnaires were returned. It means the response rate of the respondents is 88.8%. Out of 222 questionnaires, 8 of them are damaged and only 214 questionnaires can be analyzed. The respondents consist of 37.9% female that is dominated by the age of 20-30 years (34.2%), and the age of 31-40 years (11.8%). Whiles, for educational level, there are 35.9% for diploma degree and 17.6% of the undergraduate degree. Moreover, there are 25.4% employees who have tenure about 1-3 years, and 17.8% have tenure more than 7 years.

## 3.1. Measurements

The questionnaires of this study consist of structural empowerment, employee innovativeness, job satisfaction and SOCB. The questionnaire based on the scale developed by Likert, 1 for "strongly disagree" and 7 for "strongly agree".

**Structural empowerment** is defined as all policies and organization practice that give authority to the employee to make the decision related to their job (Mills and Ungson, 2003). It is measured by using four practices: Practice 1: information about goal and performance's goal. The example of the statement is "I always get information about the development and the problems of the organization through meetings with the management". Practice 2: reward based on merit performance. The sample statement: "promotion in my organization is based on merit performance". Practice 3: access to job-related knowledge and skills. The sample statement is "I get a real opportunity to increase my knowledge and skills". Practice 4: discretion to change work process. The sample statement is "I am satisfied that I get involved in making the decision that influences my job". Cronbach alpha for structural empowerment variable is 0.712.

**Employee innovativeness** is the encouragement to innovate through ideas, opinions, and innovative work behavior (Fernandez and Moldogaz, 2013). It is measured by using 5 dimensions that consist of flexibility, creativity, rational problem solving, irrational problem solving and firmness. Sample statement for flexibility is "mistakes teach us many things". Statement for creativity "I like to use new ideas rather than old ideas and old ways". Sample statement of rational problem solving is "accurate information helps me in solving my job problem". Statement for irrational problem solving "intuition and experience help me to face my job problem". And, sample statement for firmness is "I respect the one who keeps consistent in facing the complicated situation". Cronbach alpha for employee innovativeness is 0.717.

**Job Satisfaction** is defined as a pleasant or positive emotion as a result of someone's judgment about a work or work experience (Humborstad and Pe, 2011). It is measured by five dimensions, they are satisfied with the payment, satisfaction with promotion, satisfaction with supervisor, satisfaction with co-worker and satisfaction with job content. Here is the sample

statement for each dimension. Sample statement of satisfaction with payment is "I am satisfied with the payment I get", sample for satisfaction with a promotion "I get a fair opportunity in promotion", sample for satisfaction with supervisor "my supervisor is competent in doing the tasks", statement for satisfaction with co-worker "I have great co-worker". And a statement of satisfaction with job content, "I am proud of my job". Cronbach alpha for job satisfaction is 0.76.

**SOCB** is defined as an employee's attitude is out of the real role and tasks (doing extra role voluntarily) to serve customers (Van Dyne, 1994). It is measured by using 3 dimensions, they are loyal, service delivery, and participation. The sample statement for each dimension is as follows. Loyalty: "I say the best thing about the organization to other people", service delivery: "I try to do my best in doing the tasks without any small mistakes", and participation: "I ask my coworkers to be creative to face the problem about service delivery". Cronbach alpha for SOCB is 0.894.

## 4. Result

The result of hierarchical regression analysis can be explained as follows. First, descriptive statistics can be seen in Table 1. Descriptive statistics are aimed to know the patterns of the data and recapitulate all information in the data. Table 1 shows the mean, standard deviation and inter-variable correlation of the data.

From Table 1, it is known that all variables of the research have a low standard deviation. The higher the standard deviation means the higher data deviation and average deviation. On the other hand, the lower standard deviation means the data and the average have, the fewer variables (Sekaran, 2006). Inter-variable correlation has various values from 0.009 to 0.520. The correlation value shows that all variables do not have multi-colonialism, problems, because the value of the rule of dumb more than 0.8 that can be indicated as multi-colonialism.

Table 1 also shows that the average answer for structural empowerment (SE) is 5.05. It indicates that the respondents have good perception toward empowerment practice. The average value for each answer of SOCB, innovativeness (IN), and job satisfaction (JS) is more than 3.00.

Variables	M	SD	1	2	3	4	5	6	7	8
Sex	1.7056	0.45684								
Age	1.5093	0.73632	0.211**							
Education level	1.3364	0.48341	0.196**	-0.062						
Tenure	1.8598	0.88756	0.315**	0.799**	-0.141*					
EP	5.0537	0.98969	-0.048	0.159*	0.001	0.166*				
SOCB	5.4930	1.00758	0.057	0.128	0.082	0.135*	0.475**			
IN	5.6051	0.97597	-0.009	0.144*	0.009	0.163	0.427**	0.520**		
JS	5.1776	0.96232	-0.073	0.071	-0.245**	0.081	0.076	0.028	0.024	-0.073

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Table 1. Mean, Standard Deviation and Inter-variable Correlation

## 4.1. Test Result of Hierarchical Regression Analysis

This analysis is aimed to test all hypotheses in this research. To test the effect of mediation, the authors make the test based on Baron and Kenny (1986) who declared that analysis of the mediation effect needs three sets of correlation test. They are the correlation between 1a) Structural empowerment and employee innovativeness, 1b) Structural empowerment and job satisfaction, 2) Structural empowerment and SOCB, 3a) Employee innovativeness and SOCB, 3b) Job satisfaction and SOCB. Table 2 shows the result of hierarchical regression analysis that consists of 3 models.

Model 2 is used to test hypothesis 1 as follows: Hypothesis

1 assumes that structural empowerment gives a positive effect to SOCB. From table 2 model 2 it is known that structural empowerment has a significant effect on SOCB. ( $\beta=0.468$ ;  $t=7.561$ ;  $p<0.01$ ). Hence, H1 is supported.

Model 1 and 3 are used to test hypothesis 2. Hypothesis 2a assumes that employee innovativeness mediates the effect of structural empowerment to SOCB. Hypothesis 2b assumes that job satisfaction mediates the effect of structural empowerment to SOCB. Model 1 in table 2 shows that structural empowerment has a positive and significant effect on employee innovativeness ( $\beta=0.407$ ;  $t=6.391$ ;  $p<0.01$ ). From model 1 it is also known that structural empowerment has a positive and insignificant effect on job satisfaction ( $\beta=0.065$ ;  $t=6.956$ ;  $p<0.05$ ).

From model 3 table 2, it can be seen that employee



Independent Variables	Model 1		Model 2		Model 3	
	Innovativeness	JS	SOCB	SOCB	SOCB	SOCB
	$\beta$	$\beta$	$\beta$	$\beta$	$\beta$	$\beta$
Control variable						
• Sex	0.030	-0.038	0.047	0.060		
• Age	0.000	0.039	0.016	0.015		
• Education level	0.030	0.233	0.079	0.071		
• Tenure	0.109	0.019	0.041	-0.001		
• R <sup>2</sup>	0.192	0.069	0.239	0.359		
• F	9.893	3.086	13.044	16.466		
EP						
• R <sup>2</sup>	0.407*	0.065*	0.468**	0.310		
• $\Delta R^2$	0.192	0.069	0.239	0.359		
• $\Delta F$	0.173	0.047	0.220	0.337		
• $\Delta F$	9.893	3.086	13.044	16.466		
Innovativeness						
• R <sup>2</sup>				0.385**		
• $\Delta R^2$				0.359		
• $\Delta F$				0.337		
• $\Delta F$				16.466		
JS						
• R <sup>2</sup>				0.011		
• $\Delta R^2$				0.359		
• $\Delta F$				0.337		
• $\Delta F$				16.466		

13

Significance level \*p < 0.05; \*\*0.01; \*\*\*<0.001

Table 2. The Result of Hierarchical Regression Analysis

1 innovativeness has a positive and significant effect on SOCB ( $\beta=0.385$ ;  $t=6.219$ ;  $p<0.01$ ). It can be seen also that job satisfaction has a positive and insignificant effect on SOCB ( $\beta=0.011$ ;  $t=0.181$ ).

## 4.2. Mediation Test

16 The basic test of mediation developed by Baron and Kenny (1986) was used to test the effect of mediation of employee innovativeness and job satisfaction to SOCB. Employee innovativeness and job satisfaction will mediate the effect of structural empowerment to SOCB if it fulfills the requirements below:

1. Structural empowerment gives effect to employee innovativeness and job satisfaction (shows in model 1 of table 2).
2. Structural empowerment gives effect to SOCB (shows in model 2 of table 2).
3. Employee innovativeness and job satisfaction give effect to SOCB (shows in model 3 of table 2).

When the requirements above have fulfilled, the effect of empowerment practice to SOCB should be lower in model 3 rather than model 2 (in this case to get partially mediation). Model 3 will get fully mediation if the effect of empowerment practice to SOCB is zero (insignificant). Whiles, the variable of mediation is significant.

- 8 a. *Structural Empowerment → Innovativeness → SOCB*  
In model 3 of table 2, it can be seen that structural empowerment gives positive and significant effect on employee innovativeness ( $\beta= 0.407$ ;  $t=6.391$ ;  $p<0.01$ ). It fulfills requirement 1. Model 2 shows that structural empowerment gives significant effect to SOCB ( $\beta= 0.468$ ;  $t=7.561$ ;  $p<0.01$ ). It fulfills requirement 2. From model 3, it is known that employee innovativeness gives positive and significant effect to SOCB ( $\beta= 0.385$ ;  $t=6.219$ ;  $p<0.01$ ). In short, employee innovativeness mediates (fully mediation) the effect of structural empowerment to SOCB. Hence, H2a is supported.
- b. *Structural Empowerment → Job Satisfaction → SOCB*  
In model 1 table 2 can be seen that structural

15 empowerment has a positive and insignificant effect on job satisfaction ( $\beta= 0.065$ ;  $t=0.956$ ;  $p<0.05$ ). It does not fulfill the first requirement. Model 2 of table 2 shows that structural empowerment gives significant effect to SOCB ( $\beta= 0.468$ ;  $t=7.561$ ;  $p<0.01$ ). From model 3 of table 2, it is known that job satisfaction gives positive and insignificant effect to SOCB ( $\beta= 0.011$ ;  $t=0.181$ ;  $p<0.01$ ). Whiles, the result of mediation test shows that job satisfaction does not mediate the effect of structural empowerment to SOCB. It does not support H2b.

## 5. Discussion and Conclusion

1 This study is aimed to investigate the effect of structural empowerment on SOCB. The mediating roles of innovativeness and job satisfaction are tested within the relationships. The result of the study shows that employee innovativeness gives a full mediation. Whiles, job satisfaction does not mediate the relationship between structural empowerment and SOCB. This study relates to the finding conducted by Celik et al. (2014) who found that structural empowerment gives significant effect to employee innovativeness.

Structural empowerment is the encouragement of various positive behaviors for the employee. Through the empowerment, the employee feels like they own the organization and show meaningful roles in doing their tasks because they have the discretion to make a decision. Structural empowerment also gives encouragement to the employee to think creatively and innovatively and give them more roles in delivering service to give satisfaction to the customers.

This study is different from the research conducted by Jiang et al. (2011) who found that job satisfaction partially mediate the relationship between structural empowerment and SOCB. It shows that structural empowerment is not always giving job satisfaction to the employee. It is also different with the findings of Fernandez and Moldogaziev (2013) who shows that structural empowerment gives significant effect to job satisfaction. It means that, whether or not employees are satisfied with their job, in the context of this study, it is not only encouraged by structural empowerment but also more to the culture of work climate.

## 6. Practical Implications

Practical implications of this study related to structural empowerment in the service organization, especially in the hospital. The hospital has unique characteristics which need intensive and extensive employees to create a good quality service. This study gives a contribution to the structural empowerment and directly influences employees' extra behavior in delivering service. Hence, it can be assumed as the part of the expected role of each individual in the service organization.

## 7. Limitation and Suggestion for Future Research

The limitation of this study should be noted, including the sample is only to one characteristic of service organization, i.e. hospital. The future research is a must to expand the investigation to various characteristics of the service organization, i.e. bank, hotel, and others.

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