Psychological Empowerment and Prosocial Service Behaviors in Organizational Context: Review, Discussion and Implications

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A R T I C L E   I N F O

A B S T R A C T

Purpose: This comprehensive literature review delves into the intricate dynamics of psychological empowerment, focusing on its key components: self-determination, impact, competence, and meaning. It also explores the relationship between psychological empowerment and various forms of prosocial service behaviors, including role-prescribed service, cooperation, and extra-role service behaviors, within the organizational context.

Design/Methodology/Approach: The review methodology facilitates the exploration, analysis, and synthesis of existing research on psychological empowerment and prosocial service behaviors.

Findings: This study contributes by outlining research frameworks for further exploration and offering practical implications for organizations aiming to enhance employee engagement and customer satisfaction.

Research Limitations: The research methodology relies heavily on the available literature, which may introduce selection bias if key studies are overlooked.

Managerial Implications: Recommendations for organizational leaders and HR practitioners through leadership styles, employee autonomy, job redesign and employee training to design work environments that promote psychological empowerment and encourage prosocial service behaviors.

Originality/Value: The originality and value of the paper lie in its novel integration of psychological empowerment and prosocial service behaviors, offering fresh theoretical insights and practical strategies for fostering positive organizational outcomes.

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Introduction

Psychological Empowerment (PE) is one of the key domains in Organizational Behaviorthat holds practical significance for modern-day managers. It has garnered heightened interest from researchers in the discipline, leading to the emergence of a corpus of literature that discusses it. Psychological empowerment is the degree of experiencing a sense of self-efficacy, self-determination, competence, and meaning (Spreitzer, 1995). In the organizational context, it is about employees and their work. There are many sub-dimensions of psychological empowerment and in the previous literature, it has been studied from multiple perspectives and linked to various antecedents and outcomes. One of those is Prosocial Service Behavior (PSB)which refers to voluntary acts intended to benefit othersand contribute to the organization as a whole. Theoretically, in the words of Bettencourt & Brown, (1997), Prosocial service behaviors encompass extra-role service, cooperation, and role-prescribed servicebehaviors. Helping colleagues and assisting customers in a volunteer manner are examples of such behavior and these ultimately benefit the whole organization as such these are important. Psychological empowerment and prosocial behavior both need adequate attention for the effective functioning and success of an organization.

The importance of these concepts can be adjudged by the increased volume of research studies on both aspects. Although there exists a voluminous body of knowledge on both aspects only a few studies explore the nexus of both in a collective manner. There is a scanty body of research, both theoretical and empirical, that supports the idea that psychological empowerment is one of the important factors that encourage prosocial service behaviors among employees (Kang et al., 2020); (Lee, Y. K. et al., 2006); (Chiang & Hsieh, 2012); (Turnipseed & VandeWaa, 2020), particularly about organizational citizenship behavior (extra role behavior, obedience, and altruism). It is stillunclear how this relationship manifests itself in practice.We see a disjointed body of literature in this direction and to make clear remarks, there is a need to comprehensively synthesize the available literature on the connection between psychological empowerment and prosocial service behaviors. Such a study can help to summarise the existing research and identify areas requiring further investigation.

While exploring the literature, it was seen that no comprehensive review study exists exploring this web of psychological empowerment and prosocial service behavior. It further strengthens the need for a review study and our research is an attempt to fulfil this need. We systematically investigated the concepts and sub-concepts including meaning cognition, competence or self-efficacy, self-determination, impact, extra-role service behavior, cooperation, and role-prescribed service behavior. A conceptual framework is proposed that can be used for empirical investigations and it explains the connection between psychological empowerment and prosocialservice behaviors in organizational settings. Our research makes a substantial contribution to the existing reservoir of knowledge in the field of organisational behavior (OB) and its practical implications.

Review of Literature

Psychological Empowerment (PE)

Within the realm of Organizational Behavior, the notion of empowerment stemmed from "Theory Y" developed by Douglas McGregor as it stated that organizations cannot work solely by direction and motivation is an important driving force (Hancer & Thomas George, 2003). This increased discussions about the psychological state of employees inthe workplace and later on a few studies conceptualized the abstract idea of psychological empowerment by proposing research models around cognitive elements (Thomas and Velthouse, 1990). Later on, many other researchers suggested the idea of empowerment and included many other aspects into it. Empowerment occurs when workers are given a voice in workplace decisions. It means that participative decision making can influence psychological empowerment among employees. From a differing perspective, empowerment is defined as "the approach of enhancing an individual's sense of self-efficacy within an organization by recognizing and resolving issues that lead to powerlessness" (Jha, 2010). The goal of empowerment is to ensure that workers are able to pursue their own best interests without worrying about the approval of their superiors (Llorente-Alonso et al., 2024). It does not mean that they are allowed to ignore the organizational interests. Although empowerment is defined differently in different contexts, it is generally a system

in which non-managerial employees have more autonomy and responsibility in decision making. It ultimately affects the quality of services offered. Many researchers have found various sub-concepts and elements of it. Empowerment is of many types and all have a distinct significance for the organizations. The present body of knowledge pro-poses various sorts of categorizations of empowerment. For instance, Sun et al., (2012) and Menon, (2001) classify empowerment as situational (structural), motivational (psycho-logical), and leadership. From the viewpoint of leadership, the focus has been on the rejuvenating facet of Mangaers' empowering approaches and behaviors. Structural em-powerment is about giving away power and control, while psychological empowerment has to do with how employees feel about their work. In the current study, our focus is limited to psychological empowerment (PE).

Psychological empowerment pertains to an individual's conviction in the process of em-powerment, as discussed by Appelbaum et al., (2015), Sun et al., (2012), and Kraimer et al., (1999). It is defined as "the feeling that one has control over his or her environment and that his or her values are in line with those of the organization" (Spreitzer, 1995); (Chahal et al., 2022). Psychological empowerment is the con-fluence of cognitions that empower employees at work. The phrase "psychological empower-ment" was coined to describe a state of increa-sed task motivation characterized by four distinct cognitions: competence, impact, self-determination, and meaningfulness (Thomas & Velthouse, 1990). Spreitzer, (1995) gives a more traditional explanation of this term, saying that it is a motivational condition that shows how employees view work qualities based on four factors: impact, meaning, compe-tence, and self-determination. We define each of these in the next sub-sections. As proposed by Thomas & Velthouse, (1990), a set of cogni-tions comprising these four dimensions is essentially exhaustive or adequate for compre-hending psychological empowerment.

Meaning cognition
Meaningfulness is an individual assessment of assigned work in connection to their values and beliefs (Thomas & Velthouse, 1990). In other words, meaningfulness is the degree to which employees perceive their work as important. It affects the effectiveness as there must be a good fit between the work assigned and individual beliefs.

Competence or self-efficacy
Meaning cognition is the perceived worth of assigned work while competence is the measure of self-worth. It refers to a belief in one's ability to accomplish assigned work (Gist, 1987). According to Van Dierendonck & Dijkstra, (2012), competence pertains to the perceived capacity of an employee to fulfil job responsi-bilities as per their skills. In the words of Allameh et al., (2012), self-efficacy can be conceptualised as an individual's perception of their competence and ability to effectively carry out their job duties within an organisational context.

Self-determination
Self-determination means that a person believes they have the power to start and modify their work behaviors (Spreitzer, 1995). Employees exercise their right to self-determi-nation when they are in charge of organising their work, exerting effort, and possessing the freedom to start and complete their projects.

Impact
The notion of impact pertains to the degree to which an employee possesses the ability to exert influence over job results (Hall et al., n.d.). In 1990, Thomas & Velthouse, (1990) defined impact as the belief that individual actions influence their job environment. Impact is defined as "influential endeavours that include significant change and real breakthrough" Dewettinck & Ameijde, (n.d.). Define an individual's impact as the extent to which he or she may affect operational and strategic outcomes in an organization.

Prosocial Service Behaviors (PSB)
During the 1970s, scholars within the realm of social science used the phrase "prosocial behavior" as a contrasted concept to "antisocial behavior." Prosocial behavior encompasses a range of actions, such as engaging in acts of assistance, sharing resources, making dona-tions, engaging in collaborative endeavours,

and participating in volunteer activities (Brief & Motowidlo, 1986). Within the organisational environment, the term "prosocial service behaviors" is used to describe helpful behaviors that are directed towards both clients and other employees (Bettencourt & Brown, 1997); (Haller et al., 2022); (Mulcahy et al., 2021). These behaviors are performed in a volunteer manner but ultimately benefit the organisation and these are more often regarded as part of individual responsibilities towards the organization (Brief & Motowidlo, 1986). In addition, pro-social service behaviors of front-line employees can be aimed at customers or co-workers to help the company. Prosocial organisational behavior, as defined by Brief & Motowidlo, (1986), refers to the actions performed by members of an organisation that result in advantages for individuals, groups, or other organisations. In accordance with Brief & Motowidlo, (1986), those who exhibit helpful behavior towards their organisation or colleagues are described as engaging in prosocial organisational behavior.

Bettencourt & Brown, (1997) were pioneers in studying prosocial behavior in the service industry. They introduced the concept of prosocial service behavior, highlighting the crucial role of service quality in the performance of a company. This idea has been further developed and supported by subsequent research, including (Kang et al., 2020). Prosocial behavior has substantial implications for companies. Katz, (1964) explained the behavioral patterns required for optimal organizational functioning and it was exemplified that prosocial behavior is one of them. Our study explores three forms of prosocial behavior that are expected to have positive effects on the company. These prosocial service behaviors are role-prescribed service behavior, cooperation, and extra-role service behavior.

Role-prescribed service behavior
The concept of "role-prescribed customer service" Brief & Motowidlo, (1986) pertains to the expected conduct of employees when engaging with consumers. In other words, Brief & Motowidlo, (1986) suggest that role-prescri-bed service behaviors are prosocial service behaviors that employees are expected to

exhibit by workplace norms, job descriptions, and performance evaluation criteria. These prosocial behaviors include common decency, exhibiting a comprehensive understanding of products and policies, acknowledging consumers by their name, and making pleasantries and thanking clients (Bettencourt & Brown, 1997); (Xu et al., 2022). Important studies conducted by Marketing researchers emphasize the significance of these behaviors in improving customer satisfaction, sales performance, perception of loyalty, and service quality (George, 1991); (Keaveney, n.d.). These behaviors are not limited to customers and can include similar behaviors towards other stakeholders in an organization.

Extra-role service behavior
Extra-role customer service, on the other hand, is when employees go beyond the purview of their formal job requirements to serve customers in a better manner (Bettencourt & Brown, 1997). Service-oriented organizational citizenship behavior is another term for extra-role customer service (Tsaur et al., 2014). In the hospitality setting, for instance, it includes service behaviors such as paying additional attention, delivering superior service throughout the service encounter, and displaying greater concern for the interests of the customer (Tsaur et al., 2014). These behaviors are important for organizations as they help in increasing customer satisfaction and delight.

Cooperation
"Cooperation" is the term used to describe the helpful behaviors that employees exhibit toward other members of the organisation (Bettencourt & Brown, 1997). Some examples of these behaviors are: helping absent people; and training new employees even when it is not their job task (Eren et al., 2014). Cooperative behaviors may also include assisting someone with work-related problems or helping them with personal problems like family troubles or emotional problems. It may also include helping someone avoid getting in trouble for making mistakes or breaking organizational rules (Brief & Motowidlo, 1986). Excellent service to clients outside the company depends on cooperation and internal services among frontline employees.

Table 1: Meaning of Relevant Constructs

Authors	Construct	Meaning
Zimmerman & Rappaport, (1988)	Psychological Empowerment	Psychological empowerment is the process of empowering people to take charge of their own lives, make their own choices, and take responsibility for their own actions. The need entails the presence of both self-efficacy, which refers to an individual's belief in their abilities, and a sense of being in charge of their environment. In the organizational context, it is about work and work skills.
Oliveira et al., (2023)	Psychological Empowerment	It serves as a mechanism linked to innovative processes, collaboration, and the cultivation of a customer-centric corporate culture or task enhancement.
Thomas & Velthouse, (1990)	Meaning cognition	Meaning refers to the compatibility between one's job requirements and his or her personal beliefs.
Ashforth, (1997)	Impact	Impact means the degree to which one may affect strategic, administrative, or operative activities at work.
Deci et al., (1989)	Self-determination	Self-determination is perceived control over how one initiates or regulates actions.
Bandura, (1989)	Competence or self-efficacy	Self-efficacy, also referred to as competence, is the subjective assessment of an individual's perceived ability to successfully execute various tasks
Brief & Motowidlo, (1986)	Prosocial Service Behavior	Prosocial behaviors are termed helpful employee behaviors directed to other individuals, groups, or organisations.
Agyeiwaah & Bangwayo-Skeete, (2024)	Prosocial Service Behavior	Recent study highlights its multi-faceted nature, with actions such as assisting, sharing, contributing, collaborating, soothing, and volunteering identified as types of prosocial behavior.
Bettencourt & Brown, (1997)	Components of prosocial service behavior	Three dimensions: extra-role service behavior; role-prescribed service, and cooperation.
Brief & Motowidlo, (1986)	Role-prescribed service behavior	Role-prescribed service behaviors refer to prosocial behaviors that employees are required to exhibit, derived from implicit workplace standards or explicit organizational documents like job descriptions.
Bettencourt & Brown, (1997)	Extra role Service Behavior	Extra-role service is the term used to describe prosocial behaviors outside the purview of formal job tasks,
Bettencourt & Brown, (1997)	Cooperation	Cooperation includes the helpful behaviors that employees exhibit toward other members of the organization.

The conceptual frameworks for explaining the linkage between Psychological Empowerment and Prosocial Service Behavior

There is a multitude of studies that highlight the relationship betweencognitions of psychological empowerment and elements of prosocial service behavior.

Psychological Empowerment and Role Prescribed Service Behavior & Cooperation

Psychologically empowered staff members are more likely to act in a friendly, customer-focused manner (Chiang & Jang, 2008); (Chiang & Hsieh, 2012); (Kim et al., 2013). To put it another way, to encourage role-prescribed prosocial behavior, there is a need to psychologically empower the employees (Chiang & Jang, 2008); (Sahadev et al., 2024). When workers are given autonomy over their work, they are motivated not by external pressure from management but by the intrinsic worth of the work itself (Thomas & Velthouse, 1990). As a result, employees who experience a sense of psychological empowerment have a greater tendency to be motivated intrinsically rather than by external incentives or repercussions, as has been shown in the motivation literature (Cho & Perry, 2012). According to Woodman et al., (1993), it may be argued that psychological empowerment has the potential to enhance employees' compliance with assigned responsibilities and foster collaboration among individuals within organizational settings. According to Spreitzer, (1995), employees who feel empowered possess a belief in their competence and perceive their decisions as having a meaningful effect on

their work. As a result, they exhibit higher levels of job engagement, foresee and resolve issues, and work in a harmonious manner with their coworkers, ultimately performing their jobs more effectively. In other words, when workers report feeling empowered, it is because they have a clear understanding of their authority, competence, and potential for impact and how to maximize their influence and productivity (Leach et al., 2003); (Spreitzer et al., 1997). In support of this, a study on the psychological empowerment of frontline service workers in the hospitality sector Kang et al., (2020) found that psychological empowerment positively and directly affected employees' prosocial service behavior. When people are internally motivated at work, their in-role task performance is better because they invest more energy and are more inclined to persevere when presented with obstacles (Seibert et al., 2011) ("Supplemental Material for Antecedents and Consequences of Psychological and Team Empowerment in Organizations: A Meta-Analytic Review," 2011). This means that role-prescribed prosocialbehavior and cooperationis influenced by psychological empowerment (Kang et al., 2020).

Meaningand role prescribed service behavior and Cooperation

Employees who find meaning in their work will help their coworkers with task-related challenges or achieve value-consistent job goals. In other words, such employees are more involved in altruistic OCB (cooperation) focused on others. Not only cooperation it also affects in-role service behavior as due to this adherence to assigned job roles and prescribed rules is increased. It is affirmed by many studies
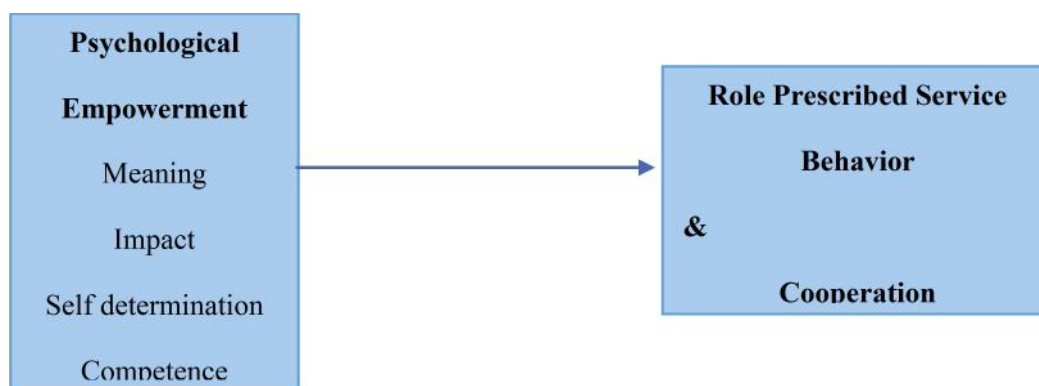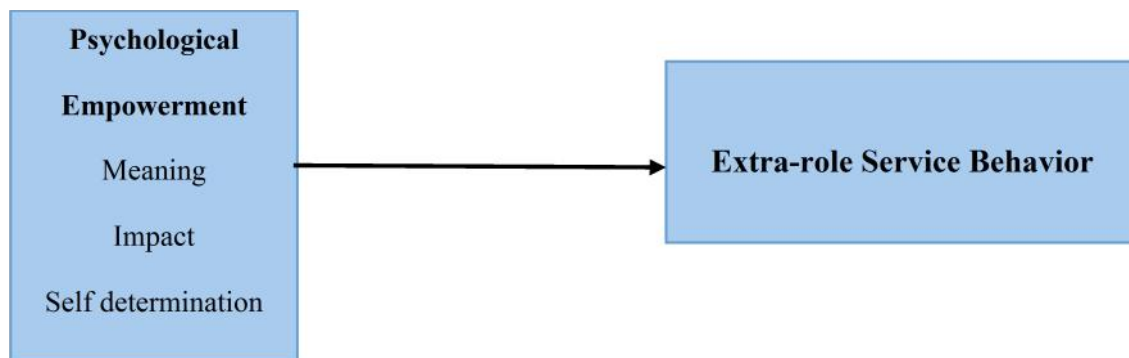
that task-meaningful employees follow their organization's rules and procedures while working towards the achievement of organizational goals (Turnipseed & VandeWaa, 2020). Additionally, employees who believe the demands of their jobs are meaningfully put forth more effort to comprehend problems from various angles and seek out solutions by consulting a variety of resources (Zhang & Bartol, n.d.), which furtherstrengthens their commitment to their jobs.

Impact and role prescribed service behavior and Cooperation

Employees are more likely to boost task-related efforts and perform their roles well when they feel they have an impact on others (Ashforth, 1997). According to (Turnipseed & VandeWaa, 2020), cooperation and impact are also correlated. Impact is one of the main components of psychological empowerment that influences the collaboration and in-role work performance of employees.

Self-determinationand role prescribed service behavior and cooperation

Employees tend to show OCB towards individuals and organizations when they believe their employer cares about their need for self-determination such as autonomy and freedom (Vigoda-Gadot & Beeri, 2012). Self-determination is also found to be a significant predictor of prosocial service behavior and related outcomes.

Competence and role prescribed service behavior and cooperation

When people think their efforts will result in successful task completion or positive consequences, they perceive competency and it makes them feel important and empowered

(Spreitzer, 1995). Psychological empowerment can be assessed through many indicators, such as heightened personnel self-efficacy or competence (Conger & Kanungo, 1988), internal drive for work (Thomas & Velthouse, 1990), and a perceived sense of involvement in developing organizational operations (Spreitzer, 1995). It ultimately drives the organization towards its goals and fosters a conducive work environment. This leads to increased cooperation and role-completion dedication among personnel.

Psychological Empowerment and Extra-role Service Behavior

When performing in-role tasks, employees who are psychologically motivated by perceptions of meaning and competence often go beyond their formal job requirements. It really makes sense that psychologically empowered workers are more likely to do their assigned job roles in a responsible and helpful way toward both customers and coworkers. Nonetheless, contemporary businesses usually expect workers to do beyond their officially stated job duties (Griffin et al., 2007); (Welbourne & Paterson, 2017). The theory proposed by Thomas & Velthouse, (1990) places significant emphasis on the concept of intrinsic motivation and its relationship to psychological empowerment. Psychological empowerment inspires voluntary, extra-role behaviorsthat are specifically aimed at benefiting the company (Lee, K. & Allen, 2002). Such actions could include, for example, voluntarily providing proposals for organizational reform or intervening to prevent organizational problems (Richardson et al., 2021).

Employees who experience psychological empowerment are more likely to be intrinsically

motivated, leading to increased engagement in discretionary helpful behaviors (Lee. Y. K. et al., 2006); (Chiang & Hsieh, 2012). This is particularly important in the service business, as it plays a crucial role in attaining high levels of customer satisfaction and delivering better service quality. One of the best ways to improve customer service and make customers happy (Chiang & Hsieh, 2012) is to give employees more responsibilities and give them more freedom. Psychological empowerment is critical to achieving high levels of customer satisfaction as well as creative output because it is more likely to induce out-of-role behaviors. For these reasons, individuals who are psychologically empowered not only enjoy the benefits and satisfaction of a job well done,but they additionally fulfil higher-level requirements and establish a connection between professional conduct and personal beliefs through engaging in selfless acts of service (Piccolo & Colquitt, n.d.). Employees often exhibit a propensity to participate in rigorous extra-role activities due to their conviction that such engagement is an inherent component of their identity, emanating from their belief in self-determination (Gagné & Deci, 2005). Psychologically empowered people participate in these discretionary acts because they see themselves as proactive contributors. Psychologically disadvantaged people may ignore such possibilities. For people who lack psychological empowerment, it may just be preferable to keep their heads down and refrain from actively engaging in behaviors that carry risks but offer few rewards. Put simply, prior studies have established that psychological empowerment serves as a substitute for motivation by providing individuals with an autonomous impetus to participate in rigorous extra-role endeavours (Raub & Robert, 2010). Psychologically empowered personnel are more inclined to go beyond and above their tasks and want to help their companies. Limited research implies that empowerment and extra-role behaviors may be positively correlated. For instance, in a study Raub & Robert, (2010), the relationship between empowering leader behaviors and challenging extra-role behaviors was found to be mediated by psychological empowerment.

Meaning and extra-role service behavior
Employees who perceive a congruence between their values and the purpose of their work are additionally more conscientious (as measured by extra-role service behavior) (Turnipseed & VandeWaa, 2020). In a similar vein, employees who strive for meaningfulness in their work are more inclined to attain psychological empowerment and engage in voluntary extra-role activities that surpass the bare minimum, benefiting both the organisation and their colleagues. Turnipseed & VandeWaa, (2020). Also found that employees who place a high value on the purpose of their work and perceive a correlation between their professional responsibilities and their values are more conscientious (extra-role service behavior). In a similar vein, employees who pursue significance in their employment are more inclined to engage in extra-role, above-minimum behaviors that are beneficial to the organization and their colleagues, as well as to experience psychological empowerment.

Impact and extra-role service behavior
Impact, as an important component of psychological empowerment, promotes perseverance (Taylor, 2013). Employees who persist under trying circumstances exhibit organizational citizenship behavior because they choose to go above and beyond the call of duty. Additionally, psychologically empowered people who perceive impact think that their citizenship behavior can influence both the organizational context and their work role. In other words, intrinsically motivated individuals may go beyond the scope of their formal job tasks if they feel that their activities can influence organizational outcomes (Turnipseed & VandeWaa, 2020).

Self-determination and extra-role service behavior
Self-determined workers are more inclined to go above and beyond their assigned tasks (Chan et al., 2008) because they view their work as contributing to the greater good of the organization.

Competence and extra-role service behavior
In accordance with Chan et al., (2008), it is posited that employees who possess a sense of

empowerment are expected to exhibit performance levels that surpass the established norms and expectations outlined in their official job descriptions. In addition, individuals are expected to demonstrate personal competence. Employees exhibit a specific response, characterized by increased conscientiousness, which corresponds with the competence-conscientiousness link of organizational citizenship behavior (OCB) when they possess a perception of their job proficiency. Conscientious actions, such as exceeding the very minimum standards for punctuality, attendance, and other internal maintenance issues, are aimed at benefiting not just an individual but also the collaborative effort of the workgroup and the organization at large (Turnipseed & VandeWaa, 2020).

Research Objectives

➢ To review the role of psychological empowerment in fostering prosocial service behaviors among employees.

➢ To provide a cohesive overview of the research landscape, consolidate relevant findings, and draw valuable prospects for forthcoming research and pragmatic implementations.

Research Methodology

Introduction to Methodology
The research aims to explore the relationship between psychological empowerment and prosocial service behaviors within an organizational context. Psychological empowerment, which refers to employees' sense of control and motivation to perform work-related tasks, is hypothesized to influence prosocial behaviors, such as helping coworkers, going beyond formal job requirements, and contributing to organizational citizenship behaviors (OCBs). Given the need to synthesize existing literature, discuss theoretical perspectives, and identify practical implications, the research employs a comprehensive approach that includes a literature review, discussion, and a set of implications based on findings.

Research Design
This research adopts a qualitative, comprehensive literature review methodology. The review approach enables the identification, analysis, and synthesis of existing studies on the topics of psychological empowerment and prosocial service behaviors. The research follows a structured review protocol to ensure comprehensive coverage, minimize bias, and maximize the generalizability of the findings.

Data Collection
Inclusion Criteria
The selection of studies follows clear inclusion criteria:

1. Studies published in peer-reviewed journals, books, and reputable conferences between 2000 and 2025.

2. Empirical studies examine psychological empowerment and its relationship to prosocial behaviors, particularly in organizational settings.

3. Theoretical articles provide conceptual frameworks or models that link empowerment and prosocial behaviors.

4. Research conducted across various sectors, including business, healthcare, education, and public services.

Exclusion Criteria
1. Articles not focused on organizational settings.

2. Studies that do not provide sufficient data or context regarding the relationship between psychological empowerment and prosocial behaviors.

3. Research published in non-English languages (unless a high-quality translation is available).

Sources of Data
● Data for the review will be drawn from major academic databases such as:

    Google Scholar; JSTOR; Scopus; PubMed; PsycINFO; Web of Science

Additional sources may include relevant books, grey literature (such as dissertations), and conference papers.

Discussion and Implications
The current study explored the connections between psychological empowerment and prosocial

service behavior cognitions emphasizing an important area of research, as the more employees are psychologically empowered, the more likely they are to engage in prosocial behaviors, which can have significant implications for organisations. In general, managers and organisations must comprehend the correlation among them due to its potential to yield advantageous consequences, including enhanced job satisfaction, productivity, and organisational commitment.Furthermore, organizations can use the research findings to build employee training and development programs that focus on increasing psychological empowerment. As a result, employees may feel more engaged and devoted to their work, leading to increased levels of prosocial service behavior. Organizations can also foster a positive work environment that can contribute to employees' sense of empowerment. Employers may create a supportive work culture by providing seminars or counselling sessions to employees. These interventions aim to enhance employees' communication and interpersonal proficiencies, enabling them to engage in prosocial interactions with both coworkers and clients that in turn encourage collaboration and positive reinforcement. Furthermore, organisations must prioritise the promotion of work-life balance and allocate resources towards the management of burnout and stress. This can be achieved through the implementation of wellness initiatives, the provision of mental health care, and offering employees flexible scheduling, as employee well-being is intricately connected to the display of prosocial service behaviors.

The research can also be used to inform job design decisions, which can increase psychological empowerment and, as a result, prosocial service behavior. Organizations, for example, can give employees more autonomy and control over their jobs, assign them difficult assignments, and provide feedback and appreciation for their accomplishments. Research can also serve as a foundation for practitioners to create performance appraisal systemsthat account for employees' prosocial service behaviors. This can assist managers in discerning areas in which employees may require improvement, thereby fostering a deeper comprehension of the impact of psychological empowerment on workplace performance. Organisations can also leverage the research findings to entice and keep personnel who are

inclined to engage in prosocial service behaviors, as clientstend to choose to frequent organisations that possess a renowned track record of exceptional customer service, thereby fostering a competitive edge within the industry. Consequentially, organisations must be apprised of contemporary research and effective approaches in the realm of prosocial service behaviors and psychological empowerment to foster a culture of creativity and experimentation, which in turn leads to ongoing enhancements in staff engagement and customer satisfaction.

In summation, it has been seen that the literature indicates that psychological empowerment serves as a stimulant, fuelling prosocial service behaviors within organisational contexts (Kang et al., 2020); (Chiang & Hsieh, 2012); (Turnipseed & VandeWaa, 2020), leading to enhanced workplace dynamics and improved client experiences. This paper also emphasizes the need for rigorous empirical testing to confirm their theoretical relationship, outlining several promising approaches for future research.

Conclusion and Future Research Avenues

In conclusion, this review emphasizes the important role of psychological empowerment in promoting prosocial service behaviors in organizational settings. It is clear that when workers feel a sense of autonomy, competence, meaning, and impact in their work, they are more likely to exhibit behaviors that not only benefit the organization but also its customers and co-workers (Chiang & Hsieh, 2012). This relationship highlights the need for organizations to develop an empowering culture that maximizes employee motivation, job satisfaction, and general well-being, resulting in better service delivery and organizational performance (Lee, K. & Allen, 2002). The practice implications indicate that leaders need to concentrate on developing a supportive culture that facilitates empowerment through effective communication, opportunities for professional development, and creating a sense of purpose (Welbourne & Paterson, 2017). But to further examine the intricacies of this relationship across various organizational contexts and cultures, as well as the factors that moderate the effects of psychological empowerment on prosocial behaviors, more research is necessary for the future. Overall, the article is urging further empirical research to sharpen the understanding

of how empowerment interventions can be optimally applied and customized to yield maximum individual and organizational outcomes.

Gaining insight into the linkage between prosocial service behavior and psychological empowerment is a multifaceted endeavour subject to a variety of influences, including organizational culture, leadership, and personal values. Therefore, future research could investigate these factors in greater depth to determine how they influence the relationship between them. In addition, it would be beneficial to investigate the potential moderators of the association between prosocial service behaviors and psychological empowerment, such as individual differences (e.g., personality traits, demographic factors), contextual factors (e.g., organizational culture, social norms), and situational factors (e.g., task demands, time pressure). Incorporating these moderators into empirical studies can help determine the conditions under which psychological empowerment is most strongly associated with prosocial service behavior. This could aid in identifying any disparities in the relationship and provide insight into how to encourage prosocial service behavior among various populations. In addition, the hotel sector was the focus of the majority of previous studies (Turnipseed & VandeWaa, 2020); (Kang et al., 2020); (Chiang & Hsieh, 2012). Research in other domains, such as academia, sales, and healthcare, is scarce. Hence, in the contemporary work landscape, it is not only crucial but perhaps necessary to examine the empirical correlation of different facets of psychological empowerment with prosocial service behaviors in a range of sectors, including education, healthcare, sales, and others, as an exploration of this study in varied sectors is a potential opportunity for bolstering employee loyalty, generosity, meticulousness, and ultimately, organisational success. Organisations need to emphasise these characteristics to establish a work environment that is both gratifying and conducive to productivity.

Overall, examining the relationship between psychological empowermentcognitions and prosocial service behavior could provide valuable insights into the psychological processes underlying prosocial behavior and contribute to the development of effective interventions designed to promote prosocial service behavior. To improve the relevance and value of their findings, empirical studies examining psychological empowerment and prosocial service behavior should give precedence to sample variety, aiming to offer practical insights and suggestions that are applicable across various organisations and industries. This may include samples from various occupations, cultures, and socioeconomic classes. Therefore, further investigation is required to delve into the intricacies of the connection between PE and PSB as the current body of literature is limited. This necessitates an ongoing study to examine potential moderating factors and assess the effects of various organisational practices and interventions.

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