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The Mediating Role of Psychological Empowerment between Organizational Culture and Organizational Citizenship Behavior in Bangladesh's Ready-Made Garment (RMG) Sector

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ABSTRACT

This study examines the direct and indirect effects of organizational culture on organizational citizenship behavior (OCB), with psychological empowerment as a mediating variable, in Bangladesh's ready-made garment (RMG) sector, a highly structured, low-autonomy manufacturing setting. Organizational culture was conceptualized as a supportive (participative) culture captured through the six dimensions of the Organizational Culture Survey. A quantitative, cross-sectional design was used, with data collected from 1,012 employees and 152 supervisors selected through multi-stage stratified sampling. To reduce common method bias, a matched supervisor–employee design and time-lagged data collection were applied and the hypotheses were tested with partial least squares structural equation modeling (PLS-SEM) using bootstrapped significance tests. The results show that a supportive organizational culture has significant positive effects on both psychological empowerment and OCB, and that psychological empowerment is positively related to OCB. Psychological empowerment partially mediates the culture–OCB relationship, with the indirect effect accounting for about 31% of the total effect, indicating complementary partial mediation. The study contributes to the literature by integrating the job demands–resources model, psychological empowerment theory and social exchange theory in a single framework and by providing evidence from a labor-intensive developing-country context. Practically, the findings suggest that garment factories can foster discretionary employee behavior by promoting participation, bounded autonomy, skill development, supportive supervision and recognition without disrupting standardized production.

Keywords: Organizational Culture; Psychological Empowerment; Organizational Citizenship Behavior; Ready-Made Garment Industry; Bangladesh

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INTRODUCTION

In a modern industrial environment, organizational performance relies more on the readiness of employees to engage in behaviors that are beyond the scope of their job descriptions. These voluntary behavioral acts are usually known as organizational citizenship behavior (OCB), which is indispensable in the promotion of coordination, cooperation and efficiency of operations. These actions are especially important in labor-intensive sectors, where the performance results are commonly dependent on collaboration and flexibility. The ready-made garment (RMG) industry, which forms one of the pillars of the national economy, is a typical example of such a context, with a high concentration of workers, hierarchies, and harsh working conditions.

Bangladesh's RMG sector offers a distinctive and theoretically demanding setting for this inquiry. The sector accounts for more than 80% of the country's export earnings and employs over four million workers, the majority of them women (Better Work, 2025). Production is organized around assembly lines with fixed standard minute values, hourly output targets, and tight buyer lead times, while authority is concentrated in a steep hierarchy running from line supervisors to production managers and owners. These conditions are embedded in a high power-distance national culture in which deference to superiors is the norm (Hofstede et al., 2010). By contrast, most theories linking organizational culture, empowerment, and discretionary behavior were developed and tested in knowledge-intensive or service settings in Western economies, where employees enjoy considerable latitude over how and when they work. Whether the same mechanisms hold where work methods are prescribed and individual latitude is narrow is therefore an open question, and it is in such settings that standard organizational theories are most likely to meet friction.

In this context, the organizational culture is one of the managerial switches that determine employee attitude and behavior at the workplace. Organizational culture gives employees a structure by which to interact with each other and react to the needs of the organization, by defining common values, norms, and expectations. Engagement, trust and alignment with organizational goals may be achieved through a participatory and supportive culture that will help to motivate employees to contribute beyond their formal job descriptions. On the other hand, less accommodative cultural settings might restrict the drive of employees and reduce discretionary contributions, which are essential in operational durability, since the organizational culture is crucial in determining employee retention and behavioural consequences (Venkatesan et al., 2023).

Psychological empowerment is a significant individual-level process in which organizational conditions can impact employee behavior. It also captures the perceptions of employees toward meaning, competence, autonomy, and impact in their work roles that together contribute to intrinsic motivation and proactive involvement. The development of psychological empowerment can play a key role in making employees more proactive and ambitious in industrial settings, where standardization of processes is frequently the norm, and promoting the larger organizational goals.

This context creates a tension that motivates the present study. Psychological empowerment presupposes a sense of self-determination and impact, and OCB is by definition discretionary, yet the RMG production floor is a highly structured, low-autonomy environment in which deviation from standard operating procedures can disrupt line balance and output. One view holds that such settings leave little room for empowerment or extra-role behavior, so that investments in culture would yield limited behavioral returns. An alternative view, which this

study tests, is that empowerment in manufacturing operates within bounded zones of discretion, such as solving minor quality problems, assisting a co-worker at a bottleneck operation, or suggesting a small method improvement, and that a supportive culture shapes how workers experience these zones (Adler & Borys, 1996). Formal participation mechanisms such as workers' participation committees exist in Bangladeshi garment factories, but employers often favor them over other forms of representation, and their effectiveness in giving workers a voice is uneven (Afros, 2022; Khan et al., 2019). This makes the informal cultural climate of the factory especially consequential for whether workers feel empowered and go beyond their formal roles.

Although the practical significance of these constructs, there is a lack of knowledge on how organizational culture is converted into OCB using the psychological mechanisms underlying such conversion, especially in the developing-country industrial sectors like the RMG industry. It is significant to fill this gap to enhance both theoretical understanding and managerial practice, as it can help inform strategies to make the workforce more efficient in challenging operating environments. In particular, it remains unclear whether a supportive culture can foster psychological empowerment and OCB in settings where structural autonomy is deliberately limited by the production system.

To this end, this paper aims to analyze the direct and indirect links between organizational culture and organizational citizenship behavior with a specific focus on the mediating influence of psychological empowerment in the RMG industry. Specifically, the study addresses two questions: (1) does a supportive organizational culture enhance the OCB of RMG employees, both directly and through psychological empowerment; and (2) what share of the culture–OCB relationship is transmitted through psychological empowerment in a structured, low-autonomy production context?

LITERATURE REVIEW

Organizational culture, psychological empowerment, and organizational citizenship behavior (OCB) are commonly cited as inter-related constructs that determine the attitudes and discretionary performance of employees in organizations. Previous studies have used the theoretical approaches of the Job Demands-Resources (JD-R) model and Social Exchange Theory in explaining the role of organizational environments in employee motivation and behavior. Nevertheless, the current literature tends to look at these constructs independently or emphasize direct relationships, thus not providing a complete picture of the underlying processes linking organizational context to employee outcomes.

Theoretical Foundation and Conceptualization of Organizational Culture

Organizational culture is a multidimensional construct, and different culture types relate differently to employee outcomes. In the competing values framework, for example, clan cultures emphasize collaboration, participation, and employee development, whereas hierarchy cultures emphasize control, stability, and formal rules (Cameron & Quinn, 2011). Evidence shows that these types are not interchangeable: clan, adhocracy, and market cultures were positively related to employee empowerment, whereas hierarchy culture was not (Jeong et al., 2019), and the predominant culture type shapes both the level and the kind of OCB that employees display (Fernandes et al., 2023). Accordingly, this study does not treat culture as a single uniform variable. It focuses on a supportive (participative) culture, which is conceptually closest to the clan type, as captured by the six dimensions of the

Organizational Culture Survey (Glaser et al., 1987): teamwork and conflict, climate and morale, information flow, involvement, supervision, and meetings. Each dimension describes a supportive practice that workers can observe directly on the factory floor, such as open communication from supervisors or involvement in decisions about their own work. Organizational culture is therefore modeled as a higher-order supportive-culture construct reflected in these six dimensions, with higher scores denoting a more supportive and participative culture. Hierarchy-oriented features of RMG factories, such as standardized procedures and production targets, are treated as part of the operating context rather than as the cultural construct of interest.

Three theoretical lenses are integrated in this study, and each explains a distinct link in the model. First, the JD-R model (Bakker & Demerouti, 2007) explains the path from organizational culture to psychological empowerment (H2): a supportive culture functions as an organizational-level job resource that initiates a motivational process, which in this study takes the form of psychological empowerment. Second, psychological empowerment theory (Spreitzer, 1995) defines the content of that motivational state (meaning, competence, self-determination, and impact) and explains why empowered employees are inclined to act proactively, which provides the rationale for the path from psychological empowerment to OCB (H3). Third, Social Exchange Theory (Blau, 1964) explains the behavioral response to a supportive culture: employees who perceive their organization as supportive feel obliged to reciprocate with discretionary contributions, which accounts for the direct path from organizational culture to OCB (H1). In short, the JD-R model and empowerment theory specify the motivational mechanism, whereas Social Exchange Theory specifies the reciprocal obligation. The mediation hypothesis (H4) follows from combining them: a supportive culture is expected to elicit OCB both through felt obligation (the direct path) and through an enhanced motivational state (the indirect path).

Organizational Culture and OCB

Organizational culture has long been listed as an important defining factor of employee behavior, as it provides a framework of values and norms thematically upon which to model interactions in the workplace. Empirical research indicates that supportive and cohesive cultures promote trust, cooperation, and respect towards each other, which are favorable to the development of OCB (Primadona et al., 2025; Simakhajornboon et al., 2024; Chayomchai, 2024; Arumi et al., 2019; Jeong et al., 2019). The findings are especially applicable to the context of labor-intensive settings where employee interdependence increases the significance of discretionary behaviours.

In spite of this overall agreement, some limitations can be found in the literature. A lot of the current studies focus on the positive relationship between the organizational culture and OCB without giving enough attention to the contextual differences and how culture has its influence. Specifically, research usually does not focus on how employees perceive and internalize cultural cues as they can influence the degree to which they adopt citizenship behaviors. This indicates that a more process-based, nuanced approach is required, beyond the direct impact.

Organizational Culture and Psychological Empowerment

The JD-R model can be a helpful tool to explain how the organizational culture can impact the psychology of employees. It is argued that organizational resources such as conducive cultural practices increase intrinsic motivation and positive work-related attitudes (Bakker &

Demerouti, 2007). In this regard, the perception of employees of the meaning, competence, autonomy, and impact-core aspects of psychological empowerment can be influenced by organizational culture (Spreitzer, 1995). Empirical evidence supports the view that enabling work environments contribute to higher levels of psychological empowerment (Tawfig et al., 2026; Ameen & Hussein, 2023).

The previous research is, however, more inclined to view psychological empowerment as a consequence, as opposed to a mediating process between organizational factors and behavioral results. This restricts the explanatory strength of the prevailing models and leaves gaps in the way in which cultural influences are converted into behaviors of observable employees. The role of psychological empowerment in this relationship therefore requires a more integrated approach that will help to shed more light on it.

OCB and Psychological Empowerment

Enhanced intrinsic motivation, proactive involvement and increased responsibility towards organizational results have been greatly linked to psychological empowerment. These features are rather consistent with the conceptualization of OCB as voluntary, extra-role behavior. Empirical studies show that employees with empowerment tend to exhibit initiative, cooperation, and helping behaviors more often (Jadoon et al., 2023; Nastiezaie & Ghalavi, 2020).

However, the literature shows discrepancies in the degree of strength and stability of this relationship in various organizational and cultural settings. The degree to which empowerment converts to discretionary action might be different in a highly structured or resource-constrained environment such as labor-intensive industries. This emphasizes the necessity to study empowerment as not only an individual-level phenomenon but also in connection with the overall organizational circumstances.

Mediating Role of Psychological Empowerment

The Social Exchange Theory provides a theoretical framework to establish relationships between organizational culture, psychological empowerment, and OCB with a focus on reciprocity in the relationships between employees and organizations (Blau, 1964). In this light, employees who feel that there are favorable organizational conditions will react with positive attitudes and behaviors. The concept of psychological empowerment may be theorized as one of the main processes in this process of exchange as it shows how employees internalize organizational support and turn it into discretionary behaviors.

Even though the theoretical possibility of psychological empowerment has been recognized to mediate certain studies, empirical research on this is scanty and in disjointed parts. Specifically, no integrative models are available that concurrently study both direct and indirect channels between organizational culture and OCB. This is particularly apparent in the context of developing countries where the structural and cultural conditions might be quite different than those under which most previous research has been performed.

Hypotheses Development

Based on the above literature, this research paper formulates and empirically validates an integrated model of organizational culture and psychological empowerment in explaining

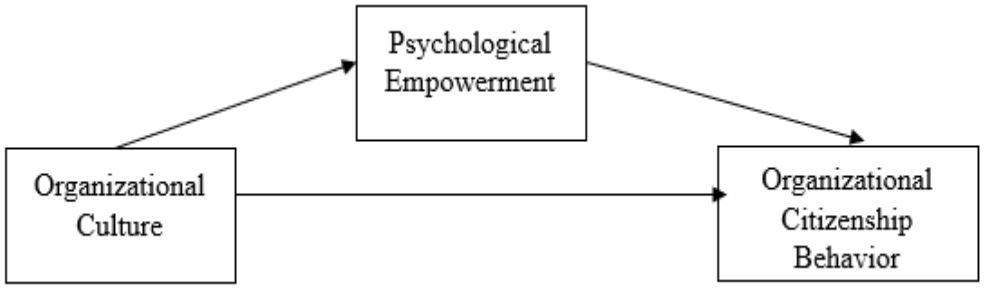
organization citizenship behavior (OCB) in the RMG industry of Bangladesh. Following the above theoretical arguments and empirical evidence, the following hypotheses are as follows:

H1: A supportive organizational culture has a positive impact on organizational citizenship behavior.
H2: A supportive organizational culture has a positive impact on psychological empowerment.
H3: Psychological empowerment has a positive impact on organizational citizenship behavior.
H4: Psychological empowerment is the mediating variable in the relationship between supportive organizational culture and organizational citizenship behavior.

Conceptual Framework

The proposed relationships among these constructs are illustrated in Figure 1.

Figure 1
Conceptual Framework of the Study



Note. Developed by the author based on the JD-R model, psychological empowerment theory, and social exchange theory.

The conceptual framework is based on the Job Demands-Resources (JD-R) model and Social Exchange Theory, which place organizational culture as a major contextual resource that determines the psychological state of employees, as well as the outcome of behavior. In particular, it is anticipated that organizational culture will have a direct impact on OCB and, at the same time, increase psychological empowerment, i.e., the perceptions of meaning, competence, autonomy, and impact by the employees. Psychological empowerment, in turn, is suggested to support OCB through reinforcing intrinsic motivation and promoting discretionary work behaviors. Together, the framework includes direct and indirect pathways, with psychological empowerment as an intermediate mechanism by which organizational culture is converted into citizenship behavior. Consistent with the theoretical foundation outlined above, the JD-R model and psychological empowerment theory underpin the indirect pathway, whereas Social Exchange Theory underpins the direct pathway.

METHODOLOGY

Sampling Design and Data Collection

This paper uses a quantitative, cross-sectional research design to investigate the associations between organizational culture, psychological empowerment, and organizational citizenship behavior (OCB) within the ready-made garment (RMG) industry in Bangladesh. Multi-stage

stratified sampling was used to make sure that it represented the significant industrial areas such as Dhaka, Chattogram, Narayanganj, and Gazipur. The final sample was 1,012 employees and 152 supervisors.

A matched supervisor/employee design was used to minimize the possibility of common method bias. Employees were asked to report on measures of organizational culture and psychological empowerment on self-report scales, whereas supervisors rated the OCB of employees on their own. To further reduce bias, data were gathered on two time-lagged phases. The first stage was a report of organizational culture impressions and psychological empowerment of the employees. During the second phase, the supervisors evaluated employee citizenship behavior.

Measurement

Constructs were all measured with the use of previously tested measures. Organizational culture was assessed using 31 items (Glaser et al., 1987), psychological empowerment with 12 items (Spreitzer, 1995), and OCB with 10 items (Spector et al., 2010). The answers were noted on a five-point Likert scale from strongly disagree to strongly agree. The survey instrument was translated into Bangla after a process of back-translation so that it is linguistically equivalent.

Because Table 1 reports six indicators for organizational culture and four for psychological empowerment, the treatment of these scales requires clarification. The full scales were administered, and no short-form versions were used. For organizational culture, the 31 items were aggregated into six domain-representative item parcels, one for each dimension of the Organizational Culture Survey (teamwork-conflict, climate-morale, information flow, involvement, supervision, and meetings), with each parcel computed as the mean of the items belonging to that dimension. Likewise, the 12 psychological empowerment items were aggregated into four parcels corresponding to Spreitzer's (1995) dimensions of meaning, competence, self-determination, and impact (three items each). Item parceling was adopted because both constructs are theorized and analyzed at the global (higher-order) level. After all, dimension-based parcels preserve the conceptual breadth of each scale while yielding more reliable indicators, and they keep the measurement model parsimonious (Little et al., 2002). The 10-item OCB checklist (OCB-C; Spector et al., 2010) was modeled at the item level.

Data Analysis

The data were analyzed with partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4. This variance-based approach was chosen because the study aims to explain and predict variance in the endogenous constructs (psychological empowerment and OCB), because the model includes higher-order constructs represented by parcels, and because PLS-SEM does not require multivariate normality (Hair et al., 2019, 2022). The analysis followed a two-stage procedure. The measurement model was evaluated for indicator reliability, internal consistency, convergent validity, and discriminant validity, and the structural model was then evaluated for collinearity, path coefficients, and explanatory power (R^2). The significance of all direct, indirect, and total effects was assessed by bootstrapping with 5,000 subsamples. Mediation was tested following Zhao et al. (2010) and Nitzl et al. (2016): the indirect effect was considered significant when its 95% bootstrap confidence interval excluded zero, and the type of mediation was determined from the significance and sign of the direct effect.

Ethical Considerations

All the participants gave informed consent and were fully informed of the purpose of the study, the voluntary participation and the right to withdraw at any time. Strict confidentiality and anonymity of the participants were maintained.

FINDINGS

Partial least squares structural equation modeling (PLS-SEM) was used to analyze the proposed model, in a two-step model that involved the evaluation of the measurement model and the structural model (Hair et al., 2022).

Measurement Model Assessment

The measurement model showed good reliability and validity. The factor loading of all the factors was higher than the advised level of 0.70, which denotes good indicator reliability. The internal consistency was verified, and the value of Cronbach alpha and composite reliability (CR) is more than acceptable. Convergent validity was achieved, with the values of the Average Variance Extracted (AVE) of all constructs being more than 0.50 (see Table 1).

The HTMT criterion was also used to establish discriminant validity (Henseler et al., 2015), with all the values lower than 0.90, which states that the constructs are empirically different (see Table 2).

Table 1
Reliability and Convergent Validity

Construct	Items	Factor Loadings	Cronbach's α	CR	AVE
OC	6	0.78–0.91	0.92	0.93	0.66
PE	4	0.85–0.93	0.94	0.94	0.60
OCB	10	0.73–0.88	0.95	0.95	0.69

Note. OC = Organizational Culture; PE = Psychological Empowerment; OCB = Organizational Citizenship Behavior. OC is represented by six dimension-level parcels (31 items) and PE by four dimension-level parcels (12 items); OCB is modeled with its 10 items.

Table 2
HTMT Ratios

Construct	OC	PE	OCB
OC	-	0.63	0.76
PE	0.63	-	0.61
OCB	0.76	0.61	-

Note. Acronyms are defined in Table 1.

Structural Model Assessment

There was no sign of multicollinearity in the structural model since all Variance Inflation Factor (VIF) values (1.59 – 1.88) fell within acceptable ranges of less than 5. The model showed a moderate explanatory power, explaining a large proportion of variance in both psychological empowerment and OCB, and the R^2 values (0.40 – 0.57) indicated moderate

explanatory power (Pereira & Freires, 2024). The model fit indices further showed acceptable fit between the proposed model and the observed data since a value of SRMR (0.084) below 0.10 means that the model fits well.

Hypotheses Testing

All hypotheses were supported by the results. Organizational culture positively influenced both OCB and psychological empowerment significantly, whereas psychological empowerment influenced OCB significantly as well. Moreover, the indirect effect of organizational culture on OCB through psychological empowerment was also significant ($\beta = 0.183$, $t = 5.92$). All hypothesized relationships were statistically significant at $p < 0.001$ (see Table 3).

Table 3
Direct and Indirect Effects

Hypothesis	Relationship	Effect Type	β / Indirect Effect	t-value	p-value	Result
H1	OC → OCB	Direct	0.41	9.12	0.000	Supported
H2	OC → PE	Direct	0.63	14.35	0.000	Supported
H3	PE → OCB	Direct	0.29	6.78	0.000	Supported
H4	OC → PE → OCB	Indirect	0.183	5.92	0.000	Supported

Note. Acronyms are defined in Table 1.

Mediation Analysis

To refine the mediation analysis, the direct, indirect, and total effects are reported together in Table 4, following Zhao et al. (2010) and Nitzl et al. (2016). The indirect effect of organizational culture on OCB through psychological empowerment ($0.63 \times 0.29 \approx 0.183$) was significant, and its 95% bootstrap confidence interval [0.076, 0.290] did not include zero, which supports H4. Because the direct effect of organizational culture on OCB remained significant ($\beta = 0.41$) and has the same sign as the indirect effect, the mediation is complementary (partial) mediation (Zhao et al., 2010). The total effect of organizational culture on OCB was 0.593, of which the indirect path accounted for 30.9% (variance accounted for, VAF = 0.183 ÷ 0.593), a value within the 20–80% range that indicates partial mediation (Hair et al., 2022). Thus, roughly one-third of the influence of organizational culture on OCB is transmitted through psychological empowerment, while about two-thirds operates directly, which is consistent with the reciprocity logic of Social Exchange Theory.

Table 4
Mediation Analysis: Direct, Indirect, and Total Effects

Effect	Path	Coefficient	95% bootstrap CI	Conclusion
Direct effect (H1)	OC → OCB	0.410	[0.245, 0.575]	Significant
Indirect effect (H4)	OC → PE → OCB	0.183	[0.076, 0.290]	Significant
Total effect	OC → OCB	0.593	[0.380, 0.806]	Significant
VAF	Indirect ÷ total	30.9%	–	Complementary partial mediation

Note. CI = percentile bootstrap confidence interval (5,000 subsamples); VAF = variance accounted for (indirect effect ÷ total effect). Other acronyms are defined in Table 1.

DISCUSSION

These results suggest that organizational culture affects OCB both directly and indirectly. The direct effect indicates that a favorable cultural condition can instantaneously encourage discretionary behaviors by influencing common norms and expectations. Meanwhile, the indirect route indicates the importance of psychological empowerment as a significant process by which the organizational environment is transformed into employee behavior.

The powerful influence of organizational culture on psychological empowerment is that employees ' perceptions of meaning, competence, autonomy, and impact by employees are largely influenced by the organizational environment. In labour-intensive industries like RMG industry, where work is usually standardized, a supportive culture can be used to increase the feelings of participation and control by the workers.

The strong effect of culture on empowerment in a standardized production setting deserves closer explanation, because it may seem at odds with the logic of line manufacturing. The apparent conflict can be resolved by distinguishing between the kind of autonomy that would disrupt operations and the kind that supports them. On an assembly line, the sequence of operations, standard minute values, and output targets are fixed, and individual deviation from them would unbalance the line. A supportive culture does not loosen these parameters; rather, it changes how workers relate to them. Drawing on the distinction between coercive and enabling forms of bureaucracy (Adler & Borys, 1996), standardized procedures can be experienced either as instruments of control or as tools that help workers master their tasks and solve problems. A culture marked by open information flow, involvement, and supportive supervision, which are the dimensions measured in this study, moves procedures toward the enabling form.

Within this frame, autonomy and competence can be cultivated in bounded ways. Operators can be given the authority to stop or flag defective work at their station, to decide how to resolve minor quality problems, or to propose method improvements in short line meetings, without changing the line layout or the targets. Such discretion over problem-solving, rather than over the production plan, strengthens the self-determination and impact dimensions of empowerment while protecting quality and reducing rework. Competence can be developed through multi-skilling and cross-training, which strengthen workers' sense of mastery and, at the same time, give supervisors the flexibility to rebalance lines when absenteeism or bottlenecks occur. Supervision is a particularly important lever: when line supervisors share production information, explain targets, and acknowledge contributions rather than relying on pressure, workers can see how their efforts affect line performance, which builds the meaning and impact dimensions of empowerment.

These mechanisms also help explain why empowerment translates into OCB in this setting. Many of the citizenship behaviors that matter on a production line, such as helping a slower co-worker, covering for an absent operator, alerting the supervisor to a machine fault, or keeping the workstation orderly, are precisely the behaviors that sustain line balance. In the RMG context, therefore, empowerment-driven OCB is more likely to complement than to compete with operational efficiency. This interpretation is consistent with the findings, but the present data do not measure operational outcomes directly, and whether such practices improve efficiency remains to be tested in future research.

Moreover, the correlation between psychological empowerment and OCB indicates that it is an essential factor contributing to discretionary behavior. Empowered employees are better

placed to be more initiative, teamwork and contribute beyond the mandate of their position. This underscores psychological empowerment as an important bridging factor between the organizational environment and employee performance.

The mediating effect offers extra knowledge in that it proves that organizational culture does not work in just one direction but it can be mediating as well as operating within internal psychological processes. This observation highlights the fact that organizational practices need to be aligned with psychological needs of employees to promote positive behavior outcomes.

In general, the results indicate that organizational culture is one of the major predictors of employee behavior, which works both structurally and psychologically. As the study is able to capture the direct and mediated impacts, it gives a more detailed insight into the impact of organizational environments on discretionary performance in industrial contexts.

Managerial Implications

In terms of management, the findings indicate that companies can improve OCB through the development of an encouraging culture, where involvement, independence, and rewards are encouraged. These practices, however ought to be practiced with caution so that expectations of extra-role behavior are kept in check and sustainable.

CONCLUSION

This paper will add to the body of literature by proposing and empirically confirming a combined model of the relationship between organizational culture, psychological empowerment, and organizational citizenship behavior (OCB) on the one hand, and the ready-made garment (RMG) industry in Bangladesh, on the other hand. It proves that organizational culture has a direct and indirect impact on OCB via psychological empowerment, thus broadening the range of explanation under the Job Demands-Resources (JD-R) model as well as the Social Exchange Theory in a developing country, which relies heavily on labor. The results give support to the essentiality of the psychological mechanisms in coding the organizational conditions into the discretionary employee behavior.

Practically, the findings highlight the need to create a conducive organizational culture that will increase the empowerment of employees. Psychological empowerment can be enhanced by promoting participation, autonomy, and recognition, which promotes discretionary behaviors that lead to organizational effectiveness.

Several initiatives suited to garment factory environments can put these recommendations into practice: (a) daily line huddles of five to ten minutes at the start of each shift, in which supervisors share the previous day's output and quality results and invite operators' suggestions, strengthening information flow and involvement; (b) small-group quality or kaizen circles that meet regularly to address recurring defects or bottlenecks, with management responding to every suggestion within a fixed period; (c) skill matrices and cross-training programs that certify operators on multiple machines or operations, linked to grade progression or skill allowances, to build competence and line flexibility; (d) supervisory skills training that moves line supervisors from pressure-based to coaching-based supervision, emphasizing respectful communication and recognition; (e) recognition schemes, such as line- or operator-of-the-month awards, that acknowledge helping behavior

and quality contributions and not only output; and (f) strengthening existing workers' participation committees and safety committees so that they function as genuine two-way channels, with decisions and follow-up actions reported back to the shop floor. Because these measures require little change to the production system itself, they are feasible for factories operating under tight cost and delivery constraints.

This study is subject to certain limitations. The cross-sectional design restricts causal inference and the fact that the study concentrates on one industry could limit the extrapolation of the results. Future studies might take a longitudinal design to have a more accurate depiction of causality and to determine how the proposed model will be stable over time. Also, including variables like leadership styles, organizational justice, and work environment conditions could give a more detailed picture of the mechanisms that affect the organizational citizenship behavior. Moreover, because organizational culture was modeled as a higher-order supportive-culture construct, the relative effects of its individual dimensions (e.g., supervision versus information flow) were not examined; future studies could model these dimensions separately or compare supportive and hierarchy-oriented cultures.

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CONFLICT OF INTEREST STATEMENT

The author declares that there are no conflicts of interest regarding the publication of this study.

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