

**THE MODERATING IMPACT OF ORGANIZATIONAL CULTURE ON THE
RELATIONSHIP BETWEEN EMPLOYEE PSYCHOLOGICAL EMPOWERMENT
AND THEIR WORK OUTCOMES IN PUBLIC AND PRIVATE SERVICE SECTOR
ORGANIZATIONS OF PAKISTAN**

By

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To

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requirements for the degree of**

Master of Philosophy



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DEDICATION

I dedicate this work to my parents, my spouse, great role models and friends and rest of my family, for their love, prayers, encouragement and for always believing in me, inspiring me, motivating me to reach higher in order to accomplish my goals.

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LIST OF ABBREVIATIONS

EPE	employee psychological empowerment
WOE	work outcomes of employees
OC	organizational culture

ABSTRACT

The aim of this study is to examine the moderating impact of organizational culture on the relationship between employee psychological empowerment and work outcomes of employees in public and private service sector organizations of Pakistan. The present study investigated the effect of employee psychological empowerment on work outcomes of employees. An organizational culture by sharing of information, autonomy through boundary and team accountability, played a vital role as a moderating variable to influence the relationship of employee psychological empowerment and work outcomes of employees. In order to test the relationship among the independent, dependent and moderating variable, the three hypotheses were developed and discussed in detail in chapter 3. The design of the study was quantitative, descriptive and cross-sectional. The three hundred employees from public and private service sector organizations such as banking, telecommunication and educational sectors of Pakistan from Islamabad and Rawalpindi participated in this investigation. Data collection was done through self administered questionnaire (survey) with closed ended questions that included 5 – point Likert scaled item. Spearman correlation, Regression, Scatter plots and hierarchical Regression statistical techniques were used to test the study hypotheses. The results of the present study revealed that there is causal relationship of independent variable on dependent variable and organizational culture as a moderating variable has no significant effect to enrich this relationship. The key findings of the present study also contributes to improve the overall performance of employees within organizations because psychologically empowered employees have sense of control over their work roles which in turn contributes to positive organizational and individual work outcomes. The organizational culture also played an important role by

adopting social – structural empowerment conditions but not significantly influencing the relationship of psychological empowerment and work outcomes of employees. Thus, employee psychological empowerment has a significant relationship with work outcomes of employees. The organizational culture was also found out to be significantly related with work outcomes of employees. Finally organizational culture does not moderate the effect of employee psychological empowerment and work outcomes of employees. In the end to conclude the limitations, future research and practical implications for public and private service sector organizations such as banking, telecommunication and educational were also discussed in detail in chapter 6.