The relationship between psychological empowerment and Organizational Citizenship Behavior (OCB) towards job performance: a qualitative study regarding hotel employees in Greece

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ABSTRACT : This qualitative research study aims to investigate the relationship between psychological empowerment and Organizational Citizenship Behavior (OCB) and how these elements influence on Greek hotel staff job performance. The research study explores in depth the complex relationship that exists between job performance, organizational citizenship behavior (OCB), and psychological empowerment among Greek hotel employees. The study identifies in depth the conditions in which individuals are empowered and contributed to the overall performance of their industries by analyzing the interaction between psychological empowerment and OCB. Semi-structured, online interviews included 10 questions and addressed 8 hotel employees from a Greek Luxury Hotel industry. The findings indicated that empowered employees are more likely to exhibit OCB, which directly impacts productivity. The results emphasized the role that psychological empowerment plays in enhancing both individual and organizational outcomes, and it provided valuable insights for hotel management that aim to improve employee satisfaction and output. By offering practical recommendations for improving labor dynamics in the hotel industry, these observations contribute to the body of knowledge on OCB and empowerment. The research findings may have significant ramifications for the hospitality sector, including advice on how to improve psychological empowerment, cultivate an organizational citizenship culture, and eventually improve hotel workers' job performance.

I.   INTRODUCTION

Nowadays, one of the global sectors with the most growth is the hospitality industry. Each hotel has an ultimate goal to deliver great customer service and produce unforgettable visitor experiences. Qualitative and good service is closely associated and influenced by employees (Degago,2014).For that reason, it is very crucial to comprehend the elements that might influence employees' behavior in order to enhance them and therefore for employees to have a better job performance. "Empowering" employees has become a critical element of related management and leadership strategies, allowing organizations to become more competitive (Degago,2014). According to Miguel et al.,(2015) empowerment is acknowledged as a process and a result that takes place at the individual, organizational, and community levels. The term "psychological empowerment" describes a condition of enhanced intrinsic task motivation that includes the four following cognitive elements: sense of meaning, competence, self-determination and impact. In addition to elements that may be useful for organizational effectiveness is the Organizational Citizenship Behavior. Investigating employee's psychological empowerment and examining their OCB is essential. OCB is an additional personal conduct that can swiftly boost organizational function but is not directly or officially recognized in a formal work system (Ridwan et., al.,2020).It is the behavior that exceeds expectations and legal, regulatory, and standard bounds (Tambe and Shanker, 2014). According to Monje-Amorand her colleagues (2021) cited that, since businesses are increasingly utilizing empowerment as a management strategy to increase employee engagement and job performance, psychological empowerment could be an effective factor in order to engage employees.For both individuals and businesses, job performance is crucial. The behavioral outcome that shows that a worker has a positive attitude about their company is their job performance ((J. et al., 2017). This study aims to examine how hotel employees' psychological empowerment and OCB influence their job performance.

II.   LITERATURE REVIEW

Psychological empowerment and job performance

The relationship between psychological empowerment and job performance has been widely explored across various organizational contexts. Mohsen (2014) examined this relationship among employees in Egypt's telecommunications sector using Spreitzer's psychological empowerment scale. The study found that the dimensions of meaning and self-determination were most strongly associated with job satisfaction, with meaning being the most influential. Additionally, feedback, leadership, fairness, and value alignment were identified as important contributors to empowerment and satisfaction.

In a quantitative study conducted in Turkey, Ölcer (2015) used survey data to analyze the impact of psychological empowerment on job satisfaction and performance. The findings indicated that meaning, self-determination, and impact positively influenced job satisfaction, whereas competence did not. Regarding job performance, self-determination, impact, and competence had direct effects, while meaning had only an indirect effect through job satisfaction.

Moura et al. (2015) conducted a study on Portuguese frontline hotel employees and reported strong positive correlations between psychological empowerment, work engagement, and job satisfaction. These findings suggest that empowered employees are more engaged and satisfied with their work, contributing to positive organizational outcomes.

In a Saudi Arabian context, AlKahtani et al. (2021) investigated the mediating role of job satisfaction in the relationship between empowerment and organizational commitment. Results showed that empowerment indirectly influenced commitment through increased job satisfaction.

Tetik (2016), studying tour guides in Turkey, found that psychological empowerment significantly predicted both job satisfaction and job performance. Meaning emerged as the strongest predictor of job satisfaction, while impact was the most influential predictor of performance. Degago (2014) examined the relationship between psychological empowerment and job performance in the banking sector in Ethiopia. The study confirmed a positive correlation and highlighted the role of support systems, training opportunities, and fair rewards in strengthening empowerment and performance outcomes.

Hechanova et al. (2006) used a cross-sectional design across multiple industries in the Philippines to assess the impact of psychological empowerment. Their findings revealed a consistent positive relationship with job satisfaction. While intrinsic motivation did not moderate this relationship, male employees reported significantly higher levels of empowerment.

The relationship of OCB with job performance

OCB has been shown to enhance job performance by fostering cooperative and discretionary behaviors that go beyond formal job requirements. Al-Mahasneh (2015) surveyed public-sector employees in Jordan and found that OCB positively affected work quality, quantity, and interpersonal relationships.

Additionally, Yurcu and Akinci (2017) investigated the relationship between OCB, subjective well-being, and job satisfaction in the service sector in Turkey. Their findings indicated that OCB had a stronger influence on job satisfaction than subjective well-being, with satisfaction mediating the effect of OCB on well-being.

In another study involving Indonesian hospitality employees, Waqiah et al. (2021) demonstrated that OCB significantly enhanced job satisfaction and performance, reinforcing the value of prosocial workplace behavior. Dewi et al. (2021) identified psychological ownership and personality traits as key factors influencing the development of OCB.

Sukmayanti and Sintaasih (2018) examined the mediating role of OCB between psychological empowerment, perceived organizational support, and job performance. Their study, based in Bali, confirmed that both empowerment and support improved OCB, which in turn positively affected job performance.

Francis and Alagas (2020) conducted research in the Nigerian education sector and emphasized that insufficient empowerment hindered OCB. They recommended structured training programs to improve both empowerment and discretionary behavior. Reynaldi et al. (2019), in a study of food and beverage employees in Indonesia, found that supportive environments, leadership stability, and clear rewards encouraged OCB and performance.

Turnley et al. (2003) argued that unmet expectations in the employment relationship negatively affect empowerment and satisfaction. Lambert et al. (2020) found that fulfilling motivational obligations leads to greater commitment and trust. Similarly, Xiong et al. (2017) demonstrated that psychological contract breaches contribute to job dissatisfaction and increased turnover intention.

Psychological empowerment & OCB towards job performance

The interaction between psychological empowerment and OCB in relation to job performance has also been explored. Chiang and Hsieh (2012) investigated hotel employees in Taiwan and found that psychological empowerment significantly influenced OCB, which then mediated its impact on job performance. This highlights the importance of fostering empowerment to promote positive extra-role behaviors that lead to higher performance.

Salary differences and job satisfaction

Beyond empowerment and OCB, compensation and expectation management also play a role in job performance. Dugguh and Dennis (2014), studying employees in the Nigerian public sector, found that recognition, salary, job security, and responsibility were key drivers of performance. Psychological contract theory further explains this dynamic.

Rationale

While these ideas have been thoroughly examined in previous literature the majority of them consisted by quantitative kind of studies and no qualitative. Additionally, many similarly studies conducted in different organizational settings it is observing that there is limited information regarding Greek hospitality field. Greece consists one of them most attractive destinations with many heritage values and offers to economy filed many advantages. For that reason, it is essential to investigate in depth the elements of psychological empowerment OCB towards job performance since it affects staff members. Staff members are the responsible for the qualitative service customers. In other words, guest experiences depend on employee performance. In order to enhance employe performance organizational industries have to explore the elements that boost them in order to increase their effectiveness. The ultimate goal of this study Is to explore the field of organizational psychology through specific context analysis.

Research Aim

This study has as a goal to explore in detail the role and the relationship between the psychological empowerment and the Organizational Citizenship Behavior (OCB) towards the hotel employees' job performance in Greece. To support and gather data for this study, semi-structured interviews (including of 10 questions/each) will be conducted online. Concerning the relationship between empowerment practices and organizational citizenship behavior the study is going to identify and underline the employees' perspective regarding the way that they perceive those concepts towards their job performance.

Methodology: method,sampling, data analytic technique

Method

The specific study used semi-structured interviews as a primary method of data collection. By allowing the interviewees to consider and reason, qualitative interviews seek to provide light on their experiences and contrasting with the existing literature (Folkestad, 2008).In light of this, it was determined that a semi structured interview schedule would work best, enabling the participants to respond using their own language and perspectives. Therefore, the ten questions (in the semi-structured interview were meant to be open-ended and non-leading. Questions were the same for each individual. All the questions had to do with the topics of psychological empowerment, Organizational Citizenship Behavior (OCB), and job performance.

Sample (Inclusion-exclusion criteria):

The sample consisted of eight hotel employees (males and females) from the Food and Beverage department of a Luxury hotel in Greece. The age range (20–35) and experience level (minimum two years) were inclusion requirements. Participants outside the age range of 20 to 35 years were excluded as well as Individuals with less than one year of experience in the Food and Beverage department. Also, both men and women who came from different positions at the Food and Beverage Department in Greek Hotel Industry were allowed to participate. The specific chosen eight individuals are because they have a continuous previous experience in the specific luxury hotel when the rest of the employees in the Food and Beverage Department had only one year experience. The reason for selecting samples from the Food and Beverage Department is because employees in this department have to deal with both service and hospitality, something that makes it more demanding as a department. Participants were informed via email as they are not located in Thessaloniki. E-mails were included with necessary consent forms attached. Through the consent forms, the participants were informed regarding the confidentiality. After their agreement it was arranged a google meet with them at a suitable time and date.

III.   DATA COLLECTION

For the purpose of the study, the selection subject will be a convenience sampling consisting of hotel employees. Participants were selected for the sample because they were easiest to access . The sample included both men and women who came from different positions at the Food and Beverage Department in Greek Hotel Industry. The average of participants' age is 22-35. The reason for selecting samples from the Food and Beverage Department is because employees in this department have to deal with both service and hospitality, something that makes it more demanding as a department.

Data Analytic Technique

After collecting the data of this research using the interviews, a thematic analysis was applied as a data analytic technique. This process involves familiarization, coding, generating themes, review themes, defining and naming themes and writing the report. Thematic analysis is a useful technique for analysing the data to spot recurring themes, subjects, concepts, and patterns of meaning of this qualitative research study.

Ethical considerations

This study obtained approval by ACT's Institutional Review Board/IRB. All participants were provided with a consent form in which they were notified that they had the right to withdraw at any moment they wished/needed from the study process and that anonymity and confidentiality would be in effect throughout. Anonymity is maintained through the research using identifiers like "participant 1." Consent forms stress voluntary participation and the ability to withdraw without penalty, with participants signing documents before interviews. Challenges include ensuring clarity in the consent process, potential employee reluctance due to time or privacy constraints, and technical issues during audiotaping. Clear communication is vital to address these concerns. Participants were informed about potential data interception risks during internet transmission. Overall, transparency, clear communication, and proactive measures are crucial to overcome challenges and facilitate a smooth research process.

Thematic analysis - Findings

Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
perception of psychological empowerment	job satisfaction	empowerment in the workplace	managerial recognition and feedback	staff turnover

Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
employee support and orientation	factors affecting collaboration	healthy work environment	suggestions for improving relationships	impact of salary differences

Theme 1: perception of psychological empowerment

The majority of the employees perceive psychological empowerment as a major factor in what motivates and engages them at work. Participants support that Psychological empowerment constitutes an essential part in creating/shaping their workplace experience. Sense of autonomy , competence, and significance are all under the umbrella of empowerment. Employees who feel that they are having psychological strength, they are more likely to be motivated, engaged, and committed to their task. Specifically, Participant A mentioned
" To be empowered for me means to have the freedom to choose and take ownership of my own work. It constitutes one of the reasons that inspires me to offer the "extra mile" as we say in the hotel industry". Additionally, Participant F highlighted the importance of psychological empowerment in a similar way : *" When I feel psychologically empowered at the same time I feel that my efforts are accountable and valued so I want more and more to achieve the potential goals."*

Theme 2:job satisfaction

Overall, participants agreed that job satisfaction constitutes the foundation of both employee well-being and industry's success. Additionally, they highlighted some of its basic components such as workload, acknowledgement and a balance between work and personal life. When job satisfaction is present, there is an increase in employee involvement, in the output, and in their dedication. Employees who are satisfied with their workplace tend to be more productive while on the other hand employees who are not satisfied tend to be less productive and they are not motivated to complete their tasks. Participant D stated that *" i used to work in an environment where i was not fully satisfied and that's why for many reasons. It was not only the financial part, but also the whole environment between colleagues and managers which did not motivate me to wake up every day and to accomplish my duties. ``*

Similarly, Participant C mentioned that *" I have been in jobs that I was satisfied with and therefore I was efficient in my daily tasks. However, regarding the specific hotel industry i can say that i am not satisfied…due to the workload as we are not full of employees and i have to do more than i am supposed to do as well as there is no recognition for the extra hours that you are staying in the shift without paying them".*

On the contrary, Participant B said that*" I am satisfied with my workplace because everything is balanced and there is a harmonious environment between colleagues. Whenever I achieve something I am getting motivated more and more to go the extra mile because managers acknowledge my efforts".*

Theme 3: empowerment in the workplace

Psychological empowerment means valuing the contributions that employees make, providing them with the instruments and resources they need to succeed, and having faith in their judgment.Hotel staff members expressed their personal experiences regarding how empowerment is established within the workplace based on both

employee attitudes and company culture.The majority of employees supported that they are empowered in their workplace. However, some of them supported that empowerment is a subjective theme and that it has to do with what the individual is looking to acquire within the workplace or has to do with their personal goals. For instance, Participant H underlined the importance of having a goal when you start a seasonal goal *" I am empowered in my workplace but this has to do because my goal for this year was to get a promotion and I took it so now I want to prove that I deserve it and that I can deal with my new duties ... .I mean it has to do with what each of us is looking for. Others will say that they are not empowered because of the salary for example".*

 Indeed **Participant D** said that
" I was not feeling empowered because I believed that the things that I offered to the industry were not rewarded enough regarding the salary ... and not only that , my restaurant manager was not the person who will establish a healthy environment between colleagues.."

Theme 4: managerial recognition and feedback : One of the most important factors that plays a major role in establishing satisfied and empowered employees is the recognition and feedback from managers. Employees feel appreciated and inspired to complete their responsibilities when they receive both constructive criticism and positive encouragement for their performance. Participants' experiences and comments highlight how crucial positive reinforcement is for increasing confidence and motivation. **Participant H mentioned** *" I feel like a valuable and appreciated employee when my efforts are recognized….Thanks God my manager always reward not only me but all the team members with a bravo regardless of how busy was the shift"*

Similarly, Participant B mentioned *" For me , to be rewarded with a Bravo at the end of the shift plays a crucial role ... .My manager thanked me for taking a right decision but also thanked me even though it was not fully proper…she appreciated my action".*

Additionally, Participant A stated that *" I am rewarded by my manager when I get regular feedback from her, which helps me evaluate how I'm doing and pinpoint areas where I can do better. In general ,it motivates me to succeed".*

Theme 5: staff turnover

High staff turnover is a concerning topic that has been connected to low psychological empowerment and work dissatisfaction. In every organization employees are the connecting links in order for the organization to work smoothly and in a productive way. That is, the stability and productivity of an organization can be negatively impacted by high staff turnover. Employees mentioned some of the basic reasons for which theri co-workers quit their jobs.Poor workplace relationships, lack of empowerment, and job dissatisfaction are among the factors that usually cause it. In detail, **Participant H** said *" Employee happiness at work is essential to retention. Without it, turnover rates increase and morale drops. In my workplace the level of staff turnover is high not only because of the lower salary that they offer but also because of the general colleague conditions that are existing regarding the state , food etc… In other words, employees are not happy."* **Participant C** mentioned
" Numerous colleagues of mine have quit because they felt undervalued and unfulfilled in their jobs".

Theme 6:employee support and orientation

In order for new recruits to succeed in their roles and fit in with the organization, it is essential for them to receive guidance and support. In that, current employees play a crucial role in the orientation of new employees. Sense of teamwork and bonding are fostered when existing employees take an active role in assisting new recruits. Hotel members shared their experiences by mentioning that organizational commitment plays a crucial role and for that reason all members have to try to maintain it. **Participant E** underlined the importance of helping new members to be oriented by saying that: *" Personally, I always assist new-comers to be oriented not only for them to feel welcomed but also for establishing a supportive environment".*

 In a similar way **Participant B** said "....teamwork is promoted when colleagues support each other even from the very beginning when someone joins the team…it plays a huge role in the way that the team welcomes new colleagues…".

Theme 7: factors affecting collaboration

Collaboration among colleagues is one of the most important factors that can affect the whole shift in every kind of job and especially in the Hotel industry. In other words, in order for a company to succeed or to achieve important goals, employees need to cooperate in a healthy way. Components of trust, good communication and understanding are essential for establishing a good working collaboration. Participants mentioned some of the factors that they considered important based on their experience. **Participant H** stated :*" In my personal opinion , respect, honesty and empathy are essential for effective teamwork….When we respect and believe in each other's perspectives, we can work together to achieve incredible things.""*
. Similarly, **Participant A** mentioned: *"Healthy Collaboration and teamwork can be fostered by recognizing others' hard effort and supporting it at the same time…people tend to be more willing to work together when they feel that they are valued and respected , in that way common potential goals are likely to be achieved".*

Theme 8:healthy work environment

A healthy work environment is necessary to support both industry's' success and employee well-being.It takes a culture of respect, communication, and support to make employees feel valued and appreciated. Most frequently employees believe that a healthy work environment can be a reason for a business success viewpoints provide accurate information. For example, **Participant G** found that in order to be effective in his/her job, a healthy environment is required . Specifically, mentioned: *"giving to employees positive reinforcement boosts confidence and increases job satisfaction. That is , when we <employees> perceive that our managers and coworkers value and respect us, we are happier and therefore more motivated to achieve industry's goal…"*

On the other hand, as i have been in an unhealthy and toxic environment i was not motivated at all even to go at the job every afternoon.. Such environments are more likely to succeed as a team" . A very similar opinion expressed by **Participant B** *"I strongly support that a healthy environment is crucial for both industries' performance and employees' well-being…A positive-healthy environment where everyone can achieve is fostered by showing respect and therefore job performance is promoted.".*

Theme 9: suggestions for improving relationships

The only way to foster good cooperation, trust, and teamwork among employees is to develop close relationships between them. There are many ways that can help to establish and maintain relationships between employees such as team-work tasks or work-events etc. Participants were asked to suggest some of the ways that relationships can be improved based on their experiences. The majority of them agreed that social work-events are a very good chance for employees to get close. Specifically, **Participant E** mentioned *" If we had regular team tasks and social activities, we would have more chances to get to know one another better and create stronger friendships"*

Participant D highlighted:*" When the season started all new employees were invited to a party that happened for that reason… it was the day that I came closer to my colleagues from my department".* Similarly, Participant E said that *" During the first days that we went to the resort there were for some weeks orientations for new-comers. It was my chance to create new friendships".*

Theme 10: impact of salary differences

Salary plays a major role in each position in every single job as it influences employees' motivation , satisfaction and perfomance. There is a huge debate surrounding salary differences between employees - employees but also between employees and managers. Half of the participants support the salary differences unfair based on the qualifications that each employee has and based on the hours that he/she spends on the job Therefore they supported that they are affected by that on both colleagues relationships and job performance.On the contrary some participants highlights that salary differences are fair enough as nobody has the same experience or knowledge especially when it has to do with managerial positions. **Participant G** *" All workers will experience respect and appreciation at work if they receive equitable compensation.That is , that they will not feel unjustified…Job satisfaction is enhanced by equitable and fair treatment in all the fields."*

 In a different way **Participant C** answered:*" Definitely salary differences influence job performance because someone who has a high income will try more and more while somenos who does not can think why am i trying so hard ? I am getting paid enough to let my manager do it who takes more money and this is his/her task" .*

IV.   DISCUSSION

The findings of this study highlight the strong interconnection between psychological empowerment, organizational citizenship behavior (OCB), and job performance in the hospitality sector. Participants' experiences reflect key themes previously identified in the literature, reinforcing the importance of autonomy, motivation, and interpersonal dynamics in enhancing work-related outcomes.

Psychological empowerment emerged as a major contributor to both job satisfaction and job performance. As supported by Mohsen (2014) and Ölcer (2015), dimensions such as meaning, self-determination, and impact have a stronger influence on these outcomes than competence. Participants emphasized that having meaningful roles and greater autonomy increased their motivation and commitment. This affirms the view that when employees feel empowered, their engagement and performance improve accordingly.

Similarly, the role of OCB was confirmed as vital in fostering workplace collaboration and increasing performance levels. Previous research has shown that OCB enhances job satisfaction, subjective well-being, and overall job effectiveness (Al-Mahasneh, 2015; Yurcu & Akinci, 2017). Participant perspectives mirrored these findings, noting that supportive behaviors and cooperative relationships directly influenced their satisfaction and productivity. Additionally, the mediating role of job satisfaction between OCB and job performance, as found by Waqiah et al. (2021), was evident in participant comments highlighting the motivational effect of recognition and informal rewards for discretionary behaviors.

The dual influence of empowerment and OCB on job performance also resonated with participants' experiences. They emphasized the value of being appreciated and receiving constructive feedback, aligning with Degago's (2014) findings that positive reinforcement enhances confidence and commitment. This supports the notion that both psychological empowerment and OCB operate through motivational and behavioral pathways to improve performance.

Participants also linked low empowerment and poor interpersonal dynamics to high turnover intentions, supporting AlKahtani et al.'s (2021) conclusion that such factors contribute to organizational exit. The findings suggest that promoting empowerment and relational harmony may reduce turnover, which is particularly important in hospitality settings where staff retention is critical.

Furthermore, concerns about salary differences and perceived pay injustice were prominent. Participants reported that unequal compensation undermines motivation, which aligns with Lambert et al.'s (2020) findings on the role of fairness in shaping employee attitudes and behaviors. Addressing pay equity was seen as essential for maintaining satisfaction and high performance.

Furthermore, participants highlighted that social gatherings and team-building activities contribute significantly to the development of meaningful interpersonal relationships, fostering trust, collaboration, and team cohesion. This insight is consistent with the findings of Salas et al. (2005), who emphasized that structured social interactions enhance teamwork and positively influence performance outcomes.

When considered alongside the existing body of literature, the study's conclusions offer a comprehensive understanding of the key factors influencing employee motivation and satisfaction within the hotel industry. This integrated perspective highlights the interplay between psychological, relational, and organizational variables that contribute to workforce effectiveness and well-being in hospitality settings.

Limitations of the study

This study, while offering meaningful insights into the relationship between psychological empowerment, organizational citizenship behavior (OCB), and job performance within the context of Greek hotel employees, is not without limitations. Firstly, the research was confined to a small and specific sample—eight individuals from the Food and Beverage department of a single luxury hotel in Greece. This narrow scope limits the generalizability of the findings to other departments, hotel types, or regions, reducing the study's external validity. Additionally, the qualitative design relied heavily on self-reported data from semi-structured interviews, which introduces potential biases such as social desirability and subjectivity. These personal perceptions, while rich in depth, may not fully reflect actual behaviors or organizational outcomes. Furthermore, the study lacked a comparative element; it did not examine how empowerment and OCB might vary across different organizational settings, which could have provided more context.

Suggestions for further research

Including a larger and more diverse sample across multiple hotel departments and various geographic locations in Greece—or even internationally—would enhance the generalizability of the results and allow for a broader understanding of how psychological empowerment and OCB function across different contexts. Additionally, incorporating quantitative or mixed-methods approaches could strengthen the reliability of the findings by validating qualitative insights with measurable data. Longitudinal studies are also recommended, as they would allow for the observation of changes over time and better capture the dynamic nature of empowerment, citizenship behaviors, and job performance. Research that compares sectors, such as hospitality versus healthcare or retail, could reveal whether certain findings are industry-specific or more universal. Finally, incorporating perspectives from managers or HR professionals could offer a more comprehensive view, helping to align employee experiences with organizational policies and outcomes, and highlighting potential areas for managerial intervention and support. For future study , it is needed to explore wider the application of the findings in order to examine other sectors as well.

V. CONCLUSION

In conclusion, this qualitative study highlights the relationship between psychological empowerment and Organizational Citizenship Behavior (OCB) towards job performance regarding Greek hotel employees. In depth investigation and analysis will establish a clear overview regarding these elements and will highlight their importance in the Organizational settings. Taking into consideration that the focus will be given in the Food and Beverage Department, employees experiences and thoughts in combination with this research can provide an awareness and therefore to contribute in practical settings. Last but not least, this research is going to make a significant contribution in regard to organizational behavior with possibilities to enhance the work environment in contemporary workplaces.

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