

# A STUDY ON PSYCHOLOGICAL EMPOWERMENT AND ITS IMPACT ON INNOVATIVE WORK BEHAVIOUR IN THE PHARMACEUTICAL INDUSTRY

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**Abstract:** This study investigates the connection between creative work practices and psychological empowerment among pharmaceutical industry workers. A systematic questionnaire was used to gather data from 221 employees from various pharmaceutical companies who took part in the study. The impact of psychological empowerment dimensions – meaning, competence, self-determination, and impact – on individual innovation was evaluated using quantitative analysis, including correlation and regression techniques. The results show a strong favourable correlation between creative work practices and psychological empowerment. Workers that feel more empowered are more inclined to come up with ideas, try new things, and put innovative solutions into practice. These findings have significant practical ramifications for the pharmaceutical sector, where growth and competitiveness depend heavily on innovation. By increasing employee autonomy, offering chances for ongoing learning, and fostering a strong sense of purpose at work, HR managers and organisational leaders can encourage innovative behaviour. Organisations can increase employee engagement and maintain long-term adaptability in a changing business environment by bolstering empowerment strategies.

**Keywords:** Psychological Empowerment, Innovative Work Behaviour, Pharmaceutical Industry, Employee Engagement

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## INTRODUCTION OF THE PHARMACEUTICAL INDUSTRY

With a long history of offering people all around the world reasonably priced, high-quality pharmaceuticals, India's pharmaceutical sector is undoubtedly a global powerhouse. Its strong infrastructure, knowledgeable staff, and remarkable growth trajectory have solidified its standing as the 'pharmacy of the world'. In addition to meeting domestic healthcare demands, the industry's focus on generic pharmaceuticals, over-the-counter treatments, vaccines, and other categories has met demand worldwide. India's compliance with stringent regulatory standards, such as those set by the USFDA, speaks volumes about its commitment to quality and safety. Furthermore, the substantial contribution of Indian pharmaceutical companies to the provision

of antiretroviral medications for the fight against AIDS highlights their crucial role in tackling important global healthcare issues. With a vast network of drug companies and manufacturing units, along with a talented pool of scientists and engineers, India is well-positioned to continue leading the global pharmaceutical sector into a future of innovation and accessibility. The Indian pharmaceutical industry has indeed undergone a remarkable transformation, emerging as a vital player on the global stage. Renowned for its generic medicines and cost-effective vaccines, it has solidified its position as a key contributor to global healthcare. Currently ranking third in pharmaceutical production by volume and 14<sup>th</sup> largest in terms of value, the Indian pharma sector makes a significant contribution to the country's GDP, reflecting its economic importance. The sector's growth trajectory is further underscored by projections from the recent EY

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FICCI report, which anticipates the Indian pharmaceutical market to reach a value of USD130 billion by 2030. This growth is fuelled by a growing consensus on providing innovative therapies to patients, aligning with evolving healthcare needs.

Furthermore, the global pharmaceutical market's expanding size, estimated to surpass the USD1 trillion mark in 2023, presents ample opportunities for Indian pharmaceutical companies to tap into international markets and contribute to the industry's growth on a global scale. With its proven track record in producing high-quality medications at affordable prices, coupled with a focus on innovation and expansion, the Indian pharmaceutical industry is poised for continued success and leadership in the years to come.

## INTRODUCTION OF TOPIC

Psychological empowerment, a concept that has garnered increasing interest since the 1980s, is defined as the intrinsic motivation derived from a sense of self-control and active engagement with one's work role. This multifaceted construct comprises four key cognitions – meaning, self-determination, competence, and impact – representing a dynamic state or active orientation towards work.

To create a sense of purpose and significance in one's responsibilities, the meaning dimension entails matching one's professional role with personal views, values, and standards. Self-determination refers to a person's independence and control over their behaviour, enabling them to make choices and accept responsibility for their work. Competence is a reflection of one's confidence and sense of efficacy in carrying out tasks at work. Impact is based on the idea that one may change the work unit and have an impact on the managerial process, which promotes a sense of agency and contribution. These aspects are interrelated and impacted by several variables, including work design, leadership, organisational support, individual and team traits, and organisational structure.

Transformational leadership, another influential concept in organisational psychology and management, is a leadership style that instigates positive and valuable changes in both individuals and social systems. This approach aims to foster followers' development into leaders by establishing a connection between their identity and the organisation's mission, serving as a role model that inspires, encouraging greater ownership of work, and understanding strengths and weaknesses to optimise performance.

The full range of transformational leadership encompasses four components:

- *Individualised Consideration*

Addressing each follower's needs, acting as a mentor or coach, listening to concerns, and providing empathy and support. This involves maintaining open communication, presenting challenges, and acknowledging individual contributions, fostering intrinsic motivation and self-development.

- *Intellectual Stimulation*

Challenging assumptions, taking risks, and seeking followers' ideas to foster creativity and independent thinking. Leaders encourage learning, view unexpected situations as opportunities for growth, and engage followers in critical thinking and innovation.

- *Inspirational Motivation*

Articulating an appealing vision, setting high standards, and communicating optimism about future goals. Effective communication skills make the vision understandable, precise, and powerful, providing purpose and meaning that motivate followers to invest effort and believe in their abilities.

- *Idealised Influence*

Setting an example of moral behaviour, inspiring pride, winning respect, and garnering trust. Transformational leaders cultivate a positive company culture and facilitate organisational success by modelling principles and behaviours that inspire followers. Because transformational leadership can improve followers' motivation, morale, and performance, it has become a popular development strategy in many Western societal sectors, including governmental institutions. Understanding and incorporating these ideas can help organisations achieve their objectives and develop a successful workforce as they try to create empowering workplaces and promote leadership effectiveness.

## LITERATURE REVIEW

Almulhim (2020), The study looked into how employees' psychological empowerment influences the relationship between knowledge sharing and creative work practices in Saudi Arabia's telecom industry. Knowledge sharing and creative work practices are positively and significantly correlated, according to the results of the research using Smart-Partial Least Squares (PLS).

Reuvers et al. (2008), With an emphasis on the moderating effects of manager and employee gender, this study examines the relationship between transformational leadership and creative work behaviour among employees. There is a

strong and favourable correlation between transformational leadership and creative work practices, according to data gathered from four Australian hospitals and 335 respondents.

Afsar and Umrani (2019), The findings demonstrated that the relationship between transformational leadership and innovative work behaviour was mediated by employees' motivation to learn and their innovative work behaviour. The study also demonstrated that the association between transformational leadership and workers' innovative work behaviour is moderated by job complexity and innovation climate.

Kustanto (2020), The goal of this study is to ascertain how psychological empowerment influences the relationship between transformational and transactional leadership and creative work practices. 53 permanent workers in JTV Surabaya's news, production and programming departments participated in this study. Partial Least Squares (PLS) was used to examine the study's data to ascertain the correlation between the variables.

Baig et al. (2021), The study aimed to determine the most effective leadership strategy for enhancing worker performance in Pakistan's textile industry while evaluating the impact of various leadership philosophies, such as transactional, transformational, and laissez-faire. The results indicated that transformational leadership styles could improve worker performance, suggesting possible advantages for management, workers, and policymakers in putting such strategies into practice.

Singh and Sarkar (2012), While inventive conduct and job involvement were evaluated by colleagues, psychological empowerment factors were self-rated in this study of 401 female primary school teachers in India. Dimensional analysis is used to comprehend ideas by making connections. The study also looks at how job involvement functions as a mediator in this relationship.

Hassanpoor (2012), This study was aimed to investigate the impact of organisational factors, supervision style, reward system, and job design on psychological empowerment with a sample size of 242. Pearson test, one sample t-test, multiple-variable regression, and path analysis were used in the analysis. Research findings indicate there is a significant relationship among organisational factors, supervision style, reward system, and job design with psychological empowerment.

## RESEARCH OBJECTIVES

- To study opinions of employees (employed in pharmaceutical industry) about psychological

empowerment based on four dimensions (meaning, competence, impact, self-determination).

- To study opinions of employees (employed in the pharmaceutical industry) about innovative work behaviour.
- To know the relation between psychological empowerment and innovative work behaviour.
- To know association between gender and the work that I do is important to me (own belief).
- To know association between generation of original solutions for problems and confidence about ability to perform job.
- To know association between focusing attention on issues that are not part of daily work and the belief of your work importance.
- To know association between introducing new ideas into workplace and having significant influence over your department.

## Scope of the Study

- Such research can be implemented elsewhere to understand psychological empowerment impact on innovative work behaviour, based on large sample size to get accurate and unbiased insights out of research.
- Expansion of this research work can be done in other areas such as other cities and states.

## LIMITATIONS OF THE STUDY

- This study is conducted only in Ahmedabad city.
- There are many factors or variables of psychological empowerment and innovative work behaviour but only some are taken for opinion consideration.
- It might be possible that some respondents provide incorrect or biased opinions.
- Many research papers have used Smart-Partial Least Squares (PLS), PLS, multiple regression models analytical tools to define significant relationships (positive, negative); we have only considered whether there is association between variables.

*Research Design:* Descriptive research and hypothesis testing.

*Research Approach:* Survey method.

*Research Instrument:* Structured questionnaire.

Data Sources:

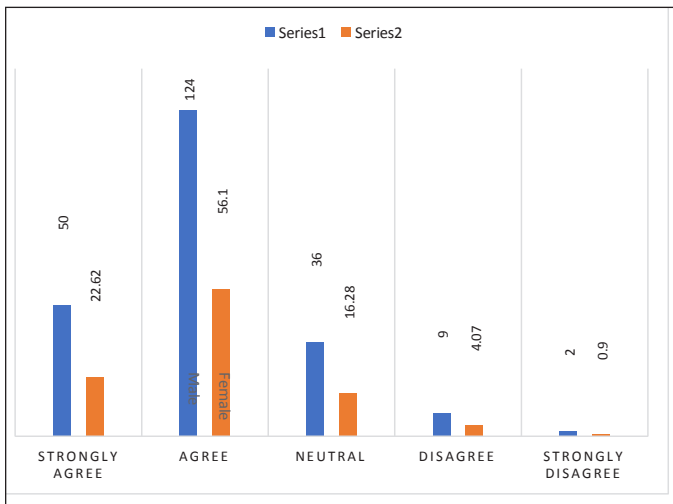
- Secondary Data: Online websites, journals, and articles.
- Primary Data: Sample of employees of pharmaceutical industry from Ahmedabad city.

Sampling Design:

- Sampling Frame: Employees of pharmaceutical industry from Ahmedabad city.
- Sampling Unit: Employees of pharmaceutical industry.
- Sample Size: 221.
- Sampling Method: Non-probability convenience sampling.
- Statistical Tools Used: Chi-square test.

I Am Confident About My Ability To Do My Job (Competency)

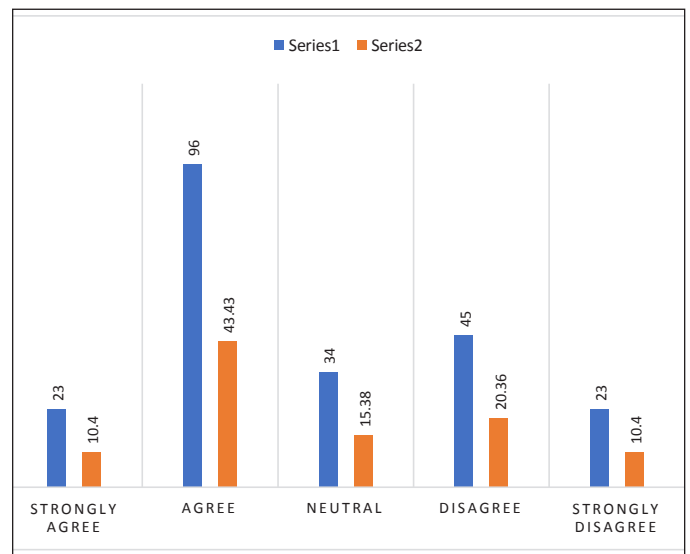
Opinion	Count	Percentage
Strongly agree	50	22.62
Agree	124	56.1
Neutral	36	16.28
Disagree	9	4.07
Strongly disagree	2	0.9
Total	221	100



Interpretation: From the above chart we can say that the highest number of respondents agree (124, 56.1%) and strongly agree (50, 22.62%) that they are confident about their ability to do their job, while very few respondents disagree.

I Generate Original Solutions for Problems (Idea Generation)

Opinion	Count	Percentage
Strongly agree	23	10.4
Agree	96	43.43
Neutral	34	15.38
Disagree	45	20.36
Strongly disagree	23	10.4
Total	221	100



Interpretation: From 221 respondents, the highest number of respondents agree (96, 43.43%) that they generate original solutions for problems while disagree (45, 20.36%) and some strongly disagree (23, 10%).

Chi-Square Test

H0: There is no association between the generation of original solutions for problems and confidence about ability to perform job.

H1: There is an association between the generation of original solutions for problems and confidence about ability to perform job.

- Count of I generate original solutions for problems.
- Count of I am confident about my ability to do my job.

**Expected = (Row Total\*Column Total)/Grand Total**

Row Labels	1)	2)	Row Total
Strongly agree	36.5	36.5	73
Agree	110	110	220
Neutral	35	35	70
Disagree	27	27	54
Strongly disagree	12.5	12.5	25
Grand Total of Columns	221	221	442

**Operation of Chi-Square Formula – Chi-Square = (o-e)<sup>2</sup>/e**

Row Labels	1)	2)
Strongly agree	4.99315068	4.993151
Agree	1.78181818	1.781818
Neutral	0.02857143	0.028571
Disagree	12	12
Strongly Disagree	8.82	8.82
Grand Total of Columns	221	221

The chi-square analysis demonstrates a statistically significant association between the generation of original solutions for problems and confidence about the ability to perform the job ( $\chi^2 = 55.24$ ,  $df = 4$ ,  $p < 0.05$ ). This suggests that employees who frequently engage in original problem-solving are more likely to express higher levels of confidence in their job performance. The strong chi-square value indicates that the relationship is not random but meaningful within the sample. However, to strengthen the analysis, it is recommended to report an effect size measure such as Cramer’s V, which would help in assessing the practical significance of the association.

Chi-square = (o-e)<sup>2</sup>/e, df = row-1\*column-1

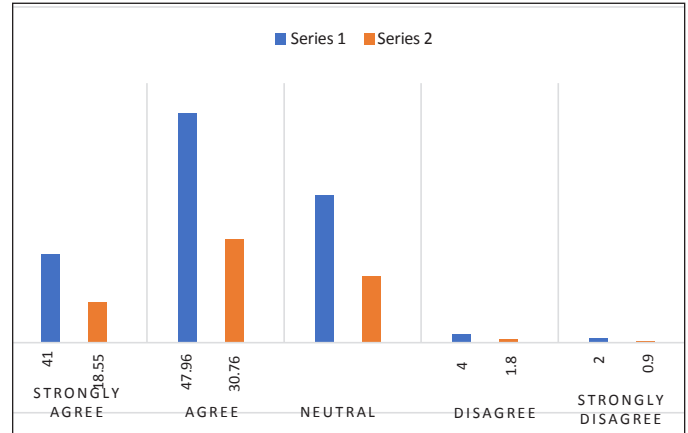
Chi-square value	8.470806
df	4
p-value of chi-square	0.0338E-11

*Interpretation:* Here,  $p < 0.05$  so we accept H1 and conclude that there is an association between generation of original solution for problems and confidence about ability to perform job.

**The Work That I Do is Important to Me (Meaning)**

Opinion	Count	Percentage
Strongly agree	41	18.55
Agree	106	47.96
Neutral	68	30.76

Opinion	Count	Percentage
Disagree	4	1.8
Strongly disagree	2	0.9
Total	221	100



*Interpretation* From the above bar chart, we can say that majority of the respondents agree and strongly agree that the work they do is very important to them.

**I Pay Attention to Issues That are Not Part of My Daily Work (Opportunity Exploration)**

Opinion	Count	Percentage
Strongly agree	13	5.88
Agree	102	46.15
Neutral	31	14.02
Disagree	63	28.5
Strongly disagree	12	5.42
Total	221	100

*Interpretation:* From the above bar chart we can say that of the 221 respondents more than 50% agree that they pay attention to the issues that are not part of their daily work.

**Chi-Square Test**

H0: There is no association between I pay attention to issues that are not part of my daily work and the belief of your work importance.

H1: There is an association between I pay attention to issues that are not part of my daily work and the belief of your work importance.

- Count of I pay attention to issues that are not part of my daily work.
- Count of the work that I do is important to me.

**Operation of Chi-Square Formula – Chi-Square = (o-e)<sup>2</sup>/e**

Row Labels	1)	2)
Strongly agree	3.259259259	3.259259
Agree	0.038461538	0.038462
Neutral	0.914141414	0.914141
Disagree	1.97761194	1.97761
Strongly disagree	0.571428571	0.571429
Grand Total of Columns	221	221

Chi-square test

Chi-square = (o-e)<sup>2</sup>/e, df = row-1\*column-1

Chi-square value	5.52180545
df	4
p-value of chi-square	0.042364E-18

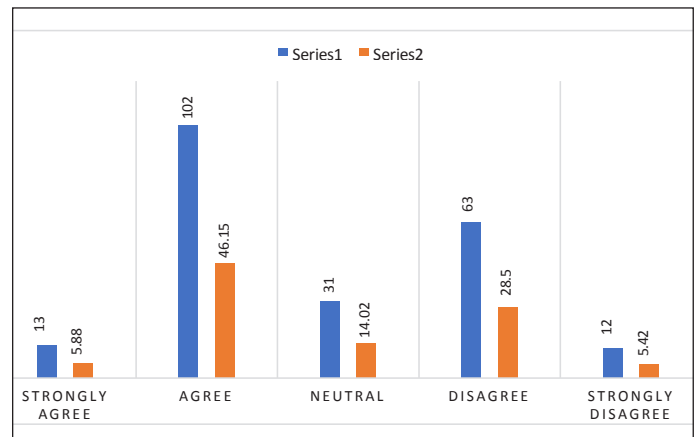
*Interpretation:* The chi-square test was conducted to examine the association between paying attention to issues that are not part of daily work and the belief in the importance of one’s work. The calculated chi-square statistic ( $\sum (O-E)^2/E = 6.76$ ,  $df = 4$ ,  $p > 0.05$ ) indicates that the association is not statistically significant at the conventional 5% level. This suggests that employees’ tendency to engage with issues beyond their routine tasks does not have a meaningful association with their perceived importance of work. While the result does not support the alternative hypothesis, it highlights the possibility that other factors – such as intrinsic motivation, job design, or organisational culture – may play a stronger role in shaping employees’ sense of work importance. To improve robustness, it is advisable to complement this test with effect size measures (e.g., Cramer’s V) and to explore whether specific subgroups (e.g., based on job role or tenure) show different patterns. A clearer visualisation, such as a clustered bar chart, may also help in presenting the findings effectively.

**I Have Significant Influence Over What Happens in My Department (Impact)**

Opinion	Count	Percentage
Strongly agree	30	13.57
Agree	107	48.41
Neutral	27	12.21
Disagree	41	18.55
Strongly disagree	16	7.23
Total	221	100

**I Systematically Introduce Innovative Ideas into Work Practices (Implementation)**

Opinion	Count	Percentage
Strongly agree	23	10.4
Agree	103	46.6
Neutral	30	13.57
Disagree	50	22.62
Strongly disagree	15	6.78
Total	221	100



*Interpretation:* From the above bar chart we can see that 103 (46.6%) respondents agree and 23 (10.4%) strongly agree so we can conclude that more than 50% respondents systematically introduce innovative ideas in the work place.

**Chi-Square Test**

H0: There is no association between introducing new ideas in the work place and having significant influence over your department.

H1: There is an association between introducing new ideas in the work place and having significant influence over your department.

- Count of I systematically introduce innovative ideas into work practices.
- Count of I have significant influence over what happens in my department.

**Operation of Chi-Square Formula – Chi-Square = (o-e)<sup>2</sup>/e**

Row Labels	1)	2)
Strongly agree	0.0062264151	0.0062264151
Agree	0.038095238	0.038095238

Row Labels	1)	2)
Neutral	0.00078947368	0.00078947368
Disagree	0.05054945	0.05054945
Strongly disagree	0.016129032	0.016129032
Grand Total of Columns	221	221

Chi-square test

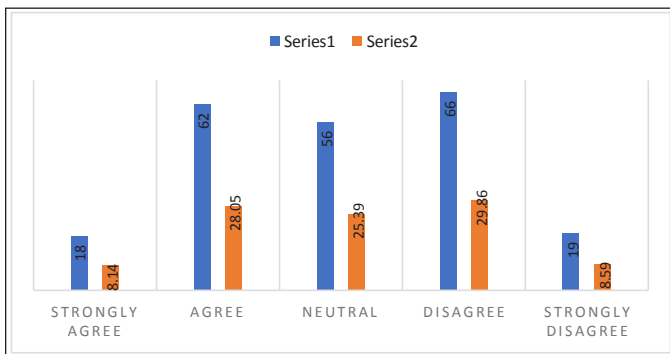
Chi-square =  $(o-e)^2/e$ ,  $df = row-1 * column-1$

Chi-square value	1.08098147
df	4
p-value of chi-square	0.010867162

*Interpretation:* Since the p-value (0.0109) < 0.05, we reject the null hypothesis ( $H_0$ ) at the 5% significance level. This indicates that there is a statistically significant association between the two categorical variables under study. In other words, the distribution of responses is not independent – the variables are related.

**I Have Considerable Opportunity for Independence and Freedom in How I Do My Job (Self-Determination)**

Opinion	Count	Percentage
Strongly agree	18	8.14
Agree	62	28.05
Neutral	56	25.39
Disagree	66	29.86
Strongly disagree	19	8.59
Total	221	100



*Interpretation:* As we can see in the chart 62 (28.05%) respondents agree and 18 (8.14%) strongly agree, while 66 (29.86%) disagree and 19 (8.59%) strongly disagree. And 56 (25.39%) are neutral. We can conclude that equal number of respondents agree and disagree about having considerable opportunity for independence and freedom in how they do their job, while some of them are neutral about this.

**Chi-Square Test**

$H_0$ : There is no association between generating original solutions for problems and having significant influence over what happens in one’s department.

$H_1$ : There is an association between generating original solutions for problems and having significant influence over what happens in one’s department.

- Count of I generate original solutions for problems.
- Count of I have significant influence over what happens in my department.

**Operation of Chi-Square Formula – Chi-Square =  $(o-e)^2/e$**

Row Labels	1)	2)
Strongly agree	0.162264151	0.162264151
Agree	0.098029557	0.098029557
Neutral	0.401639344	0.401639344
Disagree	0.093023256	0.093023256
Strongly disagree	0.0028205128	0.0028205128
Grand Total of Columns	221	221

Chi-square test

Chi-square =  $(o-e)^2/e$ ,  $df = row-1 * column-1$

Chi-square value	2.766322872
df	4
p-value of chi-square	0.028553257

*Interpretation:* Since the p-value (0.0286) < 0.05, we reject the null hypothesis ( $H_0$ ) at the 5% level of significance. This means there is a statistically significant association between the two categorical variables. The observed relationship is not due to random chance, and the variables are dependent.

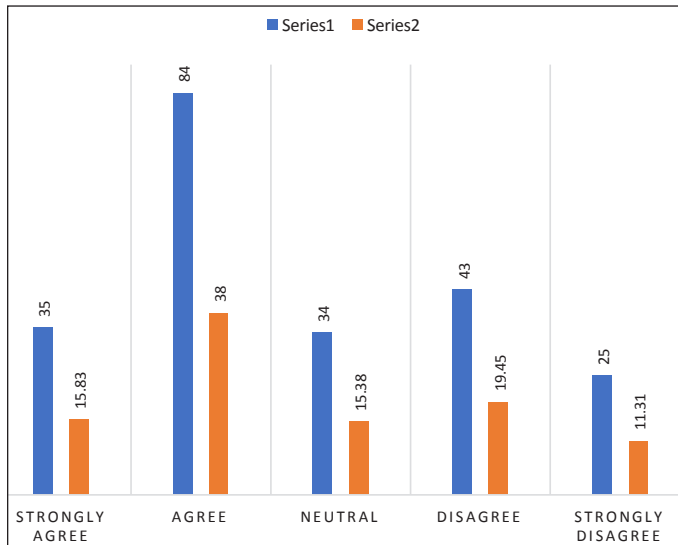
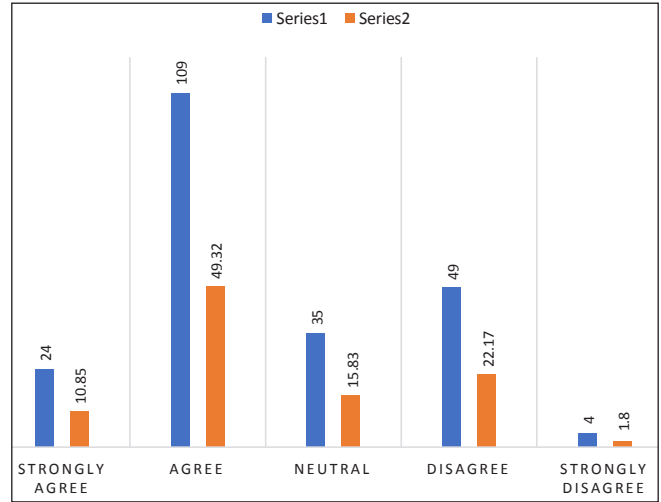
**My Impact on What Happens in My Department is Large (Impact)**

Opinion	Count	Percentage
Strongly agree	35	15.83
Agree	84	38
Neutral	34	15.38
Disagree	43	19.45
Strongly disagree	25	11.31
Total	221	100

*Interpretation:* From 221 respondents 50% respondents agree and strongly agree that their impact on what happens in their department is large.

**I Am Self-Assured About My Capabilities to Perform My Work Activities (Competency)**

Opinion	Count	Percentage
Strongly agree	46	20.81
Agree	122	55.2
Neutral	34	15.38
Disagree	17	7.69
Strongly disagree	2	0.9
Total	221	100



*Interpretation;* From the above bar chart we can say that more than 50% respondents agree and strongly agree that they are self-assured about their capabilities to do their job, while others are neutral, disagree, and strongly disagree.

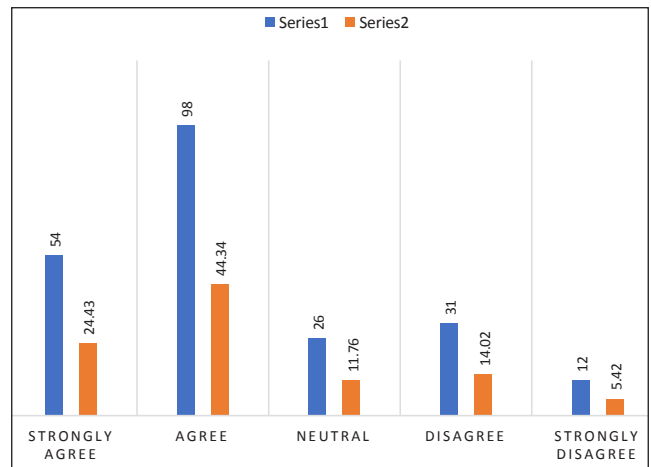
**I Search Out New Working Methods, Techniques, or Instruments (Idea Generation)**

Opinion	Count	Percentage
Strongly agree	24	10.85
Agree	109	49.32
Neutral	35	15.83
Disagree	49	22.17
Strongly disagree	4	1.8
Total	221	100

*Interpretation:* From the above chart we can say that 60% respondents agree and strongly agree about searching out new working methods, techniques, or instruments, while other respondents are neutral and disagree on this.

**I Contribute to the Implementation of New Ideas (Implementation)**

Opinion	Count	Percentage
Strongly agree	54	24.43
Agree	98	44.34
Neutral	26	11.76
Disagree	31	14.02
Strongly disagree	12	5.42
Total	221	100



*Interpretation:* From the above bar chart we can say that more than 65% respondents agree and strongly agree about contributing to the implementation of new ideas. Others are neutral, disagree, and strongly disagree.

## Chi-Square Test

*H0*: There is no association between gender and the work that I do is important to me (own belief).

*H1*: There is an association between gender and the work that I do is important to me (own belief).

- Count of gender.
- Count of the work that I do is important to me.

**Operation of Chi-Square Formula – Chi-Square =**  
 **$(o-e)^2/e$**

Opinion	Female	Male
Strongly agree	0.098515879	1.291285246
Agree	0.450649083	1.160540507
Neutral	7.41025641	3.806638567
Disagree	0.30413273	0.156232567
Strongly disagree	2.572066365	1.321266968

Chi-square test

Chi-square =  $(o-e)^2/e$ ,  $df = \text{row}-1 * \text{column}-1$

Chi-square value	18.57158432
df	4
p-value of chi-square	0.000953827

*Interpretation:* Since the p-value (0.00095) < 0.05, we reject the null hypothesis (*H0*) at the 5% significance level. This indicates a highly significant association between the two categorical variables. The likelihood that this relationship is due to chance is very low (<0.1%).

## FINDINGS AND DISCUSSION

The demographic analysis shows that out of 221 respondents, 75% were male and 25% female, with the majority employed in leading pharmaceutical companies such as Intas, Swiss, and Zydus. This indicates that the study sample is both industry-relevant and representative of the competitive pharmaceutical sector, which is consistent with prior research emphasising male-dominated participation in technical industries (Khan, 2021). In terms of innovative work behaviour (IWB), 65% of respondents agreed or strongly agreed that they contribute to the implementation of new ideas. Similarly, 60% reported actively searching for new working methods, techniques, or instruments. These findings reinforce the view of Janssen's (2000) model of IWB, which highlights idea generation and idea promotion as key dimensions of workplace innovation. The high proportion of agreement suggests that psychological

empowerment plays a critical role in fostering proactive problem-solving and adaptability in dynamic industries such as pharmaceuticals.

Half of the respondents indicated strong confidence in their job capabilities, and an equal proportion agreed that their influence on departmental outcomes was substantial. This aligns with Bandura's (1997) theory of self-efficacy, which links employees' confidence in their abilities to greater persistence, creativity, and resilience at work. Moreover, the significant chi-square associations found between variables such as 'focusing on issues beyond daily work' and 'perceived work importance' further demonstrate how empowerment dimensions – particularly meaning and impact – translate into higher engagement. Interestingly, while 46.6% of respondents reported systematically introducing innovative ideas into their workplace, nearly 30% expressed neutrality or disagreement regarding autonomy in their roles. This reflects the tension between organisational structures and employees' desire for independence, echoing findings from Deci and Ryan's Self-Determination Theory (1985), which emphasises autonomy as a central driver of intrinsic motivation and innovative behaviour.

Furthermore, associations between 'introducing new ideas' and 'influence over departmental decisions' highlight the importance of empowerment in organisational innovation. Employees who perceive themselves as impactful are more likely to initiate and sustain new practices, thereby contributing to both individual and organisational performance. Finally, strong agreement (78.7%) on the dimension of job confidence demonstrates that empowerment significantly enhances employees' belief in their capability to perform. This directly supports Conger and Kanungo's (1988) framework of psychological empowerment, which identifies competence and self-efficacy as central to innovative action.

## SUGGESTIONS

- Based on analysis of the research, we observed that people who have less psychological empowerment are not able to pay attention to the details or work which is not part of their daily tasks. They lack the skill of innovative idea generation.
- In this study, it was observed that those who believed in their capabilities and felt strongly attached to work and its impact have the skills to identify opportunities for new modification, generate new ideas, and support implementation process.
- Our suggestion is that to bring innovation in the organisation, leaders should support employees to become more empowered. If employees are

psychologically empowered they will have innovative work behaviour.

- Practices such as appreciation, guidance, and one-on-one meetings to solve issues should be adopted to support employees.

## CONCLUSION

This research investigates the psychological impact of employee empowerment – specifically meaning, competence, self-determination, and impact – on innovative work behaviour, reflected through originality, fluency of ideas, and problem sensitivity. The findings demonstrate a significant association between empowerment dimensions and innovative outcomes, suggesting that employees who perceive higher levels of autonomy, competence, and purpose are more likely to engage in creative problem-solving and idea generation. These results align with established frameworks such as Conger and Kanungo's model of empowerment and Janssen's conceptualisation of innovative work behaviour, thereby contributing both theoretical and practical insights. From a managerial perspective, the study highlights the importance of fostering empowerment practices to enhance innovation, particularly in competitive and dynamic industries such as pharmaceuticals.

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