



# The Effect of Perceived Organizational Support on Championing Behavior of IT Professionals: Mediating Role of Psychological Empowerment

**Akifa Tahira**

School of Business and Economics,  
University of Management and Technology,  
Lahore, Pakistan

**Waqas Farooq \***

Hailey College of Banking and Finance,  
University of Punjab, Lahore, Pakistan

**Imran Akbar**

School of Business and Economics,  
University of Management and Technology,  
Lahore, Pakistan

**Abstract:** The study's goal was to examine the mediation of Psychological empowerment in the relationship between Perceived Organizational Support (POS) and Championing Behavior of Information Technology (IT) Professionals. The research aimed to answer the questions regarding the effect of POS on Championing Behavior of IT Professionals with the indirect mediation of Psychological Empowerment. Data were collected from 220 IT professionals in an organizational setting. In contrast, data were collected through a cross-sectional design. Process Hayes model 4 was used for statistical analysis. The results depicted full positive mediation while revealing that POS increases when there is a mediation of Psychological empowerment in it. Additionally, it also explains that championing behavior is affected by organizational behavior and psychological factors. Results highlight HR systems' importance in providing organizational support and empowerment to their employees. This present study will contribute to the research world in a dynamic way. It tells us how we can achieve an environment that will support innovation, change and learning aptitude. In the fast-paced globalized world that is inclined to advancements and changes, we have to be on the pulse of the world and that requires innovation.

**Keywords:** POS, psychological empowerment, championing behavior, IT professionals, work-related attitude

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## INTRODUCTION

Management researchers always search for new constructs to explain work-related attitudes and behaviors. Employees are the main building block in any organization, so their behaviors and attitudes are important in managing the overall organization. Every employee is different in its set of values and attitudes, which they perceive to be adopted by the organization (Pletzer, Bentvelzen, Oostrom, & De Vries, 2019). Sometimes unsuccessful, adapting these values leads to misbehaviors and less interest in work. Moreover, the Organizational environment affects the employee's behavior. The perception of working in the best organizational setup makes an employee feel secure and

\*Correspondence concerning this article should be addressed to Waqas Farooq, Hailey College of Banking and Finance, University of Punjab, Lahore, Pakistan. E-mail: [waqasfarooq@gmail.com](mailto:waqasfarooq@gmail.com)

psychologically happy. IT is the competitive and demanding sector of Pakistan. It has become a major contributor in developing countries. All over the world, the financial sector has become a clear leader in the growth of IT. The IT sector of Pakistan contributes 3.5 billion USD to GDP, which is about 1% of the total GDP (Pakistan Bureau of Statistics, 2019). However, Pakistani organizations have achieved significant growth but its diffusion has met many challenges. Pakistan need more international clients for the growth in this sector. In such circumstances employee is the one who can satisfy and bind their consumers (Xavier & Jepsen, 2015).

IT sector is very important part of economy as it contributes to almost every field whether its bank, educational institutes or any government/private organization. It is referred as introducing enhanced solutions that can be productive for new requirements, unsaid needs or existing market needs. It comes through unique and efficient products, services, techniques and business operating models that become available to end users; they may be companies, consumers or government institutes. To grow any industry, organizations need to focus on the protection of intellectual property. IT firms are moving in high-paced technically advanced domain and brain drain due to international market pull. Succession planning and motivation issues are likely to be faced in IT sector (Shah, 2017). At the same time, they need creative minds that can come up with the innovative solution to the problems, and at the same time engage in new technology and use the tactics to implement and sell that technology. These employees are called as "IT champions". Which are actively and vigorously promoting and pushing new projects. Organizations need to have creative minds that are able to come up with more solutions coming from the international market. Development of good business models are only possible when employees can work independently and by having full support from the organization (Rijal, 2016; Tariq & Mat, 2018).

The concept of POS was based on a series of experiments by Eisenberger and his peers in a paper by Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002). POS exists when employees has an insight that their organization values their thoughts and ideas and care about their welfare (Worley, Fuqua, & Hellman, 2009). POS has significance due to two aspects; Firstly, support has a reciprocal affect when employees perceive supporting behavior from the organization than they are willing to support organization in any way. Secondly, healthy and supportive workplace environment is vital. POS has a direct relationship with employee engagement. Studies have been, carried out to determine the potential effects of POS. Antecedents, namely Impartiality, manager guidance , support, incentives, desirable employment conditions, effects of POS, that has been identified in the meta analytic analysis by Rhoades and Eisenberger (2002). Likewise, POS has certain effects such as job satisfaction, optimistic attitude and interpersonal influences including emotional commitment. On the other hand Wayne, Shore, and Liden (1997) in their research tried to combine the antecedents of leader-member exchange and POS on conceptual similarities; however, the findings of the study showed that these two constructs have unique foundation based on their development, tenure and promotions. Shore and Wayne (1993) argued that employees feel obligated to deliver more when they have a perception that their organization is supportive to them, this argument is based on social exchange perspective. The results that they demonstrated in their theoretical model showed that POS is the strongest indicator of positive behavior. It further deducted POS is positively linked to involvement of employees with their organization. Alpkan, Bulut, Gunday, Ulusoy, and Kilic (2010) in their model showed a positive impact of organizational support, supervisor guidance and encouragement for new ideas and risk taking attitude on innovation.

In lieu to the competitive business world and the growing demands , studies have been focusing on the emotional motivation where the companies need an intervention and creative workers (Alpkan et al., 2010; Pimonratanakan, Intawee, Krajangsaeng, & Pooripakdee, 2017). Psychological motivation is a tool that inspires individual to give their best in order to fulfill their job requirements (Dewettinck, Singh, & Buyens, 2003). The Paper further argues that psychological empowerment is commonly used to inspire the intrinsic goal towards their job. Several key issues are underlined in the analysis by Spreitzer (1995) to better understand this concept. One of them is the constant variation of psychological empowerment. In other words, instead of being inspired; they might feel more or less motivated. This situation is not an issue as psychological empowerment is not a permanent attribute of character, but an awareness of a kind, which relies on personal perception of the world in which they are working (Wood & Bandura, 1989). There is a research paper by Amabile (1988) that examine the determinants and consequences of psychological empowerment This influence is however not specific to all kinds of management styles like transactional and transition forms. In comparison, the influence of self-esteem, locus of control, knowledge and incentives as an antecedent to innovation was explored by Dewettinck et al. (2003). One of the contributing factors to positive behavior as Jung, Chow, and Wu (2003) said is intrinsic motivation. In other words, these workers can be more efficient, and they can achieve a

higher level of self-efficiency, so that the capacity for effect on the workforce is increased by these factors. In fact, the capacity to exhibit any positive behavior could be expanded as a result of increased levels of self-effectiveness (Spreitzer, De Janasz, & Quinn, 1999).

Employee behavior is dependent on the perception that how the organization contributes to the wellbeing and growth of the employee. The different plans they have for their employees like remuneration, prosperity and others. Psychological empowerment can inspire employees in both ways emotionally and physically. Employee perception and thinking about the organization is reflected in their acts and practices (Aselage & Eisenberger, 2003). POS would reinforce positivity in employee's behavior and attitude and they will be more committed towards the organization resulting in productivity and satisfaction that will lead to retention of employees (Rhoades & Eisenberger, 2002). Behavior of employees depends upon the organizational culture. Better outcomes and high level of productivity is assumed to be the result of great workplace environment. Better workplace environment boosts the efficacy level of the employees and ultimately it will affect their productivity and behavior towards their organization. Innovative, knowledge intensive and highly skilled workforce is formed when there is comfortable organizational structure.

### ***Problem Statement***

IT defined by Shah (2017) as "a term that describes any technology which helps to store information". IT is being used as a tool of economic development, which is moving rapidly, and within a short period of time it has become an important part in modern industrial society. It has become the major contributor of progress in developed and developing countries. Though Pakistan has achieved significant growth in IT sector but is still lagging behind. This sector is contributing 1% to the GDP (Pakistan Bureau of Statistics, 2019). IT sector is one of the main sectors in any state Tabassum (2019). IT professionals are at constant pressure to deliver cost effective and efficient services.

There are 1800 IT companies registered in Pakistan, in which each firm and individual is unable to deliver its best. According to Dawn news article, 10,000 IT graduates pass out every year and enter the workforce industry of Pakistan. However out of all the total graduates, less than 1000 graduates are the pass outs of Tier 1 universities and half of them meet the requirements of the industry for the specialized input (Pakistan Bureau of Statistics, 2019). To be in a world race of technology advancement we must have highly skilled and knowledge intensive tech industry. Tech industry will not flourish without having highly skilled labor and creative minds that will be able to come up with the best solutions to problems that is being put forward by international clients, which is defined by Howell, Shea, and Higgins (1998) as those individuals who formally and informally promotes the idea with more energy and persistence. Development in the industry depends upon the workforce with more refined knowledge. Pakistan is still not able to enter the niche market of gaming which is 80% of the google and apple store revenue.

Good business models are only developed when the firm is supported by strong training system and comfortable organizational structures (Shah, 2017). Akhtar (2018) revealed that organizational structures pose a challenge to IT sector. Ineffective HR practice such as lack of employee engagements in decision-makings and rare implementation of development and training programs influence the employee morale and their level of motivation negatively. Moreover, because of the politics going on in organization makes the operation of smooth workflow impractical. Organizations are overwhelmed with work demands and decision makers use increase in workload as an excuse for not having proper trainings (Harris et al., 2018). Workload concerns are reported highest in yearly report, as IT professionals believe that workload limit the time they can spend on any sort of training.

Leadership support is very much important in grooming any employee. Branham (2019) in his paper states that some of the IT decision makers say that management does not see a tangible benefit in training employees and they don't authorize training even when its built into their budget. Stressful working environment can make an employee demotivated. Less support from the organization makes an employee feel neglected. Satisfied employees makes organizations more profitable. If an organization wants to retain employees, they must invest in their happiness by prioritizing their development. Empowering employees instead of managing them improves their accountability and service towards the organization. This can improve their job satisfaction and helps them to solve problems faster (Gigliotti, Vardaman, Marshall, & Gonzalez, 2019).

### ***Rationale of the Study and Research Gap***

Organizations are facing a dynamic, unpredictable, complex and uncertain operating environment. Organizations need to be able to change and grow as efficiently and effectively as possible in order to maintain high quality in

this environment. There are individuals within organization who catalyze and promote progress in this way; these individuals are known as "champions." Different definitions of champions are spread throughout existing research, where writers of papers quote different sources as they conceptualize champions. The development or encouragement of these humanistic leaders will help organization (Harris et al., 2018).

Howell et al. (1998) emphasized that ' without strategic selection, preparation and encouragement from business leaders, the championship will be an episodic event based on a combination of chance and exceptional individual effort to move through creative ideas. In a recent research De Clercq and Pereira (2020) pointed that organizational support stimulates the championing behavior. This study explains an important role of positive energy stemming from organization i.e., the perception of motivation between employer and employee spurs championing behavior and promote new ideas. This in turn enhance their professional growth and development and increase organizational effectiveness. Managers need to adequately recognize how champions benefit their projects and eventually add to project performance in order to effectively manage champions (Shim & Kim, 2018). Haq, De Clercq, and Azeem (2019) suggests that championing behavior is important for performance and it depends on how employees feel about their work. Technology is a major driver of Organizational development and change today, and IT champions may be a valuable practitioner to cultivate or empower actively as they emerge. The capacity of organizational leaders to effectively cooperate and/or execute projects is key to organizational growth and these champions may be useful in helping the various functions, departments and groups within and through organization's to work together and carry out tasks in harmony (Thakhathi, 2018). For a comprehensive model of the technology championing behavior phenomenon there is a need to know the mechanism which complement this role and to uncover that what makes the behavior of technology champion "tick" (Thakhathi, 2018). Moreover Islam, Furuoka, and Idris (2020) suggested to consider the effect of objectives and environments of different organizations on nurturing championing behavior.

The objectives of the current study are firstly, the effect of POS on championing Behavior. Secondly, the mediation of Psychological Empowerment in relationship between POS and Championing Behavior.

### ***Hypothesis Development***

**POS and champion behavior:** Employee behavior and their approach towards work are the outcomes of POS. Employees behave in a positive manner when they feel a high level support from the organization (Bowling, Eschleman, Wang, Kirkendall, & Alarcon, 2010). Researchers have argued that when workers are not satisfied and they receive no support from the employer, than the negative work stressors affect employee capability of work (Siegall & Cummings, 1995). It is argued that conflict arising at the level of lower management will give way to creative idea and thinking and it will improve performance , but the relationship conflict increases tension, anxiety and frustration that results in less focus and issues, Eisenberger, Rhoades, and Cameron (1999). The incentives and work environment that is given by organizations play a key role in POS. It is perceived that extrinsic motivation play an influential role in comparison to intrinsic motivation; as it gives them contentment in their work role and it is also said when an employee perceive that he/she is appreciated and encouraged it changes the negative behavior of an employee to positivity and efficiency (Howell & Shea, 2006).

Champions generates novel ideas and passionately & aggressively struggle with high management and other hurdles that are in the way of unique idea and turns it into constructive development Howell and Shea (2006). The optimistic attitude of Champions subsides all the barriers in the way of creativity and they don't give up even other things it impossible. Champions assign right person for the right task whenever the problem occurs, (Yang & Carless, 2013). Supportive work place creates a positive behavior in employees giving way to novel ideas and contentment. It will improve the work quality and will have a positive attitude with their colleagues.

**H1:** *POS has a positive impact on Champion Behavior.*

**POS and psychological empowerment** The Research of Hudson and Ritchie (2006) says that Psychological support is important to cope up with negative feelings. It is further said the ones who get support from relative or workplace are less affected by the discouraging/demotivating behaviors than the individuals who do not get psychological/emotional support. Adding to this concept they further said bullying in an organization is not a major issue if the management is taking it seriously and trying to curb it. According to Stander and Rothmann (2009) Psychological empowerment is a motivational and inspirational thought that give ways to positivity in your behavior and work. Environment of workplace and its perception taken by an employee plays a key role in building a positive though that gives you

strength. This mental peace and serenity is referred to psychological empowerment. A positive and a happy mind will deliver in an efficient and productive manner. They will feel connected to the organization and tendency to leaving the organization will be reduced. In addition, they will feel independent in their tasks.

Dietz and Den Hartog (2006) states that Emotional strength and peace is linked with various outcomes, out of which one is being duty full and obeying the hierarchal order. Ferreira, Neira, and Vieira (2012) highlight that devotion is liked with job satisfaction and with organizational support. It is said that employees are mentally focused when they feel they have organizational support with them. Employees that have organizational support and are given appreciation for their work; do their tasks efficiently with a positive mindset. In Patrick and Laschinger (2006) study, it has been indicated that positive perception of an employee towards their organization leads to a high commitment and creativity, in this scenario POS is a positive construct that give motivation to employee to work confidently and bring new and creative ideas. Along with organizational support, psychological empowerment creates a sense of leadership and a broader view towards any organization; this not only helps in the employee's satisfaction of their job but also leads to positive benefits for the organization.

**H2:** *Organizational support has positive impact on psychological empowerment.*

**Psychological empowerment and champion behavior:** Empowerment is a magical and inspirational word; employees that are empowered open new realms of growth for themselves as well as for people around them. It is a positive energy that brings creativity and dedication in them and that leads to outbreaks. This behavior is called champion behavior (Howell, Shea, & Higgins, 2005). Most studies have emphasized on the creative side of an employees. It is said that this behavior is linked with the generation of a new/novel idea that ultimately brings improvement in performance. Organizations face many challenges from the external surroundings. The leading factor which adds productivity and efficiency to the organizations growth is its human resources and its creative and dedicated behavior under a strong leadership that reinforces the organizational plans (Horniga, Hancock, & Valls-Pasola, 2013).

Employee creativity along with the structural and cultural forces present in the organization are considered significant for the change in the organization (Lichtenthal & Wilson, 1992). This type of change either is evolved from the organizational layers or may be planned by the administration. Organization that empower their employees and creates a learning and innovative environment are able to sustain and grow in the market. Psychological Empowerment is not a mere authority; it encompasses responsibility for new ideas and productive decisions for the organization which can bring some practical results towards the economic and organizational development (Lichtenthal & Wilson, 1992). Empowered employees participate in an active manner, have the decision making authority and they bring novel ideas that are accepted by the management and lastly they create a culture and environment of learning and advancement based on unique concepts (Lichtenthal & Wilson, 1992). Stander and Rothmann (2009) explained this creative behavior as the outcome of the psychological empowerment model, which comprises of self-esteem, sharing, and rewarding. Empowerment not only makes an impact on efficiency, excellence and dedication towards their work but also increase the level of creativity thus enhancing their level of proficiency, (Stander & Rothmann, 2009). Training, education and skill enhancement techniques will increase the confidence of employees and they will feel empowered in their work capacity thus giving way to progress. It will also open their mind to ideas and innovation, (Fong & Snape, 2015). This can be achieved through an organization culture that nourishes learning aptitude and innovative ideas; this will make employees positive and it will benefit them as well as their colleagues (Ghosh, Bharadwaja, Yadav, & Kabra, 2019).

**H3:** *Psychological empowerment is positively related to champion behavior.*

**POS and IT champions behavior is mediated by psychological empowerment:** When employee perceives that his organization is giving support in terms of basic rights, like social, economics, and others. It makes an impact on the psychological empowerment making them motivated. If an employee is intrinsically motivated, he will be contented with his job and it leads to championing behavior. Organizational support theory Krishnan and Mary (2012) explains the emotional side of the worker; when they feel their work in encouraged, they are given rights and protection than they build a sentimental obligation towards the organization and thus gives the best that can be seen in progressive performance. Mendes and Stander (2011) states that monetary benefit it is significant to engage and retain the employee. Managers need to know that how psychological effect makes an impact on the employee. In regard to this concept. De Klerk, Nel, Koekemoer, and Hill (2013) highlights that there is a link between mental peace & maintenance. It will be profitable for organizations to give more authority and capacity to their workforce to make them more engaged. This would lead to empowered employees.

IT Champions are good at problem solving; if they cannot fix the problem they engage the right person for the task and get the work done. They are passionate to achieve their innovative goal. It is not the task of a one-man superhero and they want to give this impression. It is a team work with a decided plan to achieve the goal (Howell et al., 2005). IT champions are individuals who informally arise in their areas by their creative outlook and get help & encouragement from their seniors Rost, Hölzle, and Gemünden (2007). They grow in a direction and make a substantial contribution for their organization by creative and positive and by passionately following the development path and doing pragmatic analysis, (Howell et al., 2005). It is only Possible if maximum organizational support is there which can effect employee psychologically and make them realize that organization is caring for them. Psychological Empowerment is used as a mediation in a paper by Shapira-Lishchinsky and Tsemach (2014) in which the role of leadership causing positive behavior was discussed. Psychological Empowerment as a mediation explains how the external events effects the internal Psychology. As discussed by Qatrunnada and Parahyanti (2019) Psychological Empowerment enhances the effect of organizational environment by causing motivation in the employees.

Similarly, IT Champions behavior is the type of behavior that creates optimism in the organization. This behavior along with organizational support not only benefits the organization but also the other employees and colleagues. This type of behavior gives self-confidence to the employees, which makes them leaders, rather than being follower. Mediation of psychological empowerment is creating a positive link between the other variables.

**H4:** POS and champion behavior is mediated by Psychological empowerment.

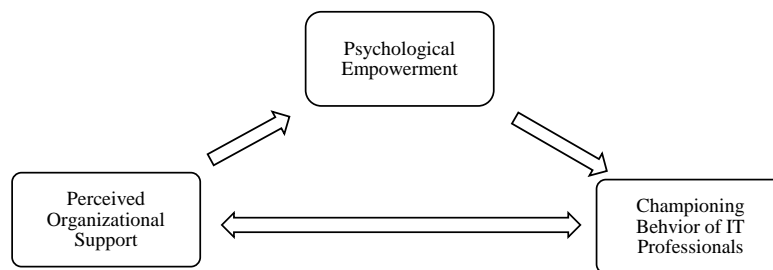


Figure 1 Research Framework

## METHOD

Population of the current study was selected from the service sector of Lahore in which we have specifically taken IT sector of Pakistan. Population was full time employees of IT industry. Managerial staff were handed over the questionnaire and data was collected in favorable slots so the respondents can provide the authentic information. The study comprised of 250 employees. This type of sampling along with cross sectional study saved the time of the researcher and enabled the ease of data collection.

The unit of analysis was the employees of IT sector of Pakistan specifically from Arfa Technology Lahore. Since there are 42 items in our questionnaire as per the thumb rule of Heyer et al  $42 \times 5 = 210$ . Surveys were distributed among 300 employees of 20 companies. Altogether the completed surveys which were received was 240 out of 300 and response rate = 80.0%.

All variables were measured on 1-5 Likert scale following 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). Spreitzer et al. (1999) scale was used to measure psychological empowerment with a scale of 12 items. POS was measured with 8 item shorter version of scale developed by Eisenberger, Huntington, Hutchison, and Sowa (1986). Champion Behavior was measured with 14-item scale developed by Howell et al. (1998). having three dimensions namely: expressing enthusiasm and confidence, persists under adversity, and gets the right people involved.

## Respondent Profile

Across all the employees there were male 50%, female 49.5%, age of the participants (18-24) 8.1%, (25-31) 28.6%, (32-38) 38.6%, (39-45), 19.5% 46 and above 5.2%, tenure with the current organization (less than 1 year), 11.4% (1-5years) 31.0%, (5-10 years) 29.5%, (10-15 years) 17.6%, (15 and above) 10.0%. 1.5% employees has 1 year experience, 1.4% has 2 years, 7.1% has 3 years, 5.7% has 4 years, 18.6% has 5 years, 30.0% has 6 years, 19.0% has 7 years, 7.6% has 8 years, 10.0% has 9 years total experience. And the employees who have done HSSC are 4.8%, Graduation 27.6%, Master 44.3%, and MPhil/PhD are 22.9% of the total respondents.

### Common Method Biases/Variance

Harman analysis was analyzed using principle axis factoring with one fixed factor. The results indicate that total variance explained is 18.05% which is well within the threshold value, so there is no issue of CMV.

### Correlation and Reliability

Psychological empowerment has significant relationship with POS and championing behavior as shown in the table below. Furthermore alpha reliability of all the variables are above the threshold values of .70.

Table 1 CORRELATION

	PE	POS	CB
PE	(.799)		
POS	.290**	(.786)	
CB	.477**	.457**	(.823)

### Regression Analysis

Our first hypothesis proposed that POS has positive impact on Psychological empowerment, which was proved, by having a look on the coefficient, which says that Psychological Empowerment is effected by POS by .2735. Second hypothesis states that Psychological empowerment is positively related to champion behavior and hence it is proved that Psychological empowerment effects champion behavior by .3501. Third hypothesis stated that POS has a positive impact on Champion behavior and it is proved that POS has an effect of .3063 on Championing behavior. In addition, our last hypothesis was of mediation, which states that POS and championing behavior is mediated Psychological empowerment and it is proved when indirect mediation was added POS increased from .3063 to .4020. By this, we understood that this model is positively mediated by Psychological empowerment. Thus, results are justifying the research and satisfying the research questions.

Table 2 REGRESSION ANALYSIS

	Outcome: Champion Behavior					
	R	R <sup>2</sup>	Coefficient	p	LLCI	ULCI
Constant	.5816	.3383	1.4431	.0000	.9948	1.8914
PE			.3501	.0000	.2416	.4587
POS			.3063	.0000	.2951	.5090
	Outcome: Champion Behavior					
	R	R <sup>2</sup>	Coefficient	p	LLCI	ULCI
Constant	.4571	.2090	2.3850	.0000	2.0139	2.7561
POS			.4020	.0000	.2951	.5090
	Total, Direct and Indirect Effect					
	Effect	p	LLCI	ULCI		
Total Effect of POS on CB	.4020	.0000	.2951	.5090		
Direct Effect of POS on CB	.3063	.0000	.2039	.4087		
Indirect Effect of POS on CB	.0957	.0000	.0337	.1771		

## DISCUSSION

According to [Kiani, Pordanjani, and Ebrahimi \(2018\)](#) POS is the general support at the workplace that will frame employees interpretations in their work. POS is also defined as an employee's perceptions that the organizations cares about their contributions and values them ([Alnaimi & Rjoub, 2021](#)). High POS will automatically reduce the

stress and absenteeism of the employees and there will be decreased turnover and positive behavioral organizational outcomes. Social exchange theory, is said to be one of the influential theories that is been used for explaining the positive workplace behaviors.

Another relationship of POS and psychological empowered is discussed by [Suifan, Abdallah, and Al Janini \(2018\)](#) by taking social exchange theory as a key theory in his paper. He explained that perception of employees that organization is providing them with required resources which are (Informational, Financial, managerial and administrative). And Organization is giving rewards for their efforts and affiliating them for their actions. This support would psychologically empower him at his workplace, which will enable him to develop self-efficacy, maintain his impact on the organization, and feel more self-determined. In many studies POS have been frequently researched as one of the antecedents of psychological empowerment. [Ali et al. \(2015\)](#) discussed in his paper that employees perception and self-determination will be positively related to number of outcomes like their responsibilities, commitment to the organization and their behavior to both the organization and individual himself.

The current socioeconomic situation of Pakistan, where the economy is slow and the country is facing terrorism and high inflation rate. The psychological issues have been affecting the people's behavior and they are more concerned about their safety and psychological needs. In order to bring Pakistan on the road of success we need organization to adapt a learning and innovative approach. The first step to do this is invest in your human resource as they can bring changes with their innovative minds and put the organization on the path to growth and success. Managers need to encourage those individuals who have the capacity to capture, create and execute new processes to increase the productivity, which in return increase the competitive advantage and will provide meaningful differentiation. Other countries are becoming stronger with innovation as innovative organizations are more adaptable to the external environment. They are focusing more on the people of their organization and their behaviors and are working on their strengths. Organizations have translated this behavior into profitability and competitive advantage to become market leaders. This research has explored the underlying relationship through which this type of behavior can be attained in the organization and can benefit them to be in the global race. Organizational Support Theory also suggests that the social behavior is the interaction of the two parties on give and take. This theory involves economic relationships. If organization values, there employees than employees will give profitability and will be having positive attitude towards its organization.

The variables chosen for the model were few, so incorporating all the factors that could contribute to Champion Behavior was beyond the scope of this study. Data was collected from Arfa Technology Park, Lahore. Lahore's population is over 10 million, about the bulk of which belongs to other cities, but it is not representative of the entire population of the country. When generalizing the findings, this problem must be kept in mind. The convenience sampling method comes along with some weaknesses. To compensate that population size was increased. The following method can be evaluated for better results in terms of statistics as the context of this study only included model testing for aggregate variables. Psychological Empowerment's attitudinal component often depends on many variables to get a holistic understanding of what exact source of Psychological Empowerment is. whether the effect or behavioral part ultimately contributes to Champion Behavior also needs to be positioned For a more comprehensive view of the Champion's behavior more variable can be adopted; its further implications can also be discussed with regard to the manufacturing sector. The span of the study can be increased to other major cities and provinces to get a more holistic view of the population. Other factors that contribute to championing behavior of IT Professionals should be explored. In this study Psychological Empowerment and POS were tested as a whole as it was the demand of the study. Variables along with its dimensions can be studied in future. Other industries should be taken in account.

## CONCLUSION

This present study will contribute to the research world in a dynamic way. It tells us how we can achieve an environment that will support innovation, change and learning aptitude. In the fast-paced globalized world that is inclined to advancements and changes, we have to be on the pulse of the world and that requires innovation. This study has explained that POS and Psychological Empowerment plays an important role in championing behavior of IT Professionals. With these two, employees can feel more motivated and can benefit the organization positively. Now days Technology is one of the important factor which can make strong basis for the economy, and to make economy strong, employees can play an important part in it. So they should be in a position to deal with all the external circumstances. This can only happen if they feel more obligated towards their organization. Furthermore it



has elaborated the phenomenon that POS increases when there is indirect mediation of Psychological Empowerment. Further investigations can be done on other variables that can have an impact on the IT professionals and how organizations can use these behaviors as an alarming factor in something going wrong.

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