

The Effect of Psychological Empowerment on Employee Performance

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The study investigated the relationship between the four dimensions of psychological empowerment between employees' performance in the automotive after sales service in Malaysia. In line with self-determination theory, employees have intrinsic motivation when they are genuinely happy and enjoy while delivering the job in achieving the goals. Employees feel empowered when experiencing feelings of meaningful, competence, self-determination and impact. The data was collected through survey instrument from the sample size of 241 employees representing the employees working in the automotive after sales service. Statistical software SPSS version 26 was used for correlation and regression analysis. The result of the study shows that meaning, competence, self-determination and impact found significantly correlated and predicted employees' performance. It is expected that the findings of this study will contribute to the literature and knowledge of Human Resource practitioners especially in the automotive retail industry.

Key words: *Psychological Empowerment (Meaning, Competence, Self-determination, Impact), Employee Performance, Automotive After Sales Service.*

Introduction

Sustainability and financial growth is largely depending on the overall performance of the organisation. After sales service is important to the automotive industry (Annamalah & Ying, 2016). With the challenging business environment especially in the sales of vehicles focus has shifted to the after sales service. In the service industry, it is important for companies to provide excellent service to their customers (Suhaila, Rusuli, Nazri, Mohammad, & Fauzan, 2018). According to the study conducted by Tarigan & Hatane (2019) customer satisfaction has a

positive effect on the financial performance of the organisation. This is consistent with the finding by Eklof, Podkorytova & Malova (2018) that customer satisfaction through customer loyalty can lead to the improvement in the revenue and financial performance of the organisations. Based on a survey conducted by JD Power (2019) the after sales customer satisfaction index was measured by evaluating the performance in the areas of service quality, service initiation and service advisors. There is a theoretical foundation that to be competitive in the service industry focus should be given to the service quality (Parasuraman, Berry & Zeithaml, 1991). In the after sales service there are elements that are found to be crucial in meeting customer satisfaction namely quality of service, responsiveness, speeds of service and cost of service (Poudel, 2019). With this in mind, moving towards excellent service improvement in quality of service requires an assessment of internal practices that influence employees behaviour. As suggested by Abd-Elrahman, El-Borsaly & Hassan (2020) based on their finding in the Egyptian mobile telecommunication companies that service quality is a true driver of organisation performance and it is wise for researchers to obtain feedback from front line employees as well as board of directors. Additionally, the authors recommended some of the measures should include work engagement, morale and improvement in the human capital capabilities. The researchers argue that consideration must be given to the factors that influence employees' performance especially delivering high level service quality in ensuring sustainability and remaining competitive in the automotive after sales market.

According to Andersen & Ankerstjerne (2014 p. 6) "excellent service is delivered through a meeting/interaction between people. Great service companies do not only have great people, they also have great processes for how to induct, introduce, train, manage, develop and promote these people. They have a system and a culture of processes that are founded on a great respect for human character and a belief that an individual can do wonders if they are given the right tools and management processes". When an empowered working environment is perceived by employees, they are more likely to feel supportive which results in them performing the tasks effectively. It is predicted that when employees are treated well, quality service can be delivered to their customers (Pakurár, Haddad, Nagy, Popp & Oláh, 2019). Given the importance of psychological empowerment on the employee behaviour outcome, previous studies have proven its role in work-life quality on the burnout experiences of nursing staff in the healthcare service (Permarupan et al., 2020) and sales workforce performance in the five stars hotel in Jordan (Al-Dmour, Yassine & Al-Dmour, 2019). Organisations need to deploy mechanisms that are able to enhance organisation or employees' outcomes, empowerment is one of them (Yin, Wang & Lu, 2018). The authors focused on the empowerment as a set of human resource practices, which leads to employee feeling psychological empowered at work. In this context of study, the researchers were inclined to investigate the employees' perceptions of being empowered by using four dimensions of psychological empowerment i.e. meaning, competence, self-determination and impact (Spreitzer, 1995) on the employee performance in the automotive after sales service.

This investigation relies on the self-determination theory (Ryan, Kuhl & L. Deci, 1997) as a research framework for investigating the influence of psychological empowerment dimensions on the employee performance. Effort should be given to the empowerment initiatives in dealing with competitive environments due to the requirement of fast decisions, accurate information and delivery of customers' needs in a courteous and timely manner (Songan et al., 2016), which in return improve customer satisfaction. This situation can conceivably be materialised with highly empowered employees equipped with skill, knowledge, ability and motivation to perform the task effectively. Empowerment is one of the important components in raising service quality at the service organisations (Andersen & Ankerstjerne, 2014). On other notes, employees' empowerment initiatives should involve all groups of employees in the organisation such as during information sharing, training, career development and participation in making decisions.

Studies within a Malaysia context are inadequate for use as a basis of generalisation, for example studies conducted in the service sectors (Raquib, Anantharaman, Eze & Murad, 2010), health care services (Permarupan et al., 2020) and manufacturing sector (Shakirah & Shah Rollah, 2020). Hence, it can be argued that a research gap exist in empowerment studies in the after sales service of the automotive retail industry. Despite the importance of psychological empowerment as being recommended by the previous researchers (Al-Dmour et al., 2019) there is still a lack of studies in the Malaysia context (Raquib et al., 2010) especially automotive after sales service. This study attempts to address this gap in the literature by investigating the relationship between four dimensions of psychological empowerment and employees' performance in the automotive after sales service. Objectively, the researchers are eager to determine the aspect of empowerment among employees in this industry and dimensions that influence their performance at work. The present study would be beneficial for human resource practitioners as a framework incorporating psychological empowerment and employees' performance were discussed due to little attention has been directed at investigating the relationship with employee performance in the automotive after sales service. With these aspects as the backdrop, the research question is: Does four dimensions of psychological empowerment influence employees' performance in the automotive after sales service?

Literature Review and Hypotheses Development

The current research revealed its foundation from self-determination theory (SDT). Under the SDT, this study scrutinises the requirement to implement appropriate practices that are perceived by employees as empowered in delivering their jobs at work place.

Self-determination Theory (SDT)

Deci, Olafsen & Ryan's (2017) self-determination theory has become one of the most widely researched and applied theories in the field of psychology. Empirical studies evidenced by using SDT framework contributed positively to the employees basic psychological needs for

autonomy, competence and relatedness (Landry & Whillans, 2019) and build employees' intrinsic motivation. In the present study, SDT perspective was adopted to examine the employees' needs that influence their performance, especially improvement in the service quality and task performance. Once the psychological needs are met, employees become motivated and willingly to deliver their jobs in meeting the performance expectation.

Psychological Empowerment and employee performance

According to Spreitzer (1995, p. 1444) "together, these four cognitions (meaning, competence, self-determination and impact) reflect an active, rather than a passive, orientation to a work role. By active orientation, I mean an orientation in which an individual wishes and feels able to shape his or her work role and context". Empirical studies show the importance of psychological empowerment for employees and organisations for example influenced employee engagement (Shakirah & Shah Rollah, 2020) and likelihood of reducing burnout among employees (Permarupan et al., 2020). Psychological empowerment may enhance employees' motivation and give positive impact to their level of performance (Shakirah & Shah Rollah, 2020) and contribute to the organisational performance (Landry & Whillans, 2019). Relying on the previous studies, employees' feelings about empowerment which in turn make them feel motivated, and inclined towards providing excellent service quality to the customers and task performance. This is supported by findings from Tuffaha (2020) which indicate factors that influence employees' performance include information and communication technology, knowledge management and empowerment.

According to Pradhan & Jena, (2017 p.70), that "employee performance signifies individual's work achievement after exerting required effort on the job which associated through getting a meaningful work, engaged profile and compassionate employers around". In this context, employee performance is measured using indicators including service quality and task performance evaluated by the immediate supervisor. Employees' achievement in meeting the assigned task and the way they deal with the customer are two important components in the present study. Employees are the key customer contact personnel hence might influence the way they deliver the services. It is therefore crucial for the organisations to investigate factors that influence employees' performance. One of the dimensions that influence service quality is employee competence (Pakurár et al., 2019), which includes capabilities and motivation. Employee competence has influenced over performance. Employees experienced motivation at their work place when they perceived meaning, competence, self-determination and impact make them feel empowered. From this backdrop, empowered and motivated employees will correspond with high performance level, which leads to the following hypothesis in this study:

Hypothesis 1 (H1): Psychological empowerment significantly related and predicted employee performance in the automotive after sales service.

Close attention was outline to the relationship with the employee performance in the after sales service. Some inconsistencies were found in the previous studies. For instance Singh & Sarkar (2012) tested four dimensions of psychological empowerment which revealed meaning and self-determination have direct effect while competence and impact have no effect on the innovative behaviour among school teachers. On other notes, self-determination and impact have significant relationship with organisational commitment whereas, not significant for meaning and competence as documented by Ambad & Bahron (2012). The authors also highlighted management staff has increased their commitment while non-management otherwise. Positive empowerment experienced by the employees are truly necessary in today's competitive environment and meeting customers' demand (Tuffaha, 2020). The researchers argue that it is vital to understand clearly the influence of the four dimensions of psychological empowerment towards the employee performance.

To begin with, subsequent discussion is to develop understanding on meaning. Meaning is the value of work goal, judged in relation to an employee's own ideals and standards (Thomas & Velthouse, 1990; Spreitzer, 1995 p. 1443). Empowered employees make them feel important and willingly to put discretionary effort which is aligned with their personal values (Singh & Sarkar, 2012) which leads to positive performance at work (Degago, 2014). According to Permarupan et al., (2020) meaning enables employees to improve a psychological relationship with the organisation. Where Al-Makhadmah, Al Najdawi & Al-Muala (2020) has indicated meaning is a sense of the importance of employees' tasks as an integral component of the services provided to the customers. Empirical reviews have also discovered that meaning has significantly related to employees innovative behaviour (Singh & Sarkar, 2012), evidently linked to employee commitment (Ibrahim, 2020) and demonstrated a strong relationship with employee performance in small and medium enterprise (Degago, 2014). Employees feel confident to perform their tasks and consider the service they provide to customers as meaningful (Guerrero et al., 2018). Therefore, this leads to the next hypothesis in this study:

Hypothesis 2 (H2): Employees who perceive meaning predict positively their performance at work place.

The second dimension of psychological empowerment developed by Spreitzer (1995 p. 1443) is competence or self-efficacy, is an individual's belief in his or her capability to perform activities with skill (Gist, 1987). Competence helps employees to utilise their skills, knowledge and ability in performing the task and develop belief that the job are their responsibility (Permarupan et al, 2020). Encouraging employees to resolve difficult tasks with a high level of confidence to accomplish the task given with success (Al-Makhadmah et al., 2020). Evidently, guided from the above it can be summarised that highly competent employees have a significant effect on service quality, likely to explore new ways of doing things (Singh & Sarkar, 2012) and deliver the task successfully. Building from the previous study leads to the next hypothesis in this study:

Hypothesis 3 (H3): Employees who perceive competence predict positively their performance at work place.

Self-determination is the third dimension under psychological empowerment by Spreitzer (1995) and is associated with autonomy to make choices at the workplace (Permarupan et al., 2020). Employees can perform the job efficiently and able to find ways to resolve difficult issues at work place. On the other hand, employees perceived that they can lead to deliver the task and have confidence to explore more opportunities along with new ideas (Singh & Sarkar, 2012). Studies have also highlighted that self-determination has significantly related to job satisfaction as well as job performance of Tourist Guides (Tetik, 2016), related to the organisational commitment in the lodging industry (Ibrahim, 2020), and employees performance in the hospitality industry (Al-Makhadmah et al., 2020). The latter studies also indicated that self-determination is the most influencing factor and as one of the important predictor to the employee performance. Based on considerable empirical evidences this study proposed the following hypothesis:

Hypothesis 4 (H4) : Employees who perceive self-determination predict positively their performance at work place.

Impact is the fourth dimension of psychological empowerment (Spreitzer, 1995) describes the degree an employee can influence the outcome at work (Spreitzer, 1995; Ashforth, 1989). Many empirical findings have shown that impact significantly relates and predicts employee performance (Tetik, 2016; Degago, 2014), and employees feel involved and part of the business activities (Ibrahim, 2020). Conversely, Al-Makhadmah et Al., (2020) found that impact has no influence on the performance of hotel employees and also no direct or indirect effect on innovative behaviour of teachers (Singh & Sarkar, 2012). In the present study, the researchers predict that impact will influence the employees' performance in the after sales service and therefore leads to the next hypothesis:

Hypothesis 5 (H5) : Employees who perceive impact predict positively their performance at work place.

Proposed Conceptual Framework

Considering the arguments and literature review, the impact of psychological empowerment on employees' performance, the proposed conceptual framework as illustrated in Figure 1:

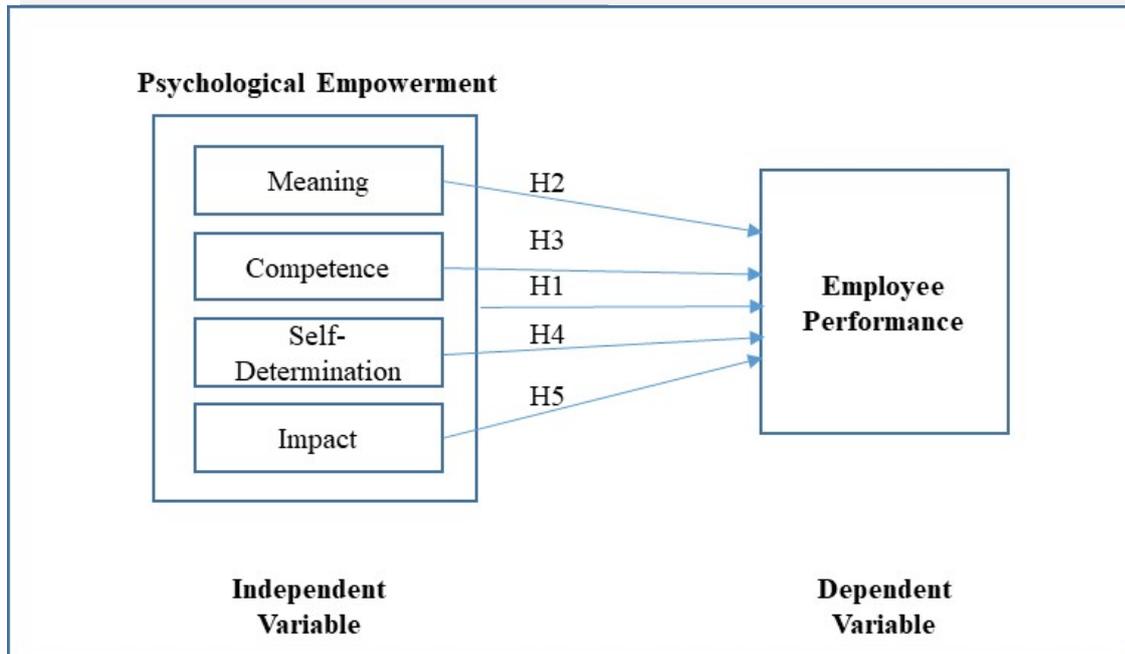


Figure 1: Conceptual framework

Methodology

Sample

This study sample size was obtained from the automotive after sales service located in Kuala Lumpur and Selangor, Malaysia to investigate the relationship between psychological empowerment and its four dimensions on employee performance. The respondents consisted of employees working in these organisations. Human Resources representatives have assisted to disseminate the questionnaires to the employees by providing the link to the online questionnaires developed using Google forms. After filtering, the final number of questionnaires used for the analysis was 241.

Measures

This study applied questionnaires developed by the researchers from the previous studies. Employees' perception of empowerment was measured by using a 12-item scale to adapted from Spreitzer (1995) based on five-point scale "1=Strongly Disagree" to "5=Strongly Agree". This measurement was adopted because empirically it has shown strong reliability for measuring empowerment (e.g. Spreitzer, 1995; Singh & Sarkar, 2012; Degago, 2014). The means of each dimension was labelled as meaning = "MG", self-determination = "SLF", competence = "COM" and impact = "IMP" and the mean of total 12-item was labelled as "PsyEMP". Employee performance is the dependent variable that is worked in the present study. The assessments were evaluated by their immediate supervisor at respective organisations. The instrument contained a 4-item customer service quality developed by Chen

& Klimoski (2003) and a 5-item task performance scale developed by Tsui et al., (1997). Total mean was labelled as “EMP”.

Results and Discussion

Descriptive Statistics

The researchers received 241 completed questionnaires. 70.1 percent of the respondents were male and 29.9 percent were female employees. This is mainly as the automotive after sales services are male dominated. The majority of the respondents, with a total of 63.0 percent were between 20 to 40 years of age, followed by 29.9% were between 41 to 50 years and the least 7.1% were above 50 years. 46.4 percent of the respondents hold Certificates, followed by Diploma 35.7 percent, Bachelor’s and Master’s degree 16.2 and 1.7 percent respectively. More details of respondents’ profile are presented in Table 1.

Table 1: Respondents’ Profiles

Characteristic	Group	Frequency	Percentage
Gender	Male	169	70.1
	Female	72	29.9
Age	20 to 30 years	76	31.5
	31to 40 years	76	31.5
	41to 50 years	72	29.9
	Above 50 years	17	7.1
	Education	Certificates	112
	Diploma	86	35.7
	Bachelor’s Degree	39	16.2
	Master’s Degree	4	1.7

Table 2 shows descriptive statistics for each variable under study which includes mean and standard deviation.

Table 2: Descriptive Statistics

Variable	No of items	Mean	Standard Deviation
Meaning	3	4.06	0.59
Self-Determination	3	3.86	0.63
Competence	3	4.04	0.52
Impact	3	3.63	0.67
Psychological Empowerment	12	3.89	0.41
Employee Performance	9	3.92	0.42

In reference to the findings, respondents perceived and rated their experience about empowerment in the organisation with a mean value of 3.89 and meaning was rated the highest as compared to the other three dimensions of psychological empowerment followed by competence 4.04, self-determination 3.86 and impact 3.63. The results indicated that the respondents perceived empowerment being practice in their organisation, however further analyses are needed to examine the extent the dimensions influence their performance at their work place. The employees' assessments were rated by their immediate supervisor based on nine items at a mean value of 3.92 over 5.00 points.

Measurement Model

Exploratory Factor Analysis (EFA) test was applied to test the study variables. According to Kaiser (1974) measuring sampling adequacy by using the Kaiser-Meyer-Olkin (KMO) value at 0.60 and above is considered acceptable. The Bartlett's test for these variable items was statistically significant at p value < 0.05 . Table 3 shows the result of EFA for each construct and KMO values exceeded the minimum value as recommended. The KMO values for psychological empowerment 0.687 and employee performance 0.728, met the acceptable value. According to Pallant (2007) KMO with a value in between 0.5 and 0.7 is mediocre and 0.8 is good, 0.8 and 0.9 is great and above 0.9 is excellent. In order to provide reliable outcomes, Varimax Rotation was used for factor analysis. As presented in Table 4, results show high factor loadings for each dimension of psychological empowerment between 0.698 – 0.914. Similarly, for employee performance factor loading was between 0.501 – 0.933.

Table 3: Exploratory Factor Analysis (EFA)

		PsyEMP	EMP
The Kaiser-Meyer-Olkin Measure (KMO)		0.687	0.728
Bartlett's test of Sphericity	Approx. Chi-Square	1271.718	1275.577
	df	66	36
	Sig.	0	0

A measurement model analysis was conducted to evaluate the convergent validity as presented in Table 4 validity and reliability outcomes. Cronbach's Alpha (α), factor loadings, Construct Reliability (CR) and Average Variance Extracted (AVE) of the independent variables were analysed. The result shows the Cronbach's Alpha for psychological empowerment ($\alpha = 0.811$) and its dimension the value of meaning ($\alpha = 0.755$), self-determination ($\alpha = 0.762$), competence ($\alpha = 0.812$) and impact ($\alpha = 0.822$). Similarly, to the employee performance ($\alpha = 0.815$). The reliability results were greater than the acceptable value 0.70. Acceptance level for Cronbach's Alpha should be at least 0.70 score (Nunnally, 1978) and it is the most prevalent indicator internal consistency.

Turning to the construct validity, the value of each construct ranged from 0.83 to 0.94, all greater than 0.70 and confirmed a high level of reliability. Results of the AVE values are greater than 0.50 thresholds. AVE value of more than 0.5, which mean the convergent validity of the measurement model is met (Fornell & Larcker, 1981). Then, proceed with the analysis to examine discriminant validity between the variables. It is important that variables under study must not correlate with each other (Sekaran & Bougie, 2016). Testing for discriminant validity can be done by using the square root of AVE and compare against the value of coefficient correlation of each variable developed in the measurement model. As presented in Table 5, the outcome indicated the discriminant validity of the measurement are met where the square roots of AVE were greater than the correlation values among the pairing variables.

Table 4: Convergent Validity

Variable	Items	α	Factor Loading	CR	AVE
Psychological Empowerment	12	0.811		0.852	0.659
Meaning (MG)	MG1	0.755	0.846	0.842	0.642
	MG2		0.850		
	MG3		0.698		
Self-Determination (SLF)	SLF1	0.762	0.776	0.832	0.623
	SLF2		0.791		
	SLF3		0.801		
Competence (COM)	COM1	0.812	0.841	0.860	0.671
	COM2		0.834		
	COM3		0.782		
Impact (IMP)	IMP1	0.822	0.725	0.874	0.701
	IMP2		0.914		
	IMP3		0.861		
Employee Performance (EMP)	EMP1	0.815	0.807	0.941	0.639
	EMP2		0.621		
	EMP3		0.719		
	EMP4		0.836		
	EMP5		0.807		
	EMP6		0.826		
	EMP7		0.501		
	EMP8		0.902		
	EMP9		0.933		

Table 5: Result of the Discriminant Validity

Variables	1	2	3	4	5	6
1. Meaning	0.801					
2. Self-Determination	0.388**	0.789				
3. Competence	0.299**	0.300**	0.819			
4. Impact	0.131*	0.282**	0.332**	0.837		
5. Psychological Empowerment	0.654**	0.732**	0.674**	0.688**	0.812	
6. Employee Performance	0.403**	0.384**	0.428**	0.308**	0.553	0.799

Note: The value of square root of the AVE is shaded and bold.

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Turning to the correlational analysis, the result of the study indicated there was statistically a significant relationship between psychological empowerment and employees' performance ($R = 0.553$, $p < 0.01$). Similarly, to the relationship between each dimension of psychological empowerment with the employees' performance, the results show impact ($R = 0.308$, $p < 0.01$), self-determination ($R = 0.384$, $p < 0.01$), meaning ($R = 0.403$, $p < 0.01$) and competence ($R = 0.428$, $p < 0.01$) were statistically significant. Competence appeared to be the strongest relationship with employees' performance. In this study, the employees' perceived that they have the right skill, knowledge and ability to perform their job effectively. It can be summarised that employees will have high level of performance, if they feel empowered at work place.

Regression Analysis

A regression analysis is used to estimate the strength of independent variables namely psychological empowerment and individual dimension (meaning, self-determination, competence and impact) on employees' performance as a dependant variable. The analyses were done with relevant steps to estimate the relationship independent variables and employees' performance such as to determine the coefficient determination (R^2), unstandardised coefficient (β) and its significance amongst the study variables. Followed by F-test to verify the overall significance of the regression model in the analysis of variance (ANOVA) and t-test determines the significance of each independent variable. The result of the regression analysis is as shown in Table 6.

Table 6: Results of Paths Relationship

Hypothesis	Paths Relationship	R	R^2	β	t	P-value
H ₁	PsyEMP → EMP	0.553	0.305	0.562	10.255	0.000
H ₂	Meaning → EMP	0.564	0.318	0.171	4.026	0.000
H ₃	Self-determination → EMP			0.115	2.852	0.005
H ₄	Competence → EMP			0.207	4.298	0.000
H ₅	Impact → EMP			0.089	2.437	0.016

Notes: PsyEMP = Psychological Empowerment, EMP = Employee Performance, R = Coefficient correlation, R^2 = Coefficient Determination, β = unstandardised coefficient.

As presented in Table 6, the p value of path relationships between variables was lower than 0.05 significance level. Psychological empowerment had a positive and direct effect to the employees' performance ($R^2 = 0.305$; $\beta = 0.562$, $t = 10.255$), which means 30.5% variance in the employees' performance is explained by psychological empowerment, while the remaining variances are explained by other factors outside the model. This finding supported H1. Next, the study examined the four dimensions of psychologically empowerment as determinant factors to the employees' performance and found that statistically positive relationship on

employees' performance. The regression model summary was statistically significant and indicated the R^2 was at 0.318 with value of $F_{(4,236)} 27.461$, $p = 0.000$. The study shown significant positive relationship by referring to the unstandardised coefficient value of meaning ($\beta = 0.171$, $t = 4.026$), self-determination ($\beta = 0.115$, $t = 2.852$), competence ($\beta = 0.207$, $t = 4.298$) and impact ($\beta = 0.089$, $t = 2.437$) at p value less than 0.05. The value of t in the study examined how well each of the independent variables predicts the dependent variable. The t -statistics values are more than t -table value (1.645), hence the hypotheses are accepted for all propositions. In this study, competence has the most influence on employees' performance. Having that the outcome of the analysis confirmed the prediction of the study and supported hypothesis H2, H3, H4 and H5. Basing from the outcome, the regression equation was established as posited below:

$$\text{Employee performance} = 1.620 + 0.171 (\text{Meaning}) + 0.115 (\text{self-determination}) + 0.207 (\text{Competence}) + 0.089 (\text{Impact})$$

For example, by increasing one unit in meaning, employee's performance can improve by 0.171 units. As shown in the equation, competence is the strongest predictor to the employees' performance. It can be summarised, the more employees perceived higher level of empowerment being practices at their work place, automotive after sales service the better their performance.

Discussion

This present study examined the relationship between psychological empowerment and employees' performance. The result of the study provided full support to the hypotheses that the psychological empowerment is statistically significant in predicting the performance of employees working at after sales service in the automotive retail industry. Importantly, this study distinguished the contributions of four dimensions of psychological empowerment on employees' performance. This result is consistent with the finding by Degago (2014) and Permarupan et al., (2020). Amongst the four dimensions of psychological empowerment, competence is the strongest relationship and predictor for their performance indicating that employees perceived that they have the right skill and ability to their deliver job which in turn influences their performance. After sales service requires employees to have good understanding of the product and technical knowledge. For example knowledge and skill of technical staff is highly require in meeting the customers' need which leads to customer satisfaction (Annamalah & Ying, 2016). This finding shows that the employees' belief of their capability and deliver high level of performance which is in line with the finding by Degago (2014). In contrast with the finding by Singh & Sarkar (2012) that competence dimension has no direct effect on teachers' innovative behaviour and also study by Al-Makhadmah et al., (2020) that competence has no effect on the performance of hotel employees. The latter authors pointed out a possible reason that employees feel lack of confidence about their skills and abilities. It is important for the organisation to equip after sales employees with necessary skill,

knowledge and ability in order for them to feel confidence and deliver their performance effectively.

Secondly, meaning is the second highest correlated as well as second predictor of employees' performance. The present study coincides and confirms the finding by Degago (2014) and Al-Makhadmah et al., (2020) that competence has the strongest impact on job satisfaction (Tetik, 2016). The employees that feel their jobs are very meaningful are willing to participate and get involved. High level of motivation will contribute to superior performance which includes delivering high service quality and task performance. In the service industry, high level service quality will in turn elevate the organisational performance (Abd-Elrahman et al., 2020). According to Al-Dmour et al., (2019) empowered and engaged employee is required to deliver excellent customer service.

Next review is on self-determination. The finding of the present study is that self-determination has also shown effect on the employees' performance. When completing the task employees perceived they can make their own decisions and have some flexibility at work which help them to perform. Employees feel that they can determine the way they deliver their job, make decisions at work especially during dealing with customers (Al-Makhadmah et al., 2020) and are capable in resolving difficult problems to achieve job performance. Finally, findings from this study show that impact has the lowest relationship and effect on employees' performance and found significant. This finding is consistent with the previous study by Tetik (2016). Employees feel sense of impact and support them in meeting the performance goals.

From the theoretical viewpoint, the present study contributed to the existing knowledge in many ways. The study provides and validates the self-determination theory; perceived empowerment is an important aspect to the employees' performance. The employees perceived empowerment environment help them to enhance their performance. Motivated employees feel empowered leads to raising the performance level and the best performance is attainable through employee motivation (Girdwichai & Sriviboon, 2020).

The findings from this study provide scientific knowledge of self-determination theory by demonstrating the relationship between psychological empowerment and employees' performance can be described by meaning, competence, self-determination and impact. Specifically, the results contribute to the exiting literature and revealed the effect of psychological empowerment and employee's performance in the automotive after sales service. Empowered employees are more engaged in their work roles (Sandhya & Sulphey, 2020). The study selected and tested four dimensions of psychological empowerment for the proposed conceptual framework. It can be reasonably inferred that the organisations need to develop empowerment initiatives that may facilitate improvement in the employees' performance especially in the service quality and task performance.



Conclusion

This study explored psychological of empowerment (feeling of empowerment) by the employees working in the automotive after sales, where the finding revealed empowerment predicts employees' performance. Evidently, from this study four dimensions of psychological empowerment have been found statistically significant to the employees' performance. The organisation should focus and make efforts to deploy empowerment initiatives as part of motivating employees and investigate factors that derail the empowerment at work place. On the other hands the findings contribute to the human resource literature and develop opportunities for future researchers to explore more on type of empowerment practices that influence empowerment and to ascertain whether similar results will be obtained in other areas or industries. Accordingly, future studies may extend and see the impact of the relationship between employee performance and customer satisfaction. Empirical study has proven that employees delivering high-quality performance leads to higher customer satisfaction (Harazneh et al., 2020). The Management and Human Resource practitioners must create work supportive environments that provide sharing and channel of communication. Employees have an opportunity for continuous learning and inculcate culture of ownership. Gauging employees' perception is an important factor that must be considered in every organisation due to its influence to their behavioural outcomes. The findings imply that the more empowerment provided by the organisations the more the employees feel empowered which in return will enhance their motivation level to excel in their job.

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