Psychological Empowerment and Psychological Well-Being as Job Performance Mediators

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Abstract

This study aims to investigate the relationship between perceived organizational support (POS), psychological empowerment, psychological well-being, and job performance among 150 employees in the Indonesian telecommunications sector. This sample size aligns with the requirements for Structural Equation Modeling (SEM) analysis. Data was collected through a questionnaire using a Likert scale with two parts, covering respondent profiles and research variables. SmartPLS was employed for data analysis, and various tests were conducted to ensure data reliability, convergent validity, and discriminant validity. The findings highlight key factors influencing job performance in this context. Firstly, psychological empowerment has a significant positive impact on job performance, emphasizing the importance of empowering employees for enhanced productivity. Secondly, psychological well-being also significantly influences job performance, indicating the connection between employees' mental health and their job performance. Interestingly, perceived organizational support (POS) itself doesn't directly impact job performance but indirectly influences it through the mediation of psychological empowerment. In other words, strong organizational support boosts employees' empowerment, leading to improved job performance. The study also underscores the joint mediating roles of psychological empowerment and psychological well-being, suggesting that organizations should focus on enhancing POS while nurturing empowerment and well-being to optimize job performance.

Keywords: organizational support, empowerment, well-being, performance

Introduction

In an increasingly competitive work environment, the performance of employees stands out as a crucial element in determining an organization's success. In this context, the exploration of psychological empowerment and the psychological well-being of employees has emerged as a vital area of research, particularly within the dynamic and technology-focused telecommunications sector. Psychological empowerment involves an individual's perception of autonomy in decision-making, impact, competence, and the meaningfulness of their job (Rahi, 2023). Meanwhile, psychological well-being encompasses factors such as life satisfaction, positive relationships, autonomy, environmental mastery, life purpose, and personal growth (Rahi, 2022).

Recent studies suggest that human resource (HR) practices, psychological empowerment, and psychological well-being significantly influence employee job engagement (Rahi, 2023; Rahi, 2022). This research also reveals that transformational leadership plays a moderating role in the relationship between job engagement during crises, such as COVID-19, and sustainable work practices (Rahi, 2023). In this context, the research aims to comprehend how psychological empowerment and psychological well-being act as mediators in the connection between HR practices and job performance.

This article will delve into the latest research findings concerning psychological empowerment and psychological well-being within the telecommunications sector in Indonesia. It is hoped that these findings will offer fresh perspectives for HR practitioners and managers seeking to develop strategies to enhance job performance through psychological empowerment and the improvement of psychological well-being.

Literature Review

Socio-emotional activity in an organization is reflected in POS. The social exchange that occurs makes employees desire to advance their organization. There is a feeling of responsibility to optimize their potential. Several research results show a relationship between organizational support and employee performance (Eisenberger et al., 1986). Employees whose existence is valued will be willing to share information with their colleagues. They are open about their problems and solve them in teams. Organizational support also has a positive effect on increasing employee competency. A conducive work environment makes it easier for employees to develop themselves. They become active in learning independently so that their abilities match work demands. Organizational support can positively impact the psychological empowerment process (Patrick & Laschinger, 2006). Psychologically empowered employees are more committed to the organization. They have confidence in their skills to complete their tasks. Sufficient autonomy to solve work problems makes employees more creative and innovative. Freedom to make decisions in a department provides valuable experience for employees. Mutual trust makes employees loyal to their organization. Intrinsic motivation in employees leads to low levels of absenteeism and turnover intention. They will try to excel at

work (Aryee & Chen, 2006; Chiang & Hsieh, 2012). Employees who are allowed to develop will behave harmoniously according to the organization's vision.

H1: Psychological empowerment can mediate the effect of POS on job performance.

Employees also expect the organization to pay more attention to improving their performance. There is a desire to be adequately rewarded. Because workers often personify their organization. Employees who see organizational support in their careers will feel comfortable (Asgari et al., 2008; Choi, 2006). POS encourages employees to act beyond their primary role (Chen et al., 2005; Ehigie & Otukoya, 2005). They will create a conducive working atmosphere. When employees can enjoy the profession they have been in, they will more easily experience psychological well-being. Organizational support in the form of fairness and honesty for performance appraisal creates job satisfaction (Caesens et al., 2016; Panaccio & Vandenberghe, 2009). Workers become more enthusiastic at work. The task that must be carried feels light. Employees who receive organizational support are relatively more prosperous (Gupta *et al.,* 2010; Ni & Wang, 2015). They will assume that their work is to their life goals. Stress management employees will have good mental health. They can accept the advantages and disadvantages of the work environment. Previous studies have noted that happiness, a consequence of well-being, affects employees' work quality (Baptiste, 2008). Complex tasks are still carried out with enthusiasm. In the long run, harmonious employee relations provide a competitive advantage for the organization. Talented workers can still be maintained, so there is no need to pay for the recruitment process.

H2: Psychological well-being can mediate the effect of POS on job performance.

The success of POS variables in providing added value to an organization has been widely recognized. Several studies have noted a significant increase in behavioural performance (Hui et al., 2007; Kuvaas, 2008). POS changes the way of thinking that is rigid to flexible. Employees who have received positive benefits from social and economic exchanges at work will pay attention to the organization's needs (Chuang & Liao, 2010). Workers will try to improvise on aspects that are still weak. They will increase their knowledge and skills to complete each task on time. Employee success cannot be separated from the support of those around them. Acceptance of someone's presence in an organization creates feelings of courage to convey ideas. Workers skilled at work and controlling their departments can produce breakthroughs (Chiang & Hsieh, 2012). POS provides benefits to the process of empowering a person. Empowered employees can make a big difference in the company (Spreitzer, 1995; Chow et al., 2006). They have the opportunity to become a reliable leader in the future. The placement of positions that match interests makes work more meaningful for employees. The liking of the tasks given is related to the happiness of workers at work (Tastan, 2013). Empowerment activities carried out by supervisors are also helpful in reducing employee fatigue levels (Schermuly & Meyer, 2016). Adequate time to relieve fatigue due to tension makes employees more prepared to work the next day. Psychological empowerment positively impacts employees' physical well-being (Mcclain, 2002; Jibeen & Khalid, 2010). Employee health is maintained, and not easily sick. Inner satisfaction with work processes and practices

encourages employees to be willing to give extra time to complete tasks. The dedication of an employee is a unique resource for the organization. The organization remains superior amid increasingly fierce competition. Employees who experience psychological well-being will try to maintain their productivity (Kundi et al., 2020; Çankir dan Şahin, 2018). They dare to take challenges for continuous improvement. A collaborative work culture ultimately brings positive benefits at the individual and team levels.

H3: Psychological empowerment and psychological well-being can mediate the effect of POS on job performance.
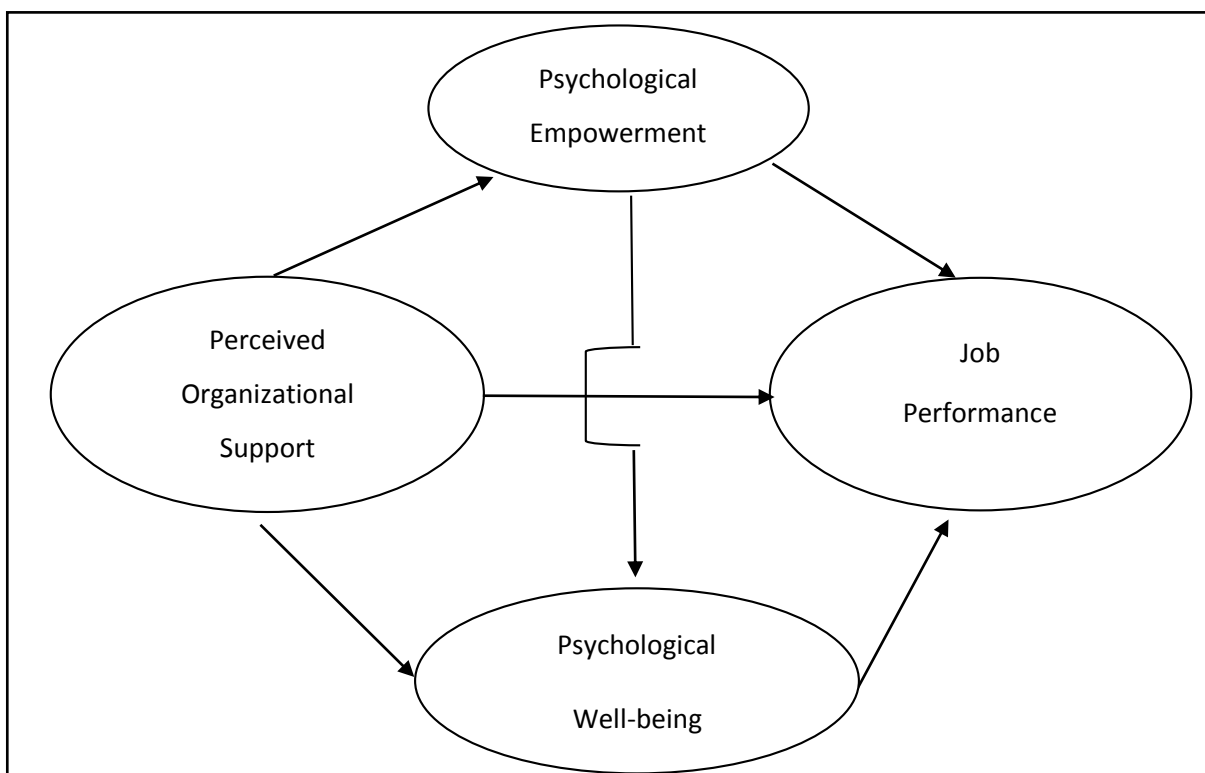
Research Model

Research Method

The POS variable indicator refers to the study of Rhoades et al. (2001). Some of the things that are emphasized include the organization's concern for the welfare and opinions of employees. The number of questions for the POS variable indicator is eight pieces. The psychological empowerment variable is measured using a research questionnaire by Spreitzer (1995). Indicators of psychological empowerment are related to competence, autonomy at work, impact on the work environment, and the meaning of a job. The number of psychological empowerment indicator questions is 12. The psychological well-being variable was adapted from the research by Brunetto et al. (2011). The substance of the psychological well-being indicator is the compatibility between life goals and work. There are four psychological well-being questions. As for job performance, it was adapted from the study of Tuuli and Rowlinson

(2009). Job performance indicators are related to task completion and responsibilities in the job description. There are ten job performance indicators in total.

Employees willing to be research respondents were given a questionnaire to answer. The number of questionnaires distributed was 150 pieces. The choice of 150 participants aligns with the prerequisites of Structural Equation Modeling (SEM), as it guarantees an adequately large sample size for conducting a strong analysis of the connections between perceived organizational support (POS), psychological empowerment, psychological well-being, and job performance, thereby fulfilling the statistical conditions of SEM. The respondents of this study are employees who work in the telecommunications sector in Indonesia. The questionnaire uses a Likert scale with seven response options. The questionnaire consists of two parts. The first part is related to the respondent's profile. The second part contains indicators of research variables. To process data on the characteristics of respondents using the SPSS program. At the same time, the research hypothesis is tested using the SmartPLS program.

Results

In this study, the number of respondents was 150 people. Respondents who were male were 52 percent. At the same time, the female sex is as much as 48 percent. In terms of age, most respondents were between 31 and 35 years (29 percent). Respondents aged between 22 to 30 years were 19 percent. When viewed from the education level, most respondents have completed the diploma level (49 percent). As for the senior high school, by 26 percent. Most respondents have worked for 6 to 10 years (41 percent). Table 1 displays details of the characteristics of the research respondents.

Table 1. Characteristics of respondents

Characteristics	Total	Percentage
Gender		
Male	78	52
Female	72	48
Total	150	100
Age (years)		
22–30	29	19
31–35	43	29
36–40	25	17
41-45	34	23

> 45	19	13
Total	150	100
Education		
Senior high school	39	26
Diploma	74	49
University	37	25
Total	150	100
Period of employment (years)		
1–5	38	25
6–10	62	41
11–15	29	19
> 15	21	14
Total	150	100

The next step is to test the validity of the research instrument. The test results show several invalid indicators. Variable indicators are excluded from the testing process if they have a factor loading value of less than 0.70. While variable indicators whose factor loading values are above 0.70 are maintained. The number of valid psychological empowerment variable indicators is 6. There are three valid POS variable indicators. There are four good job performance variable indicators. There are three valid indicators of psychological well-being variables. Table 2 displays the factor loading values for each variable indicator.

Table 2. *Factor Loading*

Variable Indicator	JP	PE	POS	PW
PE1		0.847		
PE11		0.807		
PE2		0.822		
PE4		0.849		
PE6		0.817		

Variable Indicator	JP	PE	POS	PW
PE1		0.847		
PE9		0.780		
POS2			0.929	
POS5			0.821	
POS6			0.891	
JP1	0.778			
JP5	0.794			
JP6	0.875			
JP7	0.818			
PW1				0.896
PW3				0.868
PW4				0.894

Note: POS presents perceived organizational support. PE presents psychological empowerment. PW presents psychological well-being. JP presents job performance.

In addition to looking at factor loading, this study also considers the AVE value to determine convergent validity. The AVE value for all research variables is more than 0.50. Based on this, this study has met the requirements of convergent validity. This study uses Cronbach's Alpha and Composite parameters reliability. Cronbach's Alpha and Composite Value Reliability for all variables is above 0.70. Therefore, all variables used in this study can be declared reliable. Table 3 displays the results of the reliability test. In addition, to determine the ability of predictor variables to predict job performance, this study observed the value of R-Square. The R-Square value for the job performance variable is 0.476. The resulting model is moderate when using the reference given by Chin (1998).

Table 3. Cronbach's Alpha, Composite Reliability, AVE, and R-Square

	Cronbach's Alpha	Composite Reliability	AVE	R-Square
Perceived Organizational Support	0.857	0.912	0.776	
Psychological Empowerment	0.903	0.925	0.673	0.098
Psychological Well-being	0.863	0.916	0.785	0.316
Job Performance	0.834	0.889	0.667	0.476

This study considers the cross-loading value. Table 4 displays the results of cross-loading. The table shows that the cross-loading value for each indicator in one variable is more than 0.70. In addition, the cross-loading value for each indicator in a variable is also higher than the other variable indicators. Based on this, this research has met the standard of discriminant validity.

Table 4. Cross-loading

Indicator	JP	PE	POS	PW	The highest cross loading
PE1	0.552	0.847	0.211	0.420	PE1 → PE
PE11	0.462	0.807	0.338	0.496	PE11 → PE
PE2	0.527	0.822	0.159	0.395	PE2 → PE
PE4	0.447	0.849	0.279	0.503	PE4 → PE
PE6	0.452	0.817	0.301	0.427	PE6 → PE
PE9	0.501	0.780	0.243	0.440	PE9 → PE
POS2	0.336	0.324	0.929	0.302	POS2 → POS
POS5	0.258	0.236	0.821	0.189	POS5 → POS
POS6	0.380	0.259	0.891	0.278	POS6 → POS
JP1	0.778	0.377	0.293	0.402	JP1 → JP
JP5	0.794	0.502	0.231	0.504	JP5 → JP
JP6	0.875	0.575	0.321	0.538	JP6 → JP
JP7	0.818	0.472	0.377	0.462	JP7 → JP
PW1	0.530	0.513	0.252	0.896	PW1 → PW
PW3	0.582	0.480	0.189	0.868	PW3 → PW
PW4	0.441	0.456	0.359	0.894	PW4 → PW

Note: POS presents perceived organizational support. PE presents psychological empowerment. PW presents psychological well-being. JP presents job performance.

Before discussing the research hypothesis, this section will present the results of the direct influence between variables. Discussing the direct effect between variables is useful to see whether there is a mediating role in the research model. The significance level used was 5%. The T table value for the 5% significance level is 1.96. In this study, six direct effects were tested. Of the six direct effects tested, there are four significant relationships. The results showed a direct effect between psychological empowerment on psychological well-being and

job performance. Psychological well-being that employees feel can provide increased performance. In addition, POS can also have a significant effect on psychological empowerment. The relationship is significant because the T Statistics value is greater than T Table.

This study also found that there was no significant effect between variables. The results of the research show that POS does not have a direct effect on psychological well-being and job performance. The relationship is said to be insignificant because the T Statistics value is smaller than T Table. The results of the direct influence test between variables in detail can be seen in Table 5.

Table 5. Path Coefficients Results

	Path coefficient	T Statistics	Information
Psychological Empowerment → Job Performance	0.359	3.959	Significant
Psychological Empowerment → Psychological Well-being	0.503	4.753	Significant
Perceived organizational support → Job Performance	0.159	1.684	Not significant
Perceived organizational support → Psychological Empowerment	0.313	3.048	Significant
Perceived organizational support → Psychological Well-being	0.140	1.263	Not significant
Psychological Well-being → Job Performance	0.345	3.345	Significant

After observing the results of the direct influence between variables, this section will discuss the results of testing the research hypothesis. There are two supported hypotheses. Psychological empowerment can significantly mediate the effect of POS on job performance. In addition, psychological empowerment and well-being can significantly mediate the effect of POS on job performance. Hypotheses 1 and 3 are supported because the T Statistics value exceeds the T Table.

Suppose we relate hypothesis 1 of the study to the rules regarding the Sobel test presented by Hair et al. (2010), and there is no significant direct effect between POS on job performance. In that case, there has been an entire *mediation event*. Employees need to get psychological empowerment before POS affects increasing job performance. Testing of hypothesis 3 also shows the information on the occurrence of *full mediation events* in the research model. Psychological empowerment and psychological well-being that employees have so far experienced can mediate the effect of POS on job performance.

Hypothesis 2 is not supported because the T Statistics value is smaller than T Table. Psychological well-being cannot significantly mediate the effect of POS on job performance. The details of the results of the research hypothesis test can be seen in Table 6.

Table 6. Indirect Effects Results

		Path coefficient	T Statistics	Information
H1	Perceived Organizational Support → Psychological Empowerment → Job Performance	0.112	2.191	Significant
H2	Perceived Organizational Support → Psychological Well-being → Job Performance	0.048	1.106	Not significant
H3	Perceived Organizational Support →Psychological Empowerment→ Psychological Well-being → Job Performance	0.054	2.368	Significant

Discussion

Assistance provided by the organization can only improve performance if employees are psychologically empowered. Employees need to have freedom to solve existing problems. The opportunity to innovate dramatically affects the quality of work. The results of this study support studies conducted by Afzali et al. (2014), Ahmad et al. (2010), Tuuli and Rowlinson (2009), Degago (2014), and Indradevi (2011). Previous studies have also noted additional benefits that can be obtained from applying psychological empowerment. Some of the benefits that employees can feel include increased job-related effect, intrinsic motivation, job satisfaction, organizational citizenship behaviour, job retention, affective commitment, and reduced strain (Tuuli & Rowlinson, 2009; Bogler & Nir, 2012; Patrick & Laschinger, 2006; Hechanova et al., 2006; Aryee & Chen, 2006; Chiang & Hsieh, 2012). Psychological empowerment has a positive impact on organizational progress in the long run.

The second hypothesis, which states that psychological well-being can mediate the relationship between POS and job performance, must be supported. This insignificant relationship indicates that psychological well-being cannot automatically mediate the effect of POS on job performance. This study's results differ from those conducted by Ng and Sorensen (2008) and Thomas and Lankau (2009). Their study found that POS has a significant effect on psychological well-being.

For organizational support to affect performance, employees need psychological empowerment and psychological well-being. This study's results indicate an order in the role of mediation for the formation of job performance. The first mediating variable that is

immediately needed is psychological empowerment. After feeling that their work is meaningful, employees will be able to experience psychological well-being (the second mediating variable). Satisfaction with work life has a positive impact on behaviour in the organization. They will continue to be motivated to excel at work. This research supports a study conducted by Caesens et al. (2020); Schermuly and Meyer (2016); Kundi et al. (2020); Alvi (2017), and Baptiste (2008). In addition, from the results of previous studies (e.g., Hui et al., 2007; Asgari et al., 2008), in a research model, the mediating variable can be one and more than one. Therefore, this study also confirms the existence of several mediating variables in a research model; in this case, psychological empowerment and psychological well-being play a role in mediating the effect of POS on job performance.

POS does not have a direct effect on job performance. POS cannot automatically affect job performance. To achieve increased performance, POS needs to be bridged by other variables (e.g., psychological empowerment). Second, psychological empowerment can mediate the influence of POS on job performance. The process is *complete mediation*. Before the support provided by the organization results in performance, employees need to get psychological empowerment first. Implementing the psychological empowerment dimension, which includes increasing competence, granting autonomy, control over office activities, and meaningfulness in work, can encourage increased employee productivity. Third, psychological well-being can act as a mediator in the influence of POS on job performance if preceded by psychological empowerment. Empowered employees will be able to feel psychological well-being. Optimal life allows them to enjoy all activities at work. Fulfilling these two elements (psychological empowerment and psychological well-being) will generate enthusiasm for creating. Employees are more serious when completing their responsibilities.

The findings of this study have been described in the previous section. Based on the analysis of empirical findings, several implications can be formulated. First, related to theoretical implications. This study integrates four variables that improve performance: POS, psychological empowerment, psychological well-being, and job performance. POS is the basis of this series. For job performance to be optimal, the management and organization must be serious about improving POS, which helps increase psychological empowerment. The success of psychological empowerment will encourage an increase in psychological well-being. This condition is due to the strength of psychological well-being in influencing job performance, which is determined mainly by the role of POS in encouraging the psychological empowerment process. Without the role of psychological empowerment, psychological well-being will not be able to bridge the impact of POS on increasing job performance.

Second, related to practical implications for leaders and supervisors. This study emphasizes the importance of the role of psychological empowerment in encouraging the formation of psychological well-being and job performance with POS *antecedents.* Psychological empowerment is the key that POS can improve job performance. In this series, psychological empowerment is vital and attached to the other three variables.

Conclusion

First, employees need intervention from superiors or supervisors to develop themselves. Increased competence makes employees more professional at work. Second, the a need for autonomy in work. The autonomy given to employees will form independence in work. This condition will certainly speed up the work process. Third, organizations need to care more about employee welfare. Employees who are cared for by the surrounding environment will work comfortably. Fourth, assist employees who are experiencing problems. Problems that occur in work and non-work life often break concentration. The provision of assistance that is right on target can lighten the burden that is being experienced.

This study used a cross-sectional design. Using a cross-sectional design makes it difficult to see how psychological empowerment and psychological well-being mediate the influence of POS on employee performance in the workplace in a certain period. Future researchers can use longitudinal studies to reexamine our research model. Longitudinal studies allow researchers to see the effectiveness of the two mediating variables (psychological empowerment and psychological well-being) in improving employee performance.

This study examines the relationship between POS – psychological empowerment - and psychological well-being in predicting employee performance. Future research can examine the impact of implementing POS and psychological empowerment on variables directly oriented toward organizational progress (e.g., affective organizational commitment or organizational identification).

Acknowledgement

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