

The Moderating Effect of Effective Commitment among the Psychological Empowerment Dimensions and Organizational Performance of Thailand Pharmaceutical Industry

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ABSTRACT

For the long-term survival, the performance is very important part of the organization. If the performance could not maintain the organization, then the development could be minimized. There are various factors that could enhance performance. Among several factors, psychological empowerment (PE) and effective commitment (EC) are very important factors that could help to create effective increase in organizational performance (OP). In line with this, the current study aim is to configure the moderating effect off EC among the PE dimensions and OP of Thailand pharmaceutical sector. The data was collected from the employees that were working in the pharmaceutical sector. The Partial Least Square (PLS)-Structural Equation Modeling (SEM) results had indicated that enriched understanding of jobs task (EUJT) has a relationship that is positively and significantly associated with the organizational performance (OP). In the same vein, level of self-determination (LSD) had also an association with the OP that is positive and significantly associated with the OP. In contrast, overall impact on department (OIOD) has not any association with OP. While, indirect effect had shown that effective commitment (EC) is significantly moderating among two exogenous variables namely, EUJT, LSD and OP. Conversely, the OIOD did not moderated by EC. The above discussed findings could add a body of knowledge in previous literature that could provide help to increase the new insights for further research.

Keywords: Psychological empowerment, effective commitment, organizational performance, pharmaceutical industry, Thailand

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INTRODUCTION

In this era of cut-throat competition, organizations remain creating every effort towards improve and maintain their performance. Scholars as well as practitioners have asserted human resource (HR) as the most significant organizational resource and a key to attain high performance as well as competitive advantage over rivals (Raineri, 2017; van Esch, Wei, & Chiang, 2018). Various studies have verified the association of HR practices with higher organizational performance (OP) (e.g., (M. M. Azeem, Abrar, Bashir, & Zubair, 2015b; S. C. Kundu & Gahlawat, 2018). It is also proved that HR practices have influence on organizational results through affecting employees' attitudes as well as behaviors (Gahlawat & Kundu, 2019; Rehman, Ahmad, Allen, Raziq, & Riaz, 2019). Various researchers and experts have disclosed the significance of employee job attitudes for instance of job satisfaction, commitment of firms, psychological empowerment (PE), as well as firm's citizenship behavior for higher OP (Fong & Snape, 2015; Isa, Yusoff, Ahmad, & Muda, 2018).

If employees feel that psychologically attached as well as recognized themselves through the business then they confidently will contribute to its performance (van Esch et al., 2018). According to the Rehman et al. (2019), "An empowered workforce that has the relevant knowledge, skills and competencies can produce exemplary organizational

results." There are various studies have verified the direct influences of PE on the OP (S. C. Kundu & Kumar, 2017; Nassar, 2017). On the other hand, there is a lack of studies which uncovers the appliances by that PE influences OP. the PE in itself creates employees psychologically adept for the purpose of execute their responsibilities well, whether workers will utilize this PE to participate towards OP depends at their commitment of the firms. Successfully committed employees deliver valuable as well as inimitable sources towards the organization which delivers it competitive advantage over its competitors as well as also increase OP (Newman, Schwarz, Cooper, & Sendjaya, 2017). There is still no study available, which has been studied the constructs of PE, effective commitment and OP together. In addition, the present study fills that gap through affective commitment in place as the moderator among PE and OP. This study search for encounters few objectives. Firstly, we investigate the level of PE between employees in Thailand context. Therefore, various these types' studies are done at the "western context". There is multiple of cultural difference between Western and Thailand culture (Aydogmus, Camgoz, Ergeneli, & Ekmekci, 2018). For that reason, it come to be very necessary to empirically inspect whether positive results of PE are simulated in Thailand context or not. Second, maximum of the empowerment studies has been done by taking the data from other sectors except pharmaceutical

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industry of Thailand. Therefore, there is need of time to conduct a study on Pharmaceutical industry of Thailand. Along with these gaps, the present study had been conducted to test the moderating effect of effective commitment on the relationship of psychological empowerment and organizational performance of pharmaceutical industry in Thailand.

LITERATURE REVIEW

Organization's Performance

There are usually two kinds of the indicator which are utilized for determine OP: objective performance indicators and subjective performance indicators. In objective measure, actual presentation indicators remain used to calculate the OP such as profit, sales growth, cost-reduction, return on assets etc. (Akram, Ishaq, & Arshad, 2015; Uzoaru, 2018; Wongsurawat & Jermstittiparsert, 2020). Subjective or perceived performance also assess through taking the perceptions of workforces or managers regarding OP in comparison towards competitors and past performance. Many researchers have advocated the usage of subjective indicators of OP over objective indicators (Alagarsamy, Mehrolia, & Aranha, 2020; Chang & Chen, 2011). Practically objective data about performance are difficult to obtain and also question arises about its reliability (Aryee, Walumbwa, Seidu, & Otaye, 2012). So, subjective performance measures have been used in this study.

Psychological Empowerment

There are two basic approaches of the employee empowerment (EE) have developed from the literature, specifically, structural empowerment (SE) and PE (Jauhari, Singh, & Kumar, 2017). On the other hand SE refers towards efforts of the firm which deliver more autonomy towards its employees, PE also deals through the employee's mental state whether they remain psychologically feeling power to complete their job (Han, Seo, Li, & Yoon, 2016). In addition, Chan, Nadler, and Hargis (2015) described that PE as the motivational concept by four key dimensions such as meaning, self-determination, influences, and competence.

'Meaning' mentions to the appropriate among person's work role as well as his beliefs, and behaviors and morals (Garg & Dhar, 2016). 'Competence' discusses to the individual's assurance regarding his ability to accomplish work tasks efficiently (Chan et al., 2015; Han et al., 2016). 'Self-determination' talk about to "a sense of choice in initiating and regulating actions" (Garg & Dhar, 2016). 'Influences' speak of the degree in which individual trusts on that the he or she can effect work results (Chan et al., 2015). Combination of these essential four cognitions reveals an active relatively than the passive orientation of a worker to his or her work role in organization (Chan et al., 2015; Newman et al., 2017).

Effective Commitment

Commitment of the employees in the direction of their firms has been distributed into three essential classifications such as "affective commitment, normative commitment, and continuance commitment" (Islam, Khan, Ahmad, Ali, & Ahmed, 2014). Therefore, affective commitment talk about the powerful emotional affection, participation as well as identification of the employee with the business (Kim, Lee, Murrmann, & George, 2012). In addition, normative commitment bring up to worker's sense of responsibility to keep on by the businesses (Islam et al., 2014). Into the continuance commitment, singular remains by the organization the reason that costs related with leaving firms (Kim et al., 2012). The affective commitment remain establish strong forecaster of individual as well as organizational results (Bhatnagar & Biswas, 2012; Quratulain, Khan, Crawshaw, Arain, & Hameed, 2018). As a

consequence, affective commitment has been in use in this presented study in place of as moderator between PE and OP.

Psychological Empowerment and organizational Performance

Prior research has recognized the positive association among PE as well as OP (Baggett, 2015; Nikpour, 2018). Nikpour (2018) described that PE has direct significant positive impact on OP. In the study of commercial banks as well as insurance organizations in Thailand, Singh, Singh, and Beatty (2016) talk about the properties of human capital impact on OP. EP practices also create positive impact on OP by increasing the influence of "group-based pay-for-performance plans as a moderator" (Liu, Gong, Zhou, & Huang, 2017). Therefore, the PE creates positive impact on the OP in various appliances for example customer-oriented performance (Skrinou & Gkorezis, 2019), and EE, as well as productivity (Jauhari et al., 2017). In the multi-level model of the EP, Aggarwal, Dhaliwal, and Nobil (2018) considered the effect of EP climate on unit and individual-level results. They suggested EP climate as a work-unit level variable as well as found that EP climate directly indicate to the higher unit-level behaviors and also leads towards individual results containing higher job performance as well as satisfaction over the mediation of EP (Aggarwal et al., 2018). In view of the discoveries from that different research regions, we expect that EP to have significant positive influence on OP.

Psychological Empowerment, Affective Commitment, and organizational Performance

PE and AC remain nearly related by each other in place as both contract with perceptions as well as attitudes of employees in the direction of their work atmosphere (Garg & Dhar, 2016). Inside the study of 332 Thailand IT organizations, Shah, Khattak, Zolin, and Shah (2019) described that essential positive influences of "meaning, competence, and influences" on affecting commitment on the other hand self-determination remained not establish significantly connecting towards affective commitment. Using the model of 605 knowledge employees from four major different countries, Valentine, Hollingworth, and Schultz (2018) discovered that PE incompletely mediates the influence of job features on AC. PE also mediates an association of empowering as well as transformational management with organizational obligation (Ghafoor, Qureshi, Khan, & Hijazi, 2011). Significant positive relative of PE and ac has been interlinked as a process of reciprocation (Eisenberger et al., 2010).

At that time when workers feels that firms have delivered them an expressive job as well as opportunity towards deal with their job in their own way, in this way they feel appreciative to firm through being more committed towards it (Butts, Vandenberg, DeJoy, Schaffer, & Wilson, 2009; García-Juan, Escrig-Tena, & Roca-Puig, 2019). In the study of private as well as public Australian nurses, Chih, Kiazad, Cheng, Capezio, and D. Restubog (2017) discovered that a higher stages of PE leads towards higher level of AC. Moreover, employee's feels more committed towards the firm at that time when their requirements for enhancement and achievement remain satisfied (Chih et al., 2017). In Chinese context, Kunle, Oshinaike, and Ibrahim (2016) talk about the EE increase turnover intention between hotels leadership service suppliers through mediation of the job satisfaction as well as affective firm's commitment.

In the study of 640 Thailand mangers from 50 different organizations, Kim et al. (2012) found PE to be a predictor of the organizational commitment laterally by strategic HR roles and learning abilities of organization. In another study of the Thailand managers, S. C. Kundu, Kumar, and Gahlawat (2019) talk about the PE in place as the antecedent of entirely three aspects of firm's commitment (extension,

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affecting, and normative) furthermore commitment of the firms as an entire. On the other hand AC remained described to be the stronger results of PE than other two types of commitments (S. C. Kundu et al., 2019).

Although maximum of the prior researches studying the association of commitment with OP have examined organizational commitment in place of a whole (counting affecting, normative as well as extension commitment) relatively than studying AC individually (Rashid Ahmad, Islam, & Saleem, 2019; Tyssen, Wald, & Heidenreich, 2014). Tyssen et al. (2014) establish organizational commitment is a key contributor to OP in German cultural framework. Tegarden, Sarason, Childers, and Hatfield (2005) initiate positive influence of the organizational commitment at return on the assets. Shamsudin, Subramaniam, and Alshuaibi (2012) discovered that organizational commitment have positive effect on the financial performance of corporates in a study of Malaysian firms. Messersmith, Patel, Lepak, and Gould-Williams (2011) examine that a mediating role of the AC among “performance-oriented HR subsystems” as well as OP through using the large sample of 2,148 executives from 463 OP in Thailand. Their study also empirically verified that “performance oriented HR subsystems” increase OP through growing of managers AC (Chen, Sharma, Edinger, Shapiro, & Farh, 2011).

AC also increase effectiveness as well as efficiency of administration on the organizational levels (Butts et al., 2009). Furthermore, in the current study of 563 Thailand employees, Singh et al. (2016) talk about AC to be a key predictor of the OP. AC may increase the level of OP the reason is that it have positive impact in individual results for instance of job performance (Mesu, Sanders, & van Riemsdijk, 2015; Singh et al., 2016) as well as pro-social performance (Butts et al., 2009).

Multiple studies have examined the association of PE with OP with taking several individual as well as contextual elements in place of as a mediator for example “organizational citizenship behavior, job satisfaction, affective commitment,

innovativeness” etc (M. M. Azeem et al., 2015b). In the study of Pakistani banks, Azeem et al. (2015) examined the firm’s citizenship behavior entirely mediated the association among PE and perceived OP. Kirkman and Rosen (1999) comprehensive the theory of PE towards team level as well as talk about the higher empowered teams remain more creative and active than the lesser empowered teams in this way these teams have more levels of the team as well as organizational commitment, consumer service, and job satisfaction. (Humborstad & Perry, 2011) discovered that in the Chinese context EP did not has provide any direct association by employee’s service efforts on the other hand it has indirect association by job attitudes which containing on AC and job satisfaction.

There are “Performance oriented HR subsystem” tend towards enhance OP which positively impacting the AC of the middle administrators (Gong, et al., 2009). In addition, Kazlauskaitė, Buciuniene, and Turauskas (2012) talk about the positive influence of the structural empowerment at PE, job satisfaction, and AC. Further, both PE and AC were discovered to mediate an association of the structural empowerment through customer-oriented practices (Kazlauskaitė et al., 2012). There are a longitudinal study is also verified the EE have indirect impacts on the performances through directly impacting employees attitudes about innovativeness as well as job satisfaction (Fernandez & Moldogaziev, 2013). Moreover, whole studies have not discovered a positive association between empowerment as well as OP, such as, while calculating the influences of management techniques which is widely used, Staw and Epstein (2000) established that the empowerment must related with innovativeness and reputation of organization but not with OP.

Research framework and Research Hypothesis

The research framework is consisted of three various kind of variables. Three are independent variables, on moderating variable and one is dependent variable.

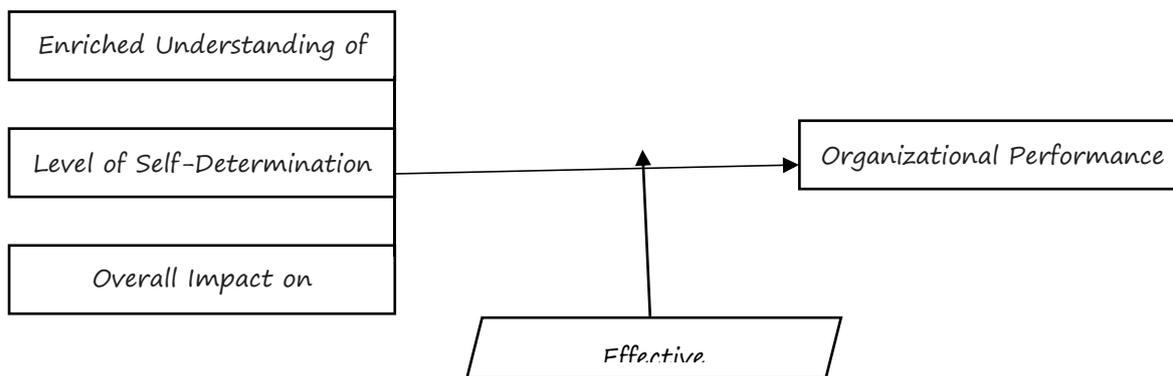


Fig.1: Research Framework

Based on this framework, there are several hypotheses are formulated below.

H1: The enriched understanding of jobs task had an association with the organizational performance of pharmaceutical industry of Thailand.

H2: The level of self-determination had an association with the organizational performance of pharmaceutical industry of Thailand.

H3: The overall impact on department had an association with the organizational performance of pharmaceutical industry of Thailand.

H4: The effective commitment is a significant moderator with the association of enrichment understanding of jobs task and organizational performance of pharmaceutical industry of Thailand.

H5: The effective commitment is a significant moderator with the association of level of self-determination and organizational performance of pharmaceutical industry of Thailand.

H6: The effective commitment is a significant moderator with the association of overall impact on department and organizational performance of pharmaceutical industry of Thailand.

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RESEARCH METHODOLOGY

There are two following approaches for the research design. The research design had to be developed based on the research objective that is developed on the bases of research problem. Thus, after seeking the research objective, the current research had used the quantitative research design and applied the one-time data collection design that is cross sectional research design. The survey was based on self-administered in which data collected by visiting the employee's office. Employees working in pharmaceutical companies were chosen as a sample for the study for collecting primary data. A structured questionnaire was administered to 500 employees working in pharmaceutical

sector in Thailand. Questionnaires were administered to employees by meeting them face-to-face. Out of them, 250 employees returned the filled questionnaires. When filled up questionnaires were screened, 42 questionnaires were found unusable due to incomplete information. Finally, 208 questionnaires were found appropriate for the study and used for further analysis resulting in effective response of 41 percent. Moreover, Table 1 predicted values had shown the basic information of the respondents. Most of the respondents were in 26 to 30 years' age category. Average age of the respondents was 31.9 years. Majority of the employees (62.5%) were having below 5 years work experience. 62.5% of respondents were undergraduates while 37.5 % of the respondents were postgraduates.

Table 1: Demographic Profile of the Respondents

Demographics	Categories	Frequencies	%	Average
Gender	Female	20	9.6	
	Male	188	90.4	
Age (years)	Below 25	30	14.4	31.990
	26-30	106	51	
	31-40	52	25	
	41-50	2	1	
	50-60	18	8.6	
	60 and above	0	0	
Experience (years)	Below 5	130	62.5	5.777
	5-10	40	19.2	
	10 and above	38	18.3	
Education	Undergraduate	130	62.5	
	Postgraduate	78	37.5	

Source: Owners illustration

Construct

Following measures were used to gather data from employees regarding psychological empowerment, affective commitment, and firm's performance. Psychological empowerment of employees was assessed using 9 item scale developed by Spreitzer (1995). For measuring affective commitment, 6 items scale has been adopted from organizational commitment scale developed by Allen and Meyer (1990). To assess the organizational performance, a perceptual measure of five items was adopted from the study of Khandwalla (1977) and Som (2008). All of the following constructs were measured on five-point Likert Scale that is ranged from 1 that shows the strongly disagree and 5 that shows the strongly agree.

Data Analysis

After seeking the descriptive analysis, the inferential analysis of the study had predicted. The inferential analysis could be assessed by using a Smart PLS that has the ability to do the analysis for the small sample size and non-normal data (J. F. Hair, Hult, Ringle, & Sarstedt, 2016, 2017). There are

various studies in the social sciences in which Smart PLS had used for analysis (Riaz Ahmad, Bin Mohammad, & Nordin, 2019). The inferential analysis had done in two following models, assessment of measurement model, and assessment of structural model (Henseler, Ringle, & Sinkovics, 2009). These two following models had been described below.

Measurement model

Before testing the hypothesis, the reliability and validity of the model could be considered important. For this purpose, convergent validity and discriminant validity are considered important part. In the convergent validity, the recommended minimum value for loadings of every items should be greater than 0.5, every construct composite reliability could not be <0.7 and every construct average variance extracted (AVE) should be a greater than from 0.5. These following values are recommended from the following previous researchers (J. Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014; J. F. Hair et al., 2017). The Table 2 presented values had shown that construct fulfill the criteria of convergent validity.

Table 2: Measurement Model Results

Constructs	Items	Loadings	Alpha	CR	AVE
Effective commitment	EC1	0.814	0.907	0.931	0.729
	EC2	0.888			
	EC3	0.853			

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	EC4	0.895			
Enriched understanding of job tasks	EUJT1	0.821	0.869	0.911	0.718
	EUJT2	0.864			
	EUJT3	0.821			
Overall impact on Department	OIOD1	0.882	0.844	0.906	0.763
	OIOD2	0.862			
Level of self-determination	LSD1	0.891	0.890	0.900	0.670
	LSD2	0.897			
	LSD3	0.901			
Organizational performance	OP1	0.945	0.942	0.958	0.851
	OP2	0.920			
	OP3	0.915			
	OP4	0.912			

Note: EUJT- Enriched understanding of job tasks, OIOD-Overall impact on Department, LSD-Level of self-determination, OP-Organizational performance, EC-effective commitment.

While the discriminant validity could be assessed through the Fornell and Lacker and Heterotrait-Monotrait ratio (HTMT). The Fornell and Lacker shows that all the diagonal values that represent the AVE square root should be greater than from below values (J. F. Hair et al., 2017). In addition,

HTMT shows that all the construct should not exceed correlation from the 0.85 (J. F. Hair et al., 2017; Henseler, Ringle, & Sarstedt, 2015). The Table 3 and Table 4 figure out that construct had the discriminant validity.

Table 3. Discernment Validity: Fornell Lacker

	EC	EUJT	OIOD	LSD	OP
EC	0.708				
EUJT	0.521	0.86			
OIOD	0.285	0.357	0.845		
LSD	0.476	0.026	0.079	0.865	
OP	0.683	0.579	0.491	0.148	0.905

Note: EUJT- Enriched understanding of job tasks, OIOD-Overall impact on Department, LSD-Level of self-determination, OP-Organizational performance, EC-effective commitment.

Table 4. Discernment Validity (HTMT)

	EC	EUJT	OIOD	LSD	OP
EC					
EUJT	0.511				
OIOD	0.275	0.557			
LSD	0.476	0.026	1.079		
OP	0.693	0.579	0.49	0.748	

Note: EUJT- Enriched understanding of job tasks, OIOD-Overall impact on Department, LSD-Level of self-determination, OP-Organizational performance, EC-effective commitment.

Structural Model

After the measurement model assessment, the further process is to test the structural model for the hypothesis testing. For testing the proposed hypothesis five hundred resampling technique by using a bootstrap was employed. The Partial Least Square (PLS)-Structural Equation Modeling (SEM) results had indicated that enriched understanding of jobs task (EUJT) has a relationship that is positively and significantly associated with the organizational performance (OP) of pharmaceutical industry of Thailand that is supporting to hypothesis (1). In the same vein, level of self-determination (LSD) had also an association with the OP that is positive and significantly associated with the OP that is also supporting to hypothesis (2). These two findings had shown that EUJT and LSD are very important factors for the

pharmaceutical industry of Thailand to increase their performance. In contrast, overall impact on department (OIOD) has not any association with OP that is not supporting to hypothesis 3. This finding had shown that OIOD is not a significant predictor to increase the performance the Thailand pharmaceutical industry. While, indirect effect had shown that effective commitment (EC) is significantly moderating among two exogenous variables namely, EUJT, LSD and OP that is supporting to proposed hypothesis 4 and 5. Conversely, the OIOD did not moderated by EC that is not supporting to hypothesis 6. A possible reason for this explanation is that as OIOD did not have any significant direct association with the OP. Therefore, for the indirect effect insignificant relationship chance was increase or it could be possible reason that there could be other

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variables overlapping. The regression results are predicted in following Table 5.

Table 5: Structural Model Results

Hypothesis	Original Sample	Standard Deviation	T Statistics	P Values	Results
EUJT-> OP	0.537	0.09	5.961	0.000	Accepted
LSD ->OP	0.428	0.08	5.342	0.000	Accepted
OIOD->OP	0.054	0.064	0.848	0.397	Rejected
EC*EUJT-> OP	0.206	0.052	3.937	0.000	Accepted
EC*LSD ->OP	0.504	0.077	6.55	0.000	Accepted
EC*OIOD->OP	0.036	0.058	0.618	0.537	Rejected

Note: EUJT- Enriched understanding of job tasks, OIOD-Overall impact on Department, LSD-Level of self-determination, OP-Organizational performance, EC-effective commitment.

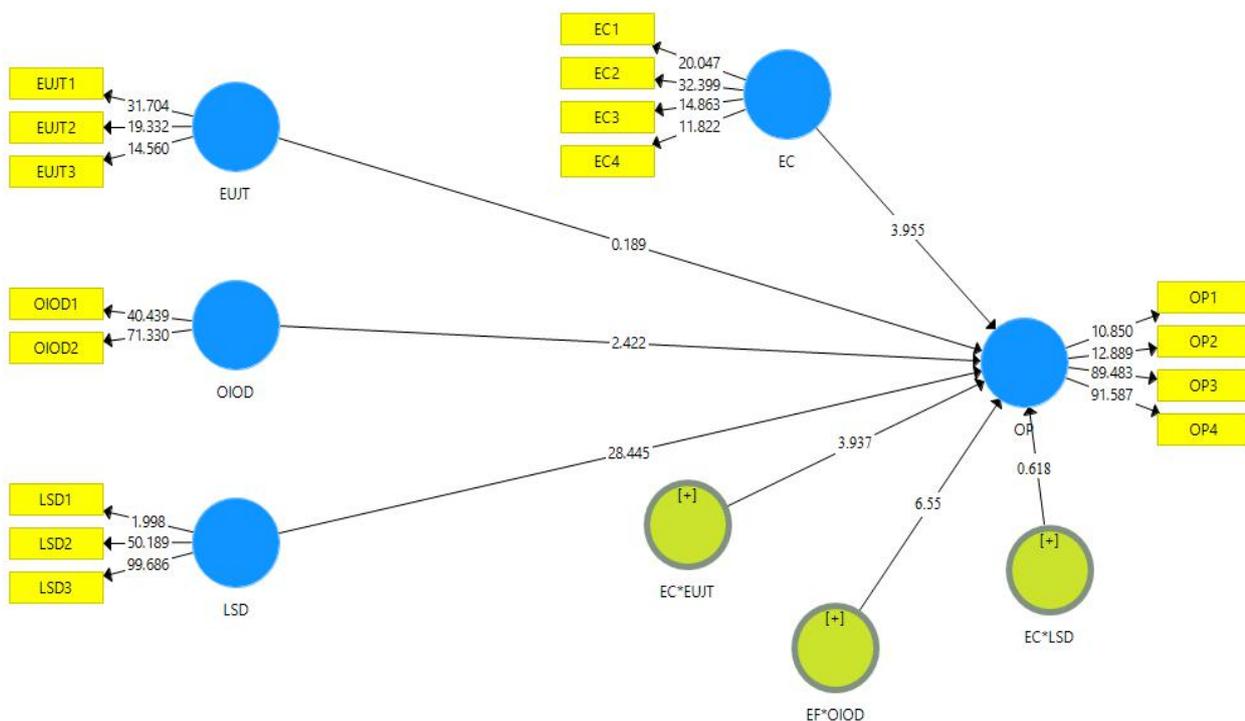


Figure 2: Structural Model

CONCLUSION

The purpose of the study was to examine the linkage between psychological empowerment and organizational performance through the moderating impact of affective commitment. Initially, correlation analysis indicated that these three variables are related to each other. Further, causal relationships among study variables were checked with multiple regression analysis. Two direct hypotheses were supported by the results. As can be seen from figure 2, it is evident that two dimensions of psychological empowerment has positive influence on organizational performance (OP). While one-dimension overall impact on department (OIOD) did not have any relation with the OP. These findings are analogous with some previous findings (Pentareddy & Suganthi, 2015), which identified that when employees feel psychologically empowered; they tend to be emotionally attached and loyal to the organization. Psychological empowerment may increase the OP as it satisfies their primary needs of prestige, opportunity of self-expression,

recognition, and sense of personal importance by providing them meaningful jobs, freedom to handle their jobs in their own way, and improving the sense of competence (Huang, Iun, Liu, & Gong, 2010).

Empowered employees feel positive about their jobs and themselves (S. Kundu, Malhan, & Kumar, 2006) which may foster feelings of commitment among them. Further analysis found that effective commitment (EC) is moderating the relationship between two dimensions of psychological empowerment (PE) namely EUJT, LSD and OP while is not moderating between the OIOD and OP performance. Higher level of empowerment leads to higher performance of firm. This result is consistent with some previous studies which found positive association between empowerment and OP (Nzuve & Bakari, 2012). In a study among employees of City Council of Nairobi, Kenya, Nzuve and Bakari (2012) concluded that employee empowerment has great positive influence on OP. Another major finding of the study is that

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psychological empowerment influences OP positively indirectly.

Some past studies (M. Azeem et al., 2015a; M. M. Azeem et al., 2015b) have shown that psychological empowerment makes positive impact on firm's level of outcomes by changing individual attitudes and behaviors of employees (Bhatnagar, 2012). Bhatnagar (2012) found that psychological empowerment enhances innovation by increasing work engagement of middle managers. Messersmith et al. (2011) checked the mechanism through which high-performance work system influences the departmental performance. They found that high-performance leads to organizational citizenship behavior among employees through enhanced level of job satisfaction, organizational commitment, and psychological empowerment which in turn leads to higher departmental performance. Srivastava et al. (2006) found empowering leadership has positive effect on team performance indirectly through the knowledge sharing and team efficacy. When employees see their work as interesting and meaningful and see themselves as making a significant impact, they develop high level of affective commitment and perform well even without the expectation of higher pay (Kuvaas, 2006; Thomas, 2002).

Theoretical and Practical Implications

Many theoretical as well as practical implications emerge from the current study. At the theoretical ground, the study contributes to the literature of psychological empowerment, as it is one of the rare researches which have measured the influence of PE on OP by taking EC as moderator. The study contributes to the understanding of the mechanism through which PE may affect performance of the firm. Consistent with some previous studies, the current study moves the field a step forward by understanding how PE may relate to OP. On practical side, the study indicates towards the importance of developing PE among employees to improve EC and OP. Recognizing the role of PE as a means to enhance OP both directly and indirectly through EC, leaders should focus on enhancing PE among employees. PE employees become highly committed to the organization and its goals which contribute to the higher performance of firm. To achieve this, management should focus on appropriate job designs in which employees can experience autonomy in their jobs. This can be done by focusing on the HR interventions which have been identified as antecedents of psychological empowerment such as structural empowerment, transformational leadership, empowering leadership behaviors, communication with supervisors, etc (Ahearne, Mathieu, & Rapp, 2005).

Limitations and Guidance for Further Research

One major weakness of the study was its cross-sectional design, which does not allow for the assessment of cause and effect relationship. Further research can check the causal relationship among these variables by taking longitudinal study design. Data were obtained from the single source which may lead to serious measurement errors such as inflating the effect size or single source bias (Gerhart, Wright, McMahan, & Snell, 2000). Another limitation of the study may be the use of subjective performance measures for measuring OP. Although subjective measures of OP have been advocated in literature as good as objective measures of OP (S. C. Kundu et al., 2019) but combination of both subjective as well as objective measures may produce more reliable results if the study is related to a single industry (Gong, et al., 2009). As mentioned by (Spreitzer, 2007) future researches can check the reverse causality among these variables because it can happen that employees feel more power over their job when organization is performing well or when they are affectively committed to their organization.

Some contextual factors can also be considered in future studies such as organizational size, hierarchical levels, nature of the ownership, educational qualifications of employees (Bhatnagar, 2005).

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