

**THE RELATIONSHIP BETWEEN THREE TYPES
OF EMPOWERMENT (PSYCHOLOGICAL
EMPOWERMENT, STRUCTURAL
EMPOWERMENT AND EMPOWERING
LEADERSHIP) AND CONTEXTUAL
PERFORMANCE: THE ROLE OF WORK
ENGAGEMENT AS A MEDIATOR**

by

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LIST OF ABBREVIATIONS

CP	Contextual performance
PE	Psychological empowerment
SE	Structural empowerment
EL	Empowering leadership
WE	Work engagement
TP	Task performance
OCB	Organizational citizenship behaviour
CR	Composite reliability
AVE	Average variance explained
Mean	Meaning
Comp	Competence
SD	Self-determination
Impc	Impact
Oppo	Opportunity
Supp	Support
Info	Information
Reso	Resources
Auto	Autonomy support
DS	Development support

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**HUBUNGAN DI ANTARA TIGA JENIS PEMERKASAAN (PEMERKASAAN
PSIKOLOGI, PEMERKASAAN STRUKTUR DAN PEMERKASAAN
KEPIMPINAN) DAN PRESTASI KONTEKSTUAL: PERANAN
KETERIKATAN KERJA SEBAGAI PERANTARA**

ABSTRAK

Kajian ini mengkaji tiga aspek pemerksaan (iaitu pemerksaan psikologi, pemerksaan struktur dan pemerksaan kepimpinan) sebagai peramal prestasi kontekstual dan juga peranan keterikatan kerja sebagai perantara. Pemerksaan psikologi mempunyai empat dimensi iaitu bermakna, kecekapan, penentuan sendiri dan impak; pemerksaan struktur mempunyai empat dimensi iaitu peluang, sokongan, maklumat dan sumber manakala pemerksaan kepimpinan mempunyai dua dimensi iaitu sokongan autonomi dan sokongan pembangunan. Sampel kajian ini terdiri daripada pekerja-pekerja kumpulan sokongan yang bekerja di pihak berkuasa tempatan di utara Semenanjung Malaysia. Sebanyak 710 set soal selidik yang mengandungi 65 item telah diposkan kepada Pengurus Jabatan Khidmat Pengurusan / Jabatan Sumber Manusia bagi setiap pihak berkuasa tempatan. Pengurus atau wakil beliau kemudian mengedarkan soal selidik kepada kakitangan kumpulan sokongan di dalam organisasi mereka. Dalam tempoh tiga bulan, sebanyak 540 set soal selidik telah diterima. Walau bagaimanapun, sebanyak 157 daripada soal selidik tersebut terpaksa dibuang kerana tidak lengkap dan tidak memenuhi kriteria yang diperlukan oleh kajian. Ini menjadikan jumlah soal selidik yang boleh digunapakai adalah sebanyak 383 dan bersamaan dengan 53.94 %. Data yang diperolehi dianalisis dengan menggunakan SmartPLS 3.0 untuk menguji kesahan

konstruk, kesahan konvergen, kesahan diskriminan, analisis kebolehppercayaan dan ujian hipotesis. Ujian hipotesis untuk hubungan antara ketiga-tiga aspek pemerksaan dan prestasi kontekstual menunjukkan bahawa, dua dimensi pemerksaan psikologi (iaitu bermakna dan kecekapan), tiga dimensi pemerksaan struktur (iaitu peluang, maklumat dan sokongan) dan satu dimensi pemerksaan kepimpinan (iaitu sokongan autonomi) mempunyai hubungan yang signifikan dengan prestasi kontekstual. Sebaliknya, hipotesis bagi menguji hubungan antara ketiga-tiga aspek pemerksaan dan keterikatan kerja menunjukkan bahawa, satu dimensi pemerksaan psikologi (iaitu bermakna), satu dimensi pemerksaan struktur (iaitu sumber) dan dua dimensi pemerksaan kepimpinan (iaitu sokongan autonomi dan sokongan pembangunan) mempunyai hubungan yang signifikan dengan keterikatan kerja. Hasil hipotesis juga mendapati terdapat hubungan yang signifikan di antara keterikatan kerja dan prestasi kontekstual. Untuk ujian hipotesis mengenai peranan pengantara iaitu keterikatan kerja, keputusan menunjukkan bahawa keterikatan kerja menjadi pengantara yang signifikan ke atas hubungan di antara satu dimensi pemerksaan psikologi (iaitu bermakna), satu dimensi pemerksaan struktur (iaitu sumber) dan satu dimensi pemerksaan kepimpinan (iaitu sokongan autonomi) dengan prestasi kontekstual. Hasil kajian ini mendapati bahawa pemerksaan pekerja adalah penting bagi membolehkan mereka memupuk sikap yang positif dari segi keterikatan kerja dan kelakuan yang positif dari segi prestasi kontekstual. Perhatian khusus perlu diberikan pada dimensi bermakna dan kecekapan dalam pemerksaan kontekstual, dimensi peluang, sokongan dan maklumat dalam pemerksaan struktur dan dimensi sokongan autonomi dalam pemerksaan kepimpinan yang didapati mempunyai kesan yang besar ke atas prestasi kontekstual pekerja. Hubungan teori yang

dikemukakan dalam model kajian ini adalah disokong secara empirikal. Secara khususnya, kajian ini mengesahkan bahawa terdapat hubungan di antara ketiga-tiga aspek pemerksaan, keterikatan kerja, dan prestasi kontekstual. Secara praktikalnya, hasil kajian ini mengemukakan beberapa cadangan kepada pengurus sumber manusia dan pengurusan atasan dalam sektor perkhidmatan awam Malaysia terutamanya pihak berkuasa tempatan. Kajian ini mencadangkan bahawa organisasi perlu menggalakkan suasana pemerksaan dalam persekitaran kerja bagi meningkatkan keterikatan pekerja dengan pekerjaan mereka dan menggalakkan mereka untuk secara sukarela melaksanakan kerja yang melebihi keperluan yang telah ditetapkan untuk mereka. Dalam hal ini, latihan, sistem perancangan kemajuan yang sistematik dan penglibatan pekerja dalam proses membuat keputusan dan pembangunan polisi adalah sebahagian daripada aktiviti-aktiviti yang organisasi mungkin boleh laksanakan untuk memperkasakan pekerja yang membawa kepada peningkatan dalam keterikatan kerja dan prestasi kontekstual mereka.

**THE RELATIONSHIP BETWEEN THREE TYPES OF EMPOWERMENT
(PSYCHOLOGICAL EMPOWERMENT, STRUCTURAL EMPOWERMENT
AND EMPOWERING LEADERSHIP) AND CONTEXTUAL PERFORMANCE:
THE ROLE OF WORK ENGAGEMENT AS A MEDIATOR**

ABSTRACT

This study investigated the three types of empowerment (i.e. psychological empowerment - PE, structural empowerment - SE and empowering leadership - EL) as predictors of contextual performance (CP) and also the mediating effect of work engagement (WE). There are four dimensions of PE which are meaning, competence, self-determination and impact; four dimensions of SE which are opportunity, support, information and resources and two dimensions of EL which are autonomy support and development support. The sample comprised support group employees from local authorities in the northern states of Malaysia. There are 710 set of questionnaires comprising of 65 items was mailed to the Manager of the Management Service Department / Human Resource Department for each of the local authorities. The Manager or his/her representatives then distributed the questionnaire to the support group employees in their organization. Within three months, a total of 540 questionnaires were received. However, a total of 157 of them had to be discarded because they were incomplete and did not meet the criteria required by the study. This brings the number of usable questionnaires of 383 and equivalent to 53.94 %. Data collected were analysed using SmartPLS 3.0 to test the construct validity, convergent validity, discriminant validity, reliability analysis and hypothesis testing. The hypothesis

testing for the relationship between the three types of empowerment and CP indicated that, two dimensions of PE (i.e. meaning and competence), three dimensions of SE (i.e. opportunity, information and support) and one dimension of EL (i.e. autonomy support) were significantly related to CP. On the other hand, the hypothesis testing on the relationship between the three types of empowerment and WE indicated that, one dimension of PE (i.e. meaning), one dimension of SE (i.e. resources) and two dimensions of EL (i.e. autonomy support and development support) were significantly related to WE. The hypothesis result also found the significant relationship between WE and CP. For the hypothesis testing regarding the mediating effect of WE, the results indicated that WE mediate the relationship between one dimension of PE (i.e. meaning), one dimension of SE (i.e. resources) and one dimension of EL (i.e. autonomy support) and CP. The result of this study suggested that empowering the employees is important in order for them to foster positive job attitudes in term of work engagement and positive job behaviour in term of contextual performance. Special attention should be given on the meaning and competence dimensions of PE, opportunity, support and information dimensions of SE and autonomy support of EL which were found to have significant effects on employees' contextual performance. The theoretical relationships posited in this research model were empirically supported. Specifically, this study confirms the linkage between the three types of empowerment, work engagement, and contextual performance. Practically, the result of this study offer several suggestions to human resources manager and top management in Malaysian public service sector especially local authorities. This study further proposed that the organization should promote empowered working environment to increase the employees' engagement with their job

and encourage them to voluntarily perform beyond their prescribe role requirements. In this regard, employees' training, systematic succession planning system and employees' involvement in the decision-making process and policies development are some of the activities that the organization might implement to empower the employees that lead to enhance their WE and CP.

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter introduces the general structure of this study by providing the background of the study, problem statement, research objectives and research questions as well as justifies the significance of this study. This chapter ends with definitions of key terms.

1.2 Background of the Study

With the highly changeable and competitive environment, organizations in the service sector are finding out ways to improve their performance to satisfy the needs of their customers they deal with (Aarabi, Subramaniam, & Akeel, 2013; Abzari & Ghujali, 2011). For example, employees is a fundamental asset that the organization should pay close attention to in order to ensure the organizational productivity and efficiency (Nzuve & Bakari, 2012). This is because; employees are the key players in the organization as they are involved directly with the customers. In public service organization, employees are acting as the medium intermediary in delivering the government's agenda and aspirations to the public.

In the context of Malaysia, the public service organization is a central body in achieving the goals of Vision 2020. Moreover, in 2010, the Malaysian Government under the Prime Minister, Datuk Seri Najib Tun Razak has introduced four pillars as a

way forward in achieving the government's aspiration to be a developed country by 2020. Among these four pillars, two of them have had a great impact on the public service sector which are i) 1 Malaysia: People First, Performance Now; and ii) The Government Transformation Programme (GTP). These two pillars which are focusing on satisfying the needs of the citizens by changing the government institutions to be more efficient and citizen-centred (PEMANDU, 2011; Prime Minister Department, 2011), require a major transformation in the public service sector especially in terms of quality of the service delivered to the public. With a high quality public service delivery only can help the government achieve their ultimate goal of satisfying the public needs and requirements (Ismail & Yusof, 2009).

As the organizational effectiveness is depends largely on its employees' performance (Guidice & Mero, 2012), the public employees need to improve their performance to ensure the service delivered to the public can satisfy people needs and expectation. In the Malaysian public sector, the support group employees are the most crucial human resources as they represent the biggest group of employees in the Malaysian public sector job scheme (Ministry of Women, Family and Community Development, 2014). Support group employees hold the grade 1 to 40 in the Malaysian civil service scheme in which they enter public service with the minimum qualifications of SRP / PMR and below for Grades 1-16 , SPM for Grades 17-26 and STPM / Diploma for Grades 27-40 (Malaysia Public Service Department, 2015). This group of employees are responsible for implementing strategies and policies as well as involved in day-to-day operations (Ibrahim, Ghani, & Salleh, 2013) thus, making them as the main players

in the public service organizations. Because they need to communicate and deliver services directly to the public, their attitude and behaviour reflect the image of the organization in which they work. Consequently, the quality of service exhibited by this group of employees is very important in determining the performance of public service organization.

Given the critical role of support group employees, it is crucial for the organization to discover suitable ways in maximizing employees' work efforts and motivating them to their fullest potential (Yvonne, Rahman, & Long, 2014). For example, the organization may do so by encouraging their employees to perform beyond their official job requirements (Taleghani & Mehr, 2013). This is because employees who are not just actually performing their prescribed duties but also willing to perform beyond their formal obligations will be able to meet or exceed the customers' expectations (Yang, 2012) and lead to better organizational performance (Chompookum & Derr, 2004). Going beyond formal obligations is referring to the contextual performance (hereafter labelled as CP).

CP is behaviour that is performed not as a part of the main task requirements but one voluntarily engage in to support the task activities and job functions (Boer, Hooft, & Bakker, 2015; Erkutlu, 2011; Gordon, Demerouti, Bipp, & Blanc, 2015; Jankingthong & Rurkkhum, 2012; Jawahar, Meurs, Ferris, & Hochwarter, 2008; Motowidlo & Van Scotter, 1994; Organ, 1988). CP shared similar behavioural patterns with organizational citizenship behaviour (OCB) (Bateman & Organ, 1983; Smith, Organ, & Near, 1983), extra-role behaviour (Lo & Ramayah, 2009), helping behaviour (Deckop, Cirka, &

Andersson, 2003), and prosocial behaviour (Lee, 1995; O'Reilly III & Chatman, 1986). Examples of the behaviours are willingness to help others, performing tasks that are not required in their job scope and working late after hours or during weekend (Castro, Armario, & Ruiz, 2004). Because of these similarities, for the rest of this study, the CP term will be used and reflected most of the behaviours for other similar constructs. This is consistent with the study done by Jankingthong and Rurkkhum (2012).

The literatures has witnessed that CP has becoming popular and being intensively studied over the decades (Cohen & Kol, 2004; Emmerik & Euwema, 2007; Zoghbi-Manrique-de-Lara, 2011; Hongyu, Mingjian, Qiang, & Liqun, 2012; Elstad, Christophersen, & Turmo, 2012). This discretionary behaviour has been considered to influence the overall effectiveness of the organization (Goodman & Svyantek, 1999; Griffin, Neal, & Neale, 2000; Jankingthong & Rurkkhum, 2012). Moreover, it is believed to have a positive relationship with the individual and organizational outcomes (Chompookum & Derr, 2004; Podsakoff et al., 2000). At the individual level, CP is negatively associated with withdrawal behaviours such as turnover and absenteeism while at the organizational level, CP is found to have an effect on productivity, efficiency, running costs, and customer satisfaction (Podsakoff et al., 2009). Because of improving CP is the best way and has the lowest cost for increasing organizational effectiveness (Alizadeh, Darvishi, Nazari, & Emami, 2012; Munir et al., 2013), it is necessary for the organizations to find ways on how to stimulate and increase their employees' efforts to perform beyond their prescribed role requirements.

CP has been found to have been impacted by many factors (Guerra, 2015; Yvonne et al., 2014). One area that the researchers should look at while examining the factors associated with CP is the employees' empowerment. This is because empowerment have been found to be an important predictor of CP in previous studies such as in Aksel, Serinkan, Kiziloglu, and Aksoy (2013); Cho and Faerman (2010); Li, Chiaburu, and Kirkman (2014); and Tuuli and Rowlinson (2009). Wat and Shaffer (2005) claimed that, empowered employees will be encouraged to take initiative to perform beyond their job duty. In addition, by increasing the employees' participation and self-determination, it will allow for performance improvement in the organization (Meyerson & Dewettinck, 2012). Therefore, this current study expects that, employees' empowerment would be beneficial to improve the CP of the support group employees in the public service organization which then will increase their quality of the service delivery to the public.

Apart from voluntary behaviour of CP, researchers have noted that the public employees' attitude has an impact on the quality of their service delivery to the public. For example, Ritz, Giauque, Varone, and Anderfuhren (2009) claimed that for the employees to willingly involve in the behaviour that can improve their performance at work, their positive attitude must be higher. Work engagement (hereafter labelled as WE) which is refers to the feelings of fulfilment in one's work is one of the important employees' attitudes in the workplace in which can influence the employees' creativity, productivity and ability to go the extra mile (Bakker & Demerouti, 2008). However, Sulea et al. (2012) claimed that employees' WE and discretionary behaviour were

determined by intrinsic motivation and the need for having a certain control in the organization. This mean that, to foster this attitude and behaviour, the employees need to have a certain level of empowerment in their workplace (Jose & Mampilly, 2014). In addition, the social exchange theory (Blau, 1964) assumed that the exhibition of employees' positive attitude and behaviour at work is in response to the treatment they received in the organization. In line with this view, this study seeks to examine the role of employees' empowerment in motivating positive attitudes (WE) among support group employees, which in turn encourages positive behaviours at work in the form of CP.

1.3 Problem Statement

Low employee performance especially in terms of service delivery is one of the major issues faced by public service organizations (Ibrahim et al., 2013). In Malaysia, this issue is the main problem hampering the local authorities in which they have been charged as having a low performance in terms of their service quality and service delivery to the public for quite a long time (Abdullah & Kalianan, 2008; Ibrahim et al., 2013; Nooi, 2008). This is evident in the statistics of public complaints compiled by Malaysian Public Complaints Bureau for four consecutive years from 2009 to 2012 that local authorities have the highest number of complaints by the public (Public Complaints Bureau, 2009, 2010, 2011, 2012). Among the issues that have been raised by the public toward the local authorities are too bureaucratic, ineffective, inefficient, slow responses, wasteful and not friendly (Abdullah & Kalianan, 2008). In addition, a recent empirical study conducted by Osman, Jusoh, Bachok, and Bakri (2014) support the issue

of the low performance among the local authorities thus stress that major improvement need to be considered.

These issues showed that the service delivery in local authorities is poor. In order to improve the service delivery to the public, previous researchers such as Ibrahim, Amin, and Salleh (2014), Shim and Faerman (2015) and Vigoda and Golembiewski (2001) claimed that the organizations need to motivate their employees to perform CP. The local authorities that focus on managing their employees' discretionary behaviour and extra roles performance (i.e. contextual performance) is likely to achieve better service (Bienstock, DeMoranville, & Smith, 2003; Shim & Faerman, 2015). For example, employees who have CP will put extra effort and seek to resolve customer issues quickly. However, the existence of CP in the public service sector is deemed to be low and the studies on this issue are also insufficient (Som, Mustapha, Othman, Aziz, & Noranee, 2015). Thus, there is a need for more studies on the CP among the public service sector to be conducted. The local authorities, therefore, need to increase their efforts in improving their employees' performance especially among their support group employees. This is because, this group of employees acts as the intermediary between the local authorities and the public in which they are involved in the daily operation of the organization (Ibrahim et al., 2013). Because of that, they play various supportive roles to ensure the functioning of the organization and contribute greatly to the organizational effectiveness (Field & Buitendach, 2011).

In view with the low performance issues among the employees in the local authorities, coupled with the limited studies on CP in public sector, this current study is

conducted to provide meaningful knowledge to the literatures by exploring the important predictors of the CP. This study also attempts to respond to the calls made by Shim and Faerman (2015) that the factors influencing public service employees to engage in the discretionary behaviours need to be investigated. This is due to the reason that the studies on the predictors of CP yield inconsistency results in prior empirical studies (Shim & Faerman, 2015).

Empowerment have been found as one of the predictor for CP in the public sector (Aksel et al., 2013; Cho & Faerman, 2010; Noori & Azma, 2013). However, the studies used different perspective of empowerment and thus produce different results. There are three perspectives of empowerment in the literatures which are motivational perspective (i.e. psychological empowerment – hereafter labelled as PE), structural perspective (i.e. structural empowerment – hereafter labelled as SE) and leadership perspective (i.e. empowering leadership – hereafter labelled as EL). Majority of the previous studies are more interested in the two perspectives which are motivational and structural (Ahmad & Oranye, 2010; Dewettinck & Amejide, 2011; Tuuli & Rowlinson, 2007). Realizing this gap, previous researchers proposed to the future studies to consider all the three perspectives in their studies of empowerment (Zeglat, Aljaber, & Alrawabdeh, 2014). This is also in line with the argument made by some researchers (Ahmad & Oranye, 2010; Tuuli & Rowlinson, 2007) that is, to enhance the empowerment in the organization, the used of one perspective is not sufficient. Instead, a combination of the two or three perspectives would provide valuable results to the

literature. This current study therefore, intends to find out the impact of all the three empowerment's perspectives on the CP.

Nevertheless, Quiñones, Broeck, and Witte (2013) argued that, empowered employees will feel more connected and energized in their jobs, which will be expressed in higher levels of WE. The idea of WE has grown in the literatures because of its predictive importance for job performance (Schaufeli & Bakker, 2004). However, with the scarcity of available empirical research, more studies are needed, to explore the connection between the empowerment and WE (Jose & Mampilly, 2014) and then having further impact on the employees' performance in term of CP. This is in line with the Christian, Garza, and Slaughter's (2011) argument that WE should be studied as a mediator in the antecedents and job performance. The important of WE as a mediator have been claimed by previous researchers. For example WE has found to effectively mediate the relationship between job resources and turnover intention (Schaufeli & Bakker, 2004); between empowerment and work effectiveness (Laschinger, Wilk, Cho, and Greco, 2009); between charismatic leadership and OCB (Babcock-Roberson & Strickland, 2010); between job characteristics, leadership and dispositional characteristics and job performance (Christian, Garza, and Slaughter, 2011); between job characteristics and extra-role behaviours (Sulea et al., 2012), between job design and performance (Shantz, Alfes, Truss, and Soane, 2013); and between empowering leadership and work performance (Zhang and Gheibi, 2015). In accordance with that, this current study intends to explore the role of WE as a mediating variable in the

empowerment and CP relationship. The findings of this study therefore, are expected to add valuable information to the literatures.

Last but not least, the review of the literature found little study of CP in the local authorities especially in Malaysia. To the researcher's knowledge, studies of CP in the Malaysian local authorities are scanty except for Ibrahim et al. (2014) and Ibrahim, Ghani, and Embat (2013). However, this study was conducted among local authorities in East Coast Malaysia and using different variables to associate with employees' discretionary behaviour at work. With that, it is valuable to conduct the study on CP among local authorities in different area with different CP predictors.

Based on the above discussion, this study seeks to examine the relationship between empowerment (PE, SE and EL), WE and CP among support group employees in Malaysian local authorities.

1.4 Research Objectives

The objectives of this study are as follows:

- 1. To confirm the direct relationship between three types of empowerment (PE, SE and EL) and WE and CP**
 - (a) To confirm the relationship between PE (meaning, competence, self-determination and impact) and CP.

- (b) To confirm the relationship between SE (opportunity, information, support and resources) and CP.
- (c) To confirm the relationship between EL (autonomy support and development support) and CP.
- (d) To test the relationship between PE (meaning, competence, self-determination and impact) and WE.
- (e) To test the relationship between SE (opportunity, information, support and resources) and WE.
- (f) To test the relationship between EL (autonomy support and development support) and WE.
- (g) To confirm the relationship between WE and CP.

2. To examine the mediating role of WE in the relationship between three types of empowerment (PE, SE and EL) and CP

- (a) To examine the mediating role of WE in the relationship between PE (meaning, competence, self-determination and impact) and CP.
- (b) To examine the mediating role of WE in the relationship between SE (opportunity, information, support and resources) and CP.

- (c) To examine the mediating role of WE in the relationship between EL (autonomy support and development support) and CP.

1.5 Research Questions

The result of this study attempts to answer the following questions:

1. Does the three types of empowerment (PE, SE and EL) have a direct relationship with WE and CP?

- (a) Does PE (meaning, competence, self-determination and impact) have a relationship with CP?
- (b) Does SE (opportunity, information, support and resources) have a relationship with CP.
- (c) Does EL (autonomy support and development support) have a relationship with CP.
- (d) Does PE (meaning, competence, self-determination and impact) have a relationship with WE.
- (e) Does SE (opportunity, information, support and resources) have a relationship with WE.
- (f) Does EL (autonomy support and development support) have a relationship with WE.

(g) Does WE have a relationship with CP.

2. Does WE mediate the relationship between the three types of empowerment (PE, SE and EL) and CP?

(a) Does WE mediate the relationship between PE (meaning, competence, self-determination and impact) and CP?

(b) Does WE mediate the relationship between SE (opportunity, information, support and resources) and CP?

(c) Does WE mediate the relationship between EL (autonomy support and development support) and CP?

1.6 Significance of the Study

This study aims to contribute important additional knowledge into existing literatures on CP by integrating the three types of empowerment which are PE, SE and EL and WE as the main antecedents of CP. This research also aims to fill in the research gap on the empowerment, WE and CP and to add further understanding to the literature especially in empirical research. There are several researches conducted on the relationship between empowerment and CP (Cho & Faerman, 2010), the relationship between empowerment and WE (Hoole & Bonnema, 2015) and the relationship between WE and CP (Rurkkhum & Bartlett, 2012; Shuck, Reio, & Rocco, 2011; Wickramasinghe & Perera, 2012). There are also studies that examine WE as a mediator

in the various relationship such as between leadership and work performance (Zhang & Gheibi, 2015), between task characteristics and performance (Shantz et al., 2013), and between job resources and organizational citizenship behaviour (Sulea et al., 2012). However, to the researcher's knowledge, the role of WE in mediating the empowerment and CP relationship is yet to be studied. Therefore, it is significant to study the mediating effect of WE on the relationship between empowerment and CP.

Furthermore, a better understanding of the underlying forces for the employees' CP will help the public service sector in promoting and growing an appropriate kind of behaviour among their employees. The results of this study are also targeted to improve the employees' motivation and positive attitude at work especially in the local authority environment. It will allow public sector management and leaders to understand the advantages of empowering their employees as a part of providing better workplace environment, increase employees' motivation and expanding employees' fulfilment and connection with their job, division and organization as well as fostering positive job behaviour.

Additionally, this study also intends to assist the Human Resource Department of the public sector especially the local authority to prepare suitable programs or trainings for the employees and the leaders in the organization. Furthermore, because of the limited empirical research on empowerment, WE and CP conducted in local authority particularly in Malaysia, it is assumed that the results of this study have the capacity to be expanded for future studies in related or comparable areas.

1.7 Definition of Key Terms

The key terms that are used in this study are defined in the following sections:

1.7.1 Contextual Performance (CP)

In line with Boer, Hooft, and Bakker (2015); Erkutlu (2011); Gordon, Demerouti, Bipp, and Blanc (2015); Jankingthong and Rurkkhum (2012); Jawahar, Meurs, Ferris, and Hochwarter (2008); Motowidlo and Van Scotter (1994) and Organ (1988), CP in this study is conceptualized as the voluntarily behaviours performed by the support group employees working in the local authorities that do not support the technical core of their jobs but contribute to the broader organizational, social, and psychological environment in which the technical core must function.

1.7.2 Psychological Empowerment (PE)

Based on the definition provided by Maynard et al. (2012), the psychological perspective of empowerment is defined as the support group employees' state or feeling of belief that he/she has a certain control over his/her own work. This feeling is a sort of employees' intrinsic motivation manifested in a set of four cognitions that reflect their orientation to their work role namely meaning, competence, self-determination and impact (Spreitzer, 1995). These four cognitions were used in this study to measure employees' PE.

Meaning

According to Spreitzer (1995), this study defines meaning as the judgment of the support group employees regarding the value of their work goal or purpose based on their own ideals or standards.

Competence

In line with Spreitzer (1995), competence in this study refers to the extent to which the support group employees believe that they have the capacity to perform their work activities with the prerequisite skills.

Self-Determination

According to Spreitzer (1995), this study conceptualizes self-determination as the extent to which the support group employees feel autonomous in initiating and continuing their work behaviours and processes.

Impact

Based on the definition provided by Spreitzer (1995), impact in this study refers to the extent to which the support group employees believe that they can influence strategic, administrative or operating outcomes at work.

1.7.3 Structural Empowerment (SE)

In line with Cho and Faerman (2010) and Patrick and Laschinger (2006), SE in this study refers to the process of altering the management practices in order to develop a different power relationship between support group employees and the organization by giving them access to information, support, and resources as well as opportunity to learn and grow.

Information

According to Patrick and Laschinger (2006), this study operationalizes access to information as the extent to which the support group employees being informed of the goals and values of the organization as well as being allowed to actively participate in the organization's decision making processes.

Support

In line with Patrick and Laschinger (2006), support in this study refers to the extent to which the support group employees receive advice and feedback on problem-solving which comes from colleagues and senior management.

Resources

With regards to the definition provided by Patrick and Laschinger (2006), in this study, access to resources refers to the extent to which the support group employees are

provided with the equipment and supplies to enable them to achieve the goals and objectives of the work.

Opportunity

The definition of opportunity in this study is based on Patrick and Laschinger's (2006) conceptualization in which it refers to the extent to which the support group employees are provided with the chances to develop their professional growth as well as to gain knowledge and skills required for the job.

1.7.4 Empowering Leadership (EL)

In this study, based on Amundsen and Martinsen (2014), EL is defined as the process in which the leader influences the support group employees through power sharing, motivation support, and development support in order to promote their experience of self-reliance, motivation, and capability to work autonomously within the boundaries of overall organizational goals and strategies.

Autonomy Support

In line with Amundsen and Martinsen (2014), in this study, autonomy support is conceptualized as the extent to which the leader provides the support group employees with delegation of the authority, freedom of coordination and information sharing, encouragement of initiative and goal focus, support for self-efficacy, and inspirational

communication that could influence employees' opportunities and motivation in performing self-directed work-role activities.

Development Support

Following the definition by Amundsen and Martinsen (2014), development support in this study reflects the leader's behaviours in terms of role modelling and guidance that could influence the support group employees' continuous learning and development in the organization.

1.7.5 Work Engagement (WE)

In line with Schaufeli, Bakker, and Salanova (2006), in this study, WE is conceptualized as the extent to which the support group employees experience a positive and fulfilling work-related state of mind in terms of vigor (high levels of energy and mental resilience while working, the willingness to invest effort in work, and persistence even in the face of difficulties), dedication (being strongly involved in work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge), and absorption (fully concentrated and happily engrossed in work, whereby time passes quickly and difficult to leave the work).

1.8 Summary and organization of remaining chapters

This study consists of five chapters. Chapter One covers the research background, problem statement, research objectives, research questions, significance of the study as well as the definitions of key terms.

Chapter Two elaborates on the review of extensive literature regarding the concept and theory of contextual performance, empowerment (psychological empowerment, structural empowerment and empowering leadership) and work engagement. This chapter ends with the theoretical framework and development of the hypotheses.

Chapter Three discusses on the methodology aspects of the study including the sample of the respondents, data collection method, the variables and measurements used, as well as the data analysis techniques.

Chapter Four presents the results of the study based on the data analysis. The results are presented in tables and graphs.

Finally, Chapter Five discusses all the study's findings, the results of the hypotheses testing, the implications of the study as well as presents the limitations of the study and suggestions for future studies.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature that contributes to the development of the conceptual model for this study. Specifically, the reviews cover the literature on contextual performance (CP), psychological empowerment (PE), structural empowerment (SE), empowering leadership (EL) and work engagement (WE). The reviews also include previous empirical studies that relate to each variable as well as the underlying theories that explain the relationship between the variables. This chapter ends with the conceptual framework and hypotheses development of the study.

2.2 Contextual Performance (CP)

CP is the dependent variable for this study. The literature of CP will discuss in term of the conceptualization of the variable, the importance of CP (i.e. the consequences), and the antecedents that always been associated with CP as well as prior studies on CP conducted in similar settings with this current study.

2.2.1 Conceptualization of Contextual Performance (CP)

CP is behaviour that is performed not as a part of the main task requirements but one voluntarily engage in, to support the task activities and functions (Boer et al., 2015; Gordon et al., 2015; Jankingthong & Rurkkhum, 2012; Jawahar et al., 2008). This

concept was introduced by Borman and Motowidlo (1993, 1997) to expand the traditional definition of job performance which was previously measured only from job-specific tasks perspective (i.e. task performance – hereafter labelled as TP). Motowidlo and Van Scotter (1994) were among the earlier researchers who empirically verified the Borman and Motowidlo's (1993) claim that CP should be distinguished from TP and being included in the job performance measurement. In their study among the U.S. Air Force mechanics, the researchers found the evidence for the unique contribution of the task and CP to overall job performance measure in which task and CP explain the overall performance by 13% and 11% respectively.

The acceptance of CP as an important measure for job performance is proven by the emerging empirical studies on CP whether by comparing with TP (Bakker, Demerouti, & Ten Brummelhuis, 2012; Carmeli & Josman, 2006; Gordon et al., 2015; Jiang, Wang, & Zhou, 2009; Nasurdin & Khuan, 2011; Yvonne, Rahman, & Long, 2014) or studied on its own (Alhendawi & Baharudin, 2013; Chompookum & Derr, 2004; Goodman & Svyantek, 1999; Greenidge, Devonish, & Alleyne, 2014). When comparing with TP, researchers such as Gordon et al. (2015) and Nasurdin and Khuan (2011) found that CP is more important than TP. This is due to the reason that the organizations nowadays are becoming more complex, dynamic and competitive. This situation expands the job requirements and makes it more difficult thus, making job-based performance alone as no longer effective. The organization, therefore, requires employees to be more flexible and proactive in accomplishing their job.

CP is often related to other terms which are organizational citizenship behaviour (OCB) (Bateman & Organ, 1983; Smith, Organ, & Near, 1983), extra-role behaviour (Lo & Ramayah, 2009), helping behaviour (Deckop et al., 2003), and prosocial behaviour (Lee, 1995; O'Reilly III & Chatman, 1986). The researchers such as Greenidge et al. (2014), Motowidlo (2000) and Organ (1997) also claimed that not just these behaviours carry the same or similar behaviour patterns but the CP concept also covers both organizational citizenship behaviour and extra role behaviour. In addition, Bizzi and Soda (2011) and Borman and Motowidlo (1997) claimed that the CP construct borrows heavily from other constructs which are OCB, prosocial organizational behaviour (POB) and extra-role performance. However, the most widely renowned concept that related to CP is OCB. This concept was first introduced by Dennis W. Organ and his colleagues (e.g. Bateman & Organ, 1983; Smith, Organ, & Near, 1983) to describe the voluntary behaviours performed by workers that are not prescribed or required in a given job. In other words, it is a behaviour demonstrated by the employee as he/she is concerned about the success of the organization and its members like a citizen is concerned with the prosperity of his/her country and other citizens (Torlak & Koc, 2007). It is the extra-role behaviour that the employees choose to contribute or perform that far exceed the existing role requirements or obligations (Appelbaum et al., 2004; Cohen & Kol, 2004; Elstad et al., 2012).

Based on the fact that the CP concept is often linked and used interchangeably with other constructs and names, for the rest of this study, the CP term will be used and

reflected in most of the behavioural forms included in the related constructs (Jankingthong & Rurkkhum, 2012).

2.2.2 Dimensionality of Contextual Performance and its Related Constructs

Various researchers have provided different dimensions for CP and its related constructs thus, it remains questionable in the literature (Chahal & Mehta, 2010; Hoffman, Blair, Meriac, & Woehr, 2007). Bateman and Organ (1983) were among the first who introduced the OCB dimensions which include compliance, altruism, dependability, housecleaning, complaints, waste, cooperation, criticism of and arguing with others, and punctuality. In the study among non-academic administrators at a state university, they found a correlation between employees' job satisfaction and supervisor's rating of citizenship behaviour. However, their study did not find any causality in the relationship thus suggested other environmental or personality variables to independently affect both satisfaction and citizenship behaviour.

This became the motivation for Smith et al. (1983) to come up with a study examining the effect of environmental factor (i.e. leader supportiveness and task interdependence) and individual attributes (i.e. extraversion, neuroticism and belief in a just world) on job satisfaction and citizenship behaviour. The study which was conducted in the banking sector found that citizenship behaviour consists of two separate dimensions which are altruism and generalised compliance. The study also revealed that leader supportiveness and neuroticism are related to altruism indirectly