

## Effect of Psychological Empowerment on Job Performance and Job Satisfaction at Telecommunications Firms in Jordan

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### Abstract

This study aimed to know the effect of psychological empowerment and its measurements, impact, competency, meaning, and self-determination on the job performance and job satisfaction of telecommunications firm's employees in Jordan. This study was conducted on the Telecommunications firms. The sample of this study consisted of (103) employees. The problem with this study revolved around the corporation's inability to raise the levels of performance of employees, which is negatively reflected on the performance of the company as a whole, in addition to a lack of firms' knowledge of what must be done to raise levels of satisfaction in order to help them stimulate their productivity and create creative ideas that help increase competitiveness and create competitive advantages. The results of this study came with the presence of an important, vital and effective effect of psychological empowerment in raising and improving job performance through the employee's sense of the importance of his work and giving him freedom and authority to make decisions related to his work area without referring to his supervisor, and this will certainly help to raise the level of employee satisfaction significantly. Thus, it is in the company's interest to exploit the skills and capabilities of its employees to achieve the desired goals without losses in any aspect of the company.

**Keywords:** Job Performance, Job Satisfaction, Psychological Empowerment, Impact, Competency, Meaning, Self-Determination.

### Introduction

Modern management came with multiple concepts to reduce the severity of the traditional work routine that limits the ability of employees and, enabled them in many cases to employ their capabilities in order to raise productivity and improve the level of quality. Studies and researches have recently attached a great importance to the subject of empowerment realizing its importance and necessity in order to increase the intellectual

freedom and employee's satisfaction, and because of its importance, the Psychological Empowerment have surfaced (Alajhar and Basahal, 2023).

The P.E is concerned with four measurements Impact, Competency, Meaning, and Self-Determination, by increasing job satisfaction among employees with high levels, which is ultimately reflected on their performance resulting in achieving what is required and accomplishing the desired goals assigned to all the workers in the organizations of the twenty-first century, especially those which rely on knowledge and professionalism in their work (Amanda et al., 2024).

Nevertheless, P.E importance does not stop at increasing job satisfaction, job performance and productivity only. Moreover, it has an important role in creating creativity and innovation among employees, by giving them confidence and a sense of psychological comfort in which that they belong to the organization. Besides, increasing the value of their work and its impact on their lives, which has a reflect on their productivity. Through P.E and its measurements, workers providing creative ideas increasing the competitiveness atmosphere in the local and foreign markets (Aziz et al., 2024).

Therefore, mainly goal for this article is to illustrate the effect of P.E on job performance and job satisfaction at telecommunications firms in Jordan. So, after reviewing many related P.E articles and its positive effects and its ability to improve performance career and thus raise the level of satisfaction among employees is expected to come up with results possible dissemination and utilization from it, which may contribute to improving levels of performance and satisfaction among who are working in telecommunications companies in Jordan.

### **Theoretical framework**

#### *Empowerment as a concept*

Empowerment at work means that employees understand their tasks well, without relying on their admins, therefore, engaging the employee in the job tasks required from him/ her before being assigned to them, the term empowerment contains many different activities that are in the form of stages that start from fake activity until you reach the actual level of empowerment and granting authority (Priyanka et al., 2024). Furthermore, studies indicate that empowerment motivates employees to be more creative and demanding for their jobs and job tasks which also raise the level of their job satisfaction (Chunling ee al., 2024).

#### **Psychological Empowerment**

Conger & Kanungo (1988), were earliest scholars to suggest this term, they propose that P.E parallels and is equal to the job stimuli in achieving self-efficacy among employees. According to the studies conducted by Thomas & Velthouse (1990), they discuss that P.E is a phrase on a complex structure, that cannot be limited and expressed in a single idiomatic concept, where they defined Psychological Empowerment as a concept that contains many tasks and incentives which has an impact of the employee's job performance and his/ her attitudes towards the institution in which they are part of. The two scholars define Psychological Empowerment as a set of four values: Impact, Competency, Meaning, and Self-Determination (Conger & Kanungo, 1988).

On the other hand, Spreitzer (1995), defined employee empowerment as consisting of four motivating and interrelated factors that perform a specific goal. Those four factors are Impact, Competency, Meaning, and Self-Determination, have an impact on the employee performing his/ her work and job tasks.

P.E is considered to be an important and necessary psychological need for individuals to achieve a sense of control and independence while performing their job tasks. It also encourages the principle of power sharing between employees at various levels, and studies relate to psychological aspect of empowerment, besides studying the impact of empowerment on the personal aspects of follower which subsequently affects the organization (Azlan and Wahab, 2020).

Therefore, it is noticed that, the definition of the concept of P.E was not given a specific definition by researchers; rather, the explanations and interpretations presented to explain and clarify the meaning and significance of the concept have varied. Overall, the P.E aspects and factors can be identified through the following four measurements: Impact, Competency, Meaning, and Self-Determination (Francis and Alagas, 2020).

The principle of P.E is based on the way employees perform their duties and know their responsibilities via their own internal self-belief, and therefore, the principle of P.E proves to be greater than focusing on how to divide the administrative levels and the distribution of powers, which is not only time-consuming, but exhausting as well as expensive, resulting in reducing effectiveness and efficiency (Karimi et al., 2021).

The organization at all administrative levels must possess an administrative structure that allows and encourages sharing authority and responsibility with employees, giving them the authority and freedom to make decisions based on what their work requires to reach the desired goals, which positively benefits and values for every person working in the organization, otherwise, P.E has not been implemented if its application is limited to the senior management only. So, P.E must be applied at all levels of the organization's hierarchy starting from top levels into the middle management going further down to the lower levels (Tanriverdi et al., 2019).

### **Measurements of Psychological Empowerment**

First measurement is identified as: Impact, which indicate the degree to which employee can leverage the outputs of the work process, due to this, it reflects the employee's influence on the work outputs and results and job tasks. Impact in work however, varies depending on place of control and the control mechanism, in the sense that, the place of control and its mechanism are elements related to the working conditions and its changes while the effect is related to the content of the work itself, therefore, Impact is the dimension that clarifies the extent of the employee's influence on the outputs of the job tasks assigned to him/ her, where such outputs are clearly affected by beliefs, values, behaviors and orientations of the employee, it is also clear the difference between Impact and control according to the difference in their association with different aspect (Monje-Amor et al., 2021).

Second measurement is, Competency, it can be defined as a required and necessary skill to complete the work and accomplish the job tasks assigned to the employee, in case if the

employee is not certain of his/ her competence, merit, and eligibility to do this work, the output of the work will not be sufficient and/ or not at the required level, thus, we can say that, the efficiency directly impacts the work outputs and the job tasks assigned to the employee (Rahi, 2023).

It is fair to say then, that individuals or employees with low competency levels are in need for more training and more skills, whereas, employees with high levels of competency are able to meet the challenges and difficulties they may face while performing the tasks assigned to them. With this said we can say that competency enables the employee to complete his/her job assignments and reflects their self-confidence, which ultimately affects the work progress of the institution per se (Siyal et al., 2023).

Third measurement is, Meaning, which talk about a particular goal and significance of work allied with specific concepts, and in turn, creates a balance between work related beliefs, the job role, and work-related values and the behaviors of employees (Spreitzer, 1996). In other words, it represents the actual value of work for employees, as the value of work, work-related beliefs, and career orientations and behaviors are reflections of the meaning, considering that in the event of a decrease in the value of the meaning, the employee shows no interest in the events occurring in the institution, whereas, if the value of the meaning increases for an employee, other values such as efficiency, participation, and production capacity increase. That is, whenever the work is valuable and meaningful to the employee, the greater the production, the higher the efficiency and the better engagement at work, considering that (Meaning) affects the value of the work from the employees' perspective, i.e. if the employee feels the importance and the value of the job tasks assigned to him, the higher his productivity, and his efficiency and the engagement of the employee with his work tasks and duties (Suherman and Ahman, 2021).

Fourth measurement is Self-Determination, which Point to freedom of will, in other words, freedom of the employee to make the decision that he/she deems appropriate within his functional limits and tasks assigned to him. Self-Determination requires participation in work behaviors and the ability to participate in the workflow in an effective, positive and capable manner, as the working method based on accuracy and quality in the work is an epitome of applying this dimension, where such approach depends on the speed in which the work is done, and the effort exerted by the employee, therefore, Self-Determination is given to the employee in order to perform his/ her tasks faster (Suifan et al., 2020).

### **Psychological Empowerment and Job Performance**

Thomas & Velthouse (1990), suggest that employees who enjoy high P.E become more flexible accomplishing their job tasks and more efficient, capable and self-satisfied, which directly affects their job performance, so it's related to the meaning, the value and the importance of their work, besides, employees who obtain job empowerment are capable of taking responsibility while also appreciating the importance of their tasks leading to a positive effect on their performance (Ahmed and Malik, 2019).

Fan et al (2023), explained Self-Determination as the worker's capability to act and decision making at the workplace. Researchers believe that Impact is an important factor in performing tasks and deliver them in the most effective way. Paola et al (2023), pointed out the positive

connection among P.E and worker's performance which leads to higher work efficiency and employee's productivity. Jennifer et al (2023), also indicated positive connection among P.E and performance for workers resulting in an improved work outputs and productivity.

Qianying et al (2023), indicate four measurements related to P.E directly affect job performance, the study also shows that job performance is directly affected by job satisfaction level, also observe that performance contributes to a higher job satisfaction. Moreover, motivation greatly affects the productivity of the employees.

Empowering employees psychologically by giving them freedom to act and make decisions, leads them to recognize the importance of their work, its meaning and the impact it has on their lives, thus, giving them a greater ability and willingness to effectively accomplish the goals of the organization. P.E and its positive effects leads to the acceptance of new developmental training ideas that increase creativity, keeping up with developments in the work environment and its requirements, this is due to worker awareness of the meaning of their work and its impact on their professional and personal lives. Therefore, P.E is one of the most common motives that help raising performance to the highest levels if such empowerment is implemented correctly in accordance with the goals of the organization anticipated to be achieved by the employees (Shi et al., 2022).

**H1:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment on job performance.

**H1.1:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment measurement (Impact) on job performance.

**H1.2:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment measurement (Competency) on job performance.

**H1.3:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment measurement (Meaning) on job performance.

**H1.4:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment measurement (Self-Determination) on job performance.

### **Psychological Empowerment and Job Satisfaction**

As said by Cruz et al (2021), found a constructive influence of the P.E on job satisfaction level within framework work environment of employees, as P.E mentioned there is four measurements, clearly has direct effects on increasing job satisfaction levels for employees. Previous sources found that there was a clear and strong relationship between P.E and job satisfaction, as the higher the level of employee empowerment, the higher their satisfaction and vice versa (Erdogan et al., 2023). Therefore, all workers who enjoy all the positive benefits of P.E always increase their effectiveness at work, due to their participation in the decision-making (Hjazeen et al., 2024).

Ma'rof et al (2021), indicate that the value and meaning of work for employees is an effective and influential factor, as much as job satisfaction and employee's behaviors, where the value

of work for employees is an important element influencing employee’s behaviors and their efficiency. Efficiency directly affects the motivation of employee’s vision and satisfaction, and it affects both job and organizational satisfaction, for this study shows that job and organizational satisfaction accomplished by increasing value of work for staff.

In connection with four measurements of P.E, it appears that such measurements affect employee’s behaviors positively and noticeably, these four measurements Impact, Competency, Meaning, and Self-Determination support the claim that P.E and functional behaviors are in a positive mutual relationship (Nwachukwu et al., 2022).

**H2:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment on job satisfaction.

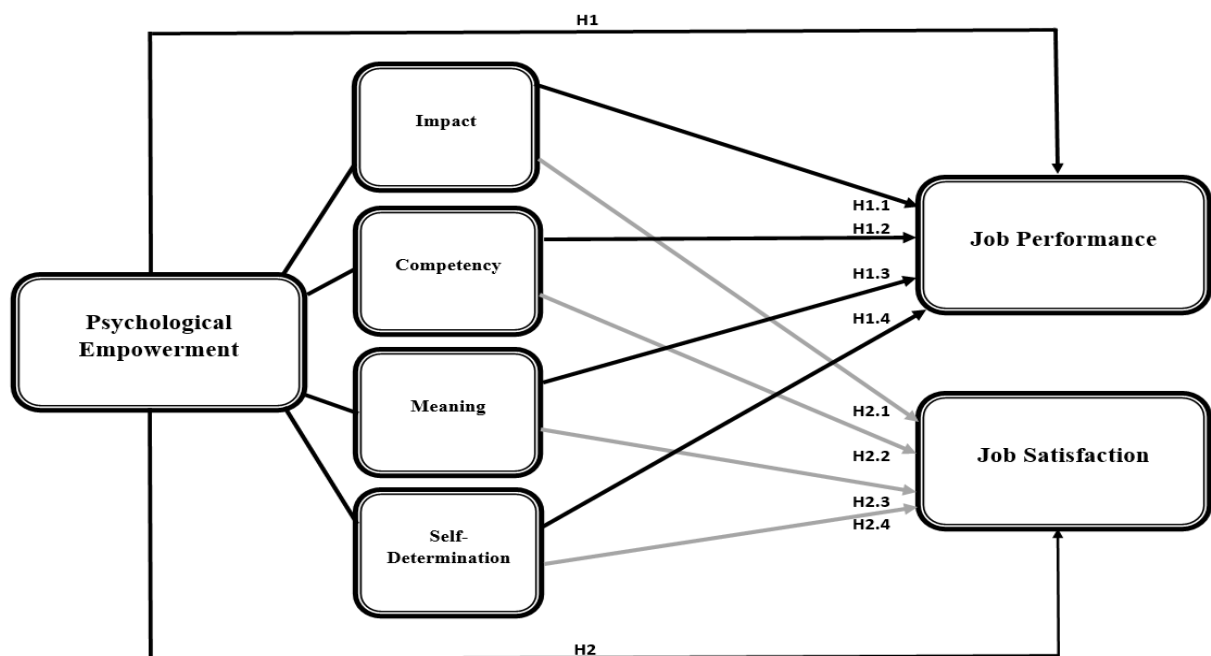
**H2.1:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment measurement (Impact) on job satisfaction.

**H2.2:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment measurement (Competency) on job satisfaction.

**H2.3:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment measurement (Meaning) on job satisfaction.

**H2.4:** There is a statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for psychological empowerment measurement (Self-Determination) on job satisfaction.

**Model of Study**



### **Study Methodology**

Methodology is a systematic and theoretical analysis of the research problem, either to agree or reject the hypothesis concerned. Theoretical analysis included a set of methods and principles associated with a branch of knowledge. Usually, it included concepts such as model, theoretical model, quantitative or qualitative stages and techniques (Irny and Rose, 2005). Consequently, the researcher sought to know the effect of psychological empowerment on job performance and job satisfaction for telecommunications firm's employees in Jordan and this is in line with the descriptive analytical approach, and data was collected through a questionnaire that was distributed to employees via e-mail due to this pandemic that the world is going through which is (COVID-19) Corona virus.

The community of the study consisted of three telecommunications providers in Jordan: Zain, Orange, and Umniah, and all their employees. And the sample of the study included all the service's employees who are working in the telecommunications corporations in Jordan, which was a simple random sample, and the questionnaire was distributed to the employees via their personal e-mail due to the global crisis caused by (COVID – 19) Corona virus, because of the inability to communicate with the firms directly in addition to that the telecommunications firms were closed due to this pandemic. So (103) questionnaires were received by all the employees of the three firms and they were as follow 54 questionnaires were received from Orange Company employees valid for analytical purposes. And Umniah company, 42 questionnaires were received from employees valid for analysis purposes. As for Zain, no questionnaires were received for the reasons mentioned previously.



### Profile of Respondents

This study calculated the frequencies and percentages of demographic variables.

Table 1

*Frequencies and percent of respondents' demographic variables*

Variable	Gender		Educational Level				Age			
Type	Male	Female	Diploma	Bachelor	Master	Ph. D.	>25 year	25-35	35-45	< 45
Frequencies	64	39	11	78	13	1	27	59	16	1
Percent	62.2	37.8	10.6	75.8	12.7	0.9	26.2	57.3	15.6	0.9
Variable	Specification					Experiences				
Type	Administrative	IT	Engineering	Human	Other	>5 years	5-10	10-15	<15 year	
Frequencies	36	29	15	14	14	43	38	17	5	
Percent	35.1	28.1	14.5	13.6	8.7	41.7	36.9	16.5	4.9	
Variable	Company									
Type	Zain			Orange			Umniah			
Frequencies	0			57			46			
Percent	0			55.3			44.7			

Table (1) shows a total of 103 respondents completed the questionnaire. Most of the respondents in the study population were males as the proportion of males was 62.2%, and that of females was 37.8%. The respondents were from all educational level groups but the most of them holding bachelor's degree 75.8% where 12.7% holding master's, 10.6% holding diploma and 0.9% (one respondent) holding Ph.D. On the other hand, the most respondents from the age group of 25 to 35 years old 57.3% whereas 26.2% are less than 25 years old, 15.6% are aged from 35 to 45 years old, and 0.9% are from the age group of 45 years or more. Respondents which studied in administrative sciences represented the highest percentage 35.1%. Respondents studied in IT were ranked second 28.1%. The third category was the engineering sciences 14.5% where the fourth category was the human and social sciences 13.6%, finally the lowest category was the other sciences 8.7%. Most respondents had sufficient experiences and were qualified for their position, the highest percentage of experiences was for those who recently graduated and have less than 5 years of experiences 41.7%, where the second category are for those who have 5 to 10 years of experiences 36.9%, the third category rank was for those who have 10 to 15 years of experiences 16.5% where the least rank was for those who have more than 15 years of experiences 4.9%. According to the company the respondents belongs to the highest percentage was for the respondents from Orange company 55.3%, here the second rank for the respondents from Umniah company 44.7%, As for Zain, there was no response, for administrative reasons from the



company's senior management, stipulating that employees should not be allowed to participate in any kind of scientific research, subject to legal accountability.

### Data Analysis

The researcher estimated the arithmetic mean and standard deviation for all questions which used to measure the independent and dependent variables.

Table 2

#### *Independent Variable*

<b>Variable</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Average IV's "P.E"	103	2.38	4.88	4.1563	<b>0.46546</b>
IV 1 "Impact"	103	1.00	5.00	3.9368	<b>0.73317</b>
IV 2 "Competence"	103	2.75	5.00	4.5255	<b>0.41714</b>
IV 3 "Meaning"	103	2.25	5.00	4.2151	<b>0.62988</b>
IV 4 "Self-Determination"	103	2.00	5.00	3.9476	<b>0.68646</b>

Table (2) indicates that the arithmetic mean of P.E facilities is 4.1563 with a standard deviation (SD) of 0.46546. Competence was ranked first with arithmetic mean of 4.5255 and S.D of 0.41714. The second was Meaning with an arithmetic mean of 4.2151 and S.D of 0.62988. The third ranked arithmetic mean was for Self Determination with an arithmetic mean of 3.9476 and SD of 0.68646. Impact was ranked the lowest with arithmetic mean of 3.9368 and SD of 0.73317.

Table 3

#### *Dependent Variable*

<b>Variable</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
DV 1 "Performance"	103	2.00	4.91	3.7928	<b>0.60706</b>
DV 2 "Satisfaction"	103	1.40	4.80	3.6452	<b>0.70925</b>

Table (3) shows that the first ranked arithmetic mean of performance is 3.7928 with a standard deviation of 0.60706. Where the second ranked for the Satisfaction was with an arithmetic mean of 3.6452 and standard deviation of 0.70925.

In the variables normally distributed the Skewness and Kurtosis was used.

Table 4

*Skewness and Kurtosis of DV's and IV's*

Type	Variables	Skewness		Kurtosis	
		Statistics	Std. error	Statistics	Std. error
DV's	Satisfaction	-0.799	0.178	0.368	0.355
	Performance	-0.754	0.178	0.108	0.355
IV's	Impact	-1.139	0.178	1.253	0.355
	Competence	-1.229	0.178	2.543	0.355
	Meaning	-0.966	0.178	0.838	0.355
	Self-Determination	-1.017	0.178	0.705	0.355

Table (4) shows that all skewness values are higher than -2 and less than 2, where all kurtosis values are higher than (-7 and less than 7) (Hair et al., 2010). This indicates there is no normality issue in the data of the study. The researchers conducted Simple and Multiple Regression Models to test Effect of P.E on Job Performance. Table 5. Coefficients – The First Main Hypothesis:

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		D-W	R <sup>2</sup>
	B	Std. Error	Beta			Tolerance	VIF		
(Constant)	1.613	0.368		4.382	0.000			1.730	0.162
Average IVs	0.524	0.088	0.402	5.956	0.000	1.000	1.000		
a. Dependent Variable: Job Performance									

Table (5) demonstrates that the relationship between independent variables and dependent variable was mostly moderate because the R-value equals 0.402, which indicates the degree of the relationship between the P.E and job performance. The R Square equals 0.162, which means that the independent variables are responsible for 16.2% of the variation in the dependent variable and 83.8% are related to other variables.

The power of effect of P.E on job performance, (Beta = 0.402). The calculated T-value determines whether the sample mean is statistically different from a population mean (T-test= 5.956), and the significance level was less than (0.05). Accordingly, **(H1)** was accepted. **(H1)** states that there is a statistically positive effect of P.E on job performance.

Table

*Coefficients<sup>a</sup> – The First Sub- Hypothesis*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		D-W	R <sup>2</sup>	
	B	Std. Error				Beta	Tolerance			VIF
(Constant)	2.046	0.490		4.178	0.000			1.764	0.175	
Impact	0.080	0.075	0.097	1.066	0.288	0.552	1.811			
Competence	-0.005	0.101	-0.003	-0.045	0.964	0.944	1.059			
Meaning	0.138	0.081	0.143	1.701	0.091	0.643	1.554			
Self-Determination	0.220	0.081	0.249	2.704	0.007	0.537	1.862			
a. Dependent Variable: Job Performance										

Table (6) demonstrates the power of effect of P.E on job performance because of the power of effect of IV1 on DV (Beta = 0.097), that of IV2 on DV (Beta = -0.003), that of IV3 on DV (Beta = 0.143), and that of IV4 on DV (Beta = 0.249). The results indicate a positive direct influence of the self determination on job Performance. The calculated T-values were as follows: T-test of IV1 = 1.066, T-test of IV2 = -0.045, T-test of IV3 = 1.701 and T-test of IV4 = 2.704. The significance level of all independent variables is higher than (0.05) except of self-determination (0.007). Accordingly, hypothesis **(H1.4)** was accepted, and the hypotheses **(H1.1, H1.2, and H1.3)** were rejected.

The researchers conducted Simple and Multiple Regression Models to test Effect of P.E on Job Satisfaction.

Table 7

*Coefficients<sup>a</sup> – The Second Main Hypothesis*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		D-W	R <sup>2</sup>
	B	Std. Error	Beta			Tolerance	VIF		
(Constant)	-0.280	0.369		-0.759	0.449			1.866	0.384
Average IVs	0.944	0.088	0.620	10.712	0.000	1.000	1.000		
a. Dependent Variable: Job Satisfaction									

Table (7) demonstrates that the relationship between independent variables and dependent variable was mostly more than moderate because the R-value equals 0.620, which indicates the degree of the relationship between the P.E and job satisfaction, the R Square equals 0.384, which means that the independent variables are responsible for 38.4% of the variation in the dependent variable and 61.6% are related to other variables.

The power of effect of P.E on job satisfaction (Beta = 0.620), the calculated T-value determines whether the sample mean is statistically different from a population mean (T-test = 10.712), and the significance level was less than (0.05). Accordingly, hypothesis (**H2**) was accepted. (**H2**) states that there is a statistically positive effect of P.E on job satisfaction.

Table 8

*Coefficients<sup>a</sup> – The Second Sub-Hypothesis*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		D-W	R <sup>2</sup>
	B	Std. Error	Beta			Tolerance	VIF		
(Constant)	0.682	0.477		1.429	0.155			1.938	0.426
Impact	0.408	0.073	0.422	5.570	0.000	0.552	1.811		
Competence	-0.037	0.098	-0.022	-0.377	0.706	0.944	1.059		
Meaning	0.224	0.079	0.199	2.839	0.005	0.643	1.554		
Self-Determination	0.147	0.079	0.142	1.849	0.066	0.537	1.862		
a. Dependent Variable: Job Satisfaction									

Table (8) demonstrates the power of effect of Psychological Empowerment on job Satisfaction because of the power of effect of IV1 on DV (Beta = 0.422), that of IV2 on DV (Beta = -0.022), that of IV3 on DV (Beta = 0.199), and that of IV4 on DV (Beta = 0.142). The results indicate a positive direct influence of the meaning and impact on job satisfaction. The calculated T-values were as follows: T-test of IV1 = 5.570, T-test of IV2 = -0.377, T-test of IV3 = 2.839, and T-test of IV4 = 1.849. The significance level of all independent variables is higher than (0.05) except of meaning and impact (0.005) and (0.000) respectively. Accordingly, the hypotheses **(H2.1 and H2.3)** were accepted, and the hypotheses **(H2.2 and H2.4)** were rejected.

### Results and Conclusion

The main results of this study, the presence of the role of an important and vital for P.E in raising the levels of performance of telecommunications companies employees and utilize their skills in completing their work with all the requirements of the efficiency and effectiveness which came from increased job satisfaction by realizing these companies that there is an urgent need to empower its employees, in addition, to give them the power and the freedom to make their own decisions, which reduces the work routine and helps to create inventive ideas and increase the degree of innovation they have, so this helps to keep going with the rapid technological development, especially in this type of companies.

So, the results have showed that there is statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for measurements of P.E on performance, the researcher attributes this result to effect of P.E and its measurements on the workflow and workers in which they perform their duties. The results again appear to agree with Putra et al (2023), which displays that the four

measurements P.E directly affect employees 'performance, which also comply with (Fahira et al., 2022), in which, P.E of employees directly and positively affects their performance.

The results of this study also agree with Riaz et al (2023), where he showed a solid association between the P.E of workforces and their performance, he also concluded that the main measurements of P.E have a clear influence on the performance of workers. Moreover, the results showed that there is statistically positive effect at the level of ( $\alpha \leq 0.05$ ) for the measurements of P.E on satisfaction, and the researcher attributes this result to that, Jordanian telecommunications companies may have given their staff a margin of freedom enabling them to enjoy freedom of choice, and the ability to make decisions in order for them to be able to handle difficulties which they may face during work, such freedom leads the staff to be more capable and stronger, thus, sharing power and responsibility with their superiors determining the appropriate approach for the functioning of their job tasks, in a manner that guarantees the greatest benefit of the outputs, therefore, it helps increasing the level of their job satisfaction. The result of this study fully supports those of the study conducted by (Mathew and Nair, 2022).

These results showed that satisfaction was directly related to P.E as it was consistent with (Oza et al., 2024), which indicates that P.E contributes to job satisfaction, in particular when the employee is given the ability to make critical decisions and self-determination, it also agrees with Gu et al (2022); and Adil et al (2023), results were also in line with the theoretical proposal submitted by Prasanthi et al (2023), which confirms the strong relationship between P.E and satisfaction of workers.

### **Recommendations**

This study recommends enhancing P.E and unleashes the potential energies of workers, because it has positive effects on satisfaction and levels of performance, and grant freedom and authority to the employee in all areas of his/ her work. The study also recommends companies must increase interaction with their employees and involve them in their future plans, which has a significant influence on achieving P.E and satisfaction of employees and its reflection on performance of employees.

Finally, conducting more studies related to P.E and its effect on satisfaction and performance of employees in Jordan, for both public and private sectors, and implementing the theories discussed in this study which can be reflected positively on the satisfaction of employees and their performance, thus increasing productivity, and prosperity in the Jordanian economy.

### **Limitation**

This study was conducted at a time when the COVID-19 pandemic has become an international public health emergency. It has formulated some new challenges for the global search community and has disturbed the economies and lives of creatures around the world; as a result, our research questions were distributed through an online survey sent to personal emails of employees.

While the surveys were carefully conducted and validated, there was no response from Zain Telecommunication Company for administrative reasons and the company's policy that prevents participation of employees in any type of scientific research. It can be speculated

that the reason for this is the company's focus on having its type of management confidential, rather than assessing the effectiveness of its entire management structure. The complexity of this issue and the time frame in which the study was conducted created barriers to research. The development of measures can be enhanced, and conflicts can be avoided in future research.

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