

## The role of career empowerment in improving performance from the viewpoint of Ocean Company employees in Malaysia

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### Abstract

The study's aim was to discover the relationship between job empowerment and improved performance in a Malaysian ocean company, and the study group was chosen from a group of 30 employees at various levels of management for Ocean Tourism and Travel Malaysia. The descriptive analytical approach was used with data from the study tool to achieve the study's objectives. Many statistical methods, such as the Excel statistical analysis programme, the arithmetic average, and the Pearson coefficient, have been used to analyse the data and hypotheses of the study in order to achieve the study's objectives, where studies have shown a strong and positive relationship between job empowerment and improved performance based on employee opinions in the company. which is distinguished by mutual trust and the presence of shared values and objectives, as well as the presence of strong statistically significant relationships between job empowerment and improved performance in all of its dimensions (communication and information sharing, team building, delegation, motivation). This significantly aided the company's achievement of job empowerment, and the results demonstrated that motivating employees, i.e., material and moral motivation, has a significant impact on the job performance of the company's employees. Based on these results, the study suggested that upper management pay more attention to communication development, encourage communication within the company, and share information between all levels of management. This will have a positive effect on job performance and employees' ability to come up with new ideas.

**Keywords:** Job empowerment, Improving performance, Employee.

### 1. Introduction

Employees are more likely to take initiative and come up with creative solutions to problems if they are given decision-making authority, and this in turn boosts the organization's performance. Job empowerment has many benefits, whether at the institutional, functional, or employee level; for the organization, job empowerment results in: high productivity, low costs, low absenteeism and rotation giving employees temporary authority, or a functional role (Huntsman, Greer, Murphy, & Haynes, 2021). That is to express their opinions about the nature of their work allows them to influence the final results that will be achieved after a viewpoint is applied (Al-Omari, Alomari, & Aljawarneh, 2020; Mohapatra & Mishra, 2018). Another definition of job empowerment is to support an employee's effectiveness by allowing him to gain independence within the workplace while ensuring that he maintains performance development and benefits from his experience in order to achieve the goals that are expected of him (Al Maani, Al Adwan, Areiqat, Zamil, & Salameh, 2020; Athamneh & Jais, 2021). Individual creativity is regarded as more valuable than a company's material wealth and even investment

in it, so development aims to enable individual employees to make the most profitable investments. Furthermore, one of the most important factors that contribute to a company's sustainability is the achievement of a sustainable competitive advantage through the efficient and effective use of his creativity, abilities, and skills (Arbabian, Khorshidi, Shahriyari, & Sharifi, 2021; Obeidat et al., 2021). Thus, organizational orientation toward innovation should not be limited to the introduction of new tools and technologies, but management must be of work, improving the quality of production and services provided, achieving a privileged position, increasing competitiveness, increasing problem-solving cooperation, and higher innovation capability.

Managerial empowerment improves managers' thinking and creative abilities by giving them more time to focus on strategic matters, develop visions, implement the mission and long-term goals, draw long-term plans, and improve performance by becoming more enthusiastic about the use and employment of resources and their success, and benefiting from each individual's areas of strength.

Employee empowerment helps to increase their commitment and commitment to new responsibilities by providing them with what develops their abilities and skills and unleashing individuals to activate their knowledge and innovative abilities, giving them energy and the ability to work continuously, satisfying their needs for self-esteem and self-affirmation, and increasing their loyalty and sense of satisfaction, all of which contribute to improving performance. The concept of contemporary empowerment began with Taylor's assistance in management literature and in the practice of some institutions in the Western environment after the nineties of the twentieth century. The concept of empowerment did not appear suddenly, but as a cumulative and evolutionary result of more than a hundred years of development in administrative thought with its differences (Al Maani et al., 2020).

The importance of job empowerment has been clearly stated in management theories, and the concept of job empowerment has been significantly linked to administrative work through the existence of a continuous process of planning, analysis, and evaluation of all activities carried out by the administrator, with the goal of achieving high effectiveness in career empowerment investment to achieve the desired goals. The term "career empowerment" has recently gained popularity as a result of the pressing need to change the reality of administrative departments in both the public and private sectors, as well as employees' perspectives and thinking. Each company is distinguished from others by its philosophy and in light of internal and external influences, the most important of which are technological developments, the globalization of processes and markets, and research into the use of workers as a competitive tool so that they can make the right decision in the shortest time without always returning to their leadership, and in recent years a new trend known as «Empowerment» has emerged, which It is a method of cutting costs. Recent management trends, particularly behavioral ones, have emphasized the importance of paying attention to the human element, prompting many researchers and academics to focus on the topic of job performance, which always contributes to performance improvement (Al Maani et al., 2020; Matsuo, 2019; Yuliandi, 2019).

## **2. The research Problem**

The research problem was based on the literature and previous studies related to functional empowerment and related topics closely related to it, with the goal of defining its role in job performance (López-Cabarcos, Vázquez-Rodríguez, & Quiñoá-Piñero, 2022). Despite the prevalence of its concepts in administrative organizations, there is a lack of knowledge in finding the administrative entrances that

help to successfully implement it in the organization, and thus the main question is determined by the following what role does job empowerment play in improving performance for Ocean Travel Company employees in Malaysia (Idris, See, & Coughlan, 2018).

### **3. The study's objectives**

The study aims to accomplish the following goals: determine the level of job empowerment among Ocean Travel Company employees in Malaysia; Identifying the level of job performance among Ocean Travel Company employees in Malaysia Identifying the role of job empowerment in improving performance from the perspective of Ocean Travel Company employees in Malaysia.

### **4. The significance of studying**

Although there have been a number of studies on employee empowerment and related aspects, none of them attempted to link it with job performance, and because the topic of job empowerment is considered a living topic for study and research in the world of organizations, this research has taken it on. 1. The importance of researching the topic of career empowerment stems from management thinkers' and specialists' interest in the field of management because it represents one of the most recent intellectual developments in the business world. 2. It aspires to contribute knowledge in the field of job performance by addressing the impact of empowering employees in creating educated organizations in an Arab environment and assisting managers in realizing the impact of empowering workers in dealing properly with job performance decisions.

### **5. The limits of the study**

The study is determined by the following limits:

Spatial determinant: The study was applied in the Ocean Travel and Tourism Company/Malaysia.

Time limit: The study was implemented in the period between (2020-2021).

The people determinant: This study included a sample of workers in the company's general management.

### **Study variables:**

The independent variable: Career Empowerment

Sub variables: Team and individual work, Job motivation, Management Delegation, Effective Communication,

The dependent variable: Functionality

### **6. Literature**

A study aimed to identify the impact of knowledge sharing and empowering employees on job performance in petroleum companies. A questionnaire was designed to collect data, 173 questionnaires were distributed and 116 questionnaires were retrieved, valid for analysis, with a response rate of 67%. To ensure the quality of the measures in the data, Cronbach's alpha test, factorial analysis, and multiple regression method were used to test the study's hypotheses. The results of this research showed that there is a relationship between knowledge sharing, employee empowerment and job performance. When analyzing the data, it was found that all hypotheses were fulfilled. Based on the results of the study, recommendations for the study were presented (Idris et al., 2018).

The purpose of this paper is to study the interrelationships between knowledge management and information systems and employee empowerment on employee performance. The results showed that employee empowerment positively and tangibly affects performance.

It was a field study on the reality of engineering companies and general contracting in the Eastern Province of Saudi Arabia. The aim of the study was to know the administrative empowerment with organizational loyalty in engineering and contracting companies in the Eastern Province of Saudi Arabia. This study showed the existence of a strong relationship between engineering and contracting companies and their employees. Which is characterized by mutual trust, the presence of common values and goals, and the existence of a strong relationship with statistical significance between administrative empowerment in all its dimensions (authorization, motivation, communication, team building) and organizational loyalty, which contributed to achieving administrative empowerment to a large extent in engineering and contracting companies. The results showed that the material motivation is no less important than the moral one, and that it has a strong impact on the continuity of the employees' loyalty in the company (Permarupan, Al Mamun, Samy, Saufi, & Hayat, 2020).

The primary purpose of this research was to examine the relationship between employee empowerment and the performance function in Ghana. The study adopted survey methodology to collect data from employees of selected publishing sector establishments across different regions of Ghana. Analysis of variance and simple regression were used to test the hypothesis in order to understand the relationships between the variables. The study found that employees who feel a high sense of empowerment in their work tend to be more effective in performing job responsibilities. Organization managers are encouraged to introduce empowerment programs in organizations for the purpose of improving job performance and enhancing competitive advantage. The general objective of the research is to study job empowerment and its impact on the performance of employees. There is a positive effect in improving job performance, productivity, service quality in service organizations, employee and customer satisfaction, and increasing organizational effectiveness (Hanaysha & Hussain, 2018).

## **7. Study hypotheses:**

The study sought to test the following statistical hypothesis:

There are no statistically significant differences at the significance level ( $0.05\alpha\leq$ ) between job empowerment and its relationship to job performance among the employees of Ocean Tourism Malaysia Company.

### **A. First: Job empowerment**

It is considered that career empowerment is giving employees the freedom to make decisions with active participation in the management of the organizations in which they work, creative dedication and responsibility. Empowerment is to strengthen the front line of the organization and encourage workers to be creative at work. The sharing of power responsibility by delegating it to different levels within the organizational structure, while it is argued that empowerment is the sharing of information, changing organizational structures, strengthening teams, encouraging and motivating individuals to improve initiative and accept risks to argue that functional empowerment is the equal transfer of responsibility and authority from managers to subordinates and an invitation to the general public to participate in decision-making power. Empowerment is to strengthen the front line of the organization and encourage workers to be creative at work.

While some researchers believe that functional empowerment "as an essential element in order to improve performance" which needs intellectual, behavioral and technical change in the organization, and this change can only be done by human resources with creative potential, which will result in a competitive advantage for the organization, and believes that the concept of empowerment through teams is the fundamental and fundamental principle for the development of performance.

After reviewing the previous opinions, it is possible to come up with a definition of the concept of job empowerment, which is an administrative practice that contributes to enhancing the role of the individual in the organization through participation in decision-making, motivation, responsibility and the preparation of all the requirements for the performance of work successfully and effectively.

### **1. The difference between functional empowerment and some other functional concepts**

There may be confusion between the concept of empowerment together with some functional concepts such as delegation and participation, although there is a significant difference between empowerment and other concepts and this can be illustrated by the following:

### **2. Empowerment and Delegation**

Delegation means assigning certain tasks to people and holding them accountable by the administration, so delegation is an authority that may be granted for a certain period and may be revoked again.

It is explained that delegation may be thought to be synonymous with the concept of empowerment, but in reality, there is a difference among them and that empowerment is richer than delegation.

In general, empowerment is quite different from delegation, since the process of delegation means giving the individual the right to make decisions, but not always, but in the absence of his officials or when they are preoccupied with other problems or actions and are tasked with making a decision on another matter. Empowerment is the granting of the right to make decisions to individuals who are empowered or have proven competence and possess qualifications and skills, in all cases, even in the cases of the presence of officials, and both the empowerment and delegation processes have limitations because if the matter or subject goes beyond certain limits, the official will take care of it.

### **B. Dimensions of Career Empowerment**

Some researchers have had different opinions about the dimensions of empowerment such as that shown in the table below, but these trends and opinions were not sharply contradictory in determining the two points of view, on the contrary, it is found that they gave differences in philosophical visions and perhaps these differences are what the trends of researchers and pioneers of empowerment in determining the dimensions of empowerment.

Table 1. Dimensions of Empowerment According to Some Researchers

<b>Dimensions</b>	<b>Year</b>	<b>Researcher</b>	<b>No</b>
Sharing information – acknowledgment – power.	1992	Dowen	1
Qualification of employees – control.	1999	Griffin	2
Work team – delegation.	1996	Gregory	3
Sharing information – freedom – work team.	2001	Blanchard et	4

It is also identified five dimensions of empowerment that could provide a way to describe or define the body of empowerment used in any organization. The following is a brief overview of these dimensions:

#### **First Dimension: Task**

The first dimension is concerned with freedom of action that allows the individual who has been enabled to perform the tasks for which he was employed to what extent it allows the enabling individual to interpret the tangible and intangible aspects of the organization such as the satisfaction of the employees.

### **Second dimension: Task allocation**

The second dimension takes into account the amount of autonomy for which the employee or group of employees is responsible for carrying out their work tasks. To what extent they are directed, or need permission to accomplish the tasks they do, to what extent the policies and procedures of the organization clarify what needs to be done, and then the employees who accomplish the tasks realize to what extent there is a conflict between the responsibility for independence and the goals set by managers to achieve effective performance.

### **Third Dimension: Power**

It takes into account the sense of personal power that individuals possess as a result of their empowerment, what tasks the potential individuals perform, to what extent the authority that the individual possesses is specific in the tasks, and to what extent management makes efforts to share the power of employees and enhance their sense of empowerment.

### **Fourth Dimension: Commitment**

It takes into account the discovery of assumptions about the sources of individual commitment and organizational acquiescence to a specific method of empowerment.

### **Fifth Dimension: Culture**

Dimension Culture looks at how well an organization's culture fosters a sense of empowerment. To what extent can culture be described as a large, bureaucratic, wave of mission, roles, or control.

## **C. Dimensions of Career Empowerment Adopted in the Study**

In this study, the researcher used the following dimensions of functional empowerment (effective communication - delegation - authority - teamwork - motivation) and the following is an explanation for each element:

### **1. Effective communication and information flow:**

Communication is the process of transferring and exchanging information by which concepts are united, actions are taken and implemented and it is the process of understanding information and extending it from one person to another.

The second element that is no less important than knowledge is the effective communication, flow, circulation and active participation of information across all levels of the organization. Since information plays an important role in the decision-making process by the employee and undoubtedly contributes to solving the problems that may face the work disrupted his work and when dealing with the problems of customers, how can the employee face problems without the right information or renewable information, and that the employee stands helpless in front of taking the right action without information that gives him the confidence to act appropriately without hesitation or worry that he will act wrongly.

### **2. Composition of teams:**

The organization should work to restructure the work or adopt the style of work teams to stand out naturally, where the outputs and decisions of employees who work collectively are better than the individual who works alone, and that teams are an essential part of the process of empowering workers.

### **3. Motivation (material and moral incentives)**

Motivation "means the development of the desire to exert a higher level of effort towards achieving the objectives of the institution and that this effort leads to the satisfaction of some of the needs of individuals". A system of motivation of employees must be enacted in order to encourage them to take responsibility on their shoulders properly, provided that these incentives are directly related to the performance of the possible employee. Delegation of authority is the means used to transfer specific powers to the lower levels in a system to establish themselves as the framework in which each of them can work, it includes assigning tasks to subordinates and giving them the necessary powers to exercise their functions with the readiness of subordinates to assume the results of responsibility for the acceptable performance of these tasks. Delegation of authority is the means used to transfer specific powers to the lower levels in a system to establish themselves as the framework in which each of them can work, it includes assigning tasks to subordinates and giving them the necessary powers to exercise their functions with the readiness of subordinates to assume the results of responsibility for the acceptable performance of these tasks. The commander must grant one of the assistants some powers to carry out some of his tasks according to his abilities and through him the delegation of authority can prepare future leaders and reveal the existing possibilities of some aides.

## **8. Methodology**

In light of the study problem, its importance, objectives and hypotheses, the researcher followed the descriptive approach that included the field method in collecting data by means of a questionnaire, in order to reach the objectives of the study, and to test the validity of the hypotheses. The researcher has also adopted the desk study method to make use of scientific books and periodicals in building the theoretical framework and to obtain the necessary data to achieve the research objectives. This can be explained as follows:

### **1- Primary data:**

The primary data necessary to achieve the objectives of the study was relied upon through a list of the questionnaire that was directed to the different categories of workers in the Ocean Tourism and Travel Company under study, for the purpose of collecting the data required by the nature and problem of the study.

### **2- Secondary data:**

The research relied on a set of secondary data available on the Internet and necessary to achieve the objectives of the study from its various sources, and the most important of these sources are Arab and foreign references, and published research dealing with the subject of the study.

### **Study population and sample:**

A community consists of (30) male and female employees from the Ocean Company in Malaysia and within the categories (employee - supervisor - manager). It is worth noting that the technology of the Word program and the application of WhatsApp was used to distribute the questionnaire to the company employees. The researcher has collected survey lists using Excel and reviewed them to ensure that the answers are complete to all questions. The researcher has collected (30) questionnaires, meaning the recovery rate is (99%).

## **9. Conclusion**

In light of the findings of the study, the researchers found that the company develop a communication system and activate communication within the company and share information among all administrative levels and allow the use of information for employees, in order to provide sufficient information related

to the work so that the employee obtains the information necessary to complete the tasks, which will enhance the performance of employees in a greater way. Work to create a cultural and organizational environment that encourages creativity, innovation and renewal, and accepts and seeks change, through strengthening work teams and the administration's interest in providing workers with new skills that will positively reflect on performance. Strengthening the delegation of powers by giving the company more appropriate administrative powers and responsibilities to its employees, and allowing employees to participate in making decisions related to administrative work, which will increase their creativity and innovation that will reflect positively on performance. It is found that the company give its employees the appropriate opportunity to show their abilities and capabilities and benefit from them in a larger way by giving more responsibilities and activating the incentive system in a better way because of its great role in improving job performance and achieving its goals.

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