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Psychological Empowerment and its Impact on Contextual Performance

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Abstract:

Purpose: The purpose of the research was to determine if psychological empowerment might be regarded as a critical component in raising employees' contextual performance in the workplace. Or do other elements come into play when defining professional performance?

Theoretical framework: The goal of the study was to draw attention to how crucial contextual performance and psychological empowerment are as fundamental management ideas in the area under investigation.

Design/methodology/approach: The research used a descriptive methodology, resolution-based tool analysis, tabulation, and analysis using a ready statistical software. (SPSS). The Office of the Shia Endowment/Administrative and Financial Service was chosen by the researcher to represent the Study Community. There were 260 employees in the research sample. To arrive at the study's conclusions, statistical techniques such as CE, standard deviation, natural distribution test, persistence factor, and F test were used.

Findings: By analyzing the effects of psychological empowerment and its dimensions on the contextual performance of the employees of the studied organization, it is possible to demonstrate the connections between them.

Research, Practical & Social implications: The need for government agencies to ensure that employees in the research service are required and that there is a fair system of salaries and other allocations in comparison with other ministries so that workers do not feel bad in the workplace.

Originality/value: The results indicate that the number of publications is growing, and the management and business area is the one that contributes the most, with the countries that produce in co-authorship also providing the most publications.

Keywords: Psychological empowerment, contextual performance.

JEL Classification: M12.

Authors' individual contribution: Conceptualization — D.A.H.; Methodology — D.A.H.; Formal Analysis — D.A.H.; Investigation — D.A.H. and M.Z.F.; Data Curation — D.A.H.; Writing — Original Draft — D.A.H.; Writing — Review & Editing — D.A.H. and M.Z.F.; Visualization — D.A.H.; Supervision — M.Z.F.; Project Administration — D.A.H.

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1.Introduction:

As a social entity, human beings are greatly affected by the social environment and context in which they arise. In this context, psychological empowerment can be the result of social, economic and cultural conditions. The intellectuals believe that all individuals must have the same opportunities and capabilities for success and excellence. Therefore, psychological empowerment must be available to all without discrimination. Social influence and change in the building of personal and professional identity. Individuals can be affected positively or negatively by the institution and social context through psychological empowerment processes. Individuals must have the right to express themselves and make decisions that affect their lives and careers. The problem of the main study addresses the discussion on "can psychological empowerment be considered a key factor in improving the contextual performance of workers in the working environment Or are there any other factors that are further determining professional performance Based on the above, his idea of the impact of the concept of psychological empowerment on the contextual performance of the researched circle is being developed. The researcher has drawn from the main problem the sub-questions: do the staff of the researched circle have an awareness of the concept of psychological. Empowerment. Does the staff of the searcher have an awareness of the concept of contextual performance. What is the impact of the concept of psychological empowerment on the contextual performance of the searcher. What are the most important philosophical and conceptual contributions to administrative science literature on research variables (psychological empowerment and contextual performance). Does the search circle adopt sufficient psychological empowerment to enhance contextual performance. The researcher set several research goals in the light of the problem he had and questions: the objective of the study is to highlight the prominent importance of psychological empowerment and contextual performance as basic management concepts in the researched circle. It must be clarified how psychological empowerment affects contextual performance in the investigated department in general. Explaining the impact of the dimensions of psychological empowerment on the contextual performance of employees in the institution under research. These concepts will be clarified in a way that reflects the human values of balance in administrative relations and social justice. It should be clarified how psychological empowerment affects the overall contextual performance of the individual and the researched circle. This relationship will be clarified on the basis of administrative human concepts that believe in the importance of achieving balance and strengthening individual capabilities. The dimensions of the variables will be analyzed and demonstrated in the search circle by using management concepts for achieving balance and social justice. Realistic data and evidence will be relied upon to arrive at conclusions and recommendations reflecting the practical situation in the researched chamber. These conclusions and recommendations will also be illustrated by the use of managerial values and concepts for effective and sustainable improvement in action and society. Psychological empowerment was a concept that emerged in the last quarter of the twentieth century, and a contribution by the psychologists who played a role in the rich knowledge of the concept of psychological empowerment, as they saw it as a catalytic concept centered on motivation, competence and abilities of individuals in order to raise their level of motivation, which led to greater attention to the concept of psychological empowerment due to changes in the organizational environment, prompting organizations to empower staff from all sectors, whether public or private (allameh et al., 2012). Psychological empowerment is a concept of contemporary conceptions that elevate the human element in life to the highest levels.

The essence of psychological empowerment is centered on giving individuals freedom to perform and wider participation in the responsibility and greater awareness of the role they play (monje-amor et al., 2021). A state of motivational structure that leads individuals to feel ownership and control over their work, thus enhancing productivity and organizational performance. (sharma & vinod singh, 2018). The four cognitive dimensions - meaning, competence, autonomy, and impact - serve as a tool to encourage employees to think about what the job requires, thus developing a sense of meaning for tasks and enhancing their efficiency in all work outcomes. The concept of self-empowerment is linked to several work outcomes, including feelings of happiness and well-being in the workplace, job satisfaction for employees, improving performance, organizational citizenship behavior, and commitment. Self-empowerment is considered one of the motivational structures within the organizational context (opara et al., 2022). According to (f. Malik et al., 2013), psychological empowerment drives staff to be functional towards the institution in which they work through the sense of their work orientation and goals and their ability to make decisions within the working environment. The importance of self-empowerment can be elucidated through its widespread application in management. This has led many managers and professionals in various organizations to practice self-empowerment. Currently, self-empowerment has taken a central position in organizations in the 21st century, proving beneficial during the era of globalization. Hence, there is a need to empower individuals psychologically so that organizations can respond quickly to any changes that may occur in the environment (ongori, 2009). According to (ouliaei et al., 2017), through a comprehensive examination of reality, empowerment has emerged as a modern way to stimulate heated discussion in management. The rapid and radical changes in technology and explicit or implicit competition in the world have emphasized the importance of empowerment more than ever at present. The current research will adopt a scale (sharma & vinod singh, 2018), which includes the four dimensions (means, efficiency, self-determination and impact). One reason why these dimensions are adopted is that they have been used by many researchers over different years because of their importance in their organizations. The researcher has embraced these dimensions because they are important and influential in the field of work in the researching circle because they provide support for individuals, self-realization and personal growth of the working individual, as well as increasing production and career satisfaction, stimulating innovation, creativity and development of the skills and abilities of the individuals working in the researching circle. According to (echebiri et al., 2020) the level of interest of individuals and the extent to which they take care of the value of their work, where they feel important, meaningful and meaningful, and the meaning of the work is a feeling that individuals are on a path that deserves all the time and effort and that they are delivering a message of value and noble purposes. The sense that the work is meaningful, valuable and compatible with the values and objectives of the individual on the one hand and the demands and roles of the organization on the other. If the view is consistent and positive, the job, when it is of value, contributes to creating meaning and hence the work of the individual becomes an engine of loyalty and commitment. Efficiency refers to the degree to which an individual performs activities with great skill when trying, competent people who feel that they are good at the tasks in which they reside and know well that they can perform those tasks well through their efforts, and he sees (bose et al., 2020) how well an individual is aware of his competence and competence that he has the capacity and tasks to accomplish the tasks entrusted with high effectiveness.

In the same context, he stressed (iqbal et al., 2020) that efficiency is a feeling and a belief that is reflected in an individual's imagination that it is a practical output that contributes successfully to the workplace, and this dimension is based on the basic assumption that an individual who has a sense of skill and ability is likely to do well and is highly likely to do well. According to (muduli & pandya, 2018), it is estimated that it is an individual's understanding that he is able to accomplish his work successfully and highly skillfully by relying on his qualifications and abilities, or the degree to which an individual feels able to perform his business effectively, a sense of efficiency can be determined through effective supervision through feedback and the provision of a supportive environment of thought and creativity. Self-determination refers to the individual's opportunity to express his ideas and suggestions and to successfully feel the powers and responsibilities conferred upon him by the senior management (m. Malik et al., 2021), that self-determination is the degree to which one realizes freedom to decide on the accomplishment of a currency, choose appropriate alternatives and establish standards of conduct commensurate with his or her own judgement and attitude, through the individual's self-confidence to have freedom and independence to influence the conduct of a currency. From the point of view (stewart et al., 2010), self-determination is the individual's sense of freedom to act, and the individual's sense of freedom to act, through initiative, organization of actions and self-activity of action, by granting individuals the freedom to act in their own actions, where this dimension is emphasized to eliminate the role and influence of supervisors by giving staff broad powers to take action. This dimension emphasizes the individual's ability to influence the results of the administrative work by feeling the positive impact in the workplace of his or her behaviour, and the effect is that the individual believes that he or she can influence his or her work and that the key to the impact is the information available on the job or work that will affect the individual and result from the low morale of the individual, which leads to low productivity (liu et al., 2019:8) and that the effect (tetik, 2016) is to convince the individual himself or herself that he or she feels the impact on the work system, or is the individual's perception of an impact on a currency activity and on the results of the strategy, management and operation at work. Behaviors that influence the organization, social, and psychological context are those executed in tasks such as collaborating with others and persisting in achieving challenging goals through organizational rules. These behaviors facilitate communication, improve social interaction, and reduce stress, thus being essential for the survival and success of the organization (franco & franco, 2017). By defining the concept of contextual performance. (han et al., 2015) has pointed out that assistance and cooperation with others through the adoption of regulatory rules and procedures, regardless of the lack of conviction of objectives, through compatibility with organizational objectives and support and their defense, and by continuing with additional enthusiasm when necessary through the lack of successful business perfection and volunteering to carry out tasks that do not form an official part of the function, by playing a contextual role (including citizenship) around various activities that provide support through organizational, social as well as psychological contexts for the performance of the task. (tufail et al., 2016). Contextual performance includes a set of characteristics and benefits that are summarized through some things, so contextual performance includes discretionary and voluntary behaviors to do business for help and co-operation with colleagues as these are not part of the official functions of the job and therefore are not formally and clearly recognized by compensation systems, so they are involved in maintaining the social order by facilitating the achievement of the goals (rodriguez, 2008) and asher (dongrey & rokade, 2021) as research has confirmed that contextual performance is performed by any individual in the organization regardless of his or her position as an individual or group member, where he or she interacts with his or her organizational role in the organization (pradhan et al., 2018) and at the same time it turns out that contextual performance depends on the behaviors of the group, such as contributing to overtime and suffering from excess energy and helping others, as well as following principles and order, supporting and protecting the group, and supporting

and protecting the group. During the presentation of a concept of contextual performance and measurement, it is controversial for a number of researchers and writers to focus on the concept and dimensions of contextual performance in order to determine the dimensions of its role, which contributes to enhancing the overall performance of employed individuals and has a catalytic role for activities and processes that are essential to improving the efficiency of the organization. Researchers differed in determining the dimensions of contextual performance, since current research would adopt a scale (van scotter & motowidlo, 1996). Personal facilities can be defined as employee-oriented behaviors in order to participate in the realization of the goals of the organization and to promote the social context in which business operates. (aryee et al., 2008) if it includes the behavior's associated with staff guidance and contributes to organizational goals, and those behavior's contribute to the social and psychological environment of staff members for the effective performance of their business functions, and these behavior's contribute to the job satisfaction of staff members, an employee who is satisfied with selga's job to repeat behaviors will facilitate relations between employees by supporting and encouraging coworkers to face work problems for the initiative to solve them. (alibegovic et al., n.d.). And one of the most important behaviors after personal facilities, as he pointed out, is how many, (van scotter & motowidlo, 1996): the staff member assists co-workers in performing work tasks such as assisting others absent from work, directing new staff, even if not required, assisting staff with many jobs, and assisting the supervisor or manager in currency duties, so that they are combined with voluntary work. Consultation with co-workers prior to implementation, which may affect them. Support and encourage workers to resolve their personal and employment problems. To contribute to encouraging co-workers to overcome their differences and to be more cohesive. The attitude of dedication to work depends on the level of staff satisfaction with the job, the higher the level of satisfaction of the employees, the higher the level of their work, personal control, self-control (alibegovic et al., n.d.) and initiative to solve problems in employment and defend organizational goals. (aryee et al., 2008). And he sees the way in which dedication is most important to managers, where it has a significant influence in the management business in general, and that workers will imitate the behavior of their managers by considering that they are role models and role models, as well as the availability of conscience as the most prominent personal features associated with the way in which dedication works. The impact of psychological empowerment on contextual performance was very strong, and the relationship between psychological empowerment and contextual performance was stronger for those with high motivation to manage the impression, while weakening for those with low motivation to manage the impression. (shen, 2023), which has been made clear to him through the participation of 202 employees in taiwan ' s local manufacturing and services. While (mustika, n.d.) Confirmed that psychological empowerment simultaneously affects the performance of tasks, it has a good effect because the dimensions of psychological empowerment have been tested and demonstrated that they can influence the performance of tasks in be. Indonesia, because by applying all four dimensions of psychological empowerment they will be able to improve the performance of tasks, it is important to have a valuable work role, a culture and individual behaviors, and it is important to have competencies for individuals to carry out functional activities with skill, which is a personal choice of the staff member, and a person must have the ability to influence strategic aspects, management, and the results required. (juyumaya, 2022) found that when staff members are capable, i.e., when they are at a high level of self-empowerment, they perform better in the performance of their functions. Furthermore, staff participating effectively, at a high level of participation, has a more positive impact on the performance of the function.

The scenario for research was developed to show the relationships between the main research variables and their dimensions, as the variables and dimensions were psychological empowerment (psychological empowerment) is a time of distance (means, efficiency, self-determination, influence) derived from the study (alka, 2022). Contextual performance, which included work dedication, personal facilities, and derived from a study (van scotter & motowidlo, 1996).

2.Literature review and hypothesis development:

2.1.Studies discussed psychological empowerment:

The study of (Al Dalaeen, 2024) aimed to understand the level of psychological empowerment and its relationship to social support among a sample of battered women who were reviewed by the family protection unit in the southern governorates. The study used the associated descriptive approach to achieve its objectives and relied on two main measures: the psychological empowerment measure and the social support measure, and their psychological characteristics were verified by means of honesty and consistency. Levels have been classified into three levels: low, medium and high. An easy sample of 139 violent women was selected to carry out the study ' s objectives. They were reviewed by the family protection unit. The study showed an average level of psychological empowerment and social support for battered women, with an average of 3.09 for empowerment with a record deviation of 0.49, and 3.53 for social support with a standard deviation of 0.83. The results also showed a positive correlation between psychosocial empowerment and social support of 0.26 degrees statistically significant.

(putra et al., 2023)explore the relationship between perceived organizational support (pos), psychological empowerment, psychological well-being and work performance among 150 employees in the communications sector in Indonesia. The sample size is consistent with the structural model analysis requirements (SEM). The data was collected through a questionnaire containing a two-part laser scale, covering respondents' files and research variables. Smart pls has been used for data analysis. Various tests have been conducted to ensure the reliability of data, cross-sectional honesty and discriminatory honesty. The results highlight the main factors influencing work performance, with psychological empowerment and well-being showing a positive impact on work performance. The envisaged organizational support (pos) also emphasizes its importance in promoting psychological empowerment of staff, thereby improving their work performance.

2.2.Studies discussed contexture performance:

(baggett, 2015) investigate the relationship between dimensions of educational leadership and dimensions of self-empowerment. It was conducted on a sample of 1665 male and female teachers, using a questionnaire for educational leadership and a scale for self-empowerment. The results revealed statistically significant differences in favor of the democratic leadership style. Additionally, self-empowerment among teachers increases under the democratic leadership style.

Research of (widodo, 2024) is aimed at exploring the impact of school organization culture on teachers ' contextual performance while mediating cultural intelligence. Problem: teacher performance in primary schools is a vital subject for study because of its impact on institutional performance and the urgent need to provide an appropriate educational environment. Importance: understanding the impact of a culture of school organization and cultural intelligence on teacher performance is a fundamental challenge to improving the quality of education and the effectiveness of educational institutions. A questionnaire was conducted using the Likert sequenced survey form, which was distributed to 275 primary school teachers as a sample. The analysis of structural models was used to analyze the data. The results show that the culture of school organization and cultural intelligence significantly affects teachers' contextual performance, through cultural intelligence, this research reinforces a new empirical model of the impact of school organization culture on teachers' contextual performance through cultural intelligence.

The results provide theoretical contributions to the development of literature on performance, especially contextual performance with regard to culture of organization and intelligence. Cultural. These results also provide practical guidance for school management to view a culture of school organization and cultural intelligence as mechanisms for improving teachers' contextual performance.

2.3. The Hypotheses:

The main hypothesis of the research: there is a moral impact of the psycho-empowerment variable on the contextual performance of the researched circle, from which the following sub suppliers emerge:

H1: subsidiarily, the first: there is a significant moral effect on the contextual performance of the researched circle.

H2: subsidiarily: there is a moral significance to the efficiency dimension in the contextual performance of the researched circle.

H3: subsidiarily third: there is a moral effect of the self-determination dimension on the contextual performance of the researched circle.

H4: subsidiarily, there is a significant moral impact on the contextual performance of the researched circle.

3. Methodology:

The researcher relies on analytical research to understand the problem, its scope, and constraints in order to achieve goals, verify assumptions using an approved scale, and devise solutions.

3.1. Sample:

A random sample of 260 employees was drawn using the De Morgan sampling method. They were used successively for statistical analysis

3.2. Research instruments:

For data collection pertinent to the practical aspect of this research, the primary tool employed was a survey, utilizing a five-point Likert scale. The five-point Likert scale stands out as one of the most widely employed scales and methodologies within management fields.

3.3. Data analysis techniques:

The researchers utilized statistical software such as SPSS and excel, employing various statistical methods including mean, standard deviation, and variance to assess dispersion and central tendency. Additionally, Cronbach's alpha was used to evaluate the questionnaire's reliability, Normal distribution was employed to test data normality, and simple linear regression was utilized to examine the research hypotheses.

3.4. Search boundaries:

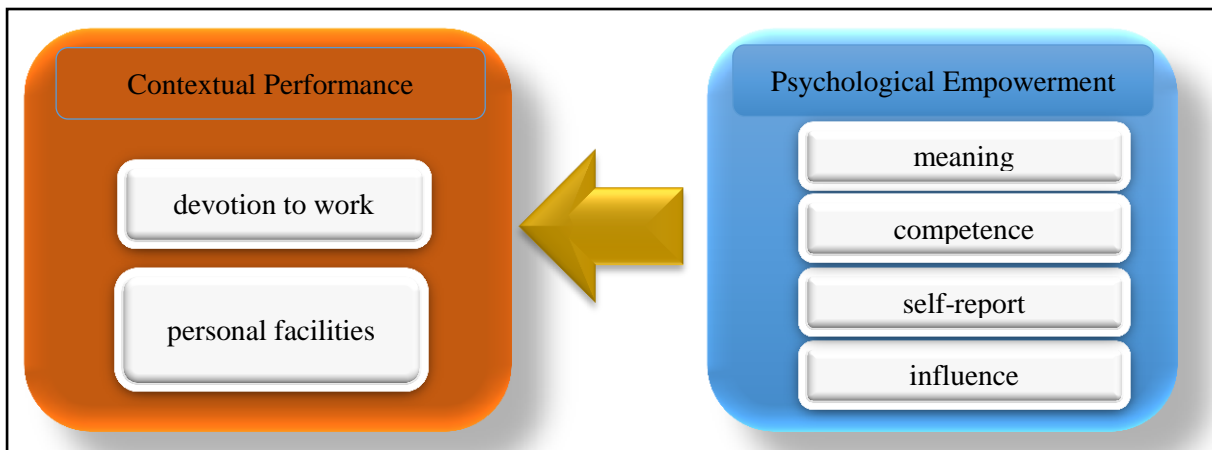
the search was conducted within the main boundaries: of spatial boundaries: the divisions, divisions and services of the administrative and financial service/chancellor of the Alwaqf Alshiai Time limits: from the period (20/10/2023) to the period (30/1/2024), the identification was distributed to staff and the identification responses were received. Human boundaries: the staff of the administrative and financial services.

3.5. The Conceptual framework of the study:

The variables and dimensions of the research measures were represented by the following:

The independent variable (Psychological Empowerment) includes the dimensions (meaning, competence, self-report, influence) and is drawn from the study (alka, 2022)

The dependent variable (Contextual Performance) included the dimensions (devotion to work, personal facilities) derived from the study (van scotter & motowidlo, 1996).



4. Results:

4.1. Simple regression analysis

Before starting the procedure for testing research hypotheses, it is necessary first to ensure that the data are appropriate for statistical test models by identifying the natural distribution of those data as a prerequisite for the use of linear regression models, as is evident from table 10, which shows the results of the natural distribution of search variables in the light of what is called a test. (Kolmogorov Smirnov).

Table 1. Results of the Normal distribution test before and after conversion of search variables and their subsidiary dimensions

Variables and dimensions	Before conversion		After conversion	
	Kolmogorov-Smirnov		Kolmogorov-Smirnov	
	Value	Sig.	Value	Sig.
Psychological empowerment	.60	.025	.031	.200*
Meaning.	.085	.000	.027	.200*
Efficiency	.127	.000	.039	.200*
Self-determination	.091	.000	.044	.200*
Impact	.108	.000	.030	.200*
Contexture performance	107	.000	.031	.200*
Work dedication	.127	.000	.046	.200*
Personal facilities	.106	.000	.034	.200*

Table 1 shows the results of the Normal distribution test for the research data and variables. The data for the variables psychological empowerment and contextual performance did not follow a Normal distribution because the significance value was less than 0.05. The moral value of the test of the Normal distribution of the variable psychological empowerment was 0.025, which is less than the significance of 0.05. After processing the data, the moral of the test became 0.200, which is more than the statistical significance of 0.05, meaning the data followed the Normal distribution of the variable psychological empowerment. Likewise, the moral value of the Normal distribution of the contextual performance variable is 0.000, which is less than the significance of 0.05. After processing the data, the significance of the test became 0.200, which is more than the statistical significance of 0.05, meaning the data followed the Normal distribution of the contextual performance variable.

This reinforces the fact that existing data are ready to use linear regression models to test research hypotheses.

Table (2) consistency results among the size components

Scale	Alfa Cronbach coefficient	Number of questions	Trueness and consistency
Meaning.	0.820	8	0.905
Efficiency	0.707	8	0.840
Self-determination	0.839	6	0.915
Impact	0.776	6	0.880
Psychological empowerment	0.897	28	0.947
Work dedication	0.871	6	0.933
Personal facilities	0.875	7	0.935
Contexture performance	0.905	13	0.951
Total resolution paragraphs	0.931	41	0.964

Source: researcher based on (SPSS)

Table 2 provides detailed information about the quality of the scales used in the research, as it shows the values of the Cronbach's alpha coefficient, which indicates the extent of consistency of the questions in the scale, as the meaning dimension has a Cronbach's alpha coefficient of 0.820, which indicates a high extent of internal consistency. The efficiency dimension is 0.707, which indicates the availability of internal consistency. While for the self-report dimension, the Cronbach Alpha reached a peak of 0.839, a good value indicating good consistency of the scale. The effect dimension of Cronbach's alpha coefficient is 0.776, a good value. As for the psychological empowerment dimension, the Cronbach alpha value is 0.897, a high value that indicates excellent consistency for this scale. While the Cronbach alpha value after dedication to work is 0.871, a good value for internal consistency. The personal amenities dimension has a Cronbach alpha reliability coefficient of 0.875, a good value for internal consistency. Also, the context performance dimension has a Cronbach alpha of 0.905, a good value for internal consistency. Finally, the Cronbach alpha coefficient for the scale is 0.931, a high value for internal consistency. It indicates high reliability and excellent consistency.

4.2. The first major hypothesis test

Table 3 impact of psychological empowerment on contextual performance

The independent variable.	The dependent variable.	Identification coefficient R2	Calculated value F	Sign f	Fixed limit a value	Beta lab (b)
Psychological empowerment.	Contexture performance	0.421	187.6	0.000	0.873	0.815
Meaning	Contexture performance	0.253	87.2	0.000	1.86	0.49
Efficiency	Contexture performance	0.065	12.8	0.000	0.37	0.40
Self-determination	Contexture performance	0.013	2.351	0.127	0.33	0.15
Impact	Contexture performance	0.137	29.3	0.000	0.24	0.37

Source: researcher based on (SPSS).

Table 3 shows the following: this indicates that psychological empowerment accounts for 42.1% of changes in contextual performance, while the remaining 57.9% It points to future concerns that psychological empowerment will not play a significant role in explaining contextual performance. The value (f) calculated between psychological empowerment and contextual performance (187.6) is greater than the scale (f) of 3.85 and the significance (f) of (0.000) is smaller than the level of moral significance (0.05) and, based on the value (f) and its moral significance, the acceptance of the hypothesis which states (there is a statistically

significant effect of psychological empowerment and its exclusion in contextual performance and its removal in the researching circle). The constant value (0.873) was equal to 0, i.e. When psychological empowerment is equal to 0, contextual performance will not be lower than this value. It is clear from the marginal slope factor value (0.815) that a one-unit increase in psychological empowerment will result in a 81.5% increase in contextual performance. Based on the results, the importance of enhancing psychological empowerment in the work environment can be emphasized, as this can lead to improved overall contextual performance. The results also suggest that there are other factors that should also be taken into account when studying and understanding contextual performance, not just focusing on psychological empowerment. The simple linear regression equation can be written as follows:

$$Y = a + b(X)$$

Applying the equation, the values are as follows:

$$Y = 0.873 + 0.815(X)$$

From table 3 shows the following: Based on the information provided in the table, the analysis of the "Meaning" dimension in relation to contextual performance is as follows: The Meaning dimension serves as the independent variable, while contextual performance is the dependent variable. The identification coefficient (R^2) indicates that the Meaning dimension explains 25.3% of the variance in contextual performance. The calculated F-value (87.2) exceeds the critical value, indicating a significant relationship between the Meaning dimension and contextual performance. Additionally, the significance level ($p=0.000$) is below the conventional threshold, supporting the hypothesis of a statistically significant effect. The fixed limit value (1.86) suggests that when the Meaning dimension is held constant, contextual performance does not fall below this value. Moreover, the beta coefficient (β) or slope factor (0.49) indicates that a one-unit increase in the Meaning dimension leads to a 0.49-unit increase in contextual performance. These findings highlight the importance of the Meaning dimension in influencing contextual performance. However, it's essential to consider other factors that may also contribute to contextual performance beyond just the Meaning dimension.

From table 3 shows the following: Based on the information provided in the table, the analysis of the "Efficiency" dimension in relation to contextual performance is as follows: The Efficiency dimension serves as the independent variable, while contextual performance is the dependent variable. The identification coefficient (R^2) indicates that the Efficiency dimension explains only 6.5% of the variance in contextual performance, suggesting a relatively weak relationship between the two. The calculated F-value (12.8) exceeds the critical value, indicating a statistically significant relationship between the Efficiency dimension and contextual performance. Additionally, the significance level ($p=0.000$) is below the conventional threshold, supporting the hypothesis of a statistically significant effect. However, the fixed limit value (0.37) suggests that when the Efficiency dimension is held constant, contextual performance does not fall below this value. Moreover, the beta coefficient (β) or slope factor (0.40) indicates that a one-unit increase in the Efficiency dimension leads to a 0.40-unit increase in contextual performance, albeit to a lesser extent compared to other dimensions. These findings suggest that while Efficiency plays a role in influencing contextual performance, its impact may not be as substantial as other dimensions such as Meaning or Psychological empowerment. Therefore, it's important to consider a holistic approach and explore other factors that may contribute to contextual performance beyond just Efficiency.

From table 3 shows the following: Based on the information provided in the table, the analysis of the "Self-determination" dimension in relation to contextual performance is as follows: The Self-determination dimension serves as the independent variable, while contextual performance is the dependent variable. The identification coefficient (R^2) indicates that the Self-determination dimension explains only 1.3% of the variance in contextual performance, suggesting a weak relationship between the two. The calculated F-value (2.351) does not exceed the critical value for significance, indicating a lack of statistically significant relationship

between the Self-determination dimension and contextual performance. Additionally, the significance level ($p=0.127$) is above the conventional threshold ($\alpha=0.05$), suggesting that the observed relationship may not be statistically meaningful. However, the fixed limit value (0.33) suggests that when the Self-determination dimension is held constant, contextual performance does not fall below this value. Moreover, the beta coefficient (β) or slope factor (0.15) indicates that a one-unit increase in the Self-determination dimension leads to a relatively small increase in contextual performance. These findings suggest that while Self-determination may have some influence on contextual performance, its impact is limited compared to other dimensions. Further research may be needed to explore additional factors that may contribute more substantially to contextual performance.

From table 3 shows the following: Based on the data provided in the table, the analysis of the "Impact" dimension in relation to contextual performance is as follows: The Impact dimension serves as the independent variable, while contextual performance is the dependent variable. The identification coefficient (R^2) indicates that the Impact dimension explains 13.7% of the variance in contextual performance, suggesting a moderate relationship between the two. The calculated F-value (29.3) exceeds the critical value, indicating a statistically significant relationship between the Impact dimension and contextual performance. Additionally, the significance level ($p=0.000$) is below the conventional threshold, supporting the hypothesis of a statistically significant effect. The fixed limit value (0.24) suggests that when the Impact dimension is held constant, contextual performance does not fall below this value. Moreover, the beta coefficient (β) or slope factor (0.37) indicates that a one-unit increase in the Impact dimension leads to a moderate increase in contextual performance. These findings underscore the importance of the Impact dimension in influencing contextual performance. However, it's essential to consider other factors that may also contribute to contextual performance beyond just Impact.

5. Discussions:

The purpose of this research is to present a set of conclusions that are an explanation of the two study variables that have emerged on the application side. The researcher has arrived at the following: it is clear from the demographic characteristics that there is a gap between males and females in taking up jobs in the administrative and financial service, which means that the department is more dependent on the achievement of male tasks and responsibilities than females. The administrative and financial service relies on administrative staff with university degrees (bachelor ' s degree). These staff are highly qualified and experienced, which motivates them to enhance their level of psychological empowerment. However, the department suffers from a lack of higher degrees (master and doctorate) that would contribute to improving the firm ' s competitive position and identifying citizens ' needs with greater precision. The results of the research showed a high response to the sample of research towards the dimension of the meaning (one dimension of the psychological empowerment variable), which means that the members of the research sample are carefully concerned with the meaning and have clear perceptions of the meaning, having the first order of the distance (self-determination) obtained the lowest value in the order of the dimensions. The service ' s management adopts the psychological empowerment dimensions of meaning, efficiency, self-determination and influence combined in its management of the auditors more than if they were applied individually, which means that they are complementary and interdependent.

The results were similar to the studies of (Al Dalaeen, 2024) and (baggett, 2015). The results of the research showed an interaction and a response to all the dimensions of contextual performance and the importance of this variable for the samplers. The results were similar to the study of (widodo, 2024). This suggests that the samplers in the circle have a perception of the significance of this variable and its dimension. The first ranking (personal facilities) has been obtained after the first ranking (personal facilities) in the dimensional order.

6. Conclusions and recommendations:

Employees' attention to fine details reflected a high level of accuracy and attention in performing work, which contributed to improving the quality of work and reducing errors. The employees' attention to detail was considered a sign of responsibility and commitment towards the tasks assigned to them, as they strive to ensure that every part of the work is carried out in the best possible way. The research results showed a high interest among the research sample in the dimension of meaning, which indicates the importance of understanding the purpose and meaning and a clear vision regarding it. While the self-report dimension was the least important among the dimensions studied. The results of the research also showed interaction and response towards all dimensions of contextual performance and the extent of the importance of this variable among the members of the research sample. This indicates that the sample members in the department have a perception of the importance of this variable and its dimensions. The dimension (dedication to work) ranked first among what happened after (Personal facilities) at the lowest value within the dimensional order. Which requires: Encouraging employees to look for opportunities to improve work by focusing on fine details and discovering ways to improve the process. Management should appreciate employees' efforts in paying attention to minute details and provide them with encouragement and appreciation, which enhances job satisfaction and commitment. Also, by clarifying the goals and purpose of the work performed, employees will improve their understanding of how important their contribution is to achieving the organization's goals. This awareness will increase engagement and focus, leading to improved individual and group performance. Also, by building a work environment that encourages open communication and collaboration, employees will have the opportunity to exchange ideas and knowledge and solve problems jointly. This will enhance effective communication and interaction between teams, enhancing team spirit and enhancing practical performance.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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