

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**EMPLOYEE EMPOWERMENT AND  
CUSTOMER-ORIENTED BEHAVIOR IN  
PEGUIN MYANMAR ENGINEERING CO., LTD.**

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**EMBA II - 9**

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**YANGON UNIVERSITY OF ECONOMICS**  
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**ACADEMIC YEAR (2017-2019)**

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**A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)**

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## ACCEPTANCE

This is to certify that the thesis entitled “**Employee Empowerment and Customer-oriented Behavior in Penguin Myanmar Engineering Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

### Board of Examiners

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**DECEMBER, 2019**

## **ABSTRACT**

The purposes of this study are to investigate the effect of employee empowerment on customer-oriented behavior at Penguin Myanmar Engineering Co., Ltd. and to explore the relationship between customer-oriented behavior and their job performance at Penguin Myanmar Engineering Co., Ltd. In this study, descriptive quantitative method and linear regression method were used. Primary data are collected from all 94 employees with personal interview method. Secondary data was obtained from the previous study, journal articles, textbooks and company. This study find that the structural empowerment factors of information, resources and support have the significant positive effect on customer-oriented behavior. Psychological empowerment has a significant positive effect on customer-oriented behavior with two variables impact and competencies. In addition, customer-oriented behavior has the significant positive effect on employees' job performance. These results show that there is relationship between customer-oriented behavior and job performance in Penguin Myanmar Engineering Co., Ltd.

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## **LIST OF ABBREVIATIONS**

COB	Customer-oriented Behavior
HR	Human Resources
IT	Information Technology
PE	Psychological Empowerment
SE	Structural Empowerment
SOP	Standard Operating Procedure

# **CHAPTER (1)**

## **INTRODUCTION**

Myanmar recently opened up her economy to the wider world and businesses too have started adopting the global standard of customer satisfaction. Most of the companies today are in the environment of competitive and dynamic position in the market, customers have to be satisfied and delighted with the service provided. More companies now understand that when employees are given more responsibility and power, it can benefit both the people and the organization. According to the Harvard Business Review, research has presented that “when employees feel empowered at work, it’s associated with stronger business performance, job satisfaction and obligation to the organization.” Empowerment is one of the most crucial processes of enabling or authorizing to think, behave, takes action and control work and decision making in autonomous ways.

The intangible and interactive characteristics of services mean that employee’s behavior plays a key role in a customer’s decision making. Customer orientation behavior of frontline employees is important to create long-term profit for the service industry in the country. In current years, more and more companies have invested notable resources to improve customer orientation behavior of employees. The emotional or affective responses of employees are often caused by the nature of boundary spanning and it is important to study the factors that influence customer orientation behavior of frontline employees. Sensitive or affective responses of frontline employees, such as job satisfaction and job stress, influenced their customer orientation behavior. The customer orientation behavior of employees relies on the efforts that frontline employees engage in while at work.

### **1.1 Rationale of the Study**

Local engineering service companies in Myanmar are facing a huge challenge of high-quality service-affecting their competitiveness badly. Service companies needed to be empowerment to their employees to fulfill their customer needs and wants. Effective application of empowerment to employees can have a positive impact on performance. To

maintain employee empowerment in the organization for a long time is the most crucial thing for the success of all organizations.

## **1.2 Objectives of the Study**

The objectives of the study are

- (1) To examine the effect of employee empowerment on their customer-oriented behavior in Penguin Myanmar Engineering Co., Ltd.
- (2) To analyze the effect of customer-oriented behavior on job performance of employees in Penguin Myanmar Engineering Co., Ltd.

## **1.3 Scope and Method of the Study**

There are 94 employees including assistance managers, supervisors and front-line employees in Penguin Myanmar Engineering Co., Ltd. To identify the employees' empowerment on customer-oriented behavior, this study mainly focuses only on Penguin Myanmar Engineering Co., Ltd. The effect of employee empowerment on customer-oriented behavior, and its effect on the job performance of employees working at Penguin Myanmar Engineering Co., Ltd. are analyzed in this study. Primary data are collected from all 94 employees with personal interviews to explaining to utilize this information for academic research by using structured questionnaires. In addition, secondary data are collected from literature review including textbooks, publications, thesis papers, research papers, reports, articles, journals and internet websites. Descriptive statistics and linear regression methods are used for this study. Only Penguin Myanmar Engineering Co., Ltd. is studied for this research to get relevant data and meet the main objectives of the study.

## **1.4 Organization of the Study**

This research paper is organized into five chapters. Chapter (1) is introductory which involves the rationale of the study, objectives of the study, methodology and sources of data, scope and method of the study and organization of the study. The theoretical background on the effect of employee empowerment on customer-oriented behavior is presented in Chapter (2). Chapter (3) presents the profile and employee empowerment practices of Penguin Myanmar Engineering Co., Ltd and a about the analysis on the effect

of customer-oriented behavior on their job performance in Penguin Myanmar Engineering Co., Ltd. are discussed in Chapter (4). Finally, Chapter (5) involves the conclusion with the findings, discussions, suggestions and recommendations and needs for further research.

## **CHAPTER (2)**

### **THEORETICAL BACKGROUND**

In this chapter, focused on the definitions, theories, concepts, relationships and empirical studies associated with employee empowerment, customer-oriented behavior and job performance from the previous research papers and conceptual framework of the study are presented.

#### **2.1 Concepts of Empowerment**

The empowerment mentioned to measures designed to increase the degree of autonomy and self-determination in people and in communities in order to enable them to represent their interests in a accountable and self-determined way, performing on their own ability. It is the procedure of becoming durable and more self-confident, specifically in adjusting one's life and requesting one's rights. Empowerment as mentions both the process of self-empowerment and to professional support of people, which enables them to overcome their sense of powerlessness and absence of influence, and to recognize and use their resources.

A managerial technique to release the full potential of every individual in an organization. A management keeps appropriate of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance. Empowerment is in progress on the idea that open-handed employees skills, resources, authority, opportunity, motivation, as well property them responsible and accountable for outcomes of their activities, will contribute to their competence and satisfaction.

Employee empowerment is very essential for the survival and achievement of an organization, and it provides employees a sense of feelings that they are the essential assets to the organizational achievement, makes commitment and a sense of belonging, constructs trust, supports effective communication, and growths organizational effectiveness and employee wellbeing (Ongori, 2009).

Empowered workers feel competent and confident to influence their job and work environment in a meaningful way, and they are likely to be proactive and innovative. That one is observed that employee empowerment is one of the most effective means of allowing employees at every level to utilize their creative thinking and abilities to improve the quality of their work and the performance of the organization. The study of Ugboro and Obeng endorses significant correlation between employee empowerment and customer satisfaction or employee job satisfaction. Opponent suggests employee empowerment essentially in many cases downsizes productivity and lowers employee satisfaction.

Employee empowerment creates a work problem and can cause whole disaster for the organizations. Experts and specialists though have different views and opinions in empowering employees and its consequences, enterprises start realizing that employee empowerment can make difference between their success and failure in the long run. Many organizations consider that empowering their employees will eventually direct to higher profitability and greater customer satisfaction (Ugboro, Obeng, 2000).

Kay suggested that genuine empowerment is likely to include decision-making authority over job content and job context. Empowerment involves employees taking the initiative to respond autonomously to job related challenges with the encouragement and support of management (Kay *et al.*, 2008).

### **2.1.1 Structural Empowerment**

Structural empowerment (SE) is theoretically defined as an organization's ability to offer access to information, resources, support and opportunity in the work environment. The mechanisms of structural empowerment are information, support, resources, and opportunity.

Kanter defined empowerment as the ability of an individual to independently make decisions and utilize available resources to accomplish the necessary goals. She postulates that if an organization is structured to provide empowerment and access to job-related empowerment opportunities, the structure will have a positive impact on employees and their commitment to work. Alternatively, an organizational structure that does not provide empowerment and access to job-related empowerment opportunities will have a negative impact on the employees and their commitment to work. Kanter posits

that in an empowerment-structured organization there is increased autonomy, job satisfaction, and commitment among employees. Consequently, feelings of burnout and job stress will decrease, and the result is organizational commitment.

Kanter specified that the work surroundings structures and perceived employee admission to power and chance structures is related to employee attitudes and performances in an organization. Kanter supposed that employees display attitudes grounded on the existence of perceived power and opportunities. According to Kanter, there exist four work empowerment structures: access to information, resources, support, and opportunity. Right to use of information refers to the data, technical awareness, and expertise wanted for job performance. Right to use to resources refers to the capability to obtain needed supplies, materials, money and personnel to meet established organizational goals. Access to support refers to the guidance, feedback, and direction provided by supervisors, peers, and subordinates. Access to opportunity refers to the growth, mobility and the chance to build upon knowledge base (Kanter, 1993).

Defining power as “the ability of individuals to get things done”, Kanter concluded that power in organizations was derived from structural conditions in the work environment, not from an individual’s personal characteristics or socialization effects, In a study of empowerment effect on nurses, it is argued that when situations were structured so that employees felt empowered, they would respond accordingly and rise to the “challenges” present in their organization (Laschinger, 2004). The organization was likely to benefit in terms of both improved employee attitudes and increased organizational effectiveness. Therefore, holding all other variables constant, structural empowerment is the power to create and sustain a work environment by providing the ability to access and mobilize opportunities, information, support, and resources from one’s position in the organization (Kanter, 1993).

Vacharakiat defined the components of structural empowerment as follows: Access to opportunity includes the expectation of positive future prospects, growth, and a chance to learn and grow (Vacharakiat, 2008). Access to information includes the organization’s overall goals and values; this includes information directly related to employees’ work, as well as information about the organization as a whole. Access to support includes the feedback and guidance received from superiors, peers, and subordinates about an employee’s job. Access to resources is the time necessary to accomplish organizational goals and includes acquiring help when needed, and to

material, money, and rewards necessary for achieving the demands of the job. It follows, and research supports, that when employees are given access to opportunities, information, support, and resources, and the ability to mobilize them as needed, employees gain empowerment (Kanter, 1993).

Based on this premise fronted by the Kanter's theory on structural empowerment and organization commitment, the study postulates that when employees are able to access the constructs of structural empowerment within their organizations: access to support, opportunity, resources and information they will be committed to their roles within their organizations. Kanter believed that if employees within an organization perceive opportunities for success is present, the employees' attitude, job satisfaction, and overall organizational commitment will be enhanced. In order for an employee to perceive that opportunity exists, the employee must be in a position that allows access to resources, information, and support.

Information is well-defined as knowledge of the organization on policies, decisions, goals and data and offers a sense of meaning and purpose, increasing the ability of the worker to make decisions and judgments that contribute to the mission of the organization. Resources are clear as the needed money, equipment and time interval to do the work. Opportunity is defined as access to education and growth in the workplace.

Support is defined as feedback and guidance from peers, supervisors and others. Support is described by Kanter as the feedback and guidance received from superiors, peers, and subordinates. Support is backing, acknowledgment of achievements, endorsement, legitimacy, approval, advice, and problem solving of the work environment (Kanter, 1993).

Support can be separated into two general categories: material and psychosocial. Material support comprises cash, tools, supplies and the physical environment. Psychosocial sustenance is mainly in terms of expert cognitive advice from the executive. Such structure assistances the work group to do the work and share accountabilities. The structure of opportunity is described by Kanter as the chances for growth and mobility in the organization.

It involves chances to increase knowledge and skills, competencies of individuals, give them recognition and rewards, provide possibilities for their growth and advancement in their positions, and to participate on committees, task forces, and

interdepartmental work groups. Additionally, opportunities within an organization include such privileges such as training, career development, job autonomy and benefits and rewards. The career chances do affect employee promise with the organization. Career growth, self-rule and measurability of output related to commitment indicate that the creation of job ladders and job flexibility will maximize commitment and thus reduce absenteeism and turnover (Johns, 2005).

Information refers to the data, technical knowledge, and expertise required functioning effectively in one's position. Kanter on the other hand defined information as knowledge about work goals, plans, organizational decisions, and changes in policies, environmental relationships, and future decisions in an organization. Access to information is accomplished by providing staff members with information beyond what is required to address specific issues that affect them and their jobs. Access to information represents an important source of power and in popular terms, "information is power".

Vacharakiat posits that the success of empowerment is linked to resources. She additionally suggests that right to use to resources is the most serious empowerment factor. It refers to the ability to exert encouragement in the organization to bring in required materials. Examples of these are equipment, supplies, space, and human resources essential to do the job. They also include financial resources such as funds, time, budget allocation, recognition for work, etc., and other supplies needed to do the job efficiently and effectively in the organization (Johns, 2005).

### **2.1.2 Psychological Empowerment**

Thomas and Velthouse (1990) identified four dimensions of psychological empowerment: meaning, competence, self-determinations and impact. Spreitzer (1995) further defined and measured the four dimensions of psychological empowerment identified by Thomas and Velthouse (1990). According to Spreitzer (1995), competence is defined as an individual's feeling that they have the ability to perform their work well. Specifically, this dimension of psychological empowerment is comprised of one's belief that he or she has the ability and technical competence necessary to complete the required tasks without resistance from the organization. Meaning is definite as the "degree to which people care about their work" (Spreitzer, 1995). Workers want to feel that what they do counts and are congruent with their value system. The work proceeds on a

personal meaning which in turn bargains the individuals a sense of intrapersonal reward, provides them a sense of personal uniqueness and honesty that boosts the labours and stimulates them to do their greatest.

Spreitzer (1995) also defined self-determination as the degree to which workers have control over their work or are free to choose how to accomplish their tasks. Workers who experience self-determination feel a greater sense of autonomy because they feel they are free to make independent decisions and take on initiative without pressure from the organization, resulting in a greater sense of accountability and responsibility. Impact is the last dimension of psychological empowerment and is defined by Spreitzer (1995) as the degree to which people feel they have important influence on their immediate work environments, co-workers and the organization as a whole. Individuals who are psychologically empowered believe that they do make a difference. They feel that their work has an important impact on others and that contributions are taken seriously. In addition, workers perceive themselves as active participants in shaping organizational outcomes and they believe that they have a significant influence in the culture of the organization. These workers recognize a sense of personal control and feel empowered to act and understanding less burnout.

Meaning: Meaningfulness is an individual's belief that his or her work is important to him or her and his or her fondness for what he or she is doing. Spreitzer (1995) well-defined meaning accepting as a sense of strength of mind or individual connection to one's work objective: it is the valuation of a work goal and an person's beliefs, judged in relation to that individual's ideals (Thomas and Velthouse, 1990). Meaning is the value one places on the standing on a given job, based on the individual's own principles and scruples (Thomas and Velthouse, 1990). It also involves a fit between the job's role and the beliefs, values and behaviors of the individual (Brief and Nord, 1990). Meaning includes a fit among the requirements of one's work role and one's principles, values and behaviors.

Impact is the point to which an specific can effect strategic, administrative and operating consequences at work. This assessment refers to the degree to which behavior is viewed as making a difference in terms of accomplishing the purpose of the task that is, producing the intended belongings in one's task atmosphere (Thomas and Velthouse, 1990). It is also an individual's belief that they can have a real impact on organizational outcomes or results.

Competence is an employee's ability to perform work activities with skill, and it refers to the degree to which a person can perform task activities skilfully when he or she attempts to do so. Competence is perceived as self-efficacy and confidence with regard to role demands (Menon, 2001). The dimension is labelled as competence rather than self-efficacy due to its focus on efficacy specific to the work role (Spreitzer, 1995). Spreitzer and Quinn (1997) maintained that empowered people have a sense of competence; this means that they are confident about their ability to do their work well.

According to (Chiaburu and Marinova, 2005), competency or self-efficacy, is an individual's belief in his or her capability to perform activities with skill. Thomas and Velthouse (1990) concur and defined competence as the degree to which a person can perform task activities skilfully when he or she attempts to. Appelbaum and Honeggar (2005) defined competence as the accomplishment an individual feel in skilfully performing task activities they have chosen. Buitenbach and Hlalele (2005) posited that "the feeling of competence involves the sense that one is doing good quality work on a task."

Betz and Hackett (2006) viewed that competence is equivalent to agency beliefs, personal mastery, or effort-performance expectancy. Bandura (1991) further posited that empowerment is not something bestowed upon by default but that it is gained through the development of personal efficacy. The researcher further postulated that competence is analogous to self-efficacy, which relates to people's beliefs about their capability to exercise control over their own level of functioning and over events that affect their lives.

In addition, Sauer (2003) described competence as the perceptions of an individual's skills to enhance decision-making, problem solving, leadership, self-esteem and capabilities to perform activities with skill. Similar to all authors above, some researcher further deems that competence represents a sense of a person's ability to perform adequately in new situations. Stajkovic and Luthans (1998) postulated that the personal sense of self-worth and confidence in an individual's job competence should render higher levels of performance in comparison with less empowered individuals. Competence is one's belief in his/her capability to perform activities with skill.

Self-determination is the autonomy in which an individual makes decisions in working environment. It is as a result, a personality's sense of having a choice in initiating and regulating actions to achieve expected results (Deci, Connell and Ryan,

1989). Self-determination theory proposes that individuals have three innate psychological needs, namely; autonomy – the need to feel a sense of choice (DeCharms, 1968).

Employee advice and control of work is self-determination and for capable employees feels responsibility and ownership towards their activities (Littrell, 2007). They undergo independence to carry out their responsibilities; make decisions about their work and have adequate authority of the way, time and the speed of their performing the task (Vecchio, 2000). The area includes making decision about the methods of performing the job or determining the amount of hard work necessary to do the activities (Speritzer, 1995).

Moreover, employees who use their strengths experience enhanced energy and engagement which then facilitates task performance (Christian, Garza and Slaughter, 2011). Strengths use enhances employees' self-esteem which in turn facilitates task performance (Judge and Bono, 2001). Strengths use can increase employees' harmonious passion (Dubreuil, Forest and Courcy, 2014), which then enhances task performance (Ho and Pollack, 2014).

Central to Self-determination theory is the concept of intrinsic motivation, which represents the strongest form of self-determinations whereby individuals autonomously pursue an activity because they find it inherently interesting and derive satisfaction from doing it (Deci & Ryan, 1985). To the extent that the work context satisfies employees' needs of autonomy, relatedness, or competence, employees will have enhanced intrinsic motivation, which in turn yields positive outcomes such as better work attitudes and behaviors (Gagne & Deci, 2005). Thus, this concept is used in this study.

## **2.2 Concepts of Customer-oriented Behavior**

Customer-oriented behavior has been widely used in most strategic human resources management literature (Hennig-Thurau and Walsh, 2003) as well as in many customer satisfaction studies (Dunn and Dahl, 2012; Oakley and Carolina, 2012). The concept refers mainly to the marketing principle that addresses the significance of considering customer needs and wishes throughout the organization (Ruizalba *et al.*, 2014). Customer-oriented behavior is ordinarily the principle of readiness to meet and respond promptly to customers' need and wants (Awwad and Agti, 2011). In fact, it is the

total packages of external customers' welfare in an organization. As soon as a customer orientation method is taken, there is likelihood of developed performance and value delivery services by employees (Brady and Cronin, 2001). The earliest advances on the topic examined the overall customer orientation of entire organizations, usually referred to as market orientation (Ruizalba *et al.*, 2014). Academic researchers and scholars have hence, defined the concept of customer-oriented behaviour as "the set of behaviours beliefs that places a priority on customers' interests and continuously creates superior customer value' (Awwad and Agti, 2011). Most customer-oriented firms would 'stay close to the customers', as a means of classifying, understanding and observing their needs. Thus, understanding the needs of consumers necessitates strong market sensing and customer-relating capabilities (Kirca *et al.*, 2005). Customer-oriented firms foster direct customer contact, rely on focus groups and customer surveys to collect information about customer desires and perceptions of current products and services, and use

A customer-oriented business places customer happiness at the essential of each of its business decision. Customer orientation is well-defined as a method of sales and customer-relations in which staff emphasis on helping customers to meet their long-term needs and wants. Management and staffs support their separate and team objectives around filling and retaining consumers. This differences, in part, with a sales orientation, which is a strategic method where the need and wants of the firm or salesperson are valued over the customer.

A service offered by companies that focus on the internal and external needs of a business's customers. Customer orientation creates and monitors values of consumer pleasure and struggles to meet the clientele's needs and prospects related to the product or service sold by the business. Customer-oriented behavior produces value is that primarily intangible such as pamper the customers, read the customer's need, personal relationship with customers and deliver the service.

### **2.3 Job Performance**

Job performance relates to the action of achievement a career. Job performance is a mean to reach a goal or set of goals within a job, role, or organization (Campbell, 1990), but not the actual consequences of the acts performed within a job. Campell (1990) supports that job performance is not a single action on the other hand rather a "complex

activity” (p.704). Performance in a job is severely a performance and a distinct entity from the conclusions of a specific job that relate to success and productivity.

Employees use core competencies to accomplish their work functions. Core competencies such as communication skills, problem-solving capabilities, leadership abilities and analytical and critical thinking processes are necessary for virtually any position. However, estimating the employee’s work knowledge distinctly and independently from his necessary capabilities can be ineffective in calculating overall performance. Superior should rate how well employees utilize their core competencies to perform their job duties. Revising a supervisor’s performance requires looking at his communication and leadership skills to determine how effective he/she is at training his/her team on the use of complex machinery. Supervisor’s key capabilities are communication and guidance skills; the supervisor’s useful expertise is knowledge about various types of equipment. The two have to be estimated together for a expressive performance appraisal.

## **2.4 Empirical Studies**

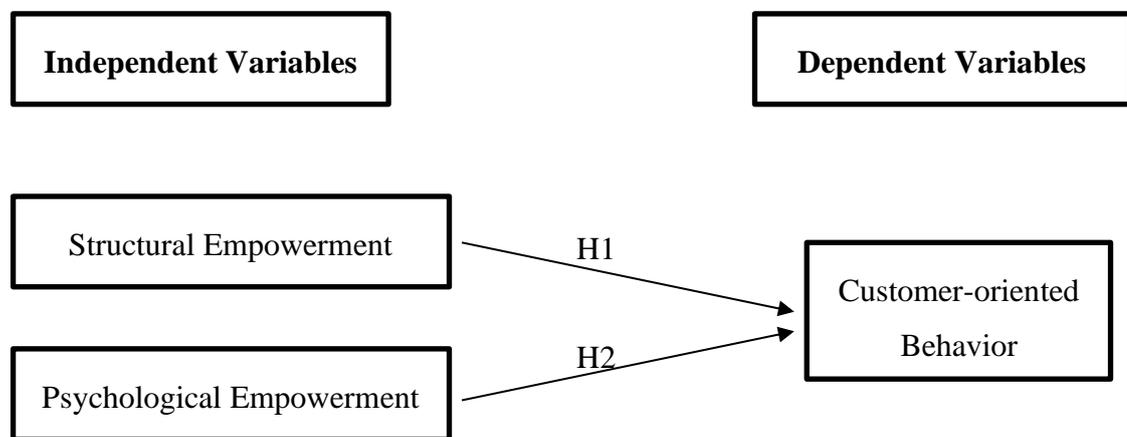
Empowerment program was widely adopted in many organizations as a way of improving organization’s performance. Empowering workers to expand performance by finding innovative techniques of amending mistakes in service delivery and reforming work processes.

To develop the conceptual for this study, some relating papers are reviewed. The first paper reviewed is “Understating the Impact of Employee Empowerment on Customer-Oriented Behavior” by Zeglat, Aljaber and Alrawabdeh (2014). In this paper, the researchers studied the relationship between employee empowerment and customer-oriented behavior. The target respondents were working 13 commercial banks operating in Jordan. Total of 377 respondents, who are compatible with the customer contact criteria as identified by researchers.

According to this paper’s results, both structural empowerment and psychological empowerment have a positive and significant impact of structural empowerment on customer-oriented behavior was found. The conclusions of the multiple regressions indicate that psychological empowerment has a greater impact on customer-oriented behavior than does structural empowerment. The purpose for such conclusions might be

that a high feeling of psychological empowerment makes employees more motivated and engaged in more favorable customer-oriented behavior. In other disputes, requiring great outlooks of meaningful jobs, having more proficiency and giving subordinates more impact on their jobs and organizations will motivate subordinates to service customers better. However, having advanced levels of structural empowerment might lead to more formality and rigidity within the organization.

**Figure (2.1) The Relationship between Employee Empowerment and Customer-oriented Behavior**

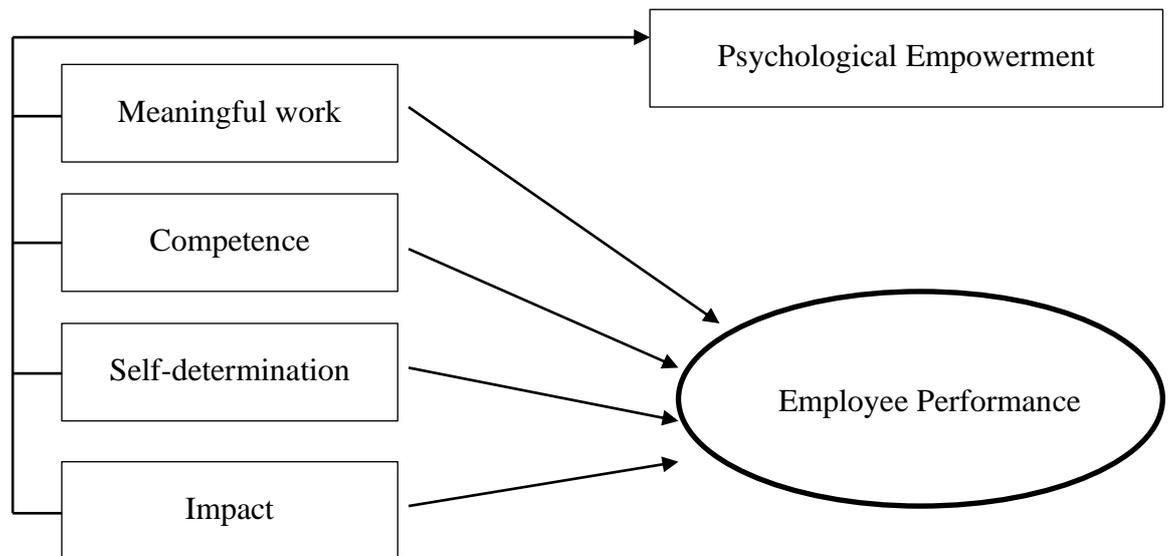


Source: Zeglat, Aljaber and Alrawabdeh (2014)

The second reviewed paper is “A Study on Impact of Psychological Empowerment on Employee Performance in Small and Medium Scale Enterprise Sectors” by Degago (2014). In this paper, researchers studied the relationship between employee empowerment and employee performance among manufacturing, construction, service and trade sectors. The researcher randomly selected 125 persons among 520 employees from manufacturing, construction, service and trade sector. The research findings showed that there was a relationship between psychological empowerment and employee performance. Empowerment supports performance on account that people are given more responsibility for how they do their own job hence increasing efficiency and greater use of each individual’s contributions. Organization expects a committed workforce, who can define their objectives and set the means for achievement. This can

be possible by empowered workforce. Most of the staffs wanted recognition and accountability from their management. When organizations entrust responsibility on its employees and empower them, it leads to greater flexibility, increased innovation, commitment to change and improved work performance.

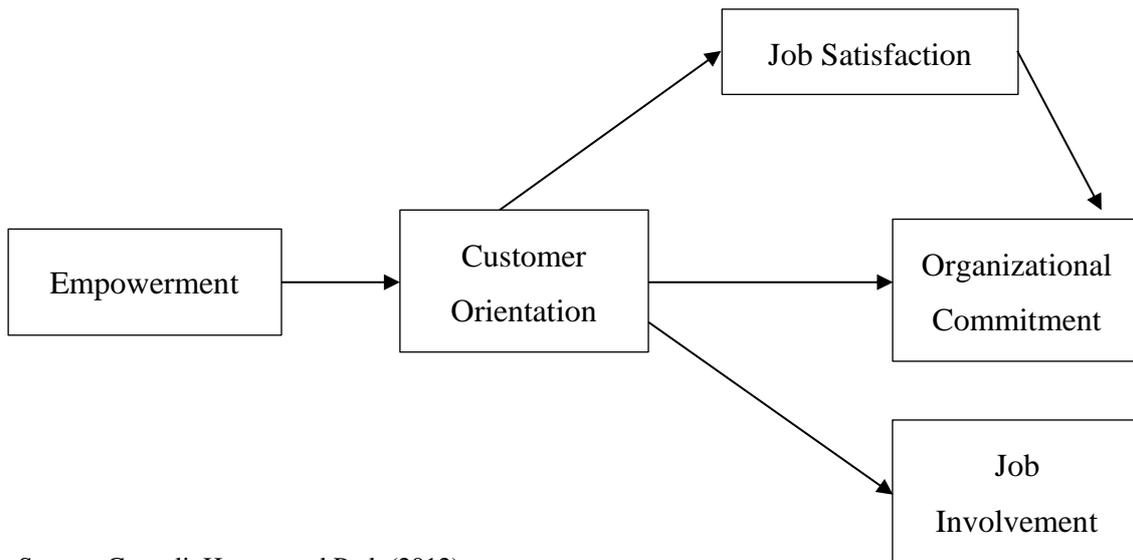
**Figure (2.2) The Relationship between Psychological Empowerment on Employee Performance**



Source: Degago (2014)

The third reviewed paper is “Employee Empowerment and Customer Orientation: Effect on Workers’ Attitudes in Restaurant Organizations” by Gazzoli, Hancer and Park (2012). The target respondents were who working restaurant chain in 46 states in the United States. Total of 308 respondents have participated in this research. The researcher finding that Customer Orientation is an antecedent to job satisfaction and commitment holds important implications for services managers that are charged with recruiting new employees. Employees may have similar training and experience, not all prospective employees will react and perform equivalently in the same position. Another finding is Customer Orientation leads to job satisfaction and commitment, managers must recruit with this personality trait in mind, and they should not expect that Customer Orientation will simply develop over time in response to job satisfaction and commitment.

**Figure (2.3) The Relationship between Empowerment and Customer Orientation**



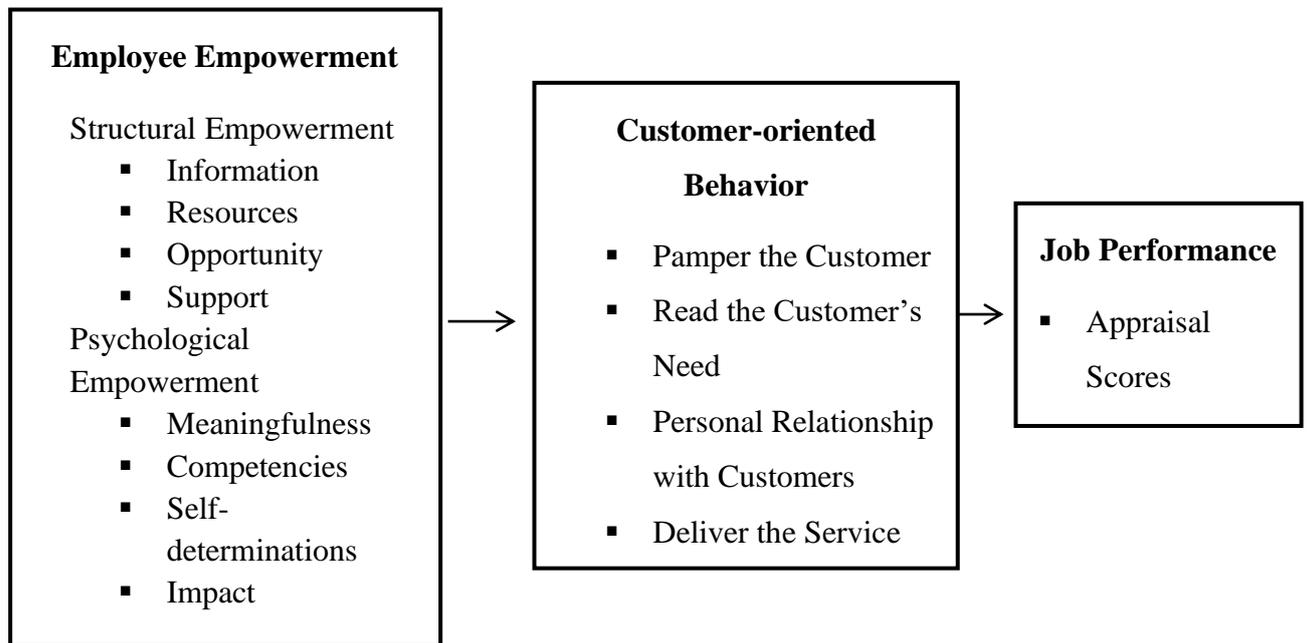
Source: Gazzoli, Hancer and Park (2012)

## 2.5 Conceptual Framework of the Study

The conceptual framework below shows the effect of independent variables on dependent variables. For the first objective, the independent variables are; employee empowerment which includes structural empowerment and psychological empowerment and the dependent variable is customer-oriented behavior. For the second objective, the independent variables are, customer-oriented behavior and the dependent variable is job performance.

This study is used to analyze the effect of employees' empowerment of Penguin Myanmar Engineering Co., Ltd. on their customer-oriented behavior according to Kenter's empowerment theory and then secondly to analyze the effect of customer-oriented behavior on their job performance in the company. This study will follow two parts; firstly, empowering employees to comprise two components; structural and psychological empowerments and employees may find themselves satisfied with one of these two empowerments provided by the company. But the degree of satisfaction may differ from each other.

**Figure (2.4) Conceptual Framework of the Study**



Source: Own Compilation (2019)

Secondly, the status of satisfaction of employees is measured with questionnaires and the resulted satisfaction can effect on employees' customer-oriented behavior in the company. Thus, accordingly its effect on employees' customer-oriented behavior is analyzed. This research will find in which empowerment category Penguin Myanmar Engineering Co., Ltd. can fulfill well and then in which category it should try to provide more to retain its employees. Thus, this study is intended to find out the effect of empowerment on employees' customer-oriented behavior and then on their job performance.

## **CHAPTER (3)**

### **EMPLOYEE EMPOWERMENT AND CUSTOMER-ORIENTED BEHAVIOR AT PENGUIN MYANMAR ENGINEERING CO., LTD.**

This chapter introduces the background history and profile of Penguin Myanmar Engineering Co., Ltd. Later on, general information about company structure, management teams and then how the company is applying the employee empowerment such as structural empowerment, psychological empowerment, in addition, customer-oriented behavior of employees (COB) at Penguin Myanmar Engineering Co., Ltd. are described.

#### **3.1 Profile of Penguin Myanmar Engineering Co., Ltd.**

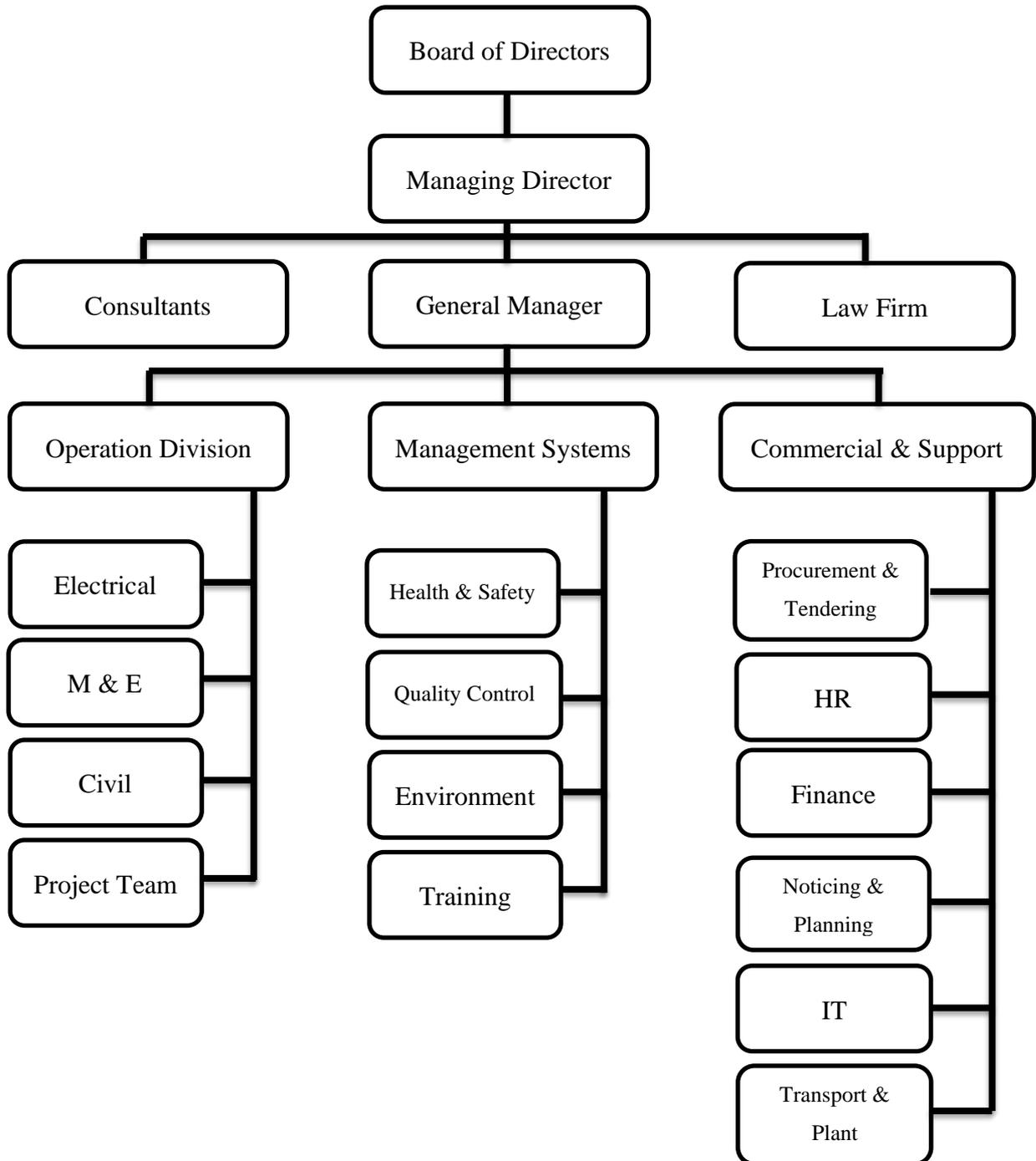
Penguin Myanmar Engineering Co., Ltd. founded in June 2006, is one of the leading construction, M&E design and Fire Fighting Service Provider companies in Myanmar. During these years, Penguin Myanmar Engineering Co., Ltd has been implementing the growth, objectives and strategies of the company. Nowadays, Penguin Myanmar Engineering Co., Ltd. has already launched the head office of Yangon and a regional office in Nay Pyi Taw. Moreover, it has almost over 150 employees as a workforce.

The vision of company is “To be the most reliable, trusted, and efficient provider of construction services in Myanmar”. Penguin Myanmar Engineering Co., Ltd. was guided by the corporate values which are reliability, innovation, customer centricity and value-added services. Putting the values into practices creates long-term benefits for shareholders, customers and employees are the desirable beliefs of the company.

The company provides customer satisfaction with the best quality services with affordable prices. The company builds a good reputation in the field of engineering and management and become a key player in the industry. Company builds extended period relationship with several customers, organization and suppliers for providing exceptional customer services by pursuing business through innovation and advanced. The company believes in different treating to various customers with respect and faith. The company grows through creativity, invention and innovation by all employees working from

different levels. Integration of honesty, integrity and business ethics of the company is into all aspects of the business functioning.

**Figure (3.1) Organization Structure of Penguin Myanmar Engineering Co., Ltd.**



Source: Penguin Myanmar Engineering Co., Ltd. (2019)

### **3.2 Structural Empowerment at Penguin Myanmar Engineering Co., Ltd.**

In Penguin Myanmar Engineering Co., Ltd., there are four factors practicing to get structural empowerment effectively. These are information, resource, opportunity and support. According to information-related structural empowerment, Penguin Myanmar Engineering Co., Ltd. designs to get all job-related information from everywhere and any devices by means of internet-based software structure. All employees can access job-related information on the internet when they are required. The information and technology (IT) department has to input job-related data in this system and update every day. Moreover, the management team shares some important information and goals, vision and values of the company through regular meetings, social media, telephone or email. Company also provided projects' work progress schedule, financial statements for each project. In these ways, the company constructs the information system effectively.

According to resource-related structural empowerment, the management team designs to get time available to do necessary paperwork procedures, to accomplish job requirements and give temporary help when needed as human resources (HR). In capital resources, the company has enough capital to run thoroughly and has to find investors for growth. According to opportunity-related structural empowerment, the company gives several opportunities to the employees for taking the new challenges in work with systematic support. Moreover, the management team arranges to provide proper trainings and workshops to employees for improvements that needed skills and pieces of knowledge and then gives them chances to use these skills and knowledge. However, all employees haven't the chance to do any jobs without informing the management team.

According to support-related empowerment, the company is designed to share specific job-related information, effective top-management and immediate supervisors' supports, all needed equipment and accessories are supported and sufficient capital supports to our employees under a proper management system. The company achieves the customer-oriented behavior of employees by means of these structural empowerments which leads to effective job performance.

### **3.3 Psychological Empowerment at Penguin Myanmar Engineering Co., Ltd.**

There are mainly four factors of psychological empowerment that are practicing in Penguin Myanmar Engineering Co., Ltd. These are meaning, competence, self-

determination and impact. According to meaning-related psychological empowerment, the management team makes that employees have a feeling of enjoying what they are doing, the job activities are personally meaningful to the employees and the work that are doing is most important issue. Most of the employees know that their lives working at the company are valuable and precious to the company by means of meaning.

According to competence-related empowerment, the employees have self-confident, self-assured and mastered their skills necessary for their jobs through proper training and workshops. Moreover, their jobs are going well within the scope of their abilities. According to self-determination related psychological empowerment, some employees have significant autonomy in determining their jobs with proper delegation system. Sometimes, they have opportunities for independence and freedom in their job and to decide on their own way depending on the job conditions.

According to impact-related psychological empowerment, there is a weak point in Penguin Myanmar Engineering Co., Ltd. because most of jobs are done through proper Standard Operating Procedure (SOP) and decided by the head of department or management team of the organization. The positive or negative effect of most of jobs will impact on the whole organization and not on someone. By means of above psychological empowerment, Penguin Myanmar Engineering Co., Ltd. gets customer-oriented behavior of employees which leads to job performance.

### **3.4 Customer-oriented Behavior of Employees (COB)**

In the company, according to COB, the management team trains all employees to respect all customers' needs and wants. Furthermore, in line with COB, employees of Penguin Myanmar Engineering Co., Ltd. enjoy nurturing various customers. The employees are ready to support all customers' desires. The employees take pleasure in making every customer feel like their roles are important as need to pamper the customers. Moreover, all employees from different levels are practiced to thrive on giving individual attention to each customer and respect all customers' problems. In case of need to read the customer needs, the employees read naturally the various customers to identify their needs, trains to know generally what services should be provided the customers want before the customers ask and inclines to read the customers' body language to determine how much interaction to give.

Need for personal relationship and need to deliver the services are playing in the important role in COB, while the employees are instructed to remember the customers' name as much as possible, enjoy getting to know the customers personally, enjoy delivering the intended services on-time and enjoy having the confidence to provide good service all the time.

As an employee of Penguin Myanmar Engineering Co., Ltd., the various services are tries to fulfill the customers' satisfaction by means of design, structure, materials, color, time frame, nature of work, giving work-related advice, pros and cons. The employees have to listen carefully and note down the customer's requirements and then have to give respective feedbacks. In some cases, the employees have to give work-related knowledge sharing to customers. The management team of the company always tries to facilitate the qualified materials and smart and fast management to the customers at all the time. Therefore, the customers' feedback is quite important even it is positive or negative. To get positive feedback, the employees must have a closed personal relationship with the various customers, have self-confidence themselves and creating a hub to get feedback. These are the current practices of COB by the employees of Penguin Myanmar Engineering Co., Ltd.

**CHAPTER (4)**

**ANALYSIS ON EFFECT OF CUSTOMER-ORIENTED BEHAVIOR  
ON JOB PERFORMANCE IN PENGUIN MYANMAR  
ENGINEERING CO., LTD.**

This chapter consists of three major parts: profile of respondents, results from the descriptive analysis on main variables (employee empowerment, customer-oriented behavior and job performance), and the results from multiple linear regression analysis on relationships among these variables.

**4.1 Profile of Respondents**

The demographic factors of 94 employees working at Penguin Myanmar Engineering Co., Ltd. and the statistical results of the profile of respondents are shown in Table (4.1). This section describes the demographic characteristics of the respondents such as gender, age, marital status, education, job title, job type, work experience and income.

According to the Table (4.1), 88.3% of male respondents and 11.7% of female respondents are working at the company based on the survey data and it is found that the majority of the respondents are male employees. In line with the nature of the construction industry, the numbers of male employees are more than female employees. Referred to ageing level of the survey data, most respondents are working between 18 and 25 years old, as employees of the Penguin Myanmar Engineering Co., Ltd. in this age level carry out major tasks of this company, actively working in the field and having a supervisor role. The second largest ageing group is between 26 and 35 years old and the above group is the smallest group in the respondents. Therefore, it can be said that most of the young and adult people have been working in the company. More than half of the respondents are married and the rest are single show in the survey.

**Table (4.1) Profile of Respondents**

No.	Demographic Factor		No of Respondents	Percentage (%)
	Total			
			<b>94</b>	<b>100%</b>
1	<b>Gender</b>	Male	83	88.3%
		Female	11	11.7%
2	<b>Age (Year)</b>	18-25 years	47	50.0%
		26-35 years	32	34.0%
		36-45 years	10	10.6%
		46-55 years	4	4.3%
		Over 55 years	1	1.1%
3	<b>Marital Status</b>	Single	44	46.8%
		Married	50	53.2%
4	<b>Education Level</b>	High School	77	81.9%
		Diploma	6	6.4%
		Bachelors	8	8.5%
		Masters	3	3.2%
5	<b>Job Title</b>	Entry Level	70	74.5%
		Supervisor	15	16.0%
		Assistance Manager	9	9.6%
6	<b>Job Type</b>	Contract	22	23.4%
		Permanent	55	58.5%
		Project Based	17	18.1%
7	<b>Work Experience</b>	Under 1 year	57	60.6%
		1-3 years	18	19.2%
		3-5 years	12	12.8%
		Above 5 years	7	7.5%
8	<b>Monthly Income (Kyats)</b>	100,001 – 300,000	13	13.8%
		300,001 – 500,000	32	34.0%
		500,001 – 800,000	49	52.1%

Source: Survey Data (2019)

In terms of educational background, 81.9% of employees are high school level, 6.4% of employees are diploma holders, 8.5% of employees are graduated with a bachelor degree and 3.2% of employees are master degree holders. The job title is divided into three levels: entry level, supervisor and assistant manager. Due to the results, 74.5% of respondents are at entry level, 16.0% of employees are at supervisor level and 9.6% of respondents are at the assistance level. According to the construction industry, general works are more needed than top-level management. For the type of job, 23.4% of employees are contract employees, 58.5% of employees are permanent employees and 18.1% of employees are project based employees.

Showing the work experience refers to the duration of the employee who has been working only in Penguin Myanmar Engineering Co., Ltd. according to the Table (4.1), the majority of the respondents have been working in an organization under one year which is a total of 60.6%. Also, 19.6% of employees have been working within an organization between one to three years. Then, 12.8% of employees have been working within an organization between three to five years. Finally, 7.6% of employees are working with an organization for over five years. Concerning with the salary of employees, 13.4% of employees are paid between 100,001 and 300,000 Kyats, 34.0% of employees are paid between 300,001 and 500,000 Kyats and only 52.1% of employees are getting between 500,001 and 800,000 Kyats.

In line with the main purpose of this survey, to observe the effect of employee empowerment on customer-oriented behavior and their job performance, the respondents were asked how many years have worked at the company and which area in working. Therefore, most of employees are working at the front-line area and so the survey data can be concluded would be accurate.

#### **4.2 Analysis on Employee Empowerment**

In this study, the descriptive method is applied to analyze the employee empowerment: structural empowerment and psychological empowerment. The standard deviation, percentage and mean scores of employee empowerment are described in this section based on the survey findings. The results from the analysis on structural empowerment are shown in Table (4.2).

**Table (4.2) Employee Perception on Structural Empowerment**

No.	Structural Empowerment	Mean	
1	<b>Information</b>		
	The current state of the company	3.98	<b>3.86</b>
	The values of top management	3.73	
	The goals of top management	3.87	
2	<b>Resources</b>		
	Time available to do the necessary paperwork	3.79	<b>3.76</b>
	Time available to accomplish job requirements	3.73	
	Acquiring temporary help when needed	3.74	
3	<b>Opportunity</b>		
	Challenging work	3.70	<b>3.66</b>
	New skills and knowledge on the job	3.57	
	Tasks that use all of own skills and knowledge	3.70	
4	<b>Support</b>		
	Information of how to do task	3.61	<b>3.60</b>
	Comments about things employees could improve	3.60	
	Helpful hints or problems solving advice	3.60	
<b>Overall Mean</b>		<b>3.72</b>	

Source: Survey Data (2019)

Based on the survey results of the analysis on structural empowerment are shown in Table (4.2), information sharing has the highest mean 3.86 scores. Most of the respondents believe that the internal structure of the company is organized with the sharing work-related information, knowledge sharing and customer's information making how shall be done the respective tasks, assign them to particular tasks to reach short term results as well as long term results. Employees are also participating to communicate their scheduled projects with each other efficiently. According to overall mean scores, it can be recognized that the role of sharing is quite dominant in Penguin Myanmar Engineering Co., Ltd. The overall mean value for structural empowerment is 3.72, and indicates that

employees satisfy above average for their structural empowerment. Thus, most of the employees in Penguin Myanmar Engineering Co., Ltd. are enjoying in working.

To examine the psychological empowerment of employees, there are four statements to analyze the psychological empowerment of employees from the respondents and structured questionnaire is given to the survey respondents. Results from the analysis of psychological empowerment are described in Table (4.3).

**Table (4.3) Employee Perception on Psychological Empowerment**

No.	Psychological Empowerment	Mean	
1	<b>Meaningfulness</b>		
	The important of the work to employee	3.67	<b>3.59</b>
	Meaningfulness of job activities	3.47	
	Enjoy the work	3.64	
2	<b>Competencies</b>		
	Job within the scope of the abilities	3.69	<b>3.60</b>
	Self-assurance of the capability	3.59	
	Master the skill necessary	3.53	
3	<b>Self-determination</b>		
	Confident of the ability	3.79	<b>3.72</b>
	Have significant autonomy in doing the job	3.65	
	Have a great deal of control in the department	3.72	
4	<b>Impact</b>		
	Impact on what happens in department is large	3.65	<b>3.61</b>
	Much influence over the outcomes of the department	3.53	
	Significant influence in the department	3.65	
<b>Overall Mean</b>		<b>3.63</b>	

Source: Survey Data (2019)

As shown in the table, regarding the survey results of the analysis on psychological empowerment, self-determination has the highest mean 3.72 scores. Most of the respondents believe that participation in decision making, negotiation practices and autonomy in their respective departments with the providing approvals by the

management team in some working area. As a result, employees are participating to enjoy effectively and efficiently. According to the mean scores the role of self-determinate is also strong effect to employees in Penguin Myanmar Engineering Co., Ltd. As said, the overall mean value for psychological empowerment is 3.63, and indicates that most of employees agree that the confident in working are can be shown to the company and satisfy their psychological empowerment.

Respondents strongly agree their confident level of working at the company to encourage initiatives from them assigning area by approving them freedom to handle on their own. The relationship between the employees from different levels, different area and their subordinates are shown carrying out to the company's desired goals. The most important thing to implement the main objectives of the company is to reach out the targeted goals in time with the standardize quality effectively and efficiently, furthermore, to achieve the customers' high satisfaction in construction industry. To do so, the management team makes employees to have the self confidence in some area such as customer dealing, solving the problems, providing the services and so on. The results show that the company can implement most of the projects according to the role of impact and competencies are highest in the psychological empowerment.

### **4.3 Analysis on Customer-oriented Behavior**

The pamper the customer, read the customer's need, personal relationship with customers, deliver the service required are analyzed by using the descriptive method to observe the customer-oriented behavior. The results from analysis on customer-oriented behavior are shown in Table (4.4).

As shown in Table (4.4), pamper the customer has the highest mean 3.72 scores among all of the customer-oriented behavior factors. Most of the respondents believe that acknowledge to customers, remember the customers, listen customers feedback and good communication are systematically built up to improve in the company gradually. It can be shown that the role of pamper the customer is quite dominant in Penguin Myanmar Engineering Co., Ltd. with the overall mean value for customer-oriented behavior is 3.67. The company cares each customer who contact to the company at once and also takes the note customers' perspective to the company is most important to be success the projects. In addition, satisfaction of their customer-oriented behavior is indicated, thus, most of the

employees in Penguin Myanmar Engineering Co., Ltd. trying to achieve the customers' attention to the company.

**Table (4.4) Customer-oriented Behavior in Penguin Myanmar Engineering Co., Ltd.**

No.	Customer-oriented Behavior	Mean	Overall Mean
1	<b>Pamper the Customer</b>		
	Enjoy nurturing the customers	3.71	<b>3.72</b>
	Take pleasure in making every customer feel the only one	3.68	
	Every customer problems is important	3.66	
	Thrive on giving individual attention to each customer	3.84	
2	<b>Read the Customer's Need</b>		
	Naturally read the customers to identify the needs	3.83	<b>3.68</b>
	Generally know what service customers want before asking	3.60	
	Inclined to read the customers body language to determine how much interaction to give	3.61	
3	<b>Personal Relationship with Customers</b>		
	Enjoy remembering my customers' names	3.68	<b>3.65</b>
	Enjoy getting to know the customers personally	3.62	
	Happy to build good relationship with the customers	3.65	
4	<b>Deliver the Service</b>		
	Enjoy delivering the intended services on time	3.63	<b>3.63</b>
	Enjoy having the confidence to provide good service	3.66	
	Enjoy to go extra-miles in giving service to customers	3.62	
<b>Overall Mean</b>			<b>3.67</b>

Source: Survey Data (2019)

#### 4.4 Analysis on Effect of Employee Empowerment on Customer-oriented Behavior

In this study, multiple linear regression analysis is used to analyze the effect of employee empowerment on customer-oriented behavior. The results based on the findings the effect of structural empowerment on customer-oriented behavior is described in Table (4.5).

**Table (4.5) Effect of Structural Empowerment on Customer-oriented Behavior**

Model	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	1.176	.284		4.143	.000	
Information	.253***	.075	.349	3.369	.001	1.869
Resources	.219***	.079	.275	2.783	.007	1.703
Opportunity	.046	.061	.067	.750	.455	1.403
Support	.146*	.064	.192	2.300	.024	1.209
R	.699					
R Square	.488					
Adjusted R Square	.465					
F-value	21.249***					
Durbin-Watson	2.119					

Source: Survey Data (2019)

Notes: \*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

According to regression results, (R) (the correlation between the observed value and the predicted value of (dependent variable) is 0.699. Customer-oriented behavior (dependent variable) reported by respondents and the levels predicted for them by information (SE), resources (SE), opportunity (SE) and support (SE) (independent variable) are correlated. R<sup>2</sup> (proportion of the variance in the dependent variable accounted by model) is 0.488 and adjusted R<sup>2</sup> is 0.465. The model has accounted for 47% of the variance in the dependent variable.

All VIFs are less than 10 and thus there are no problems with multi-collinearity among independent variables. Durbin-Watson value is between 1.5 and 2.5 and thus the sample is enough and not auto correlated. These significant coefficient values explain that if an increase in the independent variable, information by 1 unit, the dependent variable of customer-oriented behavior of employees will increase by 0.253 units.

According to Table (4.5), information, resources and support have the significant relationship with the customer-oriented behavior. The variables “Information, Resources and Support” have the expected positive sign and significant coefficient value at 1 percent level. According to regression result, positive relationship means that the increase in information, resources and support factor leads to more customer-oriented behavior of the employees. Penguin Myanmar Engineering Co., Ltd. provide sharing job-related information, some important information and goals, value and culture of the company and current company situation statements. Employees have necessary time for doing paperwork procedures (quotation, survey results, job reports, etc.) and got machinery and human resources support form organization. Thus employees have benefit and they feel they are well appreciated by the organization.

The results show that the standard coefficient (Beta) of information (SE) has the greatest value of 0.349 out of four explanatory variables, indicating that information (SE) has the greatest contribution to customer-oriented behavior in Penguin Myanmar Engineering Co., Ltd.

**Table (4.6) Effect of Psychological Empowerment on Customer-oriented Behavior**

Model	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	1.057	.262		4.043	.000	
Meaningfulness	.160*	.065	.215	2.471	.015	1.459
Competencies	.189***	.065	.243	2.933	.004	1.328
Self-determination	.186**	.065	.248	2.851	.005	1.463
Impact	.184***	.060	.267	3.083	.003	1.448
R	.734					
R Square	.539					
Adjusted R Square	.518					
F-value	26.033***					
Durbin-Watson	2.038					

Source: Survey Data (2019)

Notes: \*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

The results from analysis on effect of psychological empowerment on customer-oriented behavior are shown in Table (4.6).

As shown in Table (4.6), all variables are significant by regression results. The significant values of impact (PE) and competencies (PE) are a positive relationship with customer-oriented behavior with 1% significant level. Other variables of self-determination (PE) and meaningfulness (PE) have positive relationship with customer-oriented behavior with 5% and 10% significant level respectively. Most of the employees satisfied current training and workshop for their skills improvement. Share autonomy and delegation with responsibility also the best practice in organization.

All VIFs are less than 10 and thus there are no problems with multi-collinearity among independent variables. Durbin-Watson value is between 1.5 and 2.5 and thus the sample is enough and not auto correlated. These significant coefficient values explain that

if an increase in the independent variable, impact by 1 unit, the dependent variable of customer-oriented behavior of employees will increase by 0.184 units.

(R) (the correlation between the observed value and the predicted value of (dependent variable) is 0.734. Thus, customer-oriented behavior (dependent variable) reported by respondents and the levels predicted for them by meaningfulness (PE), competencies (PE), self-determination (PE) and impact (PE) (independent variable) are correlated.  $R^2$  (proportion of the variance in the dependent variable accounted by model) is 0.539 and adjusted  $R^2$  is 0.518. Thus the model has accounted for 52% of the variance in the dependent variable.

In summary, the results show that the standard coefficient (Beta) of impact (PE) has the greatest value of 0.267 out of four explanatory variables, indicating that impact (PE) has the greatest contribution to customer-oriented behavior in Penguin Myanmar Engineering Co., Ltd.

#### **4.5 Analysis on Effect of Customer-oriented Behavior on Job Performance**

In this study, multiple linear regression analysis is used to analyze the effect of customer-oriented behavior on job performance. The results based on the findings the effect of customer-oriented behavior on job performance is described in Table (4.7).

As shown in Table (4.7), the significant values of pamper the customer (COB), read the customer's need (COB) and deliver the service (COB) are a positive relationship with customer-oriented behavior. Another independent variable, personal relationship with customer (COB) has an expected negative signs and not significant. Among then deliver the service (COB) only 99% of significant level. All VIFs are less than 10 and thus there are no problems with multi-collinearly among independent variables. Durbin-Watson value is between 1.5 and 2.5 and thus the sample is enough and not auto correlated. These significant coefficient values explain that if an increase in the independent variable, Deliver the Service by 1 unit, the dependent variable of job performance of employees will increase by 0.487 units.

**Table (4.7) Effect of Customer-oriented Behavior on Job Performance**

Model	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	1.650	.479		3.448	.001	
Pamper the Customer	.105	.112	.100	.931	.354	1.363
Read the Customer's Need	.069	.124	.065	.559	.578	1.583
Personal Relationship with Customer	-.143	.118	-.134	-1.216	.227	1.432
Deliver the Service	.487***	.112	.465	4.326	.000	1.366
R	.499					
R Square	.249					
Adjusted R Square	.215					
F-value	7.365***					
Durbin-Watson	1.715					

Source: Survey Data (2019)

Notes: \*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

(R) (the correlation between the observed value and the predicted value of (dependent variable) is 0.499. Thus, job performance (dependent variable) reported by respondents and the levels predicted for them by pamper the customer (COB), read the customer's need (COB), personal relationship with customer (COB) and deliver the service (COB) (independent variable) are correlated. R<sub>2</sub> (proportion of the variance in the dependent variable accounted by model) is 0.249 and adjusted R<sub>2</sub> is 0.215. Thus the model has accounted for 22% of the variance in the dependent variable.

In summary, the results show that the standard coefficient (Beta) of impact (PE) has the greatest value of 0.465 out of four explanatory variables, indicating that impact (PE) has the greatest contribution to customer-oriented behavior in Penguin Myanmar Engineering Co., Ltd.

## **CHAPTER (5)**

### **CONCLUSION**

In this chapter, there are three main sections. The first section is a summary of the findings and discussion of the results of this study and the second section states the suggestions and recommendations. The third section consists of needs for further research concerning with this study.

#### **5.1 Findings and Discussions**

Empower defines that the practices which include sharing information, power, knowledge, opportunity and support with front line employees, and making a staff to decide independently and use of available resources to achieve necessary objectives. Based on the research of employee empowerment approaches, the results indicate that both structural and psychological empowerment approaches are partly accepted by most of the employees. However, psychological empowerment approach is slightly more recognized among employees than the structural empowerment.

For customer-oriented behavior, employees are primarily satisfied with deliver the service. However, they are almost not satisfied with pamper the customer, read the customer's need and personal relationship with customer provided by the company. This can be concluded that most of the employees are not satisfied with these factors at Penguin Myanmar Engineering Co., Ltd.

Based on the data analysis, generally, there is a positive relationship between structural empowerment approaches and customer-oriented behavior which is measured by information, resources, opportunity and support. More specifically, structural empowerment approach has a strong effect on information and resources. However, this empowerment approach has no effect on opportunity and support at Penguin Myanmar Engineering Co., Ltd.

Moreover, psychological empowerment approach has a strong effect on the impact and competencies. Also meaningfulness and self-determination are effect on the customer-oriented behavior. It can be concluded that the current psychological

empowerment approach of Penguin Myanmar Engineering Co., Ltd. has a strong effect on all factors that can lead to the customer-oriented behavior.

Due to the results of the analysis for employees' for job performance, deliver the service is the strongest factor that influence on employees' customer-oriented behavior. The rest three factors, pamper the customer, read the customer's need and personal relationship with customer do not have any effect on the Penguin Myanmar Engineering Co., Ltd. employees' job performance. Therefore, it can be concluded that customer-oriented behavior is related with the employees' job performance in Penguin Myanmar Engineering Co., Ltd.

It is found that employee empowerment improves the relationship between the employee and the customers to a greater extent and has a positive impact on employees' job performance hence empowered employees are more reliable to customer-oriented behavior. Empowered employees are to be more engaged resulting in better customer-oriented behavior and a higher quality of a customer service which leads to better performance and high productivity.

## **5.2 Suggestions and Recommendations**

Since human resource management plays a critical role in every organization, the study suggest that Penguin Myanmar Engineering Co., Ltd. should continuously practice both structural and psychological empowerment approaches to maintain or increase the employees' customer-oriented behavior. Moreover, the company should focus more on the structural empowerment for employees to be obtained as the same as the psychological approach which is slightly more accepted by employees.

According to the analysis, the rating scores the role of information and resources are high in Penguin Myanmar Engineering Co., Ltd. These results are also pointing out to keep such kind of practices that are wide information sharing, support job related machinery, transportation and knowledge sharing to be smooth completing the tasks effectively and efficiently. Penguin Myanmar Engineering Co., Ltd. also attempting to let employees being empowered by facts that they don't receive right now such as opportunity and support. The company should strongly focus on the promotion, compensation, social welfare fund and health insurance for their safety. They should rewrite their compensation packages, social welfare fund and health insurance which

influence the employees' customer-oriented behavior. Penguin Myanmar Engineering Co., Ltd should continuously practice structural empowerment approach which let them get the access to information, resources, opportunity and support for employees within the organization.

Then, the study recommends that Penguin Myanmar Engineering Co., Ltd should empower their employees with psychological empowerment approach to have pamper the customers, read the customer's need, personal relationship with customer and deliver the service by making them feel that their work is meaningful, they are competent, they have a significant authority and their tasks have impact on the outcomes and so on. Therefore, if the company wants to increase their employees' customer-oriented behavior which influence employees' job performance in an organization, they should empower their employees by practicing both structural and psychological empowerment approaches.

To increase the employees' job performance in an organization, Penguin Myanmar Engineering Co., Ltd. should focus on personal relationship with customer, pamper the customer and read the various customers' needs and wants. Most of the employee's education backgrounds were high school level. Employees are difficult to communicate with various customers and hard to identify the customer's needs and wants. The company need to training and coaching to resolve these problems. Also, they should continuously practice the current the deliver the service style where their quick respond for job tasks, recognizable and reliable for work. However, since this research is within the scope of the head office of Penguin Myanmar Engineering Co., Ltd., even if some factors do not have any effect between them.

### **5.3 Needs for Further Research**

This study focuses on the employee empowerment of Penguin Myanmar Engineering Co., Ltd. and observe on the customer-oriented behavior as well as the employees' job performance. The employees' development of the company based on two types of empowerments; structural empowerment and psychological empowerment, especially the Head Office in Yangon are observed due to the time limitation. Employees' empowerment and job performance are mainly emphasized; however, this study would not cover overall employees' empowerment factors such as redistribution of power, bottom-up decision making and so on. This study does not really cover the learning for

the whole construction industry or similar companies in the industry. It is recommended to conduct a study with robust samples which will provide the learning for the whole industry in Myanmar.

If further studies on the effect of creating the employee motivation, job characteristics, organizational behaviors, leadership styles and employee incentive system for improving the customer-oriented behavior are observed, it would be more beneficial to find out further employees' empowerment which should be utilized as the best to practices. Moreover, it is more fruitful for Penguin Myanmar Engineering Co., Ltd. to do further studies on the other factors internally and it can be worthwhile to conduct further research on the factors affecting that affect employee empowerment and job performance in the company.

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# APPENDIXES

## APPENDIX A: Survey Questionnaire

Dear Respondent,

I am a student of Executive MBA program at Yangon University of Economics and carrying out a thesis on “Employee Empowerment and Customer-oriented Behavior in Penguin Myanmar Engineering Co., Ltd”. I would like to request you to kindly spare some time to fill up this questionnaire. Your answers will be treated with all the confidentiality deserved and will at no time be divulged to any other use. I will use it for academic purpose only. Thank you very much for your cooperation.

<b>Demographic</b>				
<b>1. Gender</b>				
Male		Female		
<input type="checkbox"/>		<input type="checkbox"/>		
<b>2. Age (Year)</b>				
18-25	26-35	36-45	46-55	Over 55
<input type="checkbox"/>				
<b>3. Marital Status</b>				
Single		Married		
<input type="checkbox"/>		<input type="checkbox"/>		

**4. Highest level of Education**

High School	Diploma	Bachelors	Masters
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**5. Job Title**

Entry Level	Supervisor	Assistance Manager
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6. Job Type**

Contract	Permanent	Project Based
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**7. Work Experience**

Under 1 year	1-3 years	3-5 years	Above 5 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. Monthly income in Kyats**

100,001 – 300,000	300,001 – 500,000	500,001 – 800,000
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Please indicate your level of agreement for the following research items based on the following scales.</b>				
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5

<b>Employee Empowerment</b>					
<b>Structural Empowerment</b>					
Information					
1. I have known the current state of the company.	1	2	3	4	5
2. They let me know the values of top management.	1	2	3	4	5
3. The company clearly explains the goals of top management.	1	2	3	4	5
Resources					
1. I have time available to do the necessary paperwork.	1	2	3	4	5
2. The company provides time available to accomplish job requirements.	1	2	3	4	5
3. Everyone gives temporary help when needed.	1	2	3	4	5
Opportunity					
1. I have a chance to try the challenging work.	1	2	3	4	5
2. I have received the chance to gain new skills and knowledge on	1	2	3	4	5

the job.					
3. I had an opportunity to work on tasks that use all of your own skills and knowledge.	1	2	3	4	5
<b>Support</b>					
1. Specific information about things you do well.	1	2	3	4	5
2. Specific comments about things you could improve.	1	2	3	4	5
3. Leaders give helpful hints or problems solving advice.	1	2	3	4	5

<b>Psychological Empowerment</b>					
<b>Meaningfulness</b>					
1. The work that I do is important to me.	1	2	3	4	5
2. My job activities are personally meaningful to me.	1	2	3	4	5
3. I enjoy what I am doing..	1	2	3	4	5
<b>Competencies</b>					
1. My job is well within the scope of my abilities.	1	2	3	4	5
2. I am self-assured about my capabilities to perform my work activities.	1	2	3	4	5
3. I have mastered the skills necessary for my job.	1	2	3	4	5
<b>Self-determination</b>					

1. I am confident about my ability to do my job.	1	2	3	4	5
2. I have significant autonomy in determining how I do my job.	1	2	3	4	5
3. I have a great deal of control over what happens in my department.	1	2	3	4	5
<b>Impact</b>					
1. I can see my impact on what happens in my department is large.	1	2	3	4	5
2. I have much influence over the outcomes of my department.	1	2	3	4	5
3. I have significant influence over what happens in my department.	1	2	3	4	5

<b>Customer-oriented Behavior</b>					
<b>Pamper the Customer</b>					
1. I enjoy nurturing my customers	1	2	3	4	5
2. I take pleasure in making every customer feel like he/she is the only one.	1	2	3	4	5
3. Every customer problems is important to me.	1	2	3	4	5
4. I thrive on giving individual attention to each customer.	1	2	3	4	5
<b>Read the Customer's Needs</b>					
1. I naturally read the customers to identify his/her needs.	1	2	3	4	5
2. I generally know what service customers want before they ask.	1	2	3	4	5

3. I am inclined to read the customers body language to determine how much interaction to give.	1	2	3	4	5
Personal Relationship with Customers					
1. I enjoy remembering my customers' names.	1	2	3	4	5
2. I enjoy getting to know my customers personally.	1	2	3	4	5
3. I am happy to build good relationship with customers.	1	2	3	4	5
Deliver the Service Required					
1. I enjoy delivering the intended services on time.	1	2	3	4	5
2. I enjoy having the confidence to provide good service.	1	2	3	4	5
3. I enjoy to go extra-miles in giving service to customers.	1	2	3	4	5

## APPENDIX B: Statistical Outputs

### Regression Results for Effect of Empowerment on Customer-oriented Behavior

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.775 <sup>a</sup>	0.601	0.592	0.34674	2.042

a. Predictors: (Constant), Mean\_Psychological Empowerment, Mean\_Structural Empowerment

b. Dependent Variable: Mean\_Customer-oriented Behavior

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.451	2	8.226	68.416	.000 <sup>b</sup>
	Residual	10.941	91	0.120		
	Total	27.392	93			

a. Dependent Variable: Mean\_Customer-oriented Behavior

b. Predictors: (Constant), Mean\_Psychological Empowerment, Mean\_Structural Empowerment

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.640	0.263		2.430	0.017		
	Mean_Structural Empowerment	0.330	0.087	0.338	3.778	0.000	0.550	1.818
	Mean_Psychological Empowerment	0.497	0.088	0.507	5.675	0.000	0.550	1.818

a. Dependent Variable: Mean\_Customer-oriented Behavior

**Regression Results for Effect of Structural Empowerment on  
Customer-oriented Behavior**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.699 <sup>a</sup>	0.488	0.465	0.39678	2.119

a. Predictors: (Constant), Mean\_Support, Mean\_Resources, Mean\_Opportunity, Mean\_Information

b. Dependent Variable: Mean\_COB

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.381	4	3.345	21.249	.000 <sup>b</sup>
	Residual	14.011	89	0.157		
	Total	27.392	93			

a. Dependent Variable: Mean\_COB

b. Predictors: (Constant), Mean\_Support, Mean\_Resources, Mean\_Opportunity, Mean\_Information

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.176	0.284		4.143	0.000		
	Mean_Information	0.253	0.075	0.349	3.369	0.001	0.535	1.869
	Mean_Resources	0.219	0.079	0.275	2.783	0.007	0.587	1.703
	Mean_Opportunity	0.046	0.061	0.067	0.750	0.455	0.713	1.403
	Mean_Support	0.146	0.064	0.192	2.300	0.024	0.827	1.209

a. Dependent Variable: Mean\_COB

**Regression Results for Effect of Psychological Empowerment on  
Customer-oriented Behavior**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.734 <sup>a</sup>	0.539	0.518	0.37661	2.038

a. Predictors: (Constant), Mean\_Impact, Mean\_Competerencies, Mean\_Meaningfulness, Mean\_Self-Determinations

b. Dependent Variable: Mean\_COB

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	14.769	4	3.692	26.033	.000 <sup>b</sup>
	Residual	12.623	89	0.142		
	Total	27.392	93			

a. Dependent Variable: Mean\_COB

b. Predictors: (Constant), Mean\_Impact, Mean\_Competerencies, Mean\_Meaningfulness, Mean\_Self-Determinations

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.057	0.262		4.043	0.000		
	Mean_Meaningfulness	0.160	0.065	0.215	2.471	0.015	0.685	1.459
	Mean_Competerencies	0.189	0.065	0.243	2.933	0.004	0.753	1.328
	Mean_Self-Determinations	0.186	0.065	0.248	2.851	0.005	0.684	1.463
	Mean_Impact	0.184	0.060	0.267	3.083	0.003	0.690	1.448

a. Dependent Variable: Mean\_COB

**Regression Results for Effect of Customer-oriented Behavior  
on Job Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.499 <sup>a</sup>	0.249	0.215	0.67462	1.715

a. Predictors: (Constant), Mean\_Deliver the Service, Mean\_Pamper the Customer, Mean\_Personal Relationship with Customers, Mean\_Read the Customer's Need

b. Dependent Variable: Mean\_Job Performance

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	13.408	4	3.352	7.365	.000 <sup>b</sup>
	Residual	40.505	89	0.455		
	Total	53.913	93			

a. Dependent Variable: Mean\_Job Performance

b. Predictors: (Constant), Mean\_Deliver the Service, Mean\_Pamper the Customer, Mean\_Personal Relationship with Customers, Mean\_Read the Customer's Need

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	1.650	0.479		3.448	0.001		
	Mean_Pamper the Customer	0.105	0.112	0.100	0.931	0.354	0.734	1.363
	Mean_Read the Customer's Need	0.069	0.124	0.065	0.559	0.578	0.632	1.583
	Mean_Personal Relationship with Customers	-0.143	0.118	-0.134	-1.216	0.227	0.698	1.432
	Mean_Deliver the Service	0.487	0.112	0.465	4.326	0.000	0.732	1.366

a. Dependent Variable: Mean\_Job Performance