Perceived organizational support, psychological empowerment and employees' job performance: Inputs for business management improvement model in internet enterprises

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Abstract

This paper mainly studies the relationship between organizational support, psychological empowerment, employees' job performance of Internet enterprises in China. On the basis of theoretical research on organizational support, psychological empowerment, employees' work performance, combined with self-determination theory, the theoretical conception of this paper is proposed, and the structure and framework of organizational support, psychological empowerment and employees' work performance are set up as the basis for improving employee management in Internet enterprises. This paper uses descriptive research methods and questionnaires as the sources of data collection. Correlation analysis methods are used to make data statistics, aiming to study the degree of organizational support of Internet enterprises in terms of work support, value recognition and concern for employees' interests. Further, we examined the significant differences of organizational support, psychological empowerment and work performance among employees grouped by personal data. Finally, the study examines the significant relationship between work support, employees' work performance and psychological empowerment. Through empirical research, it is found that the three variables of organizational support, psychological empowerment and work performance of employees in Chinese Internet enterprises can influence each other, which can effectively mobilize the enthusiasm of employees and play a positive role in enterprise management. Through the above research, it can be further clarified how Internet enterprises should improve Perceived organizational support and psychological empowerment to achieve the improvement of employees' work performance and the overall economic benefits of enterprises.

Keywords: perceived organizational support, psychological empowerment, job performance, business management, internet enterprises

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1. Introduction

As is known to all, the 21st century is the Internet era, and Internet and multimedia technologies have set off a new round of information technology industrial revolution. The rapid development of information technology has led new industrial waves and business models, and become one of the most important modules for the top strategy of enterprise and national development, occupying a high position in national policies (Jin & Gu, 2016). In the past short period of more than 20 years, the rapid development of Chinese Internet industry, now has become the world's largest network country. Today's outstanding achievements in the Internet industry are not only due to the slanting support of government policies, but also due to the persistence and efforts of a large number of outstanding young Internet talents. Today, the Internet and people's life day by day, computer, mobile phone, tablet and other electronic products are increasingly popular. With the continuous emergence of diversified "Internet +" business models, many enterprises have targeted the unlimited business opportunities contained in them, and more and more Internet companies have emerged, and the development of the Internet industry is changing rapidly (Chu,2015).

The change of the industry drives the change of management. In the information age, it is simple for enterprise employees to obtain a large amount of information about the industry market, so they will inevitably make a comprehensive comparison and choose the organization that can better meet their own needs and bring them more benefits. As a result, the concept of being consistent with the original organization is gradually weakened, which puts forward new requirements for the enterprise's human resource management. In order to ensure the stability of employees, enterprises need to establish a new type of "alliance" employment relationship, form a two-way cooperative relationship with employees, and achieve bidirectional profits between enterprises and employees. On the material level, enterprises can establish an incentive mechanism for win-win cooperation and benefit sharing with employees. Spiritually, enterprises and employees should support and trust each other, increase the organization's support and authorization for employees, enhance their enthusiasm and autonomy in work, and promote the continuous progress of enterprises. The internal driving force of employees can be stimulated through the synergistic effect of material and spiritual levels, so as to achieve high performance of enterprises (Shen, 2019).

The Internet industry is a continuous innovation industry, and there is a big difference between traditional industries. First of all, in terms of organizational structure, the Internet industry must establish a relatively flexible organizational structure, reflecting greater flexibility, so as to constantly adapt to the changing market environment. Secondly, in terms of employee characteristics, employees of Internet enterprises generally show the characteristics of human resources such as youth, individuality, independence and creativity, and are not willing to accept the authoritarian management mode. Finally, in terms of enterprise management, the rapid development of Internet enterprises requires enterprises to give full play to the enthusiasm and creativity of employees, and in this process, employee empowerment has a certain impact on enterprise performance (Peng, 2014).

As one of the important means of management, authorization has been widely used in the management practice of enterprises. However, although more and more enterprises adopt the measures of authorization management, its management effect is not obvious. The reason is that these empowerment management theories mainly start from the perspective of enterprises, focusing on the empowerment measures of enterprises, that is, how to make the power of management to subordinates, while ignoring the impact of corporate empowerment on

employees' psychological perception. Therefore, the previous research paradigm should be changed from the management practice focusing on empowerment to the individual experience after empowerment, namely psychological empowerment. Only when an individual experiences or feels "empowered" can authorization truly be effective. The introduction of the theory of psychological empowerment makes enterprises' empowerment measures change from focusing on "enterprises" to focusing on "people", which brings important enlightenment to the theory and practice of enterprise's empowerment management. Since the 20th century, the academic and theoretical circles have made a lot of research results on psychological empowerment. Psychological empowerment is one of the hot topics in modern human resource management.

For learning the psychological empowerment of employees in enterprise management, enterprises should first pay attention to what factors will affect the psychological empowerment of employees. Among them, the employee's psychological empowerment. Perceived organizational support theory was first proposed by Eisenberger, emphasizing the two-way cooperative relationship between organizations and employees. If the organization is willing to give more support, care and commitment to employees, that is, to improve the perceived organizational support of employees, it will produce better incentive effect. Perceived organizational support can positively affect employees' sense of belonging to the organization, reduce the turnover rate of employees, help employees correct their work attitude, increase work commitment, improve work performance, and continue to make contributions to the enterprise. Perceived organizational support reflects employees' perception of the organization's attitude towards them, and can positively affect employees' attitude, behavior and performance. When employees feel supported and valued by the organization, they will be more willing to conduct social exchange with the organization, thus generating the obligation to spontaneously return to the organization (Li, 2018).

The purpose of enterprise management is to obtain the strategic goals of the enterprise by making the performance of employees better. Therefore, the contact between psychological empowerment, POS and employees' performance is of great significance. This study hopes to verify the impact of POS and psychological empowerment on employees' performance by studying the contact between psychological empowerment, POS, and employees' job performance, and help Internet enterprises improve the management mode of employee performance, improve employees' POS and enhance their level of psychological empowerment through the improvement of management means and methods, and stimulate employees' favorable behaviors As motivation, and then improve employee performance.

Objectives of the Study - The study uses the empirical research method and takes the employees of Internet enterprises as the research object, aiming to determine the interrelationship between POS, psychological empowerment and employees' work performance in Chinese Internet enterprises, to serve as a reference for organizational management. Specifically, this study aims to determine the POS in terms of work support, value recognition, care for employees interest; describe the psychological empowerment in view of work meaning, self-efficacy, autonomy of work; assess the job performance containing task performance, interpersonal promotion and work dedication; test the significant relationship of POS, psychological empowerment to Internet enterprises' work performance in China; come up with a model that will help to provide effective business management of Internet enterprises.

2. Methods

Research Design - The research adopts normative analysis and empirical analysis to establish the theoretical basis and study model of literature analysis, and then adopts questionnaire to gather data. The Chinese Internet enterprises surveyed in this study are mainly located in first-tier cities such as Beijing, Shanghai and Hangzhou. Due to the impact of COVID-19, field research is not convenient. The questionnaire data is gathered through the online questionnaire platform "Questionnaire Star", and the questionnaires are distributed mainly through alumni, classmates and friends working in Internet companies. In terms of research content design, this study first defines the theoretical basis and variables; The second step is to collect data, that is, to design and implement the

questionnaire. The third step is descriptive analysis and correlation analysis. Finally, conclusions and suggestions are presented.

Participants of the Study - The survey objects of this study are Internet enterprises with e-commerce, communication, search, express and other businesses, including Alibaba, Tencent, Toutiao, Baidu and other Internet enterprises. The scope of the survey includes employees at all levels of the selected enterprises, whose positions involve administrative, technical and marketing categories. The positions of the respondents fall from administrative, technical and marketing categories. The questionnaire was distributed through college classmates, graduates, family members and friends working in Internet companies in Beijing, Shenzhen, Hangzhou in Zhejiang province and Hefei in Anhui Province. Finally, 330 questionnaires were delivered and 305 valid questionnaires were gathered. Through the investigation of different categories and levels of employees of Internet companies in several regions, it is conducive to a comprehensive understanding of the current situation of employees of Internet companies in China, making the research more convincing and practical.

Data Gathering Instrument - According to the purpose of the study, the researcher designed effective items of the questionnaire with interview method and literature research method. This questionnaire has been verified and tested for reliability. The first part of the questionnaire is a brief introduction of the participants, such as age, gender, education, job level, etc. The second part investigates, analyzes and makes statistics from three aspects: PE, POS and job performance. The researchers obtained the data through an online questionnaire. The questionnaire describes PE from three aspects: job meaning, job autonomy and self-efficacy. POS is described from three aspects: job support, value recognition and care for employees' interests. Job performance is evaluated from three aspects: task performance, interpersonal promotion and job dedication. According to the reliability test of researchers, the reliability test result of task performance is 0.745, which is acceptable. The reliability test result of interpersonal promotion is 0.720, which is acceptable. The reliability test result of job dedication is 0.779, which is acceptable.

Data Gathering Procedure - All questionnaires in this study were conducted online. Data collection is provided by https://www.wjx.cn/newwjx/manage/myquestionnaires.aspx. Wjx is a professional platform for online survey, evaluation, review and poll, focusing on providing users with powerful and convenient online survey questionnaire design, data collection, report customization, survey analysis and other services (Wjx homepage is www.wjx.cn). This is because the content of the questionnaire is a survey on the psychological empowerment, POS and work performance of employees in Internet enterprises. Therefore, this study selected employees of Internet companies such as Alibaba, Tencent, Toutiao and Baidu distributed in different cities as survey objects, and mainly completed the questionnaire distribution through alumni, classmates and friends working in Internet companies. A total of 330 questionnaires were collected from November 16, 2022 to March 15, 2023. There were 305 valid questionnaires, the effective rate was 92.42%.

Ethical Considerations - Ethical concerns will be considered in conducting research work to ensure that any information obtained is used only for study purposes, in order to ensure the quality and integrity of the study. The researchers explained the purpose of the questionnaire through the questionnaire to ensure that the target survey objects were prepared to answer the questions related to the research. The questionnaire was anonymous to protect the confidentiality of the respondents, who were not asked their names when they accomplished the scale. The researchers also made sure survey objects voluntarily answered the survey, according to their wishes. Finally, it ensures that study participants are not harmed and that their safety and security is a top priority.

Data Analysis - IBM SPSS statistical software was used to analyze the data. These include: First, a descriptive statistical analysis of the frequency distribution and weighted average was performed to obtain a quantitative overview of the relevant variables. It was used to identify statistically significant differences between responses on dimensions of POS, psychological empowerment, and job performance when respondents were classified by job rank and education level. Secondly, Pearson correlation test was used for all variables to verify the correlation among the three variables of psychological empowerment, POS and job performance.

Finally, the research model is obtained to provide management basis foundation for the management practice of Chinese Internet enterprises. In order to study the integration of POS, psychological empowerment and job performance in the effective management of employees in Internet enterprises, different kinds of statistical analysis tools are used to make statistics, analysis and interpretation of data. The weighted mean value was used to describe the job support, value recognition and concern for employees' interests. Assess psychological empowerment in terms of work meaning, job autonomy, and self-efficacy; Evaluate job performance from three aspects: task performance, interpersonal promotion and job dedication. Pearson Product Moment Correlation was used to test the important relationship between POS, psychological empowerment and job performance joint. Guided by multiple linear regression, an integrated framework of POS, psychological empowerment and job performance was set up.

3. Results and Discussion

Table 1

Internet Enterprise Employee Psychological Empowerment

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Work Meaning	3.17	Agree	1
Autonomy of Work	3.06	Agree	3
Self-efficacy	3.15	Agree	2
Composite Mean	3.13	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 1 explains the relevant indicators of psychological empowerment from three aspects: Work Meaning, Autonomy of Work, and Self-Efficacy. The index's average was 3.13. It shows that these three aspects are appropriate for the interpretation of indicators related to psychological empowerment. According to the data analysis in the table, in the survey on the psychological empowerment of employees of Internet companies, employees generally believe that their work is very meaningful. The report of the 18th National Congress of the Communist Party of China clearly explained that the improvement of my country's comprehensive national strength depends on technological innovation, and the core position of national development must be reserved for technological innovation Internet companies. The degree of Internet development can demonstrate a country's status in the world, and the rapid development of my country's Internet has demonstrated China's strong comprehensive strength. Therefore, Internet employees generally believe that their work is very meaningful. The average value of "self-efficacy" is 3.15, ranking second. Employees have a relatively high sense of self-efficacy and trust that they have the ability to do a good job. This is in line with the nature of the work of Internet companies. Internet companies have relatively high requirements for employees' innovation ability, and employees will first consider the risk of failure when carrying out independent innovation, and high self-efficacy happens to provide internal motivation for employees. The average value of "job autonomy" is 3.06, which ranks third. Most of the employees in the Internet industry are new-generation knowledge-based employees with unique personalities, focusing on their own interests, lacking collective awareness, and relatively weak in understanding, cooperation, and teamwork. However, the nature of the work of Internet companies still requires more team work, so the average value of employees' perceived "job autonomy" is relatively low.

Table 2

Internet Enterprise Employee Perceived Organizational Support

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Work Support	2.95	Agree	2
Value Recognition	2.96	Agree	1
Care for Employees interest	2.94	Agree	3
Composite Mean	2.95	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table explains the relevant indicators of POS from three aspects: Work Support, value recognition, and Care

for Employees' Interests. The three indicators are basically consistent, with an average value of 2.95, indicating that these three aspects are appropriate to interpret indicators related to psychological empowerment. According to the data analysis in the table, in the survey on the POS of employees in Internet companies, employees generally believe that Work Support, value recognition, and Care for Employees' Interests are more important.

The nature of work in the Internet industry is more of a creative activity, characterized by long working hours, difficult quantification of tasks and goals, high risk of investment, and difficult evaluation of results. The particularity of the nature of work often puts Internet industry personnel under enormous pressure, and self-regulation alone cannot make up for the loss of individual resources, and support from organizations is essential (Liu, 2016). Studies have shown that POS positively affects employees' work engagement, and is conducive to improving employees' work engagement and stimulating their innovative behavior. According to the principle of reciprocity and social exchange theory, people tend to reciprocate according to the treatment they obtain. When the organization gives employees enough support, such as job help, appropriate job matching, skill training, etc., employees will feel the importance of the firm. Therefore, employees will work wholeheartedly to repay the organization. The organization's strong support for employees can make employees feel free from worries and devote themselves to work, because they feel that the organization is their strong backing, thus improving employee engagement (Jiang et al., 2017).

China is a country that values collectivism. However, employees need to satisfy their personal interests while meeting the needs of the organization. When employees will feel the value recognition and interest concern from the organization, employees will even choose to put the interests of the organization above their own interests. When the organization continues to provide employees with life assistance, cares about employees' salaries and living conditions, and improves employee benefits according to employees' needs, employees will regard the organization as a humanized organization, feel grateful for the organization, and work harder work and produce value for the firm (Lyu, 2016). Based on Maslow's Hierarchy of Needs theory, people have social needs and esteem needs. Therefore, when the organization gives spiritual support to employees, employees can feel a sense of belonging. In the process of the organization actively caring for employees, the organization can meet the emotional needs of employees; employees feel the organization's respect, acceptance and care for them. Under the cultural background of China's humane society, through the interaction and communication between superiors and subordinates, employees feel the importance of the organization and will willingly devote more enthusiasm to their work (Sinduhu et al.,2017).

Enterprises can provide employees with a good working environment, such as creating a good working atmosphere and providing hardware support for working equipment, so as to improve the sense of POS and let personnel feel the care and attention of the tissue. At the same time, enterprises can provide employees with accommodation subsidies and even provide housing benefits for outstanding employees. This not only gives employees strong support at work, but also tries their best to solve their difficulties and give them care in life from the perspective of employees. (Enoksen et al., 2015). Such behavior can help the organization establish a people-oriented organizational image, and let employees feel the intimacy and empathy of the organization. According to the characteristics of knowledge workers, organizations can also provide more training opportunities for employees, which can help employees develop their careers and acquire more knowledge and skills, which is also a kind of resource support (Shantz et al.,2016).

Table 3

Internet Enterprise Employee Job Performance

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Task Performance	3.12	Agree	2
Interpersonal Promotion	3.16	Agree	1
Work Dedication	3.06	Agree	3
Composite Mean	3.11	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 3 shows the survey on employees' work performance in Internet enterprises. The study analyzed POS from three aspects: task performance, work dedication, and interpersonal facilitation. The average index value of this variable is 3.11, which indicates that the interpretation of psychological empowerment-related indicators by these three aspects is appropriate. According to the data analysis in the table, in the survey of POS in internet enterprises, employees generally believe that task performance, work dedication and interpersonal promotion are all important.

Performance is an effective measure of work achievement and efficiency for organizations, individuals, and teams under specific resource conditions. It is both the starting point and the end point of management (Deng et al., 2015). Job performance is the foundation of organizational survival and development, the key to the realization of organizational strategy, and also an important evidence for enterprise human resource management. Improving work performance is the common goal of all levels of the enterprise. The standard of early work performance is based on the description of work tasks, reflecting a behavioral result of individuals completing work tasks, ignoring some behavioral factors of individuals at work.

The research shows that individual employee's job engagement, psychological capital, and job engagement differentiated traits positively affect job performance. When individuals have a high level of psychological capital and are willing to invest a lot of time and energy to complete the tasks assigned by the organization, they will be more motivated to improve their work performance (Lv et al.,2017).

Employees' career growth positively affects peripheral performance. When employees obtain profession growth, they will feel roseate recognition from the organization, have a strong sense of belonging to the firm, work more actively and improve job performance (Zhang, 2020). Ethical leadership and transformational leadership will provide employees with certain guidance and assistance. When stuffs feel the recognition and support from the organization, it will reduce work pressure to a certain extent, which will help stimulate employees to play their own value and further promote performance improvement.

The relation between organizational support and psychological empowerment is shown in table 4. This paper systematically analyzes the relationship between work support, value recognition, caring for employees' interests, and work meaning, autonomy of Work, and self-efficacy in POS.

Work support, caring for the interests of employees and value identification are significantly positively correlated with the three dimensions of work meaning, among which work meaning has the highest correlation with work support. Secondly, work support, caring for employees' interests and value identity are significantly positively correlated with work autonomy, among which work support has the highest degree of correlation with autonomy. Thirdly, job support, value identity, caring for interests are significantly positively correlated with self-efficacy, among which job support has the highest degree of correlation with self-efficacy.

Table 4

Relationship Between Psychological Empowerment and Perceived Organizational Support

Variables	rho-value	p-value	Interpretation
Work Meaning			
Work Support	0.569**	0.000	Highly Significant
Value Recognition	0.542**	0.000	Highly Significant
Care for Employees interest	0.434**	0.000	Highly Significant
Autonomy of Work			
Work Support	0.454**	0.000	Highly Significant
Value Recognition	0.427**	0.000	Highly Significant
Care for Employees interest	0.354**	0.000	Highly Significant
Self-efficacy			
Work Support	0.443**	0.000	Highly Significant
Value Recognition	0.373**	0.000	Highly Significant
Care for Employees interest	0.353**	0.000	Highly Significant

**. Correlation is significant at the 0.01 level

The results of correlation analysis show that all dimensions of POS are significantly correlated with all dimensions of psychological empowerment, indicating that all dimensions of POS are significantly correlated with employees' work meaning, self-efficacy and work autonomy. There is a strong relation between POS and psychological empowerment, indicating that the company's support for employees' work, recognition of employees' work value and concern the interests of employee can all affect the level of employees' psychological empowerment, making them feel that their work is meaningful and they have certain working ability and can independently carry out various tasks in the organization. If employees perceive that the company has given them enough support, they can effectively improve their work confidence, increase their perception of self-efficacy, and thus improve their level of psychological empowerment (Liu 2020).

Ma et al., (2020) showed that when an organization provides employees with more support and enhances employees' POS in various ways, employees will feel empowered by the organization. Research by. POS is employees' subjective assessment of their own status in the organization, which affects individuals' judgment of their own status. A high degree of POS will make employees feel valued in the organization. (Xu et al., 2017).

The three dimensions of POS affect the level of psychological empowerment of employees, so in daily management practice, companies should strengthen support for employees' work, recognize the value of employees' work, and care about employees' interests, so as to enhance employees' psychological empowerment of employees, improve work performance, and achieve organizational goals. First, increase support for employee work. Enterprise managers can increase the work support for employees by creating a supportive working environment, so as to enhance employees' psychological empowerment perception. Second, increase the affirmation of the value of employees' work (Samar, 2021). Managers should express their recognition of their work value to employees in various ways, enhance employees' sense of belonging, enhance employees' recognition of enterprise business philosophy and culture, and increase employees' psychological empowerment. Finally, increase concern for employee interests. When employees perceive that the company cares about their interests, the perception of psychological empowerment is enhanced. Managers can increase concern for employees' interests and improve employees' psychological empowerment perception by opening group gyms or kindergartens for employees' children.

Table 5

Relationship Between Perceived Job Performance and Perceived Organizational Support

Variables	rho-value	p-value	Interpretation
Work Support			
Task Performance	0.556**	0.000	Highly Significant
Interpersonal Promotion	0.581**	0.000	Highly Significant
Work Dedication	0.629**	0.000	Highly Significant
Value Recognition			
Task Performance	0.471**	0.000	Highly Significant
Interpersonal Promotion	0.538**	0.000	Highly Significant
Work Dedication	0.613**	0.000	Highly Significant
Care for Employees interest			
Task Performance	0.494**	0.000	Highly Significant
Interpersonal Promotion	0.477**	0.000	Highly Significant
Work Dedication	0.526**	0.000	Highly Significant

**. Correlation is significant at the 0.01 level

Table 5 shows the correlation of relationship between job performance and POS, all p-values are below the 0.01. The study systematically analyzes the relationship between job support, value recognition, caring for employees' interests, and task performance, work dedication, interpersonal promotion of POS.

The three variables of task performance, work dedication, and interpersonal promotion were all positively correlated with job support, of which, work dedication had the highest correlation with job support. The three variables of task performance, work dedication, and interpersonal promotion are significantly positively correlated with value recognition, and value identification is most closely related to work dedication.

The three variables of task performance, work dedication, and interpersonal promotion are significantly positively correlated with caring for employees' interests, among which caring for interests has the highest correlation with work dedication.

The study supports findings of the study of Cheng and Guo (2015), that is, POS not only affects employees' peripheral performance, but also affects employees' task performance. POS has a significant positive influence on task performance, interpersonal promotion, work dedication. When the enterprise increases support for employees' work, increases the recognition of their work value, and pays attention to the interests of employees, employees will work hard to complete various tasks and improve work performance; increasing POS can help individual employees obtain joy, gratitude, etc. Positive emotions, establish good interpersonal relationships, and devote themselves to work in a better state, which will help improve performance; employees are more willing to take on additional work tasks, actively participate in activities outside of work, and effectively complete various work tasks, to efficiently achieve personal and organizational goals (Gong et al., 2021).

The three dimensions of POS affect employees' work performance, Interpersonal promotion, and work dedication. Therefore, in daily management, the organization needs to strengthen support for employees' work, recognize the value of employees, and care about the vital interests of employees. Employees' sense of POS can improve their job performance (Chen et al., 2020).

Table 6 shows that task performance, work dedication, and interpersonal facilitation are significantly and positively related to work meaning, with interpersonal promotion having the highest correlation with work meaning. Task performance, work dedication, interpersonal promotions are significantly positively correlated with Autonomy of Work, and Interpersonal Promotion has the highest correlation with Autonomy of Work. Task performance, Interpersonal promotion, work dedications are significantly positively correlated with Self-efficacy, among which autonomy has the highest correlation with Task Performance.

This study shows that there is a significant correlation between the dimensions of psychological empowerment and job performance, which is identical with the conclusions of some heretofore researches on the relation between psychological empowerment and job performance. Job performance of employees increases with the level of psychological empowerment. Enterprises should actively create an enabling corporate environment, so the employees can feel the meaning and autonomy of work, and enhance their self efficacy, which is conducive to improving their work performance. At the same time, when employees perceive that work is important, enterprises can encourage employees to take on additional work tasks, establish good interpersonal relationships, and ameliorate personnel and organizational performance.

Table 6

Relationship Between Psychological Empowerment and Job Performance

Variables	rho-value	p-value	Interpretation
Work Meaning			
Task Performance	0.519**	0.000	Highly Significant
Interpersonal Promotion	0.585**	0.000	Highly Significant
Work Dedication	0.584**	0.000	Highly Significant
Autonomy of Work			
Task Performance	0.427**	0.000	Highly Significant
Interpersonal Promotion	0.550**	0.000	Highly Significant
Work Dedication	0.531**	0.000	Highly Significant
Self-efficacy			
Task Performance	0.613**	0.000	Highly Significant
Interpersonal Promotion	0.591**	0.000	Highly Significant
Work Dedication	0.558**	0.000	Highly Significant

**. Correlation is significant at the 0.01 level

The three dimensions of work meaning, work autonomy and self-efficacy of psychological empowerment all have an impact on employees' work performance. Therefore, in the practice of enterprise management, attention

should be paid to the improvement of employees' psychological empowerment. First of all, let employees fully perceive the meaning of their work. Managers can assign tasks flexibly and design management systems scientifically so that employees can undertake challenging and interesting tasks and enhance the sense of meaning in their work. Second, enhance the autonomy of stuffs in their work. Employees in the Internet industry are generally younger, and have a strong sense of self, pay attention to self-management, and tend to have a relaxed working environment. Therefore, for the Internet industry, employees should have some autonomy in their work, so that they can arrange their work independently, thereby improving work performance. Finally, enterprises can enhance employees' self-efficacy, improve their enthusiasm for work, and allow employees to participate more in the decision-making process of the organization through group decision-making. At the same time, by providing knowledge, information, encouragement and other resources, the decision-making ability of employees is improved, so that they have the confidence to be competent for various tasks and improve their work performance.

Proposed model for effective business management of Internet Enterprise

The paper proposes a model for improving employee management in Internet companies, helping companies improve their business management models, adopt effective management measures to strengthen employees' sense of POS, improve employees' psychological empowerment, improve employees' job performance, and improve the overall economic benefits of enterprises. The results show that there is a significant relationship between the three variables of POS, psychological empowerment and job performance. In other words, the more the enterprise supports the work of employees, the more it recognizes the work value of employees, and the more it cares about the interests of employees, the more it contributes to improve the psychological empowerment level of employees, and the more meaningful the employees feel their work. The higher the degree of psychological empowerment of employees is, the more willing they are to take on additional work, which will help them establish good interpersonal relationships and improve employee and organizational performance.
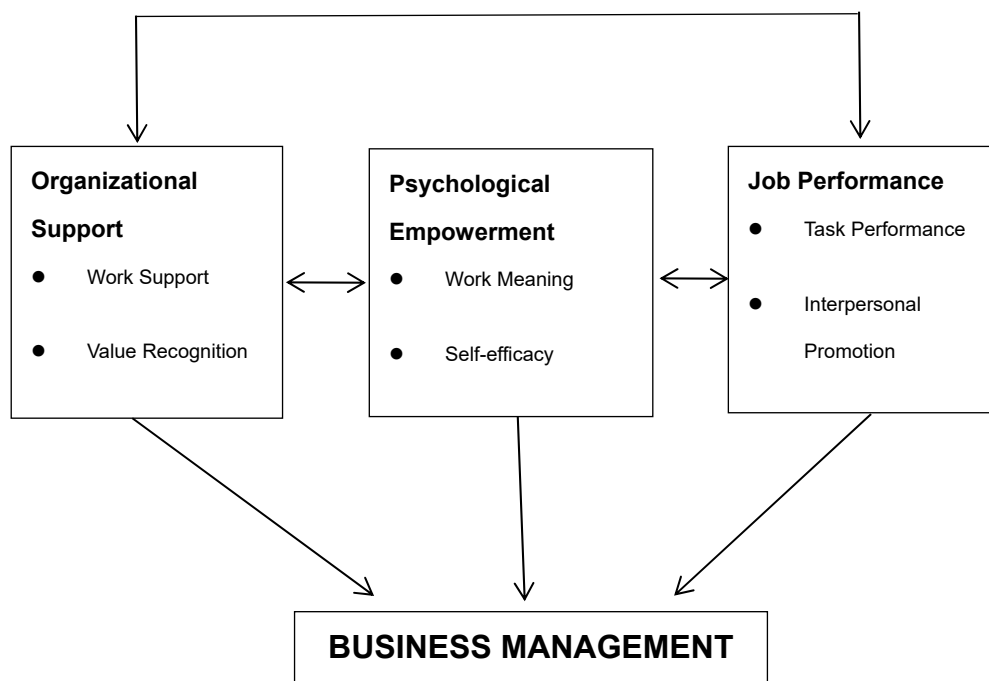

Figure 1. A proposed model for effective business management of Internet Enterprise

It can be seen from the figure that the psychological empowerment of Internet enterprise employees is not only affected by the sense of POS, but also has an impact on the work performance of employees. It follows that psychological empowerment has a certain mechanism of action between the sense of POS and work performance.

Ma & Guo (2020) showed that if an organization increases employees' work support and enhances employees' perception of POS, then employees will feel psychological empowerment from the organization.

Research shows that POS helps employees perceive their sense of value and self-efficacy, and at the same time enhances their enthusiasm for work. Studies have shown that the dimensions of job support, value identity, and caring interests of POS are significantly positively correlated with task performance. When the enterprise increases support for employees' work, increases the recognition of their work value, and pays attention to the interests of employees, employees will work hard to complete various tasks and improve work performance; increasing POS can help individual employees obtain joy, gratitude, etc. Positive emotions, establish good interpersonal relationships, and devote themselves to work in a better state, which will help improve performance; employees are more willing to take on additional work tasks, actively participate in activities outside of work, and effectively complete various work tasks, Efficiently achieve personal and organizational goals. That is to say, in daily management, the organization needs to strengthen support for employees' work, recognize the value of employees, and care about the vital interests of employees, by shaping a supportive working environment, providing training opportunities and career development channels, and taking care of employees' families , enhance employees' POS, express their recognition of their work value to employees, enhance employees' sense of belonging to the organization in a variety of ways, enhance employees' recognition of corporate business philosophy and culture, enhance employees' psychological empowerment and acquaint the improvement of employees' performance.

4. Conclusions and Recommendations

This paper draws conclusions through the research on the relationship between psychological empowerment, POS and employees' job performance in internet enterprise. Employees of internet enterprises moderately agreed on the POS of the company in view of work support, value recognition and care for employee. Internet enterprises employees moderately agreed that they are psychologically empowered in terms of work meaning, autonomy of work and self-efficacy. Job performance in terms of task performance, interpersonal promotion and work dedication is moderately observed of internet employees. There is a close relationship among POS, psychological empowerment and job performance which implies that the better the POS and psychological empowerment, the higher the job performance of employees. A model to improve the management of Internet enterprises was derived to achieve organizational goals.

Enterprises may strengthen support for employees' work, and recognize the value of employees' work, and increase concern for employees' interests by opening collective gyms or kindergartens for employees' children, so as to promote the psychological empowerment of employees. Managers may allow employees to undertake challenging and interesting work, enhance the sense of meaning of work, and endow employees with certain work autonomy so that they can make independent arrangements work, enhance the self-efficacy of enterprise employees. The organization may strengthen support for employees' work from both software and hardware, recognize the value of employees, and care about employees' interests. Enhance employees' POS and improve their work performance. The leaders of Internet companies may create a supportive job environment for employees, and create an atmosphere of psychological empowerment, so that employees can feel the meaning and value of work, and be able to complete various tasks independently, enhancing POS, and strengthening the role of POS on job performance. The proposed model may be evaluated to support the effective management of internet enterprises. For future researchers, cross-sectional analysis and longitudinal can be conducted to verify the mechanism of POS, work performance and psychological empowerment.

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