

Table 1-Descriptive statistics and correlations for variables at two levels

Variable	Mean	S.D.	1	2	3	4	5	6	7
Organizational level									
1. Structural empowerment	2.65	.90	1						
2. Perceived organizational performance	2.62	.51	.44***	1					
3. Local government psychological Empowerment	5.41	.44	-.07	.20*	1				
4. Organization size	497.58	802.33	.06	-.01	-.10	1			
5. Strategic integration of HRM	0.58	.50	.34***	.30***	.02	-.01	1		
6. Gender	0.63	.27	.03	-.06	-.08	-.11	-.04	1	
7. Job position	0.39	.49	.06	.24*	.38***	-.13	.07	-.03	1
Employee level									
1. Psychological Empowerment	5.41	.84	1						
2. Gender	0.63	.48	-.06	1					
3. Job position	0.30	.46	.34***	-.13**	1				

*p<.05; **p<.01; ***p<.001

Table 2-Estimates of multilevel model

	Parameter estimates	S.E.
ORGANIZATIONAL LEVEL		
Direct effects		
Structural empowerment→Perceived organizational performance(H1)	.39***	.07
Structural empowerment→Psychological empowerment (H2)	-.13	.10
Psychological empowerment→Perceived organizational performance(H3)	.20**	.07
Organization size→Perceived organizational performance	-.01	.08
Strategic integration of HRM→Perceived organizational performance	.16†	.09
Gender→Psychological empowerment	.04	.16
Job position→Psychological empowerment	.40*	.18
Indirect Effects		
Structural empowerment→Psychological empowerment→Perceived organizational performance(H4)	-.03	.02
EMPLOYEE LEVEL		
Direct Effects		
Gender→Psychological empowerment	-.04	.05
Job position→Psychological empowerment	.28***	.05

†p<.10; *p<.05; **p<.01; ***p<.001