

THE THEORY AND CONCEPT OF PSYCHOLOGICAL EMPOWERMENT

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Abstract: Psychological empowerment is very important concept which is widely used in the researches of industrial psychology. There are discrepancies among researchers about the dimensions of psychological empowerment. This research is finally describes the four dimensional concept of psychological empowerment on the basis of work of Spreitzer who adopt these terms on the basis of work of Thomas and Velthouse and Conger and Kanungo . These four dimensions named are named as competence, meaning, impact and self-determination.

Key Words: Psychological Empowerment, Competence, Meaning, Impact, Self Determination

Introduction

Psychological empowerment is mainly focus on intrinsic motivation rather than practices of management (Huang et al., 2006). Researchers such as Thomas and Velthouse (1990); Conger and Kanungo (1988) describe psychological empowerment as "employee empowerment in psychological terms and define psychological empowerment as "a practice of improving feelings of self-efficacy among organizational players through the identification and removal of conditions that foster powerlessness by both formal organizational practices and informal techniques of providing access to efficacy information". Job satisfaction, organizational commitment and job performance improves by psychological empowerment. This research is designed to

conceptualization of the concept of psychological empowerment and present the four dimensional concept of this variable.

Psychological empowerment

Business examiners have been extensively investigating the term of psychological empowerment since long time (Thomas and Velthouse, 1990; Conger and Kanungo, 1988). The current study on psychological empowerment has been centre of attention of the researchers on the basis of self efficacy and employee's autonomy (Huang et al., and Cheung, 2006). Psychological empowerment focuses on intrinsic motivation rather than practices of management (Huang et al., and Cheung, 2006).

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Researchers such as Thomas and Velthouse (1990); Conger and Kanungo (1988) describe psychological empowerment as "employee's empowerment in psychological terms and define psychological empowerment as "a practice of improving feelings of self-efficacy among organizational players through the identification and removal of conditions that foster powerlessness by both formal organizational practices and informal techniques of providing access to efficacy information". Avey et al., (2008) describe psychological empowerment "as a form of intrinsic motivation to perform tasks, demonstrated in the following four cognitions: meaningfulness, competence, self-determination, and impact".

Psychological empowerment can be termed as practiced psychological condition or cognition. Conger and Kanungo (1988) which define the psychological empowerment as "a process of heightening feelings of employee's self-efficacy "through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information".

Whereas Thomas and Velthouse (1990) explained this approach "by specifying a more complete set of task assessments (meaningfulness, competence, choice, and impact) that determine intrinsic task motivation in workers". Spreitzer (1995) worked on both Thomas and Velthouse (1990) and Conger and Kanungo (1988)

and classified the empowerment in four dimensions named as competence, meaning, impact and self-determination. Particularly, meaning is defined as logic of emotion due to which employees feel that their job is meaningfulness. Competence is the belief or self-efficacy in personal capacity towards effective completion of responsibilities. Self-determination is termed as observation of independence to decide how to carry out and initiate jobs. Impact is termed as the extent to which an individual perceptions and individual attitudes are create the variation in outcomes of job (Spreitzer, 1995).

Represented as explained and indicated to the following dimensions (competence, meaning, impact and self-determination), even though diverse, the whole psychological empowerment concept presented by Spreitzer (1995) explains that distinct four dimensions of psychological empowerment which describe the entire concept of empowerment.

Psychological empowerment is the procedure through which any person handles himself means he achieves control over himself (Peterson & Zimmerman, 2004; Rappaport, 1981; Zimmerman, 1995). Zimmerman concluded that physiological empowerment consists of an individual's relation and concern with environments and his internal perception and thoughts about the physiological empowerment. Conger and Kanungo (1988) and Thomas and Velthouse (1990) concluded that physiological empowerment starts to exist

at the age of 16 with the perception that how an individual affects others. They also concluded that the perception of individual may change according to the conditions and infra-structure of the organization. They also focused that the individual perception about physiological empowerment can be helpful as compared to the organizational empowerment. Thomas and Velthouse (1990) also highlights the four stages of psychological empowerment which include

- Competence
- Self determination
- Impact
- Meaning

Spreitzer (1995) also defined these four dimension .according to him competence is a concept in which an individual thinks that he is capable to perform work which is assigned to him by having technical skills. Spritzer also explain meaning in a sense that what an individual perception about an organization value system and to what extent he is familiar to them. Work on personal meaning leads to increase the motivation, self-confidence and increase personal appreciation to maximize the productivity. Physiological empowerment is a way which tells that how an individual will react when he is empowered to do some work with respect to four dimension. Competency is the one's capability to do his work. Self-determination is the state of mind feeling totally satisfied toward his selected activities for the job. Impact is state in which an individual thought that he is capable to be influential towards

organization activities. These four dimensions play vital role in an individual's role if these dimensions are manifested with job behavior. Physiological empowerment is not a particular personality trait toward any activity rather it depend upon the working environment of the organization. To make this thought successful an organization must provide some criteria to the extent of empowerment because it is impossible to produce its maximum results without supporting environments for it. For instance if an individual have supportive working environment which appreciates his performance then he will be more motivated and produce his maximum output rather to hide his abilities and ultimately his performance leading to increase in the productivity of entire organization because he will be a source of motivation for other employees and managers. Employees with low level of confidence to present their work in an effective manner can be motivated. It will show the person positive attitude not only in normal environment but also in the stressful environment of an organization. Spreitzer (1995) developed theory base instrument for the measurement of the four dimensions which are described as under.

Meaning: Meaningfulness is a concept in which an individual confess that what he is doing is important to him. Spreitzer describes it as it's a link between an employee and his set goals with respect to individual's thoughts and believes.

Competence is the ability of an employee that to what extent he is capable of doing assigned activities by implying his skills and ideas. An employees must have self confidence that he is capable of doing things according to the environments (Kara, 2012).

Self determination is an individual's confidence about the way in which he accomplishes his work. This class of employees have thought that they have adequate confidence to do thing in their own way by managing time and speed (Hossein et al 2012).

Impact is related to the concept that how an individual can affect decision making process, management function such as planning, controlling, organizing and leading entire activities of the organization. This concept further

discloses that how an individual's attitude is different towards completing his duties and produce consistent performance in his work (Thomas and Velthouse, 1990).

Conclusion

Current research is important effort to describe the concept of psychological empowerment.

Psychological empowerment very critical variable for growth of organizational employees. This study finally describes the four dimensional concept of psychological empowerment on the basis of work of Spreitzer who adopt these terms on the basis of work of Thomas and Velthouse and Conger and Kanungo . These four dimensions named are named as competence, meaning, impact and self-determination.

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