PSYCHOLOGICAL EMPOWERMENT: A TAXONOMIC REVIEW

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Introduction:

The word empowerment is the buzzword in today's business world. Empowerment is considered as a tool for curing the employees issue like powerlessness and burnout as well as the organizational issues like attaining the effectiveness and fads. For the above reason many managers adopted empowerment concept for their organization and put into practice (Umiker 1992). "Empowerment is telling the people what you want from them, giving them the tools to do it, and leaving them alone" moreover it allows management taking charge in setting the tasks, determine the relevant tools and people who will be involved and acting as a initiative for communication in management's hand (Cohen, 1993). By the way, the organization as well as the individual is benefited with the increased productivity, enthusiasm, morale and creativity; products and services with high quality; improvement in teamwork, customer service and competitive position; augment with speed and responsiveness; adapting organizational changes and restructuring. (Umiker, 1992), (Conger, 1988), (Shelton, 1991), (Brown, 1992), (Von Dran, 1996).

Methodology:

The methodology delineates the screening methodology employed. First, the keywords are decided to be used in this study .The search was based on all possible combinations between two types of keywords such as empowerment and employee empowerment. The study employed own library resources and downloaded the articles from most well-known academic data bases Academic Search Premier (EBSCO), Emerald Journals (Emerald), ISI Web of Knowledge (Cross search), JSTOR Business and NBER Working Papers),Sage Publications , e-library , and proquest for thesis aggregated the results into a single list. In this search, the authors considered articles, books & thesis that had a management focus. Articles dealing specifically with technology were not included in list. Lastly, Article were read and selected those that could provide any insight to the research questions that were mentioned, i.e. Systematic review on articles that reviewed with different outcomes. After this, only 35 articles and 7 book resources remained and finalized. The following sections analyse these papers in detail. The information recasted into a different arrangement and developed knowledge that was not apparent from reading the individual papers in isolation.

Approaches to empowerment:

Empowerment is not considered as a single unified entity as it is involved with variety of management concepts. However, it is coherent with the assumptions of employees and employers. It has the scope to cover the concept from mechanistic (macro) to the more organic (micro) (Wilkinson 1998). Over the last two decades, empowerment is considered as with two perspectives. The former one is considered as macro, it focused on the organizational level and the second one as micro, and it focused on the individual level (Spreitzer, 2008). Empowerment is mainly measured by two constructs. One is psychological empowerment construct it has gained much attention from researchers in many business fields (Thomas and Velthouse, 1990; Spreitzer, 1995). The other construct is empowerment climate, which focuses on work environment (Kanter 1997, Spreitzer 1995, Scott and Seibert & Randolph 2004, Russsel el al 2003, Alan Randolph and Kemery 2011, Ruta Kazlauskaite et al 2012, Meyerson & Kline 2008).

Macro level:

The macro level approach to empowerment is focusing on how the organization structure and culture affects sharing of power (Potterfield & Thomas). It is also agreed as relational or structural approach. On considering the organization as a subject, how it should be structured and how the organizational culture should be designed to develop the empowered employees is termed as macro level approach. The relational approach is also based on the management practices of the organization. It is consists of delegation of power and decision making authority (Menon, 2001). Organizational structure is being considered for empowerment when the sharing of information and rewards, encouraging shared vision, adjusting to external reality, coping with change are included. (Potterfield, Thomas).

Micro level:

The Micro level approach is focused on individual level only. This perspective referred to individual feeling as a sense of control related to their work (Spreitzer 2008). It also called as psychological approach as it deals with motivation and it is a tool for increasing the self efficacy of an individual in the organization by reducing the situation of powerlessness. (Thomas & Velthouse 1990).

Objectives of the study:

- Theoretical Review on constructing the variables and outcomes of psychological empowerment.

Psychological Empowerment:

In this study, the psychological empowerment is based on the contributions of three authors those are Conger and Kanungo, Thomas and Velthouse and Spreitzer.

Motivational Model:

The psychological empowerment is defined to be a motivational process by Conger and Kanungo in 1988. They defined "empowerment as a process of enhancing the feeling of self-efficacy among organizational members

through the identification of conditions that foster the powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information". They promoted the term empowerment in a vital way to get recognized among workers. They proposed the empowerment in a process from where the empowerment state has induced and leading to employee behavioral changes. They gave 5 stages in empowerment process is conceived by the two approaches Bandura's Self-Efficacy (1986) and Lawler's Self-Expectancy (1973) .Those are as follows:

Table 1. Stages in Empowerment

STAGE 1	Find out the external factors that foster the powerlessness among subordinates
STAGE 2	Using the managerial strategies and techniques to remove the conditions of powerlessness
STAGE 3	Providing the information of self-efficacy.
STAGE 4	Feeling empowered
STAGE 5	Changing behavior and attitude.

The authors attempted this work to conceptualize the empowerment and they did not give any empirical work on testing the antecedents of powerlessness and the outcomes (Conger and Kanungo 1988).

Cognitive Model:
After the conceptualizing of empowerment, Thomas and Velthouse 1990 developed a model further based on the conger and kanungo's work. Here the author emphasized those cognitive variables that determine the motivation. The cognitive variable called as task assessments. The authors improved the conger and kanungo process by three ways:

- The concept of empowerment identified by a type of motivation called intrinsic task motivation.
- They specified a set of task assessments that produce this intrinsic motivation.
- Personal self efficacy that is viewed here as individual judgments that influenced the task assessments.

The core of the model is considered with the three elements those are environmental events, task assessments and behavior. Environmental events are asserted with ongoing and future behavior about the conditions and relevant events. The task assessment is consisted with impact, competence, meaningfulness and choice. In turn, the task assessments induce the individual behavior. Further, they added the two elements, which are supposed to measure the task assessments by through the construing of environmental events. Those are global assessments and interpretive styles (attributing, evaluating, envisioning). Therefore, individuals work setting and the personality characteristics shape the cognitions of empowerment, which in turn motivate the individual behavior.
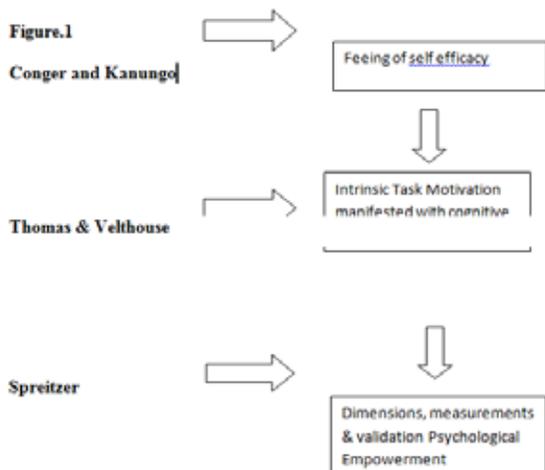
Table 2.Cognitive model comprising factors.
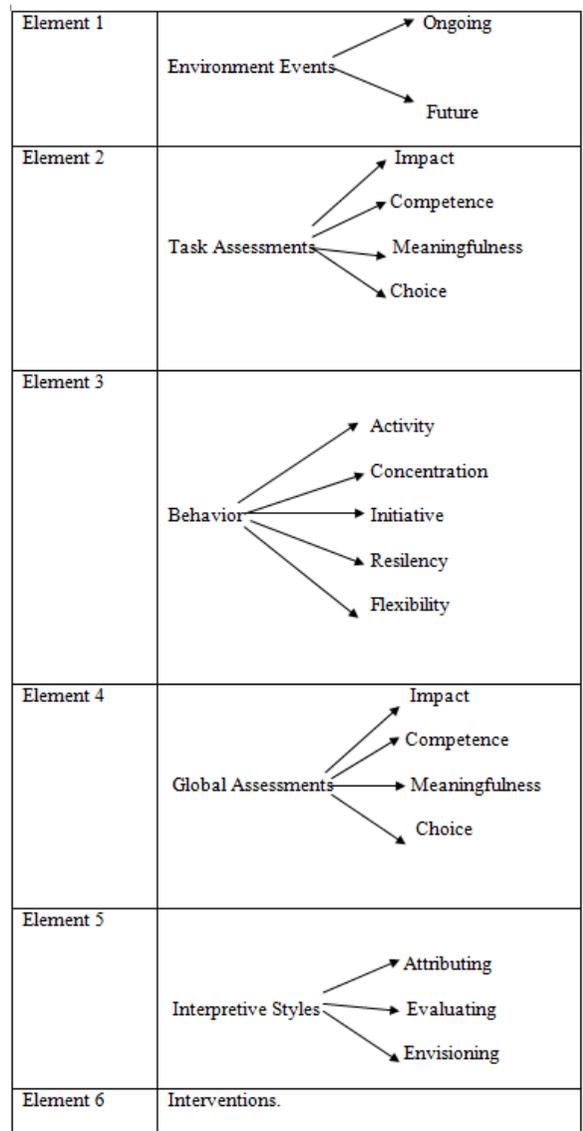
The very most feature of this model is that the interpretive styles which acting as a causal variable that shaping the empowerment of individual as well as the global. (Thomas & Velthouse 1990).

A Partial Nomological Network
After the work of conger and Kanungo (1988), Thomas, and Velthouse (1990), Spreitzer combined the four dimensions meaning, competence, self-determination and impact, which is derived to develop an overall, construct of psychological empowerment. As quoted by the above authors, the concept of self-efficacy can't be measured with single construct. The four dimensions are considered as adequate to measure the psychological empowerment. By this, Spretizer developed a nomological network which work-based measure comprised the psychological empowerment. This study is regarding the initial step toward developing and validating a multidimensional measure of psychological empowerment.   The study comprised as gestalt of empowerment that emphasized personality and work context variables, which shaped the psychological empowerment with some other individual outcomes. This study provided the construct validity for psychological em-

powerment. (Spreitzer 1995).

In summary the empowerment is considered as a feeling of self efficacy, which is induced by finding the environment that encourage the employees to be felt as less power and providing the formal managerial strategies and informal information about self efficacy . Therefore, encouraging self efficacy is confirmed as the intrinsic motivation that is defined with the set of task assessments, environmental variables and interpretive styles. Hence motivation is manifested with cognitive variables such as meaning, competence, self-determination and impact.

Figure.1

Conger and Kanungo

Feeing of self efficacy

Thomas & Velthouse

Intrinsic Task Motivation manifested with cognitive

Spreitzer

Dimensions, measurements & validation Psychological Empowerment

Meaning refers to a sense of purpose. The experience of employees on job that their job having value or important one (Spreitzer 1995). Employees caring about their job whether the goal of work activities is congruent with their own value system own ideals and standards (Quinn & Spreitzer, 1997). Thus, meaning reflects, "the value of the task goal or purpose, judged in relation to the individual's own ideals and standards" (Thomas and Velthouse, 1990, p. 672). In other words, it is considered that similarity of individuals belief's and value of the organization. Therefore, the sense of meaningfulness is created when the employee's task counts are judged against value system (Hackman and Oldham 1980).

Self-determination refers to employee's perception on the autonomy in the initiation and continuation of work behavior and processes. It involves causal responsibility for a person's actions (Deci et al 1989). In other words, it is the independence in beginning and continuance of work (Spreitzer 1995). When the individuals with a sense of self determination perceive themselves as 'origins 'rather than 'pawns 'in the determination of specifications and behaviors (DeCharms 1968) . Self-determination also replicates a sense of personal control, defined as "an individual's beliefs, at a given point in time, in his or her ability to effect a change, in desired direction, on the environment" (Greenberger and Strasser, 1986, p. 165).

Competence is the employee's belief in his or her capacity to perform based on their skill (Thomas and Velthouse 1990). It is also refers to the knowledge of the individual to perform particular task. Therefore, it is an analogous to self-efficacy as it reflects a sense of personal mastery of one's tasks (Bandura's 1977). Competence is defined as "an individual's conviction

that he or she can successfully execute desired behavior "(Bandura, 1982).

Impact reflects the degree to which an employee can influence strategic, administrative or operating outcomes at work (spreitzer 1997). In other words, it is a sense of progression towards a goal or a belief that their actions are influencing. (Ashforth, 1989). It therefore reflects the perceived behavior that as making a difference within the work environment (Thomas and Velthouse, 1990).

Theoretical review and Outcomes of Psychological Empowerment
Table 3:

	Source	Purpose	Design/Methodology/approach	PE	Outcomes
1	Jaleh Ferzaneh et al,2014	Investigate the effect of perceived person-environment fit on organizational citizen ship behavior.	412 employees of Iran Northeast Gas transfer company.	Moderator Variable	Psychological empowerment is positively acted as a moderator on the relationship.
2	Zeynep Oktug, 2013	Examing the mediating effects of employee perceptions on psychological empowerment on the relationship of organizational identification and work engagement.	120 employees in different working sectors	Mediating variable	Organizational identification and work engagement has positive significant relation with psychological empowerment. Therefore, it partially mediates the relationship of organizational identification and work engagement.
3	Fahad Malik et al,2013	Clarifying the role of psychological empowerment and employees' commitment with the organization	280 employees from selected telecom sector of Pakistan.	Independent variable	Psychological empowerment enhances commitment.
4	Parminder kaur,2013	Analyzing the empowerment mediating the relationship of transformational leadership and follower's vision in life and positive self esteem.	200 managers of large organization in India	Mediating Variable	Transformational leadership enhances the follower's vision in life and positive self-esteem when empowerment in mediating.

8	Zahrani et al,2012	Investigating the impact of antecedents of supporting organizational innovation on constructs of psychological empowerment	249 employees working at Jordanian & Saudi industrial corporations.	Dependent variable	Employee participation, training development, organizational culture, incentives, leadership pattern & team work are significantly related to the psychological empowerment.
9	Sajid et al, 2011	Determine the casual relations between organizational justice, psychological empowerment, organizational commitment, job satisfaction and organizational citizenship behavior by examining the mediating role of job satisfaction and organizational commitment.	378 universities educational experts	Independent variable	Psychological empowerment directly and positively related with job satisfaction and organization commitment.
10	Stander et al,2010	Examine the relationship between psychological empowerment, job insecurity and employee engagement.	442 employees in a govt and a manufacturing organization.	Independent variable	Affective job insecurity had a main effect on 3 dimensions of psychological empowerment (competence, meaning & impact) & employee engagement. Therefore, psychological empowerment interacted with affective job insecurity to affect employee engagement.
11	Anne et al,2009	Find out the consistency in transactional and transformational leadership with innovative behavior when psychological empowerment moderates.	230 employees of a Govt agency in the Netherlands combining multisource ratings.	Moderating variable	Transformational leadership was positively related to follower innovative behavior only when psychological empowerment is high. However, transactional leadership was negatively related to under these conditions.

5	Ruta Kazlauskaite et.al, 2012.	Clarifying the meaning of empowerment and determining the role in HRM Practices (Organizational empowerment)- Performance outcomes (Psychological empowerment, Job satisfaction & affective commitment) linkage.	Survey of 211 customer-contact employees at 30 upscale hotels in Lithuania.	Direct and mediating variable.	Organizational Empowerment is significantly related to Psychological empowerment. Psychological Empowerment acting as a mediating factor (along with affective commitment) for organizational empowerment and customer-oriented behavior.
6	Chenwei et al,2012	Examine the mediating role of procedural justice and interactional justice on the relationship of moral leadership and 4 facets of Psychological empowerment	Self report survey of 241 subordinates at clothing companies in southern mainland china	Dependent Variable	Moral Leadership is significantly related to psychological empowerment facets. Whereas mediation results showed that, the moral leadership is not related to meaning, impact and competence when procedural justice is introduced into the equation. The moral leadership is not related to self-determination when the interactional justice is introduced into the equation.
7	Linjuan Rita Men & Don W.Stacks, 2012	Investigate the impact of organizational leadership style and employee empowerment on employees' perception of organizational reputation.	700 employees at different levels of positions from diverse works units of a fortune 500 company in the USA.	Mediating variable	Through empowerment, the transformational leadership positively influenced the organizational reputation.

12	Marcus M.Butts et al,2009	Examine the individual responses to HIWP while focusing on the possible intervening role of empowerment and moderating effect of POS	1723 employees at 21 retail centers located in south-eastern United states.	Mediating variable	Empowerment has a strong positive relationship with employee outcomes such as organizational commitment, job performance and job stress when POS is high rather than low. It also mediates the relationship of HIWP and other outcomes.
13	Sumi & Shreekumar,2008	Find out the influencing factors of locus of control, job characteristics & superior-subordinate relationship on the Psychological empowerment.	319 frontline employees of five-star hotels located in the city Mumbai.	Dependent Variable	Locus of control, job characteristics & superior-subordinate variables positively related to psychological empowerment.
14	Jyotsna Bhatnagar, 2007.	Examining the linkages of organizational commitment, strategic hr roles, psychological empowerment as well as organizational learning capability.	640 Indian managers	Predicting Variable	The research proves that the psychologically empowered climate, the strategic HR roles facilitates the organizational learning capability that leads to higher commitment.
15	James B.Avey et al,2007	To hypothesis and to study the conceptual model linking concepts of leadership and positive organizational behavior	341 working adults	Mediating variable	Transformational leadership and positive psychological capital are related to empowerment. Empowerment is significantly related to intensions to quit but not to employee cynicism.
16	Melinda J.Moye et al,2006	Find out the relationship between empowerment & trust	2000 salaried employees at a fortune 500 manufacturing organization in USA	Independent variable	Employees who found to be empowered tend to have higher interpersonal trust in their managers. Meaning, self-determination and impact are significantly related to trust. However, competence has negative impact.
17	Ruta kazlauskaite, 2006	Determine the level of employee organizational commitment as well as their empowerment that stimulating employee commitment as well as the interrelationship between employee commitment and empowerment	211 customer contact employees of Lithuanian hotels	Mediating variable	Employee empowerment fosters the organizational commitment. If there is a raise in level of employee empowerment and commitment, which in turn can lead to a decrease in employee turnover.
18	Sally A. Careless, 2004	Test the relationship of psychological climate and job satisfaction when empowerment mediates	174 customer service employees	Mediating Variable	Empowerment is successfully mediating the relationship. Meaning and competence contributing more for mediating.
19	Bruce J.Avolio et al,2004	Test the mediating effect of psychological empowerment on the relationship of transformational leadership and organizational commitment.	520 staff nurses at a large public hospital, Singapore.	Mediating Variable	Psychological empowerment is significantly related to organizational commitment. Result found that the psychological empowerment mediating the relation also.
20	Scott E.Seibert et al,2004	Proposed a work-unit-level construct, empowerment climate, tested a multiple level model that integrating the macro and micro approaches to empowerment.	301 employees at 100 fortune manufacturer ,USA	Mediating variable.	Psychological empowerment mediated the relationship of empowerment climate and individual performance and job satisfaction.
21	Siegall & Susan et al,2000	Examining the relationship between 4 contextual factors of empowerment related to 4 components of psychological empowerment	203 employees from a manufacturing firm.	Dependent variable	The contextual factors like communication with supervisor and general relations are significantly with meaning, self-determination and impact. However, not with the competence. Teamwork is related to meaning and impact. Concern for performance is related to meaning & self-determination.

22	Spreitzer et al,1999	Examine the relationship between psychological empowerment and leadership.	358 middle level supervisors from fortune organization.	Independent variable	Empowerment directly related with innovative, upward influencing and inspirational. Not with monitoring behaviors.

Outcomes of all the above study is of psychological empowerment is measured only with the Spreitzer's scale. The literature has been taken from the studies when the Spreitzer's scale was first validated (Spreitzer 1995).The psychological empowerment has been into many studies as dependent and independent variable, mediating and moderating variable.

Findings
Independent Variable:
The psychological empowerment acted as an independent variable to find out the organizational outcomes such as organizational commitment(Fahad et al 2013& Sajid et al 2011), job satisfaction(Stander et al 2010), job insecurity (Jyostna 2007), employee engagement, trust(Melinda 2006), leadership (Spreitzer 1999).

Dependent Variable:
The psychological empowerment being an outcome or result of the study when it is tested with different variables such as moral leadership (Chenwei et al 2012), antecedents of supporting organizational outcomes (such as employee participation, training and development, organizational culture, incentives and leadership pattern and team work)(Zaharani et al 2012),Locus of control, Job Characteristics and superior-subordinate relationship (Sumi et al 2008),contextual factors like communication with superior & general relations, team work and concern for performance (Siegall 2000).

Mediating Variable:
Psychological is acting as a mediating variable in testing the relationship with different variables such as organizational identification and work engagement (Zeynep et al,2013),Transformational leadership and Self Esteem (Parminder kaur et al 2013), Organizational Empowerment and Customer-oriented Behavior (Ruta kazlauskaite et al 2012),Transformational leadership and organizational reputation (Linjuan et al 2012),high involvement work processes and other outcomes such as organizational commitment, job performance and job stress (Marcus et al 2009), Leadership and organizational behavior (James et al 2007), Organizational commitment and employee commitment (Ruta kazlauskaite et al 2006), Psychological climate and Job Satisfaction(Sally A Careless, 2004), Transformational leadership and organizational Commitment (Bruce et al 2004), Empowerment climate, individual performance and Job satisfaction (Scott.e.Seibert et al 2004).

Moderating variable:
The psychological empowerment is also considered as a moderating variable t in some relations such as perceived person-environment fit on organizational citizen ship behavior (Jaleh Ferzaneh et al,2014), transactional and transformational leadership with innovative behavior(Anne et al,2009)

Implications:
The study revealed that empowerment is contributing major part in managing employees. In such that, the employees all want is to be empowered wherever they work.

From the review of papers, the outcomes of empowerment are having the impact on psychological.

Further study:
The employee empowerment is not only relying on the psychological aspects of human. However, it also influenced by the structural aspects of the organization. (Spreitzer 1996, Scott.e.Seibert 2004,laschinger et al.,2001,2006,& kanter 1977). Hence, the study is suggesting for future study on empowerment impact with the environment.

Conclusion:
A substantial body of research in understanding the empowerment had brought down last two decades (Spretizer 2008). Although it contained very broad aspects and familiar in various disciplines such as psychology, sociology, management and nursing, empowerment is considered as both process and outcome. Particularly this study revealed the empowerment has been used as a variable to find out managerial outcomes in different contexts and various countries. The study concluding that still various aspects of research should carry forward to reveal the empowering outcomes.

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