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***Empowerment in a New Zealand Organisation :
Structure and Outcomes***

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Abstract

This research examined the structure and behavioural outcomes of psychological empowerment among a group of non-managerial employees, in a New Zealand workplace. Participants worked for a large, complex, multi-site manufacturing organisation, and responded to a self-report questionnaire measuring dimensions of empowerment, affective commitment, and work performance. The main aims of the study were to investigate a four factor structure of empowerment, and the associated “gestalt” of empowerment formed by the combination of these factors. The remainder of the study was devoted to investigating the extent to which the empowerment construct predicted desirable work-related outcomes, such as affective commitment and work performance.

Confirmatory factor analyses were conducted to test the four factor empowerment structure, and the contributions of the factors to the overall empowerment construct, while a structural path model was used to test the predictive value of the empowerment construct.

Results of the analyses demonstrated that the four factor structure, combining to form an overall empowerment construct, is a meaningful way to describe empowerment in the New Zealand organisation. Results of the structural path model supported the utility of empowerment in predicting the outcomes variables of affective commitment and work performance in the New Zealand organisation.

Future research directions were discussed, with suggestions that researchers could profitably explore cultural dimensions specific to New Zealand, which could be implicated as factors in New Zealand employees’ experience of empowerment.

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Table of Contents

Abstract	i
Acknowledgements	ii
Table of Contents	iii
List of Tables	v
List of Appendices	vi
CHAPTER 1 LITERATURE REVIEW	1
The Changing Organisational World	1
The development of empowerment in the late twentieth century	2
New organisations need new worker behaviours based on empowerment	8
Measuring Empowerment	10
Intrinsic task motivation	11
Developing a Measure of Empowerment	12
A Four-Factor model of empowerment	13
The Empowerment Model in New Zealand	15
Empowerment Outcomes	17
Organisational commitment	18
Affective commitment	19
Work performance	20
CHAPTER 2 METHODOLOGY	23
Participants	23
Materials	24
Empowerment	24
Affective commitment	25
Work performance	26
Demographic information	27
Procedure	27
Data Analysis	29
CHAPTER 3 RESULTS	30
Data Entry and Quality Control	30
Exploratory Factor Analysis	30
Empowerment	30
Confirmatory Factor Analysis	32
Empowerment – a four-factor structure	32
Second-order Confirmatory Factor Analysis	33
Four factors combine to form empowerment	33

Second-order Confirmatory Factor Analysis path diagram: empowerment	34
Exploratory Factor Analysis	35
Affective Commitment	35
Exploratory Factor Analysis	37
Work Performance	37
Structural Path Model	38
Empowerment as a predictor	38
Structural path model diagram	39
Internal Consistency of Scales	40
Empowerment scale and subscales	40
Affective commitment	40
Work performance	41
Summary of Results	41
CHAPTER 4 DISCUSSION	43
Empowerment: structure and generalisability	44
Empowerment: outcomes	46
Affective commitment	46
Work performance	47
Limitations of this Research	48
Conclusions and future research directions	49
References	51
Appendices	56

List of Tables and Figures

Table 3.1	Empowerment factor score intercorrelation matrix	31
Table 3.2	Pattern Matrix: Empowerment exploratory factor analysis	31
Figure 3.1	Second-order CFA diagram: Empowerment	34
Figure 3.2	Affective commitment scree plot diagram	35
Figure 3.3	Structural model of empowerment, affective commitment, work performance	39
Table 3.5	Factor Matrix: Affective commitment	36
Table 3.6	Factor Matrix: Work performance	37
Table 3.8	Coefficient Alpha (Cronbach Alpha) empowerment scale	40
Table 3.9	Coefficient Alpha (Cronbach Alpha) commitment scale	41
Figure 1.1 appendix B	Cognitive model of empowerment	58
Table 3.3 appendix B	Text output CFA: Empowerment : a four-factor model	61
Table 3.4 appendix B	Text output second-order CFA: Empowerment as a gestalt	62
Table 3.7 appendix B	Text output for structural path model: Empowerment, affective commitment, and work performance	63

List of Appendices

APPENDIX A	Sample of Questionnaire	56
	Participant Information Sheet	
 APPENDIX B		 57
	Cognitive Model of Empowerment	58
	Text of Empowerment Scale Items	59
	Empowerment as four-factors: CFA diagram	60
	Statistical Text Outputs	61
		62
		63