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The Relationship between Transformational Leadership and Affective Commitment and Intent to Leave the Organization: The Mediating Role of Psychological Empowerment

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THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND
AFFECTIVE COMMITMENT AND INTENT TO LEAVE THE ORGANIZATION: THE
MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

A Thesis

Presented to

The Faculty of the Department of Psychology

San José State University

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

by

Neiry Lara

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The Designated Thesis Committee Approves the Thesis Titled

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AND AFFECTIVE COMMITMENT AND INTENT TO LEAVE THE
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EMPOWERMENT

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ABSTRACT

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND AFFECTIVE COMMITMENT AND INTENT TO LEAVE THE ORGANIZATION: THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

by Neiry Lara

The leadership style of organizational leaders has important implications for organizations and their employees. Transformational leadership has been studied extensively due to the numerous positive outcomes. Unfortunately, not much research has focused on the mediating mechanism between transformational leadership and outcomes. Therefore, the present study explored the mediating role of psychological empowerment on the relationship between transformational leadership and the outcomes of affective organizational commitment and turnover intentions. It was hypothesized that psychological empowerment would act as a mediator between transformational leadership and affective organizational commitment and turnover intentions. Results of an online survey from 111 employed individuals showed that psychological empowerment partially mediated the relationship between transformational leadership and affective organizational commitment and turnover intentions, particularly through the meaning and impact dimensions of psychological empowerment. The results of the present study suggest that management development programs should focus on having managers provide and shape positive work experiences that increase an employee's sense of meaning and impact in their organization, if the goal is to increase employees' commitment to the organization and decrease involuntary turnover

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Introduction

The recent coronavirus pandemic has created uncertainty and economic instability among employees and organizations (Finn et al., 2020). Retaining top talent and keeping them committed to organizational goals despite the uncertainty is integral to the success and potentially the survival of organizations. Practically overnight, companies and their workforces have had to quickly shift to a remote work model and get up to speed on new technology (Masterson, 2020). With these new obstacles, employees not only needed to maintain their day-to-day responsibilities but also to put forth additional effort due to these challenges.

While the coronavirus pandemic may be a novel challenge, securing employees' commitment is not. Having committed employees continues to be a top concern for organizational leaders and human resource professionals tasked with attracting, cultivating, and retaining talent with the skills and capabilities needed to maintain a competitive advantage in their industry (e.g., Aguirre et al., 2009; Dychtwald et al., 2013; Mercurio, 2015; Puttip, 2013). The modern environment of economic uncertainty, rapid change, continued globalization, and increasing competition serve as a backdrop and driver of the increased attention and focus on employee commitment from both practitioners and scholars (Mercurio, 2015).

Reward systems play an important role in retention strategies, maintaining a committed workforce and ensuring a high standard of performance (Milkovich et al., 2013). However, during times of economic difficulties, financial rewards may not be a realistic option for

some organizations. For this reason, human resource professionals may need to identify alternative methods for facilitating employee commitment and retention.

In this study, I attempted to add to the literature by examining transformational leadership style and how, through the mechanism of psychological empowerment, transformational leaders influence their followers' affective commitment to the organization and their turnover intentions. The following sections present the history and definition of transformational leadership, review existing literature on the relationship between transformational leadership and work outcomes, propose affective organizational commitment and intent to leave as outcomes of transformational leadership, and argue that psychological empowerment acts as a mediator of the relationship between transformational leadership and these two outcomes.

Transformational Leadership

Transformational leadership gained widespread attention in 1978 when James MacGregor Burns conceptualized leadership as either being transactional or transformational (Bass & Riggio, 2005). Transactional leaders, like the term suggests, lead through social exchange, offer financial rewards for productivity, or deny rewards or punish for a lack of productivity. Using rewards and punishments, a transactional leader promotes compliance from their followers. This type of leadership is more concerned with keeping the status quo rather than promoting forward-thinking ideas (Odumeru, 2013). They accept the existing goals, structure, and culture of the organization, are action-oriented, and are effective in getting specific tasks completed and ensuring they are completed on time.

Within transactional leadership, there are two dimensions: contingent reward and management-by-exception. Contingent reward involves the leader assigning or obtaining

follower agreement on what needs to be accomplished with promised or actual rewards offered in exchange (Bass & Riggio, 2005). An example of contingent reward is an employee receiving a bonus after a performance goal is achieved. Management-by-exception, by contrast, is a corrective transaction that can be active or passive. In active management-by-exception, the leader actively monitors deviances from standards, mistakes, and errors in followers' tasks, and takes corrective action as necessary (Bass & Riggio, 2005). A scenario demonstrating this would be a leader pointing out errors in employees' work before they become a problem. In passive management-by-exception, the leader waits passively for deviances from standards, mistakes, and errors before taking corrective action (Bass & Riggio, 2005), such as a leader who waits until a complaint is made before taking corrective action.

While the transactional leader is an extrinsic motivator who exchanges tangible rewards for the work and loyalty of their followers, the transformational leader goes beyond social exchange and focuses on higher-order intrinsic needs. A transformational leader is a person who stimulates and inspires (transforms) followers to achieve extraordinary outcomes (Robbins & Coulter, 2007). Their focus is on transforming employees to support each other and the organization, with the end goal is developing followers into leaders. This is done by stimulating and inspiring followers to achieve extraordinary outcomes and, in the process, develop their own leadership capacity. They help followers grow and develop into leaders by responding to individual needs, empowering them, and aligning the objectives and goals of the follower, the leader, the group, and the larger organization (Bass & Riggio, 2005).

Bass identified four components of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2005). Idealized influence is the degree to which the leader behaves in admirable ways that cause followers to identify with the leader (Judge & Piccolo, 2004). The leader appeals to followers on an emotional level and serves as a positive role model, and the follower identifies with and wants to emulate the leader. One way the leader earns their followers' trust is by putting the needs of others before their own. They share risks and are consistent rather than arbitrary, such that others can count on them to do the right thing. Transformational leaders demonstrate a high standard of ethical and moral conduct, and do not use their power for personal gain.

Inspirational motivation is the degree to which the leader articulates a vision that is appealing and inspiring to followers (Judge & Piccolo, 2004). The leader behaves in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work and arouse team spirit, enthusiasm, and optimism. The leader gets their team around a shared vision and goal by articulating a compelling vision of the future and building relationships with their followers through interactive communication; this forms a bond between the two and leads to a shifting of values by both parties toward common ground (Bass & Riggio, 2005).

Intellectual stimulation is the degree to which the leader challenges assumptions, takes risks, and solicits followers' ideas (Judge & Piccolo, 2004). The leader challenges their followers to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. They solicit their followers' ideas and solutions to

problems, thereby including them in the problem-solving process, and do not criticize individual members' mistakes or ideas just because they differ from their own (Bass & Riggio, 2005).

The last and fourth component is individualized consideration, which is the degree to which the leader attends to each follower's needs and acts as a mentor or coach to the follower (Judge & Piccolo, 2004). The transformational leader pays special attention to each follower's unique needs and desires and provides learning opportunities in a supportive environment. They demonstrate acceptance of individual differences and see them as a whole person rather than just an employee (Bass & Riggio, 2005). For instance, the leader will listen effectively and encourage two-way communication and feedback to determine the needs and motivations of the individual.

Outcomes of Transformational Leadership

Ample amounts of research links transformational leadership to a multitude of positive organizational outcomes. From an attitude standpoint, transformational leaders have more satisfied followers than non-transformational ones (Dumdum et al., 2002; Judge & Piccolo, 2004; Koh et al., 1995). Transformational leadership is also related to positive psychological reactions, such as improved well-being and reduced job-related stress. Martin and Epitropaki (2001) administered Warr's (1990) Job-Related Anxiety-Comfort and Job-Related Depression-Enthusiasm scale to 439 employees from seven companies in South Wales and found that participants whose leader was transformational responded higher on items referring to positive well-being (e.g., optimistic, motivated, calm, enthusiastic, relaxed,

comfortable) and lower on items referring to negative well-being (e.g., tense, depressed, worried, anxious, gloomy, miserable).

In addition to being more inclined to positive-well-being, transformational leadership is related to lower levels of job-related stress. Sosik and Godshalk (2000) looked at mentor-protégé relationships and found that having a mentor with a transformational leadership style was negatively related to protégé job-related stress. They also looked at other leadership styles such as transactional and laissez-faire leadership behavior to see if they had similar outcomes. Laissez-faire leadership is a type of hands-off leadership style that allows group members to make their own decisions (Lewin, 1939). It is interesting to note that these other leadership styles were not related to reduced job-related stress. Sosik and Godshalk (2000) suggested that social support provided by mentoring and the sense of identity with a social network of support emphasized in transformational leadership may be the reason for the reduced stress.

Additionally, employees led by transformational leaders have been found to demonstrate a stronger commitment to engaging in safe work practices (Zohar, 2002). This was demonstrated by employees' openness of communication with their leader and their professional development orientation. Having openness of communication, especially regarding non-routine problems, is critical to safety as non-routine problems increase the chances of accidents. In little-routinized jobs, professional development is required, as situations where regular working procedures do not apply are common, requiring a broad base of technical and decision-making skills. This suggests that behavioral safety depends on

leader-member exchanges where safety is influenced by communication and individual development.

Lastly, transformational leadership is associated with group-related outcomes. Jung and Sosik (2002) conducted a study with 47 groups from four Korean firms and found transformational leadership was positively related to group cohesiveness and perceived group effectiveness. Jung and Sosik suggested that transformational leaders might increase group cohesiveness due to their articulation of their vision or goals for the group, which requires collective efforts on the group's part. Followers of transformational leaders also believe they possess the skills and resources necessary to perform their tasks, making them more likely to have positive work experiences and develop a sense of perceived group effectiveness.

In addition to attitudinal outcomes, transformational leadership also has behavioral outcomes. Followers of transformational leaders have been found to be more likely to engage in organizational citizenship behavior (OCBs). OCBs are constructive or cooperative acts that are neither mandatory in-role behavior nor contractually compensated by formal reward systems (Organ & Konovsky, 1989). A study examining 89 schools in Singapore found that school principals who exhibited transformational behavior were more likely to have teachers who engaged in OCBs, such as helping other teachers who have been absent or volunteering for activities that were not required (Koh et al., 1995).

Additionally, several studies have found transformational leadership to be linked to enhanced performance. A meta-analysis showed that transformational leadership had a more positive association with work-unit and organizational effectiveness than transactional leadership in both the public and private sectors (Lowe et al., 1996). Lowe et al. (1996)

included performance measures such as profit, percentage of goals met, and supervisory performance appraisals.

The link between transformational leadership and enhanced performance has been found to be applicable to a multitude of different industries, such as hospital settings (LeBrasseur et al., 2002), sales (Gao et al., 2020; Mackenzie et al., 2001), international companies (Jung & Sosik, 2002), government (Goodwin et al., 2001), and even education (Harvey et al., 2003). The effect of transformational leadership on performance holds even over a time period, as was found by Howell and Avolio (1993) when they measured performance over a one-year interval.

In the present study, I examined one attitudinal and one behavior outcome of transformational leadership: affective organizational commitment and intent to leave the organization. In the next sections I will define these two outcome variables and discuss existing literature regarding their relationship with transformational leadership.

Affective Organizational Commitment

Over the years, organizational commitment has been conceptualized and measured in various manners by scholars. On a general level, organizational commitment can be described as the extent to which employees are dedicated to their employing organization, are willing to work on the organization's behalf, and the likelihood they will maintain membership (Jex & Britt, 2008). Meyer and Allen (1991) further refined the definition by pointing out that there are multiple facets of commitment and that employees may be committed for different reasons, and these reasons make up unique forms of commitment.

They created a three-factor model that consists of affective, continuance, and normative commitment.

Affective commitment is an emotional attachment to, identification with, and involvement in an organization (Meyer & Allen, 1991). Employees stay with the organization due to a deep emotional relationship as opposed to remaining because of feelings of obligation or working specifically for tangible reasons (e.g., financial returns). They continue their employment with the organization because they *want* to do so.

Continuance commitment is commitment based on costs the employee associates with leaving the organization. According to Becker (1960), individuals make side-bets when they take an action that increases the costs associated with discontinuing another action. Side bets are defined as investments in an organization, such as tenure and pensions. An employee who invests time and energy to master a job skill that will not transfer easily to another organization is betting that the time and energy invested will pay off. However, in order to win the “bet,” they will need to continue their employment, thereby increasing their commitment to the organization. A lack of employment opportunities will also increase the perceived costs associated with leaving the organization (Allen & Meyer, 1990). Employees with continuance commitment remain with the organization because they *need* to do so.

Finally, normative commitment is a feeling of obligation to continue employment with an organization. This may be due to the internalization of normative pressures exerted on the individual prior to (e.g., familial or cultural socialization) or following (e.g., organizational socialization or “rewards in advance”) entry to the organization (Wiener, 1982). Employees

with high levels of normative commitment feel that they *ought* to remain with the organization (Meyer & Allen, 1991).

While the three-component conceptualization of organizational commitment has been considered the prevailing model in research, some studies have argued a return to the view that organizational commitment has only an affective component (Ko et al., 1997; Mowday et al., 1982). According to Solinger et al. (2008), this is due to two conceptual problems with the three-component model. The first is that continuance commitment correlates only slightly negatively or not at all with affective commitment, which creates skepticism on the convergent validity of continuance commitment. Second, normative commitment has been found to correlate strongly with affective commitment. Due to the lack of discriminant validity, Ko et al. (1997) regarded the normative and affective dimensions as redundant, as antecedents of normative commitment correlate similarly to those of affective commitment.

Affective commitment is also the most reliable and strongly validated dimension of organizational commitment (Allen & Meyer, 1990; Meyer et al., 2002). It also has the greatest content and face validity (Brown, 1996; Dunham et al., 1994). Furthermore, of the three dimensions of organizational commitment, affective commitment has been found to correlate the strongest with absenteeism, job performance, and OCB (Meyer et al., 2002). Affective commitment has also been found to correlate with the widest range of behavioral criterion variables such as attendance and job involvement (Meyer & Herscovitch, 2001; Stanley et al., 1999).

In addition to the conceptual issues, Sollinger et al. (2008) suggested that affective commitment might be the only “true” commitment because it represents feelings towards the

organization rather than behavior outcomes. By applying Eagly and Chaiken's (1993) attitude-behavior model, they found that affective commitment is an attitude towards the organization, whereas continuance and normative organizational commitment are attitudes towards leaving the organization derived from imagined consequences. Due to these reasons, affective commitment was used for the present study.

Having employees with affective organizational commitment is important as it has been found to have a positive relationship with several favorable work outcomes. Various researchers have found that affective organizational commitment is positively related to job satisfaction, job involvement, motivation, occupational commitment, health, well-being, and lowered stress (Meyer et al., 2002; Mathieu & Zajac, 1990; Yousef, 2000). Other studies have demonstrated that affective organizational commitment had a positive influence on behaviors such as job performance (Chen et al., 2006; Cooper-Hakin & Viswesvaran, 2005; Mathieu & Zajac, 1990; Meyer & Allen, 1997; Yousef, 2000), organizational citizenship behaviors (Meyer et al., 2002; Riketta, 2002), and lowered absenteeism (Meyer et al., 2002; Mathieu & Zajac, 1990). In addition, employees with higher levels of affective commitment are more inclined to share knowledge with coworkers (Hislop, 2003; Storey & Quintas, 2001) and become involved in knowledge management initiatives (Rocha et al., 2008). This is vital as knowledge is the main source of competitive advantage for most organizations (Rocha et al., 2008).

Transformational Leadership and Affective Organizational Commitment

Literature on leadership provides sufficient evidence that leadership style is related to commitment among employees (Eisenberger et al., 2010; Joo, 2010; Koh et al., 1995;

McLaggen et al., 2013; Neubert et al., 2009; Wallace et al., 2013). Specifically, transformational leadership has been found to be linked with affective organizational commitment (Avolio et al., 2004; Bycio et al., 1995; Lowe et al., 1996; Meyer et al., 2002; Yahaya & Ebrahim, 2016). Bycio et al. (1995) conducted a study with nurses and found transformational leadership was strongly correlated with affective commitment, a relationship that has also been found with different types of participants and countries, such as construction workers in Thailand (Limsila & Ogunlana, 2008), engineers and scientists in Singapore (Lee, 2005), boutique hotel employees in Turkey (Erkutlu, 2008), and manufacturing employees in East Malaysia (Lo et al., 2010).

McGuire and Kennerly (2006) also found support for the positive relationship between transformational leadership and affective commitment. They conducted a study with nurses in the U.S. Midwest region and found nurses who described their manager as transformational were more affectively committed to their organization. They also looked at whether all four dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) were correlated with affective organizational commitment. The results revealed that they were all significantly correlated, and that idealized influence had the strongest positive relationship.

In another study with U.S. Army leaders, it was found that both transactional and transformational leadership were correlated with affective commitment, but transformational leadership augmented the effects of transactional leadership (Kane & Tremble, 2000). In other words, after accounting for transactional behaviors, transformational behaviors added significant unique variance to the prediction of affective commitment.

Turnover Intentions

Turnover intention refers to an individual's desire to leave the organization (Mowday et al., 1982). Ajzen and Fishbein (1975) developed an action model that identified that the best predictor of an individual behavior is the reported intention to perform said behavior. There is a large body of research confirming the linkage between turnover intention and the actual behavior of leaving. For example, Mobley et al., (1978) identified intention to quit as an immediate precursor of actual withdrawal behavior. Among the variables studied (age, tenure, overall job satisfaction, probability of finding an acceptable alternative, thinking of quitting and intention to search), intention to quit was found to be the strongest predictor and the only variable with a direct effect with turnover.

Managing turnover is necessary as a high amount of involuntary turnover has numerous adverse effects on organizations. High amounts of turnover are very costly to organizations as they must begin the process of recruiting, selecting, and socializing new employees (Jex & Britt, 2008). According to McFeely and Wigert (2019), U.S. businesses lose about one trillion dollars a year due to voluntary turnover. The cost of replacing an individual employee can range from one-half to two times the employee's annual salary. This is further complicated by the battle for talent in the U.S. job market, where employers are faced with the challenge of attracting employees from other companies rather than the easier task of recruiting them from a ready unemployed supply (Mahan et al., 2020).

High levels of turnover may also have an adverse impact on the public image of an organization, which increases the difficulty of recruiting (Jex & Britt, 2008). Moreover, turnover also means the loss of both tangible and intangible knowledge (Kinnear &

Sutherland, 2000). This can be critical to the long-term success of the organization and the potential loss of competitive advantage. Given the importance of turnover, it is imperative to understand how employers can mitigate turnover intentions.

Transformational Leadership and Turnover Intentions

There is evidence that having a transformational leader reduces employees' intent to leave the organization. In a study of a large sample of nurses in Belgium, it was found that transformational leadership correlated significantly and negatively with intent to leave the organization (Vandenberghe et al., 2002). Similar results were found by Park and Pierce (2020), who looked at child welfare workers in the U.S. Midwest because high turnover is a constant and well-documented issue amongst this group. Results indicated that the transformational leadership styles of local office directors had a direct and negative effect on child welfare workers' turnover intentions.

The relationship between transformational leadership and turnover intentions holds even when the follower is operating in times of crises, threats, turmoil, and uncertainty (de Hoogh et al., 2004; Pawar & Eastman, 1997). In a study of U.S. Army unit leaders operating within the extreme context of combat, it was found that transformational leadership reduced followers' turnover intentions (Eberly et al., 2017). They also found that the transformational leadership-turnover relationship was stronger for the units who experienced a high degree of extreme context such as exposure to combat versus those with a low amount, suggesting this may be because under threatening conditions the outcome will be more dependent on the leader.

While the relationship between transformational leadership and outcomes (affective commitment and turnover intentions) have been studied extensively, evidence of psychological mediating mechanisms that may be responsible for these relationships is limited. One possible mediator is psychological empowerment. In the next section, I will define psychological empowerment, illustrate what a psychologically empowered employee looks like, and discuss why I believe psychological empowerment mediates the relationships between transformational leadership and affective commitment and turnover intention.

Psychological Empowerment

Empowerment is defined by the Oxford dictionary (n.d.) as “the process of becoming stronger and more confident, especially in controlling one’s life and claiming one’s rights.” The study of psychological empowerment in industrial and organizational psychology was developed out of the motivational framework of Hackman and Oldham's (1976) job characteristics model and Bandura’s (1977) concept of self-efficacy. Early research on empowerment in the organizational setting focused on organizational structures and practices such as facets of the job, team design or organizational arrangements such as increasing access to information/resources or delegating decision making from higher organizational levels to lower ones (Maynard et al., 2012; Spreitzer, 1995).

Thomas and Velthouse (1990) and Conger and Kanungo (1988) argued a different perspective of empowerment: a psychological one. They instead focused on employees’ perceptions or cognitive states regarding empowerment. They argued that while management practices may empower employees, it may not necessarily do so, and researchers should instead focus on the psychological experience of empowerment. Thus, empowerment reflects

people's perceptions about themselves in relation to their work environments (Bandura, 1989). Using this argument, psychological empowerment is defined as a cognitive process shaped by employees' perceptions of managerial empowerment practices. Psychological empowerment refers to an intrinsic task motivation that includes positive experiences of employees depending on their tasks (Thomas & Velthouse, 1990) and the process of improving self-efficacy feelings of employees by eliminating the conditions that cause the feeling of powerlessness (Conger & Kanungo, 1988).

Building from Thomas and Velthouse's (1990) psychological view of empowerment, Spreitzer (1995) developed four cognitions that are manifested in psychological empowerment: meaning, competence, self-determination, and impact. The combination of these cognitions comprises an overall construct of psychological empowerment that helps employees feel able to shape or design their work role and context (Spreitzer, 1995).

Meaning is the value of a work goal or purpose, judged in relation to an individual's ideals or standards (Spreitzer, 1995; Thomas & Velthouse, 1990). Meaning refers to the fit between one's work goals or given tasks and one's beliefs, values, and behaviors (Brief & Nord, 1990; Hackman & Oldham, 1980; Spreitzer, 1995). Spreitzer et al. (1997) argued that meaning serves as the "engine" of empowerment (i.e., the mechanism through which individuals get energized about work). If an employee's heart is not in their work - or if the work activity conflicts with their value systems - they will not feel empowered.

Competence refers to feelings of self-efficacy or personal mastery that one is capable of successfully performing a task or their job (Bandura, 1986; Gist, 1987). Employees who feel competent are self-assured in their capabilities to do their job well. Individuals who do not

have confidence in their abilities or feel inadequate will lack a sense of empowerment (Conger & Kanungo, 1988).

Self-determination is an individual's sense of autonomy on the initiation or continuation of work behaviors or processes, such as making decisions about work methods, pace, and effort (Bell & Staw, 1989; Deci et al., 1989; Spector, 1986). Employees who feel little autonomy or freedom and believe they are only following the directions of their management will lack a sense of empowerment (Wagner, 1995).

Lastly, impact refers to the degree to which an individual's effort makes a difference in achieving the purpose of a task and the extent to which an individual believes they can influence strategic, administrative, or operating organizational outcomes (Ashforth, 1989). Impact differs from self-determination such that self-determination refers to individuals' sense of control over their own work (job involvement), whereas impact refers to individuals' sense of control over organizational outcomes (organizational involvement) (Spreitzer, 1995). Without a belief that their actions are influencing the system, employees will not feel empowered (Thomas & Velthouse, 1990).

The four dimensions combine to create an overall construct of psychological empowerment. A lack of any single dimension will deflate but will not eliminate the overall degree of empowerment (Spreitzer, 1995). In other words, empowerment is a continuous variable; a person can be more or less empowered, rather than empowered or not empowered.

Mediating Role of Psychological Empowerment Between Transformational Leadership and Organizational Outcomes (Affective Commitment and Turnover Intentions)

I argue that the relationship between transformational leadership and outcomes is not a direct relationship but is instead mediated by psychological empowerment. The employees' perception of the transformational qualities of their leader (psychological empowerment) will dictate whether they have higher levels of affective commitment and have lower turnover intentions.

Transformational leadership theory emphasizes the role of empowerment as a central mechanism of building commitment to an organization's objectives (Avolio et al., 2004). The transformational leader increases employees' perceptions of psychological empowerment by providing and shaping positive work experiences. Through inspirational motivation, the leader articulates shared goals and a compelling vision of the future, thus enhancing a sense of meaning in their follower. Additionally, the leader fosters feelings of competence via intellectual stimulation, including the follower in the problem-solving process and encouraging risk taking and challenging assumptions. What is more, by paying attention to the unique needs and desires of their followers and encouraging two-way communication (individualized consideration), the leader cultivates self-determination in their followers such that they feel they have a say in how they conduct their job in regard to method, pace, and effort. Lastly, through idealized influence, the leader earns the trust of their followers by putting their needs ahead of their own. This encourages a sense of impact as leaders normally have the power to influence organizational systems. Having a leader whom one can trust to fight for their best interests will increase their sense of control over organizational outcomes.

This sense of empowerment, in turn, makes it more likely employees will feel committed to their organization (Eisenberger et al., 1990; Kraimer et al., 1999) and less likely to have turnover intentions (Seibert et al., 2011).

Research supports the link between transformational leadership and psychological empowerment. Allameh et al. (2012) conducted a study using 150 teachers from schools in Abade Township and found a significant positive relationship between transformational leadership and psychological empowerment. Bass and Riggio (2005) argue that at the heart of transformational leadership is the development of followers, with much of this occurring through effective empowering of followers by leaders. Thereby, psychological empowerment is an outcome of transformational leadership style.

Similarly, psychological empowerment has also been found to be related to affective commitment. Rawat (2011) conducted a study using 133 information technology and finance professionals in Mumbai India and found psychological empowerment significantly influenced affective commitment. He also looked at the dimensions of psychological empowerment as predictor variables and found affective commitment was most strongly predicted by the meaningfulness and self-determination dimensions.

One study has examined whether psychological empowerment mediates the relationship between transformational leadership and followers' organizational commitment (Avolio et al., 2004). Using a sample of 520 staff nurses employed in a large public hospital in Singapore, they found psychological empowerment indeed mediated the relationship between transformational leadership and organizational commitment such that differences in employee levels of organizational commitment were in part explained by the differences in

how empowered employees felt with respect to working with their supervisor. This confirmed the belief that empowered employees are more likely to reciprocate with higher levels of commitment to their organization (Avolio et al., 2004).

While the findings of the Avolio et al., (2004) study are promising, there are some limitations with the characteristics of the sample. For one, the study was conducted in a public hospital with nurses. Whether these findings generalize to other types of professions needs to be explored. Additionally, the study was conducted in Singapore and its findings may not generalize to other countries due to cultural differences. While Avolio et al.'s study (2004) did have limitations related to the generalizability of their sample used, there is still enough evidence to propose the following hypothesis:

Hypothesis 1a: Psychological empowerment mediates the relationship between transformational leadership and affective organizational commitment.

Likewise, I would argue that the relationship between transformational leadership and turnover intentions is not a direct relationship but is mediated by psychological empowerment. While research has neglected to look at underlying mechanisms as to why transformational leadership leads to a decrease of turnover intentions, studies have found a relationship between transformational leadership and psychological empowerment (Allameh et al., 2012), and between psychological empowerment and turnover intentions. Furthermore, Seibert et al. (2011) conducted a meta-analysis of 142 studies that examined the relationship between psychological empowerment and turnover intentions. These studies were conducted using working adult samples in organizational rather than laboratory settings in order to generalize results to the population of working adults. Their findings confirmed that

psychological empowerment was negatively related to turnover intentions, leading them to suggest that because empowered employees feel intrinsically motivated and supported, they reciprocate these feelings with increased loyalty and continued employment.

This research discussed in this section implies that employees' perceptions of the transformational qualities of their leader will invoke feelings of empowerment, which in turn will dictate whether they are less likely to have turnover intentions. Hence, I propose the following hypothesis:

Hypothesis 1b: Psychological empowerment mediates the relationship between transformational leadership and turnover intentions.

Method

Participants

A total of 226 participants responded to an online survey. Participants were drawn from a convenience sample of my personal and professional networks (e.g., LinkedIn, Facebook) as well as the extended networks of the participants. Criteria for excluding participants were that participants (a) were unemployed or currently working less than 40 hours, (b) had fewer than 6 months tenure at their current organization, (c) reported that they did not have a manager or supervisor, and/or (d) had a substantial amount of incomplete data. Thus, the final sample consisted of 111 participants.

The demographic characteristics of the participants are presented in Table 1. The sample consisted of 41 males (36.9%), 66 females (59.5%), one non-binary/third gender (0.9%), and three chose not to self-describe (2.7%). The majority of participants were between the ages of 25 and 34 years of age (56.8%). Organizational tenure ranged from 6 months to more than 10 years, with 44.1% of participants reporting that they have been employed at their current organization between 1 and 3 years. Regarding employment by industry, “Other” (e.g., Aerospace, Government, Construction) had the largest number of participants (36.9%), followed by computer software/electronics (15.3%) and healthcare/pharmaceutical (14.4%).

Table 1

Demographic Characteristics of Participants

Variable	<i>n</i>	%
Gender		
Male	41	36.9
Female	66	59.5
Non-binary / third gender	1	0.9
Prefer not to self-disclose	3	2.7
Age		
18 to 24 years	5	4.5
25 to 34 years	63	56.8
34 to 44 years	25	22.5
45 to 54 years	11	9.9
55 to 64 years	7	6.3
Tenure		
6 months to 1 year	20	18.0
1 to 3 years	49	44.1
4 to 6 years	18	16.2
7 to 10 years	17	15.3
More than 10 years	7	6.3

(table continues)

Table 1. Continued

Industry		
Computer	17	15.3
Software/Electronics		
Education	5	4.5
Engineering/Architecture	3	2.7
Entertainment, Media, Recreation	4	3.6
Finance/Insurance	11	9.9
Food Service	3	2.7
Healthcare/Pharmaceutical	16	14.4
Legal	2	1.8
Manufacturing	3	2.7
Real Estate	3	2.7
Sales/Retail	3	2.7
Other	41	36.9

Note. N = 111

Measures

Transformational Leadership

Transformational leadership is defined as a person who stimulates and inspires (transforms) followers to achieve extraordinary outcomes (Robbins & Coulter, 2007). Transformational leadership was measured using twelve items from Avolio and Bass's (2002) Multifactor Leadership Questionnaire (MLQ) scale. This measure assesses four dimensions of transformational leadership: idealized influence (three items), inspirational motivation (three items), intellectual stimulation (three items), and individualized consideration (three items).

Because the respondents rated items for their direct managers, the wording of the items were changed slightly to fit this study. Example items include, "My manager specifies the importance of having a strong sense of purpose" (idealized influence); "My manager gets me to look at problems from many different angles" (intellectual stimulation); "My manager articulates a compelling vision of the future" (inspirational motivation); and "My manager treats me as an individual rather than just as a member of a group" (individualized consideration). A 5-point Likert scale, ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) was used. Responses were averaged to create an overall score of transformational leadership. The higher the score, the more strongly the participant perceived their manager to possess transformational leadership qualities. Cronbach's alpha for the twelve-item scale was .90, indicating high reliability.

Psychological Empowerment

Psychological empowerment refers to an intrinsic task motivation that includes positive experiences of employees depending on their tasks (Thomas & Velthouse, 1990) and the process of improving employees' feelings of self-efficacy by eliminating the conditions that cause the feeling of powerlessness (Conger & Kanungo, 1988). This is manifested in four cognitions: meaning, competence, self-determination, and impact (Spreitzer, 1995). Spreitzer's (1995) 12-item scale was utilized to measure psychological empowerment. This scale measures four dimensions of psychological empowerment: meaning (three items), competence (three items), self-determination (three items), and impact (three items). The respondents were asked to rate their own levels of psychological empowerment. Example items include, "The work that I do is important to me" (meaning); "I am confident about my ability to do my job" (competence); "I have the freedom to determine how I do my job" (self-determination); and "I have significant influence over what happens in my organization" (impact). A 5-point Likert scale, ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) was used. Responses were averaged to create an overall score of psychological empowerment, as well as composite scores of each of the four dimensions. The higher the score, the more empowered the participant felt. Cronbach's alpha for the 12-item scale was .85, indicating high overall reliability. Cronbach's alpha was also computed for each of the four dimensions of psychological empowerment. The three-item meaning scale was .90 indicating excellent reliability, the three-item competence scale was .73 indicating good reliability, the three-item self-determination scale was .86 indicating good reliability, and the three-item impact scale was .87 indicating good reliability.

Affective Organizational Commitment

Affective organizational commitment refers to employees' emotional attachment to, and identification with, the organization (Meyer & Allen, 1991), and was measured using three items from Meyer et al., (1993) scale of organizational commitment. A sample item was "This organization has a great deal of personal meaning to me." A 5-point Likert scale, ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) was used. Responses were averaged to create an overall score of affective organizational commitment. The higher the score, the more affectively committed the participant felt toward the organization. Cronbach's alpha was .78, indicating good reliability.

Turnover Intentions

Turnover intentions refer to an individual's desire to leave the organization (Mowday et al., 1982), and was measured using three items from Cohen's (1999) turnover intention scale. A sample item was "I am actively searching for an alternative to my organization." A 5-point Likert scale, ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) was used. Responses were averaged to create an overall score. The higher the score, the higher the participant's desire to leave the organization. Cronbach's alpha was .93, demonstrating high reliability.

Demographic Information

Participants responded to six demographic items. The items included employment status, organizational tenure, whether they had a manager or supervisor, employment industry, gender, and age.

Procedure

The survey was designed, distributed, and collected data via Qualtrics, an online survey software. Participants were recruited via my social and professional platforms (e.g., LinkedIn, Facebook). The invitation to participate included a short description of the study, an anonymous link to the survey, and a request to share the survey link with their extended networks. Upon clicking the link, participants were directed to a consent notice, which provided information on the purpose of the study, procedures to be followed, potential risks and benefits, confidentiality parameters, their rights to participate or withdraw at any time, and appropriate points of contact if they had questions, concerns, or complaints regarding the research study.

Those who agreed to participate were then directed to the survey, which contained a total of 36 items regarding their demographic characteristics, transformational leadership, psychological empowerment, affective organizational commitment, and turnover intentions. Participants who did not consent to the survey, reported themselves as being unemployed or working less than 40 hours per week, or indicated having been employed at their current organization for less than six months, and/or did not have a direct supervisor or manager were directed to the end of the survey and thanked for their time. The survey took approximately 10 minutes to complete. Instructions were displayed at the top of each section to inform participants of the types of questions that would be asked. At the end of the survey, participants were thanked for their time. Data were analyzed using the Statistical Package for Social Sciences (SPSS) software program Version 28.

Results

Descriptive Statistics

The means and standard deviations of the measured variables are presented in Table 2.

Overall, participants reported below average levels of transformational leadership, indicating that they did not feel stimulated and inspired by their manager ($M = 2.49, SD = .89$).

Participants also reported low levels of psychological empowerment, suggesting that they did not feel intrinsically motivated ($M = 2.10, SD = .68$). Table 2 also lists the means and standard deviations of each dimension of psychological empowerment. Of the four dimensions of psychological empowerment, participants reported the highest level of impact ($M = 2.98, SD = 1.23$) and the lowest level of competence ($M = 1.56, SD = .63$).

Table 2
Descriptive Statistics and Pearson Correlations Among the Measured Variables

Variable	M	SD	1	2	3	4	5	6	7	8
1. Transformational leadership	2.49	.89	(.90)							
2. Psychological empowerment	2.10	.68	.37**	(.85)						
3. Affective organizational commitment	2.90	1.18	.45**	.63**	(.78)					
4. Turnover intentions	2.98	1.45	-.48**	-.45**	-.60**	(.93)				
5. Psychological empowerment: meaning	2.08	1.08	.26**	.78**	.58**	-.44**				

(table continues)

Table 2. Continued

	Psychological								
6.	empowerment:	1.56	.63	-.08	.52**	.19*	-.08	-.32**	
	competence								
	Psychological								
7.	empowerment: self-	1.77	.92	.36**	.66**	.28**	-.30**	.35**	.25**
	determination								
	Psychological								
8.	empowerment:	2.98	1.23	.36**	.76**	.57**	-.35**	.43**	.17
	impact								.29**

Note. $N = 111$. * $p < .05$, ** $p < .01$

Reliability coefficients (Cronbach's alpha) are in parentheses along the diagonal.

In terms of the outcome variables, participants reported low-moderate levels of affective organizational commitment, suggesting that they felt somewhat a sense of attachment to, identification with, and involvement in their organization ($M = 2.90, SD = 1.18$). Participants also reported moderate levels of turnover intentions, indicating a desire to leave their organization ($M = 2.98, SD = 1.45$).

Reliability coefficients (Cronbach's alpha) are in parentheses along the diagonal.

Pearson Correlations

Pearson correlation coefficients were computed to examine the strength of the relationships among the measured variables in the present study. Results of the Pearson correlations are presented in Table 2. First, transformational leadership had a strong positive relationship with affective organizational commitment, $r(108) = .45, p < .001$, and a strong negative relationship with turnover intentions, $r(109) = -.48, p < .001$, demonstrating that participants with managers who displayed greater levels of transformational leadership were more likely to feel an attachment to, identification with, and involvement in their organization. Furthermore, they were less likely to withdraw from the organization.

In terms of the relationship between the predictor variable and the mediator, transformational leadership had a significant, strong positive relationship with psychological empowerment, $r(109) = .37, p < .001$, suggesting that participants whose managers displayed greater levels of transformational leadership, with behaviors such as serving as a positive role model, rousing the team around a shared vision, encouraging questioning and participating in the problem-solving process, and treating members of the team as idiosyncratic individuals,

were more likely to feel a sense of meaning, competence, self-determination, and impact at work.

Looking at the relationship between the mediator and outcome variables, psychological empowerment had a significant, strong positive relationship with affective organizational commitment, $r(108) = .63, p < .001$, and a significant, strong negative relationship with turnover intentions, $r(109) = -.45, p < .001$. This indicates that participants who felt a greater sense of meaning, competence, self-determination, and impact in their jobs were more likely to feel an attachment to, identification with, and involvement in their organization. They were also less likely to leave the organization.

All the dimensions of psychological empowerment were significantly and positively related to affective organizational commitment. Meaning had the strongest relationship with affective organizational commitment, $r(108) = .58, p < .001$, and competence had the weakest relationship with affective organizational commitment, $r(108) = .19, p < .05$. In addition, the dimensions of meaning, $r(109) = -.44, p < .001$, self-determination, $r(109) = -.30, p = .001$, and impact, $r(109) = -.35, p < .001$, had a strong negative relationship to turnover intentions. No relationship was found between the competence dimension of psychological empowerment and turnover intentions, $r(109) = -.08, p = .361$.

Tests of Hypotheses

To test Hypotheses 1a and 1b, two simple mediation analysis were conducted using the SPSS Process macro (Hayes, 2014). This mediation model uses an ordinary least squares regression path analysis to determine the direct and indirect effects of a variable on an outcome variable. Additionally, bootstrapping was used to calculate 95% bias-corrected

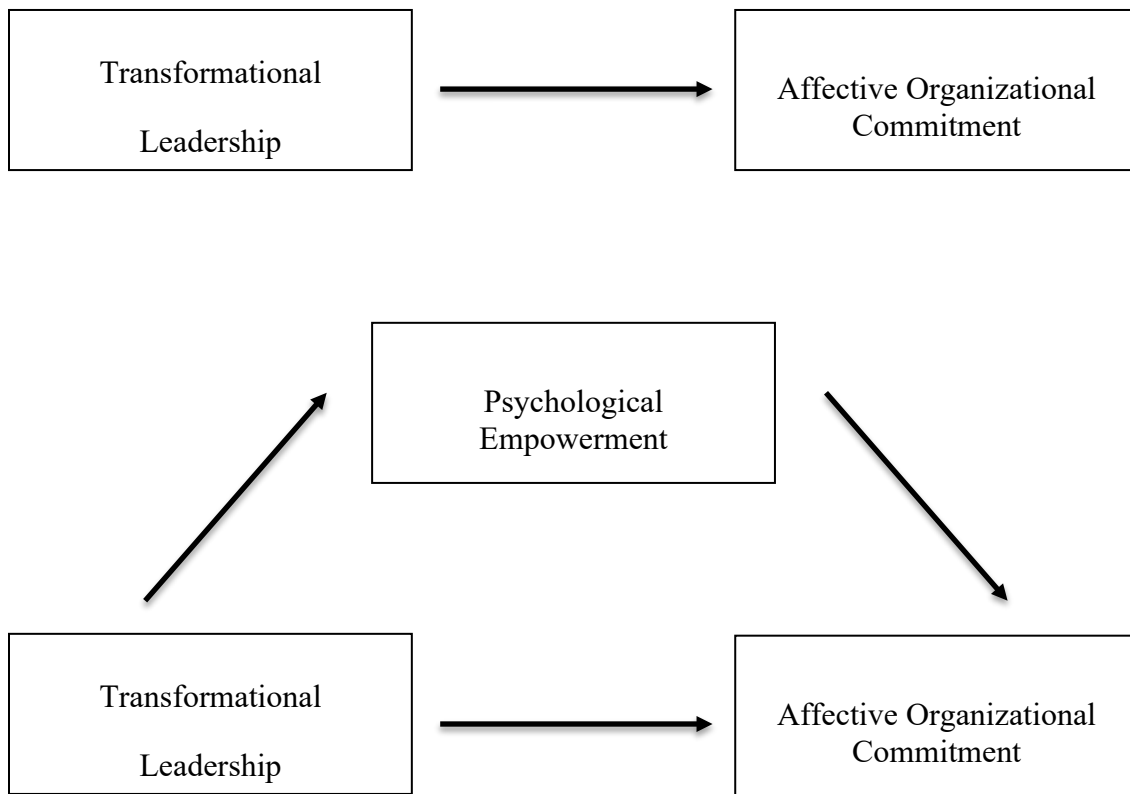
confidence intervals (CI) to assess the significance of the indirect effect, as this method has been argued to have higher statistical power and better inferential testing than other types of mediation approaches (e.g., the Baron and Kenny method and the Sobel test; Hayes, 2014). Following Hayes' (2014) recommendation, the bootstrap estimates were based on 10,000 bootstrap samples. An indirect effect is considered to be statistically significant if zero (0) is not contained in the confidence interval.

Hypothesis 1a stated that employee psychological empowerment would mediate the relationship between transformational leadership and affective organizational commitment. Results of the analysis are shown in Figure 1 and the unstandardized coefficients (b), standard errors (SE), t values, and 95% confidence intervals (CI) are listed in Table 3. Transformational leadership was significantly and positively related to the outcome variable affective organizational commitment (path c: $b = .59, t = 5.27, p < .001$), such that participants whose managers displayed greater levels of transformational leadership were more likely to feel a sense of emotional attachment to their organizations. Transformational leadership was significantly related to the mediator variable psychological empowerment (path a: $b = .28, t = 4.15, p < .001$), such that participants whose managers displayed high levels of transformational leadership were more likely to feel a sense of meaning, competence, self-determination, and impact at work. The mediator variable psychological empowerment was uniquely related to the outcome variable affective organizational commitment after controlling for transformational leadership (path b: $b = .92, t = 6.98, p < .001$), suggesting that participants who felt a greater sense of meaning, competence, self-

determination, and impact in their jobs were more likely to feel an emotional attachment to their organization.

Figure 1

Psychological Empowerment as the Mediator of the Relationship Between Transformational Leadership and Affective Organizational Commitment



Note. *p < .05, **p < .01, *** p < .001

Table 3

Relationship Between Transformational Leadership and Affective Organizational Commitment as Mediated by Psychological Empowerment

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Transformational Leadership—Affective				
Organizational Commitment (<i>c</i>)	.59 (.11)	5.27***	.37	.82
Transformational Leadership—				
Psychological Empowerment (<i>a</i>)	.28 (.06)	4.15***	.14	.42
Psychological Empowerment—Affective				
Organizational Commitment (<i>b</i>)	.92 (.13)	6.98***	.66	1.19
Transformational Leadership—Affective				
Organizational Commitment (<i>c</i> ')	.33 (.10)	3.29**	.13	.53
Indirect Effect				
Transformational Leadership—				
Psychological Empowerment—Affective	.26 (.07)		.13	.41
Organizational Commitment (<i>ab</i>)				

Note. *N* = 110. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and affective organizational commitment as mediated by psychological empowerment. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

p* < .05, *p* < .01, ****p* < .001

Regarding the indirect effect of psychological empowerment on the relationship between transformational leadership and affective organizational commitment, results showed that the bias-corrected confidence interval did not include zero (path ab: $b = .26$, 95% CI = .13 to .41), indicating a significant indirect effect. The direct effect of transformational leadership on affective organizational commitment, removing the effects of psychological empowerment, was still significant (path c': $b = .33$, $t = 3.29$, $p = .001$), indicating partial mediation.

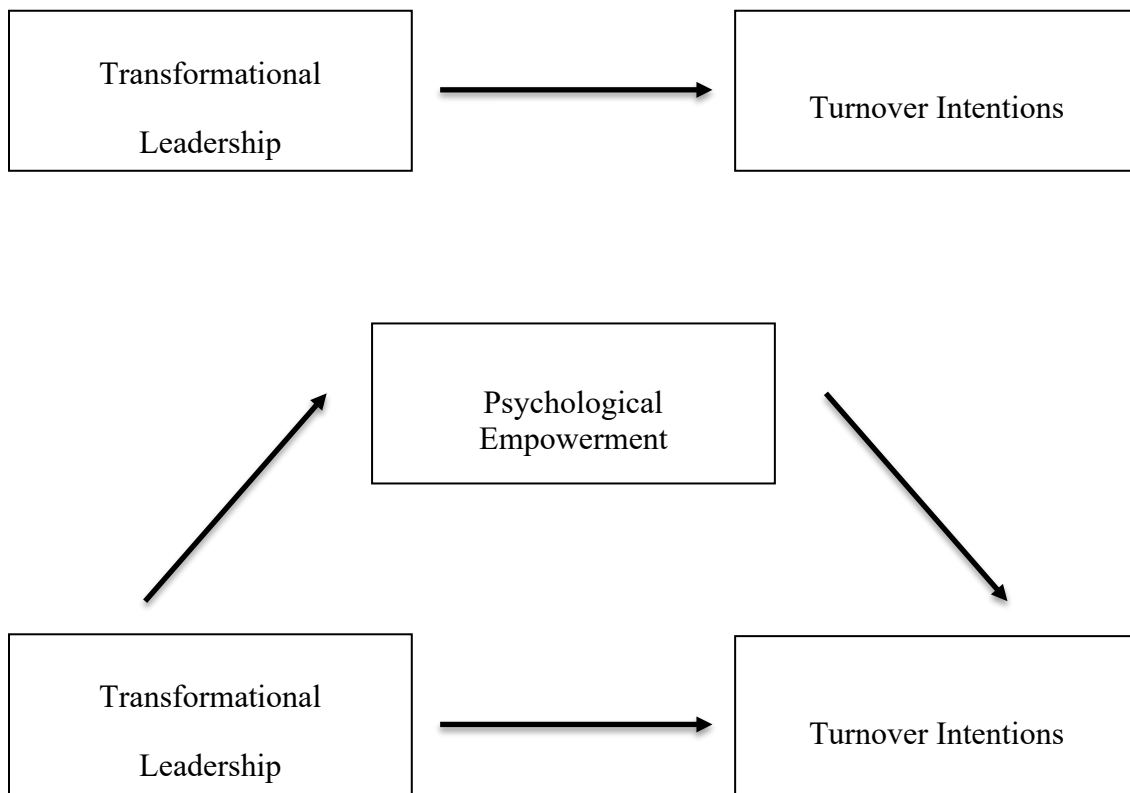
These results indicate that transformational leadership was positively related to psychological empowerment, psychological empowerment was uniquely related to affective organizational commitment, and transformational leadership was significantly related to affective organizational commitment after controlling for psychological empowerment. Therefore, employees whose managers were transformational were more likely to feel intrinsic task motivation, and subsequently have a greater emotional attachment to their organization. These overall findings indicate that psychological empowerment was a partial mediator of the relationship between transformational leadership and affective organizational commitment. Thus, Hypothesis 1a was partially supported.

Hypothesis 1b stated that employee psychological empowerment would mediate the relationship between transformational leadership and turnover intentions. Results of the analysis are illustrated in Figure 2 and listed in Table 4. Transformational leadership was significantly and negatively related to turnover intentions (path c: $b = -.78$, $t = -5.77$, $p < .001$), such that participants with managers who possessed higher levels of transformational leadership were less likely to withdraw from the organization. Transformational leadership

was significantly related to psychological empowerment (path a: $b = .28, t = 4.19, p < .001$). Psychological empowerment was uniquely and negatively related to turnover intentions after controlling for transformational leadership (path b: $b = -.67, t = -3.75, p < .001$), suggesting that participants who felt a greater sense of meaning, competence, self-determination, and impact in their jobs were less likely to withdraw from the organization.

Figure 2

Psychological Empowerment as The Mediator of the Relationship Between Transformational Leadership and Turnover Intentions.



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Table 4

Relationship Between Transformational Leadership and Turnover Intentions as Mediated by Psychological Empowerment

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Transformational Leadership—Turnover				
Intentions (<i>c</i>)	-.78 (.13)	-5.77***	-1.05	-.51
Transformational Leadership—				
Psychological Empowerment (<i>a</i>)	.28 (.06)	4.19***	.15	.41
Psychological Empowerment—Turnover				
Intentions (<i>b</i>)	-.67 (.18)	-3.75***	-1.03	-.32
Transformational Leadership—Turnover				
Intentions (<i>c</i> ')	-.59 (.13)	-4.27***	-.86	-.31
Indirect Effect				
Transformational Leadership—				
Psychological Empowerment—Turnover	-.19 (.06)		-.34	-.07
Intentions (<i>ab</i>)				

Note. *N* = 111. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and turnover intentions as mediated by psychological empowerment. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

* $p < .05$, ** $p < .01$, *** $p < .001$

Regarding the indirect effect of psychological empowerment on the relationship between transformational leadership and turnover intentions, results showed that the bias-corrected confidence interval did not include zero (path ab: $b = -.19$, 95% CI = $-.34$ to $-.07$), indicating a significant indirect effect. The direct effect of transformational leadership on turnover intentions, removing the effects of psychological empowerment, was still significant (path c': $b = -.59$, $t = -4.27$, $p < .001$), indicating partial mediation.

These results indicate that transformational leadership was negatively related to turnover intentions and psychological empowerment, psychological empowerment was uniquely related to turnover intentions, and transformational leadership was significantly related to turnover intentions after controlling for psychological empowerment. Therefore, employees whose managers were transformational, were more likely to feel intrinsic task motivation, and subsequently were less likely to leave the organization. These overall findings indicate that psychological empowerment was a partial mediator of the relationship between transformational leadership and turnover intentions. Thus, Hypothesis 1b was partially supported.

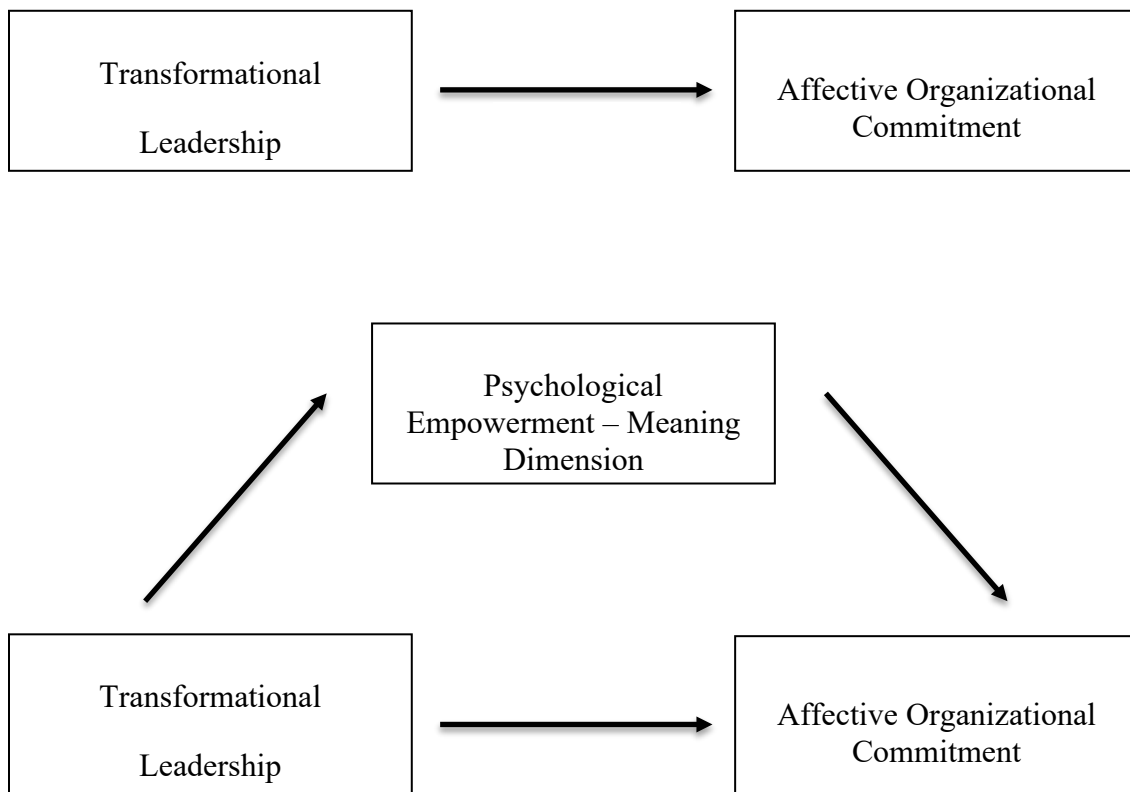
Additional Analysis

To see whether the four dimensions of psychological empowerment (meaning, competence, self-determination, and impact) equally mediated the relationship between transformational leadership and our outcomes (affective organizational commitment and turnover intentions), eight additional mediation analysis were conducted. The first four analyses examined the meaning, competence, self-determination, and impact dimensions of

psychological empowerment as a mediator of the relationship between transformational leadership and affective organizational commitment; the results of these analysis are provided in Figures 3-6 and Tables 5-8. The results showed that the dimensions of psychological empowerment differed in their mediating effects on the relationship between transformational leadership and affective organizational commitment. The meaning and impact dimensions, but not the competence and self-determination dimensions, partially mediated the relationship between transformational leadership and affective organizational commitment.

Figure 3

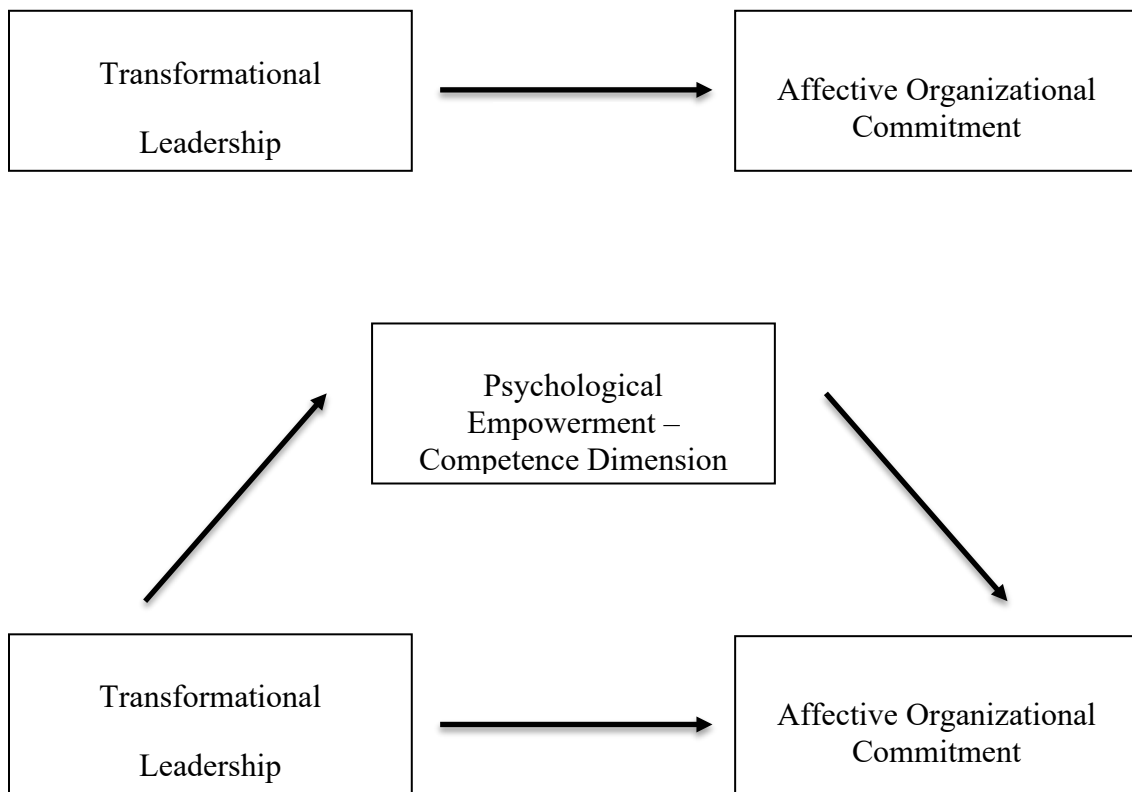
Psychological Empowerment – Meaning as The Mediator of the Relationship Between Transformational Leadership and Affective Organizational Commitment.



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Figure 4

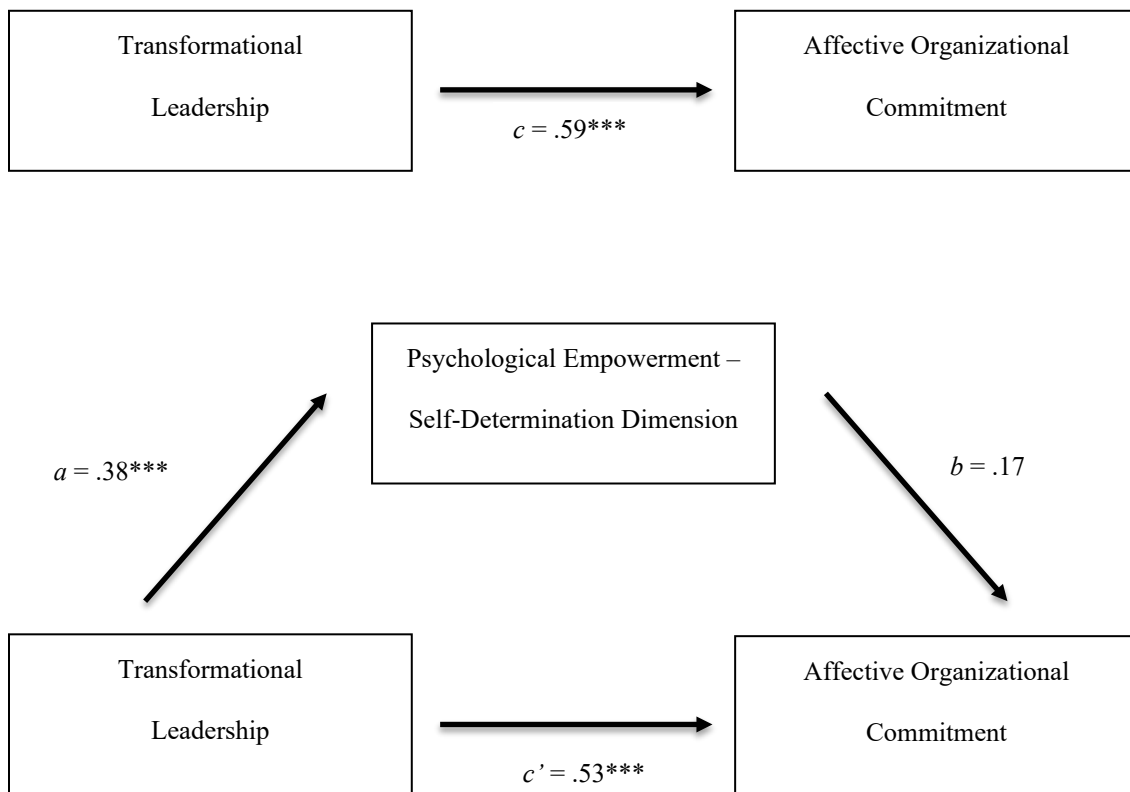
Psychological Empowerment – Competence as the Mediator of the Relationship Between Transformational Leadership and Affective Organizational Commitment.



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Figure 5

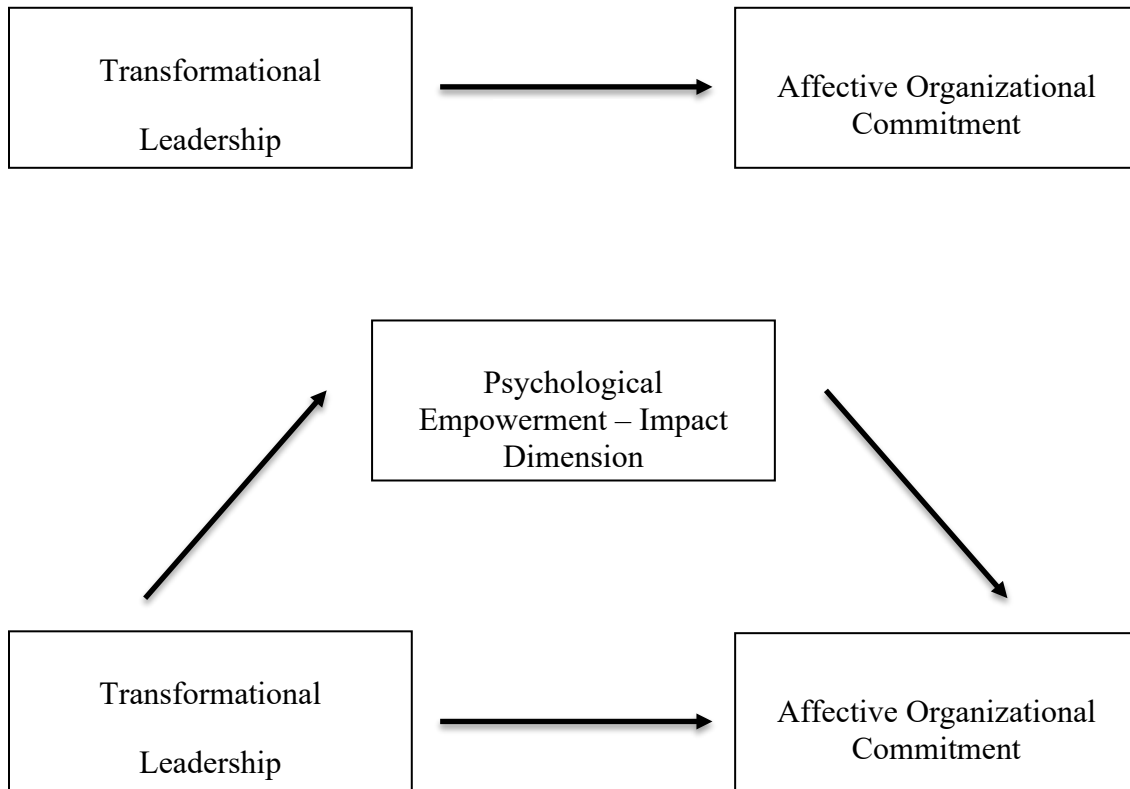
*Psychological Empowerment –Self-Determination as the Mediator of the Relationship
Between Transformational Leadership and Affective Organizational Commitment.*



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Figure 6

Psychological Empowerment – Impact as the Mediator of the Relationship Between Transformational Leadership and Affective Organizational Commitment.



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Table 5

Relationship Between Transformational Leadership and Affective Organizational Commitment as Mediated by Psychological Empowerment – Meaning.

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Transformational Leadership—Affective				
Organizational Commitment (<i>c</i>)	.59 (.11)	5.27***	.37	.82
Transformational Leadership—Psychological				
Empowerment – Meaning (<i>a</i>)	.31 (.11)	2.80**	.09	.54
Psychological Empowerment – Meaning —				
Affective Organizational Commitment (<i>b</i>)	.54 (.08)	6.71***	.38	.71
Transformational Leadership—Affective				
Organizational Commitment (<i>c'</i>)	.42 (.09)	4.29***	.22	.62
Indirect Effect				
Transformational Leadership—Psychological				
Empowerment - Meaning —Affective	.17 (.06)		.05	.30
Organizational Commitment (<i>ab</i>)				

Note. *N* = 110. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and affective organizational commitment as mediated by psychological empowerment - meaning. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

p* < .05, *p* < .01, ****p* < .001

Table 6

Relationship Between Transformational Leadership and Affective Organizational Commitment as Mediated by Psychological Empowerment – Competence.

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Transformational Leadership—Affective				
Organizational Commitment (<i>c</i>)	.59 (.11)	5.27***	.37	.82
Transformational Leadership—				
Psychological Empowerment -				
Competence (<i>a</i>)	-.05 (.06)	-0.78	-.18	.08
Psychological Empowerment –				
Competence —Affective Organizational				
Commitment (<i>b</i>)	.43 (.15)	2.75**	.12	.73
Transformational Leadership—Affective				
Organizational Commitment (<i>c</i> ')	.62 (.11)	5.62***	.40	.84
Indirect Effect				
Transformational Leadership—				
Psychological Empowerment –				
Competence —Affective Organizational	-.02 (.02)		-.08	.02
Commitment (<i>ab</i>)				

Note. *N* = 110. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and affective organizational commitment as mediated by psychological empowerment - competence. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

*p < .05, **p < .01, ***p < .001

Table 7

Relationship Between Transformational Leadership and Affective Organizational Commitment as Mediated by Psychological Empowerment – Self-Determination.

Variable	b (SE)	t	95% CI	
			LL	UL
Transformational Leadership—Affective Organizational Commitment (c)				
	.59 (.11)	5.27***	.37	.82
Transformational Leadership—Psychological Empowerment -Self-Determination (a)				
	.38 (.09)	4.11***	.19	.56
Psychological Empowerment Self-Determination —Affective Organizational Commitment (b)				
	.17 (.11)	1.53	-.05	.41
Transformational Leadership—Affective Organizational Commitment (c ')				
	.53 (.12)	4.37***	.29	.77
Indirect Effect				
Transformational Leadership—Psychological Empowerment – Self-Determination —Affective Organizational Commitment (ab)				
	.06 (.04)		-.01	.16

Note. $N = 110$. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and affective organizational commitment as mediated by psychological empowerment – self-determination. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 8

Relationship Between Transformational Leadership and Affective Organizational Commitment as Mediated by Psychological Empowerment – Impact.

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Transformational Leadership—Affective				
Organizational Commitment (<i>c</i>)	.59 (.11)	5.27***	.37	.82
Transformational Leadership—Psychological				
Empowerment – Impact (<i>a</i>)	.49 (.12)	3.97***	.24	.73
Psychological Empowerment – Impact —				
Affective Organizational Commitment (<i>b</i>)	.45 (.07)	5.88***	.30	.60
Transformational Leadership—Affective				
Organizational Commitment (<i>c'</i>)	.37 (.10)	3.54***	.16	.58
Indirect Effect				
Transformational Leadership—Psychological				
Empowerment – Impact —Affective	.22 (.06)		.10	.35
Organizational Commitment (<i>ab</i>)				

Note. $N = 110$. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and affective organizational commitment as mediated by psychological empowerment - impact. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

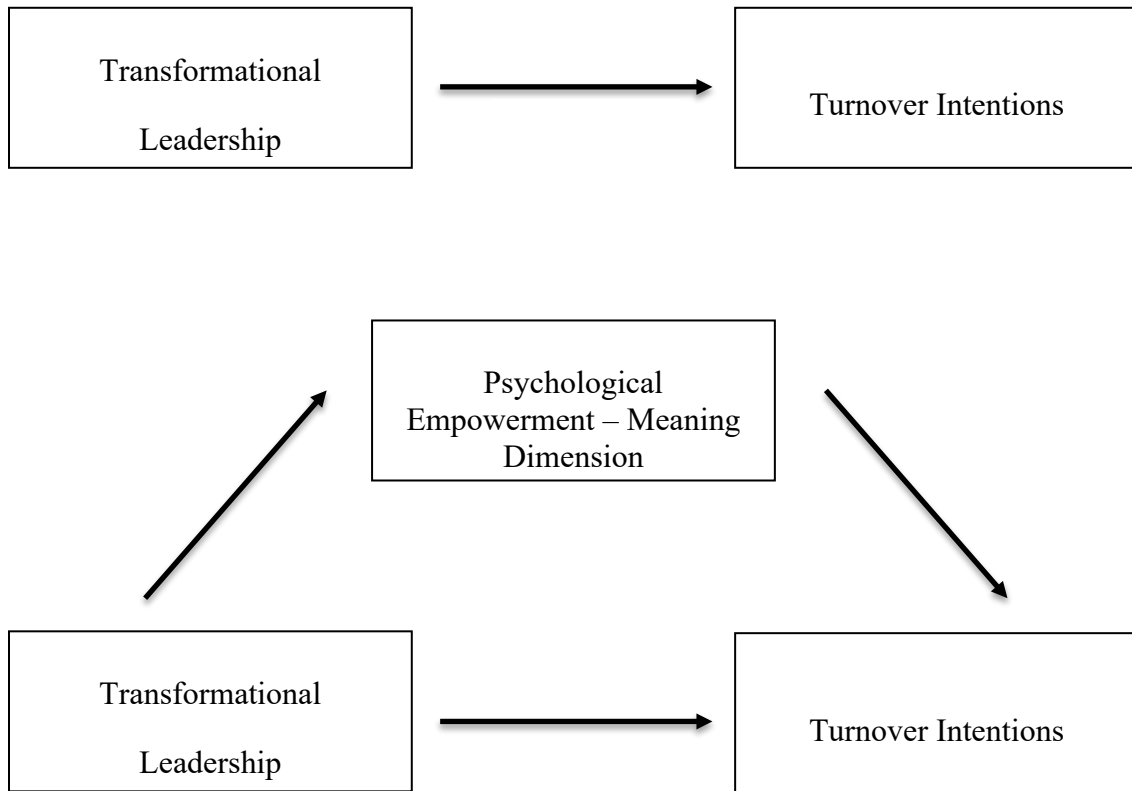
*p < .05, **p < .01, ***p < .001

The final four analyses examined the four dimensions of psychological empowerment as a mediator of the relationship between transformational leadership and turnover intentions; the results of these analysis may be found in Figures 7-10 and Tables 9-12. Similar to the analyses with affective organizational commitment, results showed that the dimensions of psychological empowerment differed in their mediating effects on the relationship between transformational leadership and turnover intentions. The meaning and impact dimension partially mediated the relationship of transformational leadership and turnover intentions, while competence and self-determination did not.

Figure 7

Psychological Empowerment - Meaning as the Mediator of the Relationship

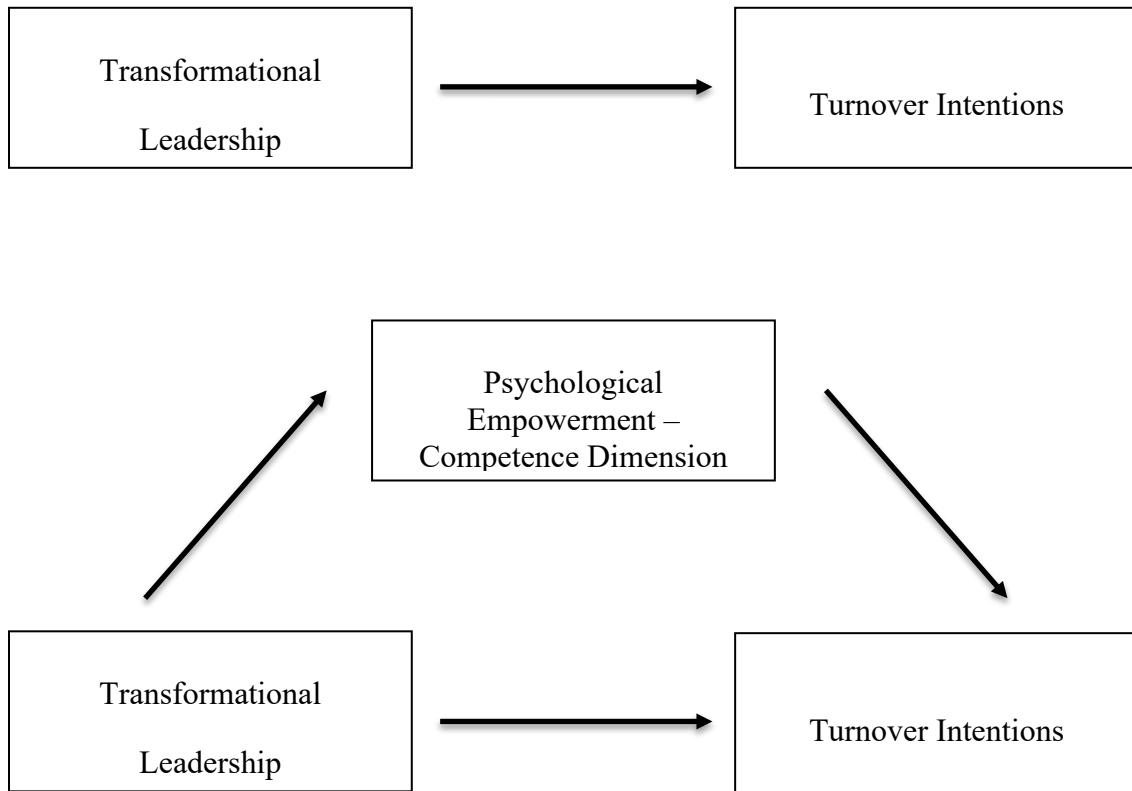
Between Transformational Leadership and Turnover Intentions.



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Figure 8

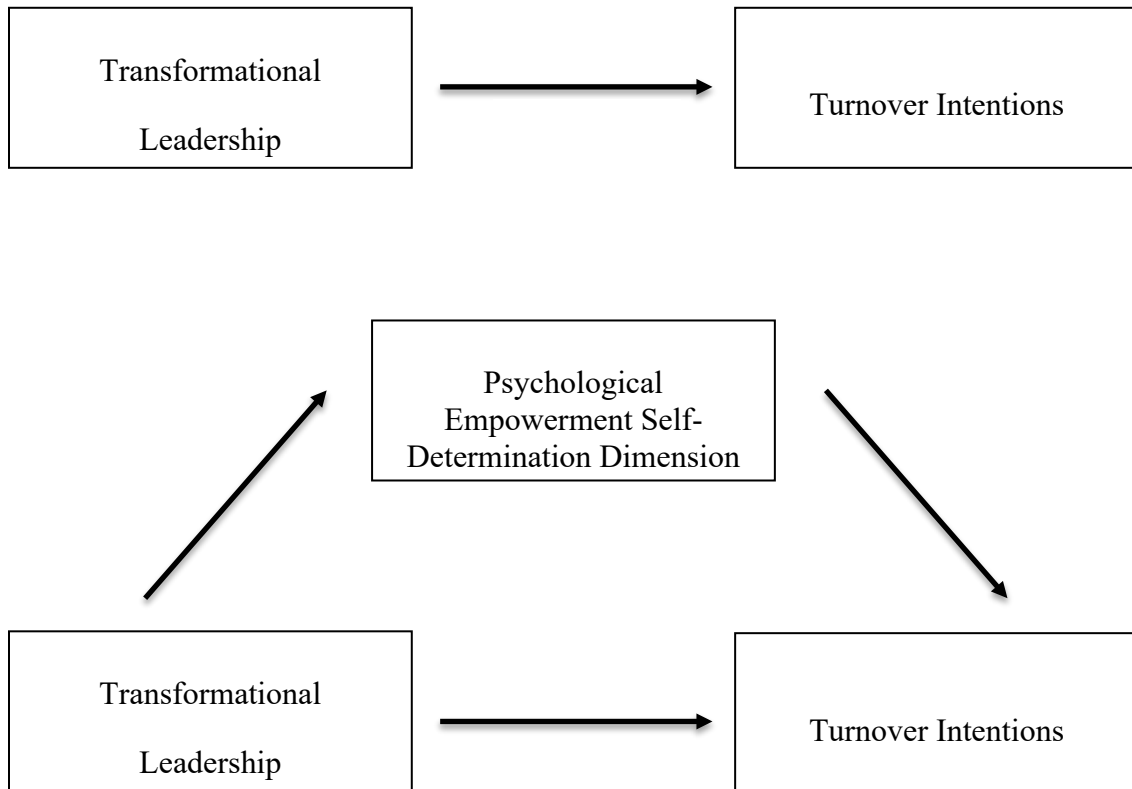
*Psychological Empowerment - Competence as the Mediator of the Relationship
Between Transformational Leadership and Turnover Intentions.*



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Figure 9

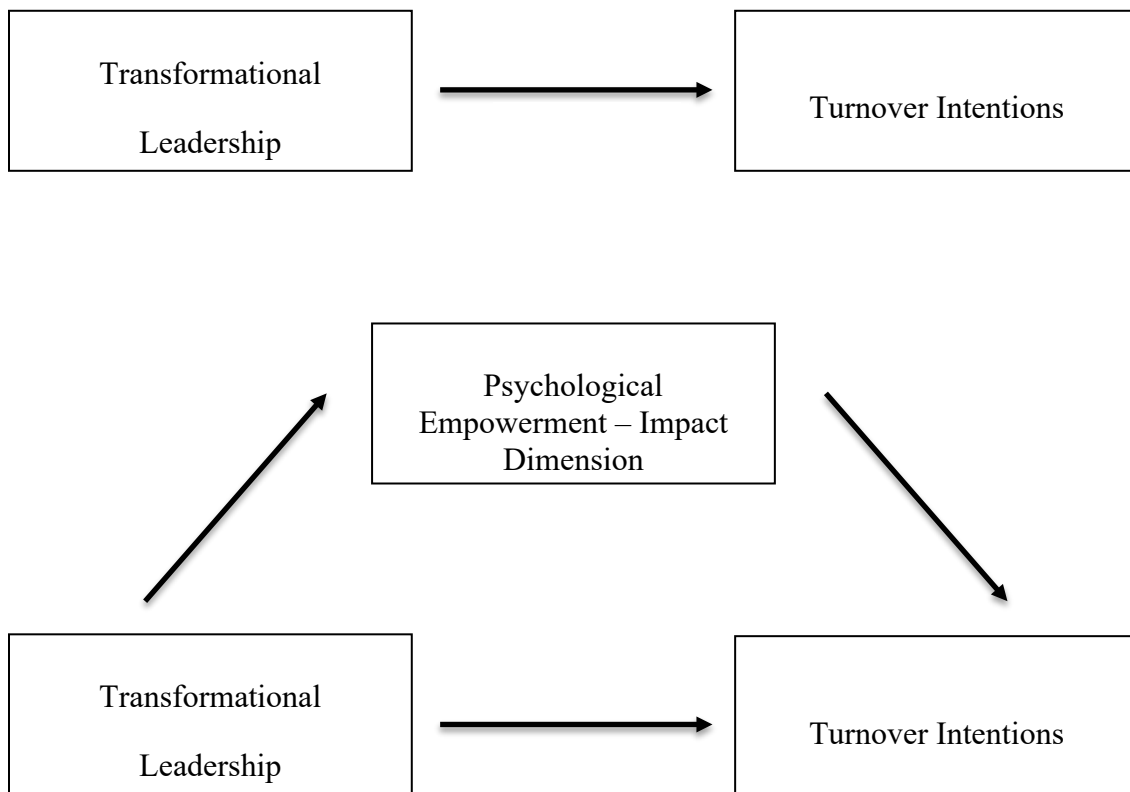
Psychological Empowerment – Self-Determination as the Mediator of the Relationship Between Transformational Leadership and Turnover Intentions.



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Figure 10

Psychological Empowerment as the Mediator of the Relationship Between Transformational Leadership and Turnover Intentions.



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Table 9

Relationship Between Transformational Leadership and Turnover Intentions as Mediated by Psychological Empowerment – Meaning.

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Transformational Leadership—Turnover Intentions (<i>c</i>)				
	-0.78 (.13)	-5.77***	-1.05	-.51
Transformational Leadership—Psychological Empowerment - Meaning (<i>a</i>)				
	.31 (.11)	2.81**	.09	.53
Transformational Leadership—Psychological Empowerment – Meaning—Turnover Intentions (<i>b</i>)				
	-.46 (.10)	-4.25***	-.67	-.24
Transformational Leadership—Turnover Intentions (<i>c'</i>)				
	-.63 (.13)	-4.89***	-.89	-.38
Indirect Effect				
Transformational Leadership—Psychological Empowerment – Meaning—Turnover Intentions (<i>ab</i>)				
	-.14 (.06)		-.27	-.04

Note. *N* = 111. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and turnover intentions as mediated by psychological empowerment - meaning. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

p* < .05, *p* < .01, ****p* < .001

Table 10

Relationship Between Transformational Leadership and Turnover Intentions as Mediated by Psychological Empowerment – Competence.

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Transformational Leadership—Turnover Intentions (<i>c</i>)				
	-0.78 (.13)	-5.77***	-1.05	-.51
Transformational Leadership—Psychological Empowerment – Competence (<i>a</i>)				
	-0.05 (.06)	-0.85	-.19	.07
Psychological Empowerment – Competence —Turnover Intentions (<i>b</i>)				
	-.29 (.19)	-1.53	-.67	.08
Transformational Leadership—Turnover Intentions (<i>c</i> ')				
	-.80 (.13)	-5.91***	-1.06	-.53
Indirect Effect				
Transformational Leadership—Psychological Empowerment – Competence —Turnover Intentions (<i>ab</i>)				
	.01 (.02)		-.01	.09

Note. *N* = 111. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and turnover intentions as mediated by psychological empowerment - competence. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

p* < .05, *p* < .01, ****p* < .001

Table 11

Relationship Between Transformational Leadership and Turnover Intentions as Mediated by Psychological Empowerment – Self-Determination.

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Transformational Leadership—Turnover Intentions (<i>c</i>)				
	-0.78 (.13)	-5.77***	-1.05	-.51
Transformational Leadership—Psychological Empowerment – Self-Determination (<i>a</i>)				
	.37 (.09)	4.14***	.19	.56
Transformational Leadership—Psychological Empowerment – Self-Determination —Turnover Intentions (<i>b</i>)				
	-.22 (.14)	-1.57	-.50	.05
Transformational Leadership—Turnover Intentions (<i>c</i> ')				
	-.69 (.14)	-4.82***	-.98	-.41
Indirect Effect				
Transformational Leadership—Psychological Empowerment – Self-Determination —Turnover Intentions (<i>ab</i>)				
	-.08 (.05)		-.19	.00

Note. *N* = 111. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and turnover intentions as mediated by psychological empowerment – self-determination. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

p* < .05, *p* < .01, ****p* < .001

Table 12

Relationship Between Transformational Leadership and Turnover Intentions as Mediated by Psychological Empowerment – Impact.

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Transformational Leadership—Turnover Intentions (<i>c</i>)				
	-0.78 (.13)	-5.77***	-1.05	-.51
Transformational Leadership—Psychological Empowerment – Impact (<i>a</i>)				
	.49 (.12)	4.05***	.25	.74
Psychological Empowerment – Impact — Turnover Intentions (<i>b</i>)				
	-.24 (.10)	-2.33*	-.44	-.03
Transformational Leadership—Turnover Intentions (<i>c</i> ')				
	-.66 (.14)	-4.64***	-.94	-.38
Indirect Effect				
Transformational Leadership—Psychological Empowerment – Impact — Turnover Intentions (<i>ab</i>)				
	-.12 (.05)		-.24	-.01

Note. *N* = 111. This table shows the path coefficients and indirect effect for the relationship between transformational leadership and turnover intentions as mediated by psychological empowerment - impact. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

p* < .05, *p* < .01, ****p* < .001

Discussion

Transformational leadership has been linked to many positive organizational outcomes, such as affective organizational commitment (Avolio et al., 2004) and reduced turnover intentions (Vandenberghe et al., 2002). Affective organizational commitment has been found to have a positive relationship with several favorable work outcomes (Chen et al., 2006; Cooper-Hakin & Viswesvaran, 2005; Mathieu & Zajac, 1990; Meyer & Allen, 1997; Meyer, et al., 2002; Riketta, 2002; Yousef, 2000). In addition, managing turnover is important because a high amount of involuntary turnover has many negative effects on the organizations due to the high cost of replacing the employee (Jex & Britt, 2008) and the loss of tangible and intangible knowledge (Kinnear & Sutherland, 2000). However, few studies have examined the underlying mechanism of why transformational leadership is related to these outcomes. Therefore, this study proposed and tested whether psychological empowerment would act as a mediator of the relationship between transformational leadership and the outcome of affective organizational commitment and turnover intentions.

Summary of Findings

Hypothesis 1a stated that employee psychological empowerment would mediate the relationship between transformational leadership and affective organizational commitment. The results partially supported the hypothesis because the relationship between transformational leadership and affective organizational commitment was only partially mediated by psychological empowerment. These results indicate that employees with managers who possess transformational qualities such as articulating a compelling vision of the future and fostering an environment where they feel that their individual effort makes a

difference in achieving the purpose of the task or influencing strategic, administrative, or operating organizational outcomes are more likely to have greater levels of psychological empowerment, which increases their levels of affective organizational commitment. These findings are consistent with similar research by Avolio et al. (2004) who found that psychological empowerment mediated the relationship between transformational leadership and affective organizational commitment among nurses in a public hospital in Singapore. Yet, even after controlling for psychological empowerment, there was still a direct significant relationship between transformational leadership and affective organizational commitment. This demonstrates that employees with transformational leaders are still more likely to feel a sense of emotional attachment to their organization, regardless of their levels of psychological empowerment.

A reason that psychological empowerment may mediate the relationship between transformational leadership and affective organizational commitment is because the leader is able to provide and shape positive work experiences that increase an employee's sense of meaning and impact in their organization. The leader does this by inspiring those around them and getting their team around a shared vision or goal. By creating a compelling vision of the future, they are able to provide meaning to their job or task. Experiencing one's life as meaningful has been identified as a central component of human well-being, with many activities revolving around the pursuit of a sense of meaning (Hu & Hirsh, 2017). For this reason, it would make sense that employees would desire to work at a job or organization that provides them with a deeper sense of purpose or value. Additionally, having a leader whom one can trust to put their follower's needs ahead of their own encourages a sense of

impact as leaders have the power to influence organizational systems. Having a meaningful job means nothing if they do not have the means to fulfill their goals or make an impact on the outcome. Due to these positive cognitions cultivated by their manager, the employee in turn will be more likely to reciprocate by being committed to the organization.

Hypothesis 1b stated that employee psychological empowerment would mediate the relationship between transformational leadership and turnover intentions. The results partially supported the hypothesis because the relationship between transformational leadership and turnover intentions was only partially mediated by psychological empowerment. These results indicate that employees with transformational leaders, are more likely to feel empowered, which in turn makes them less likely to leave the organization. Yet, even after controlling for psychological empowerment, there was still a direct significant relationship between transformational leadership and turnover intentions. This demonstrates that employees with transformational leaders are still less likely to leave the organization, regardless of their levels of psychological empowerment.

Similar to the results of Hypothesis 1a, the leader is able to cultivate perceptions of meaning and impact which in turn makes them less likely to leave the organization. This is consistent with survey finding by Betterup Labs (2018) which found that employees who said their jobs are "highly meaningful" were 69 percent less likely to quit in the next six months. They are even willing to turn down higher paying jobs in order to remain in a meaningful position (Hu & Hirsh, 2017). Additionally, having a sense of impact generated by their manager makes them less likely to leave the organization.

To see whether the four dimensions of psychological empowerment (meaning, competence, self-determination, & impact) equally mediated the relationship between transformational leadership and outcomes (affective organizational commitment and turnover intentions), I examined each of the dimensions of psychological empowerment individually and conducted a mediation analysis for each dimension. Results showed that only the meaning and impact dimension partially mediated the relationship between transformational leadership and affective organizational commitment and turnover intentions. Neither the competence nor self-determination dimension mediated the relationships.

A possible explanation that the meaning and impact dimension partially mediated the relationship between transformational leadership and affective organizational commitment and turnover intentions is employee's motivation to experience a sense of meaning in their work lives (Hu & Hirsh, 2017). While on the one hand, work can provide a sense of economic security through financial reward, on the other, work can also provide an individual with a sense of purpose, meaning, and identity (Pratt & Ashforth, 2003; Rosso et al., 2010; Ryan & Deci, 2001). The desire to experience a sense of meaning in one's actions has been theorized as one of the primary sources of work motivation (Hackman & Oldham, 1980; Barrick et al., 2013). Furthermore, by having open communication and putting their teams ahead of themselves, transformational leaders are able to help their employees achieve a sense of impact. This sense of meaning and impact may then be reciprocated by employees through increasing their levels of attachment to and decreasing the likelihood of intention to leave the organization.

Competence, or a person's confidence in his or her ability to do the job and self-determination, or an individual's sense of autonomy on the initiation or continuation of work behaviors or processes did not mediate the relationship between transformational leadership and affective organizational commitment and turnover intentions. This may be because competence is more closely tied to a person's self-image and may not be easily influenced by their manager as it is constructed over time by repeated successes or failures. Additionally, self-determination may also not mediate the relationship as having autonomy over one's job or task may be tied to personal preference. While some individuals prefer to have control over how tasks are completed, it may not be as important to others, or they may even prefer to follow instructions instead.

Theoretical Implications

This research broadens the literature on transformational leadership in numerous ways. There are considerable studies that have looked at the outcomes of transformational leadership, but few have looked at the mechanism of why transformational leadership has a relationship with these outcomes. This study is one of the few that has tried to investigate the little black box and try to understand the psychological mechanism of why transformational leadership is related to affective organizational commitment and turnover intentions. This study found that psychological empowerment partially mediated the relationship between transformational leadership and affective organizational commitment and turnover intentions. This indicates that employees who feel empowered by their transformational managers are more likely to have an emotional attachment to their organization and be less likely to leave their organization.

Additionally, I found that only the meaning and impact dimension of psychological empowerment mediated the relationship between transformational leadership and the outcomes of affective organizational commitment and turnover intentions. This signifies that not all subdimensions of psychological empowerment are equally important. Not all dimensions may be linked to work behavior, or some dimensions may have a stronger influence on certain outcomes as compared to others. They may also be context-specific and may vary across culture, geographies, industries, and jobs (Singh & Sarkar, 2018). This poses the question whether psychological empowerment should be seen as a unitary construct, or whether it instead should be looked at from individual dimensions. Singh and Sarkar (2018) found similar results when investigating whether all dimensions of psychological empowerment would be related to innovative behavior. They found that only the meaning and self-determination dimension was a precursor to innovative behavior. This suggests that each subdimension has a unique pattern of relationships with outcome variables. This demonstrates the need to explore each dimension of psychological empowerment individually, as the different dimensions may relate differently in terms of their relationships with distinct antecedents and outcome variables.

Practical Implications

The results of the current study offer several practical implications for organizations looking to understand what keeps their employees committed to the organization and how to prevent undesirable turnover. Firstly, the findings demonstrate that managers who display

transformational leadership are more likely to have employees who are affectively committed and are less likely to have turnover intentions. This is important for organizations as it is found that having a committed workforce has many favorable work outcomes such as increased job satisfaction, job involvement, increased job performance (Chen et al., 2006; Cooper-Hakin & Viswesvaran, 2005; Mathieu & Zajac, 1990; Meyer & Allen, 1997; Yousef, 2000), OCBs (Meyer et al., 2002; Riketta, 2002), and lowered absenteeism (Mathieu & Zajac, 1990; Meyer et al., 2002) to name a few. Additionally, managing involuntary turnover is important as high amounts of turnover can be very costly to organizations (Gallup, 2019). Not only is it expensive to replace employees, but turnover can mean loss of tangible and intangible knowledge (Kinnear & Sutherland, 2000) which may have a direct effect on the long-term success of the organization.

Secondly, it was found that the relationship between transformational leadership and the outcomes of affective organizational commitment and turnover intentions is mediated through the mechanism of psychological empowerment. I also found that not every dimension of psychological empowerment was needed to achieve these desired outcomes. Specifically, it was found that only the meaning and impact dimensions partially mediated the relationship between transformational leadership and affective organizational commitment and turnover intentions. Neither the competence nor self-determination dimension mediated the relationships. Knowing this allows managers to focus on the aspects of psychological empowerment that impacts the desired behavior of increased affective organizational commitment and reduced turnover intentions, such as increasing their employees' sense of meaning and impact in the organization. This can be done by openly

discussing the organization's mission and vision of the future and communicating how their work contributes to this shared goal.

By pinpointing the aspects of psychological empowerment to focus on allows manager to make better use of their time and resources to focus on what would make a difference in their desired outcomes. In today's highly competitive and fast-paced work environment, it is important to keep the employee's affection and presence. Managers do not have the means to misuse time and resources on strategies that will not make a difference.

Strengths, Limitations, and Future Research

The present study has several strengths. First, this is one of the first studies that attempts to understand the underlying mechanism between transformational leadership and the outcomes of affective organizational commitment and turnover intentions. This was accomplished by examining the mediating role of psychological empowerment between transformational leadership and outcomes. The study found that psychological empowerment partially mediated the relationship between transformational leadership and affective organizational commitment and turnover intentions. Because psychological empowerment only partially mediated the relationship, future studies can explore other mechanisms that may mediate the relationship between transformational leadership and affective organizational commitment and turnover intentions, such as job satisfaction, organizational justice, or employee engagement.

Finally, this study looked at the subdimensions of psychological empowerment to investigate whether they would equally mediate the relationship and found only the meaning and impact subdimension partially mediated the relationship. Competence and self-

determination did not mediate the relationship, highlighting that not all dimensions of psychological empowerment are necessary and that some dimensions may have a greater impact on certain outcomes over others. This demonstrates a need for future research to explore the different dimensions of psychological empowerment and how they relate to different employee outcomes such as performance, OCBs, or team cohesion.

Despite the strengths of the study, there were also some limitations. First, the sample was mainly composed of individuals between the ages of 25 and 34 years old, and those with relatively short tenure. This was likely due to the use of my personal networks as a means of gathering data. Therefore, I cannot make confident claims about the generalizability of findings as it relates to age and tenure.

Second, the data for the study were collected during the COVID-19 pandemic, a time where many participants experienced disruptions in their work environments such as being laid-off, furloughed, required to do remote work, or experienced general fear and anxiety of losing one's job. In addition to the stressors at work, there were stressors outside of the work environment such as fear of catching the virus or having loved ones catch it. The presence of these disruptions may have altered their responses. For example, the subdimension of self-determination may have not been significant because the introduction of remote work on a mass scale made it more likely for participants to currently have more autonomy over the way they choose to work. Additionally, the large number of casualties due to the virus may have fortified the idea that life is short and may have increased the significance of the meaning subdimension of psychological empowerment. Due to these reasons, future research

once the pandemic is over is necessary in order to confirm whether the same results would hold even after employees return to their pre-pandemic work arrangements.

Conclusion

The purpose of the current study was to examine the mediating role of psychological empowerment on the relationship between transformational leadership and affective organizational commitment and turnover intentions. The results of this research demonstrated that psychological empowerment partially mediated the relationship between transformational leadership and affective organizational commitment and turnover intentions, particularly through the dimensions of meaning and impact; the dimensions of competence and self-determination did not mediate the relationship between transformational leadership and affective organizational commitment and turnover intentions. Due to these findings, it is important to continue exploring the positive outcomes of transformational leadership and how psychological empowerment mediates the outcomes.

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Appendix

Demographic Questions

1. Are you currently employed?
 - a. I am not currently employed
 - *If “I am not currently employed” is selected they will be directed to the End of Survey page*
 - b. I am currently employed, working 40 or more hours per week
 - c. I am currently employed, working 1– 39 hours per week

2. How long have you been employed at your current company?
 - a. Less than 6 months
 - *If “less than 6 months” is selected, they will be directed to the End of the Survey page*
 - b. 6 months to 1 year
 - c. 1 to 3 years
 - d. 4 to 6 years
 - e. 7 to 10 years
 - f. More than 10 years

3. Do you have a manager or a supervisor?
 - a. Yes
 - b. No
 - *If “No” is selected, they will be directed to the End of the Survey page*

4. Which of the following best describes the industry in which you work?
 - a. Computer Software/ Electronics
 - b. Education
 - c. Engineering / Architecture
 - d. Entertainment, Media, Recreation
 - e. Finance / Insurance
 - f. Food Service
 - g. Healthcare / Pharmaceutical
 - h. Legal
 - i. Manufacturing
 - j. Real Estate

- k. Sales / Retail
- l. Other (please specify): _____

- 5. What is your age?
 - a. 18 to 24 years
 - b. 25 to 34 years
 - c. 35 to 44 years
 - d. 45 to 54 years
 - e. 55 to 64 years
 - f. Over 64 years

- 6. What is your gender?
 - a. Male
 - b. Female
 - c. Nonbinary
 - d. Prefer not to self-describe

Scale Items

Transformational Leadership

- 7. My manager talks about their most important values and beliefs.
- 8. My manager specifies the importance of having a strong sense of purpose
- 9. My manager emphasizes the importance of having a collective sense of mission.
- 10. My manager re-examines critical assumptions to question whether they are appropriate
- 11. My manager suggests new ways of looking at how to complete assignments.
- 12. My manager gets me to look at problems from many different angles.
- 13. My manager talks optimistically about the future.
- 14. My manager talks enthusiastically about what needs to be accomplished.
- 15. My manager articulates a compelling vision of the future.
- 16. My manager treats me as an individual rather than just as a member of a group.
- 17. My manager spends time teaching and coaching.
- 18. My manager helps me to develop my strengths.

Affective Commitment

- 19. I would be happy to spend the rest of my career with this organization.
- 20. I feel that this organization's problems are my own.

21. This organization has a great deal of personal meaning to me.

Turnover Intentions

22. I think a lot about leaving the organization.

23. I am actively searching for an alternative to the organization.

24. As soon as it is possible, I will leave the organization.

Psychological Empowerment

Meaning

25. The work that I do is important to me.

26. My job activities are personally meaningful to me.

27. The work I do is meaningful to me.

Competence

28. I am confident about my ability to do my job.

29. I have mastered the skills necessary for my job.

30. I am self-assured about my capabilities to perform my work activities.

Self-determination

31. I have significant autonomy in determining how I do my job.

32. I can decide on my own how to go about doing my own work.

33. I have considerable opportunity for independence and freedom in how I do my job.

Impact

34. My impact on what happens in my department is large.

35. I have a great deal of control over what happens in my department.

36. I have significant influence over what happens in my department.