**Psychological Empowerment Instrument**
**Listed below are a number of self-orientations that people may have with regard to their work role. Using the following scale, please indicate the extent to which you agree or disagree that each one describes your self-orientation.**

| | | |
|---|---|---|
| A. Very Strongly Disagree | | E. Agree |
| B. Strongly Disagree | D. Neutral | F. Strongly Agree |
| C. Disagree | | G. Very Strongly Agree |

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

_____ The work that I do is important to me.

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

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

_____ My job activities are personally meaningful to me.

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

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

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

_____ I have mastered the skills necessary for my job.

_____ The work I do is meaningful to me.

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

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

The scale is composed of 4 subdimensions: meaning, competence, self-determination, and impact. You may use the subdimensions individually (taking the mean of the 3 items measuring one dimension) or take the mean of the 4 subdimension means to create an overall empowerment score. The validation of the instrument is described in Spreitzer (1995; 1996). The instrument has been used successfully in more than 50 different studies in contexts ranging from nurses to low wage service workers to manufacturing workers.

The validity of the instrument is very good. Test retest-reliability has been shown to be strong and validity estimates for the dimensions are typically around .80. More information on the empowerment profiles for different contexts and norm data for the empowerment dimensions can be found in Spreitzer and Quinn (2001).

References
Spreitzer, Gretchen M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. Academy of Management Journal, 38(5): 1442-1465.

Spreitzer, Gretchen M. (1996). Social structural characteristics of psychological empowerment. Academy of Management Journal, 39(2): 483-504.

Spreitzer, Gretchen M., & Quinn, Robert E. 2001. A Company of Leaders: Five Disciplines for Unleashing the Power in your Workforce. San Francisco: Jossey-Bass.
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## Empowerment Norming Scores

|  | Meaning | Competence | Self-Determination | Impact | Empower |
|---|---|---|---|---|---|
| **Lowest 5%** | 3.67 | 4.33 | 3.67 | 2.00 | 4.17 |
| **10%** | 4.67 | 4.50 | 4.33 | 2.67 | 4.50 |
| **15%** | 4.80 | 4.75 | 4.67 | 3.00 | 4.69 |
| **20%** | 5.00 | 5.00 | 4.75 | 3.33 | 4.83 |
| **25%** | 5.25 | 5.25 | 4.85 | 3.67 | 5.00 |
| **30%** | 5.33 | 5.33 | 5.00 | 4.00 | 5.08 |
| **35%** | 5.50 | 5.51 | 5.30 | 4.33 | 5.19 |
| **40%** | 5.67 | 5.67 | 5.33 | 4.67 | 5.33 |
| **45%** | 5.75 | 5.71 | 5.50 | 4.82 | 5.42 |
| **50%** | 5.91 | 5.75 | 5.67 | 5.00 | 5.50 |
| **55%** | 6.00 | 5.82 | 5.72 | 5.03 | 5.58 |
| **60%** | 6.11 | 6.00 | 5.75 | 5.33 | 5.67 |
| **65%** | 6.22 | 6.25 | 5.93 | 5.50 | 5.81 |
| **70%** | 6.33 | 6.33 | 6.00 | 5.67 | 5.88 |
| **75%** | 6.50 | 6.50 | 6.08 | 5.78 | 6.00 |
| **80%** | 6.67 | 6.67 | 6.33 | 6.00 | 6.08 |
| **85%** | 6.78 | 6.75 | 6.38 | 6.35 | 6.19 |
| **90%** | 6.89 | 6.91 | 6.67 | 6.50 | 6.38 |
| **Highest 95%** | 7.00 | 7.00 | 7.00 | 7.00 | 6.58 |