

## 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.
- \_\_\_ My job activities are personally meaningful to me.
- \_\_\_ I have a great deal of control over what happens in my department.
- \_\_\_ I can decide on my own how to go about doing my own work.
- \_\_\_ I really care about what I do on my job. \*
- \_\_\_ My job is well within the scope of my abilities. \*
- \_\_\_ I have considerable opportunity for independence and freedom in how I do my job.
- \_\_\_ I have mastered the skills necessary for my job.
- \_\_\_ My opinion counts in departmental decision-making.\*
- \_\_\_ 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.
- \_\_\_ I have a chance to use personal initiative in carrying out my work. \*

- Items which can be dropped for a 12 item scale with three items per dimension. The 12 item version has been found to be highly reliable and valid.

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 proven. 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.  
*Translated into Chinese by JWS-Hong Kong. Translated into Dutch by Thema B.V.*