

## 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	D. Neutral	E. Agree
B. Strongly Disagree		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.

## Empowerment Norms

	Meaning	Competence	Self-Determ	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

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### Empowerment Norming Scores

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