

# Empowering Leadership and Employee Attitudes, Behaviors, and Well-Being: Enabling, or Burdening?

Anna Conides (MSc Candidate, Management), and Dr. Alexandra Panaccio (Supervisor)

## Empowering Leadership

- Definition: supports the development of self-management and self-leadership skills by providing employees with power and responsibility
- Sometimes associated with **positive** organizational outcomes: increased job satisfaction and commitment, intrinsic motivation, and performance ...
- But not always! Sometimes, there seems to be a **burdening effect**: for instance, after a point, very high levels of empowering leadership can lower employee performance (curvilinear relationship)  
→ Why? For whom? Under what conditions?  
More research is needed!

## Background

- Self-determination theory: says the best “type” of motivation is autonomous motivation – it is associated with positive employee outcomes
- Autonomous motivation comes from the satisfaction of three basic needs, the most important one being the **need for autonomy**
- Empowering leaders in particular may provide autonomy-supportive work environment, which should increase autonomous motivation and, in turn, lead to greater extra-role behavior, well-being and lower turnover intention
- However, this may depend on follower personality: employees who are **proactive** and have **high self-efficacy** may benefit from a high degree of autonomy more than those who are not.

## Research Question

What are the effects of an **empowering leader** on subordinate motivation, extra-role behavior, well-being, and turnover intention, and does subordinate personality matter?

## Research Model



## Hypotheses

- H1a: Enabling EL will promote autonomous motivation in subordinates  
H1b: The enabling aspect of EL will result in increased extra-role behaviors through enhanced autonomous motivation  
H1c: The enabling aspect of EL will result in greater well-being through enhanced autonomous motivation  
H1d: The enabling aspect of EL will result in decreased turnover intention through enhanced autonomous motivation
- H2a: Burdening EL will promote controlled motivation in subordinates  
H2b: The burdening aspect of EL will result in decreased extra-role behaviors through the experience of controlled motivation  
H2c: The burdening aspect of EL will result in lesser well-being through the experience of controlled motivation  
H2d: The burdening aspect of EL will result in increased turnover intention through the experience of controlled motivation
- H3a: The relationship between leadership and motivation will be moderated by perceived self-efficacy and proactive personality  
H3b: Mediating effect will be strengthened by an increase in moderator

## Methods

- Online questionnaire (Time 1 and Time 2)
- Sample: employees from various organizations
- Measures: instruments with Likert-type scales
- Control variables: age, gender, organizational tenure, personality variables

## Next Steps

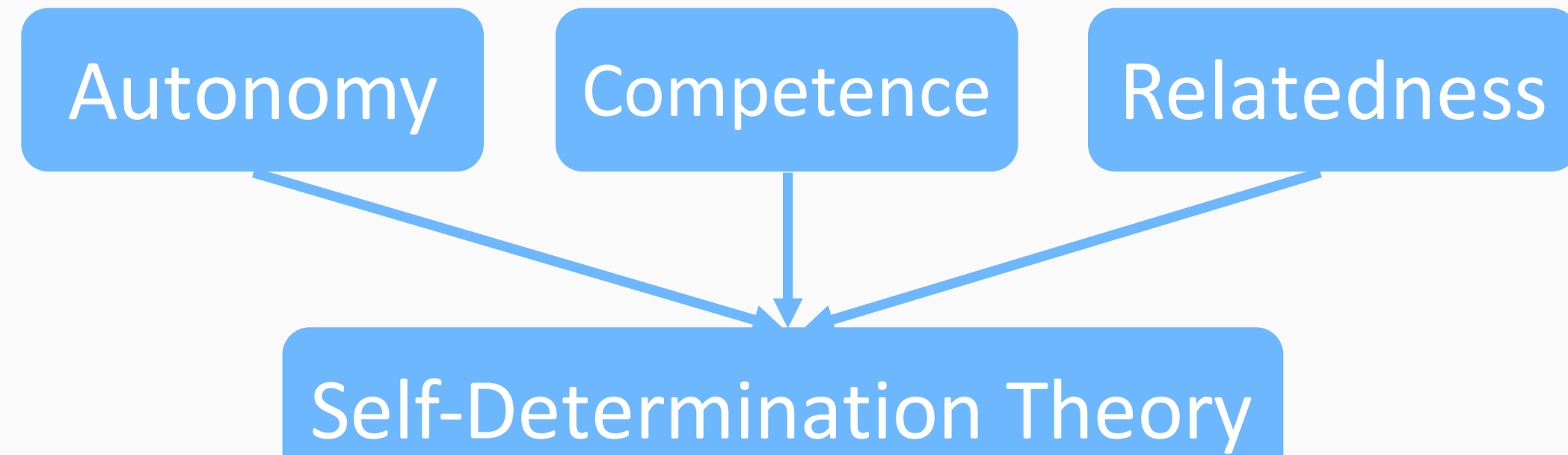
- Proposal defense
- Data collection: contact company representatives to request permission for data collection
- Run preliminary statistical analyses
- Collect data at Time 2
- Run subsequent statistical analyses

## Contributions

- Improved understanding of empowering leadership (enabling and burdening effects)
- Knowledge of the effects of empowering leadership on well-being, stress, burnout
- The roles that self-efficacy and personality characteristics play in this relationship
- Improved management and organizational environment, and performance

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(Deci & Ryan, 2000)