

Job Resources and Work Engagement. The Mediating Role of Psychological Empowerment.

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Abstract

According to the Job Demands-Resources Model, it can be assumed that job resources are an important factor leading to work engagement. Research has shown that psychological empowerment is also an important psychosocial factor. Empowerment is defined as intrinsic motivation manifested in an individual's orientation to his or her work role. Our hypotheses concern the relationship of the three types of job resources (social community, possibilities for development, and influence) to the four dimensions of psychological empowerment and work engagement. As found in prior research, job resources are predicted to have a direct path to engagement. In addition, we predict that empowerment will mediate the relationship of job resources with engagement. 200 employees aged 18-35 employed in direct contact with customers participated in the study. Job resources were measured with the Copenhagen Psychosocial Questionnaire (COPSOQ II) subscales. Empowerment was measured with the Psychological Empowerment Instrument. Work Engagement was measured with the Utrecht Work Engagement Scale. The analysis conducted by using regression models confirmed that examined job resources are associated with work engagement and confirmed the mediating role of the four types of empowerment. The results are discussed in the paradigm of the Job Demands-Resources Model and presented a practical value.

Keywords: Job Demands-Resources Model, Leadership, Organizational Psychology, Positive Psychology, Regression