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Psychological Empowerment at Workplace: An Approach to Enhance Individual Creativity and Firm Innovativeness among Employees

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Abstract

Psychological empowerment within the workplace serves as a pivotal determinant of innovative behavior. This research endeavors to elucidate the mediating role of psychological empowerment in the nexus between individual creativity and organizational innovativeness. A cohort of 300 employees hailing from both governmental and private sectors in Multan was meticulously selected for this study. Utilizing a self-administered questionnaire, participants were assessed on dimensions of psychological empowerment, individual creativity, and firm innovativeness. Data were meticulously analyzed employing SPSS version 22. The empirical evidence unearthed a salient positive correlation between individual creativity, psychological empowerment, and organizational innovativeness. Moreover, the study discerned that psychological empowerment acts as a mediator in the association between individual creativity and organizational innovativeness. Consequently, the research posits that augmenting psychological empowerment

through targeted interventions can significantly amplify both individual creativity and organizational innovation.

Keywords: Psychological Empowerment, Meaning, Competence, Self-determination, Impact, Individual Creativity, Firm Innovativeness

Introduction

In order to stay competitive in today's riotous economic system, Varies in business environs have forced organizations to revaluation the system of management and psychological empowerment, creativity and innovativeness has become fundamental subjects across an assortment of projects, businesses, industries and organizations. In 1980's Kurt Lewin introduced the concept of empowerment, who notices that changes in employees were made in accordance to employees own decisions (Dogan, 2006). Empowerment viewed as a motivational process (Conger & Kanungo, 1988). Empowerment is a key component in the development of flexible in system of organization. Empowerment is regarded as a scheme to develop a flexible organization that is able to adapt a change in external environment (Himmet Karadal, 2008). Empowerment is considered as a solution to controlled or governed workplaces where creativity was smothered and employees were alienated, showing discontent both individually and collectively. Empowered and devoted employees, functioning effectively in the organizations (Rawat, 2011).

In general, empowerment is the reinforcing stimulus for the self-confidence of employees and gives employees more liberty, obligation and prudence (Sahoo et al, 2010). Different approaches and views related to empowerment were here. Employee empowerment, psychological empowerment, organizational empowerment are the different forms of empowerment (Bolat et al, 2009).

Across the board enthusiasm for psychological empowerment comes when worldwide rivalry and change re quire worker activity, development and execution (Spreitzer, 1995; Drucker, 1988). A few definitions of psychological empowerment were developed and they in like manner include the providing employees with the control, freedom, and the information to

participate in the decision-making process and organizational matters (Conger & Kanungo, 1988; Randolph, 2000; Spreitzer, 1995; Thomas & Velthouse, 1990; Wilkonson, 1998; Daft, 2001). Some researchers focus on psychological aspects of employees (Conger & Kanungo, 1988, Thomas and Velthouse, 1990, Spreitzer, 1995). They characterized empowerment more extensively as high level of intrinsic task motivation, a series of four cognitive processes play orientation of the individual to his/her work role: meaning, competence, self-determination and the impact (Spreitzer, 1995). Consolidating of the two domains psychological and organizational, employee empowerment might be seen as a cognitive and subjective state, psychologically empowered experience with the division of power, the competence and the value of internalization of the organizations (Chang & Liu, 2008).

Creative behavior is characterized as a behavior that outcomes in distinguishing unique and the better approaches to accomplish some aim (Amabile, 1988; Abbey & Dickson, 1983) and the development of solutions for the problems in connection with the employment that are estimated in the new and suitable circumstance (Shalley, 1995). Subsequently, it is the basis of organizational creativity and innovation, experts and researchers have the emphasis on individual creativity, and how workplaces can encourage workers creativity and innovativeness specifically (Abbey, Dickson, 1983; Amabile, 1988, 1996; Woodman, Sawyer, & Griffin, 1993; Shalley, 1995; Shalley et al., 2000; Amabile et al., 1996; Cummings, Oldham, 1997). In general, for firm innovativeness literature on Organizational behavior stressed the individual characteristics as determining factors. Yet just a small elite group of researchers investigated the effects of the individual creativity on firm innovativeness (Bharadwaj & Mennon; Gümüşlüoğlu & İlsev, 2009). In this regard, the creativity of the teams and individuals is a beginning stage for innovation (Amabile et al., 1996) and individual creativity is the basis of creativity and innovation of the organization (Amabile, 1988).

Employees with high creativity probably find clients shrouded needs and to take care of their issues innovatively and adequately, last instance create a higher performance (Grewal et al,

2009). Consequently, creativity alludes to the execution of originaive thoughts borne in a context of the organization setting (Lumpkin & Dess, 2001), Creativity is essentially portrays the improvement of thoughts regarding processes and merchandise that are novel and potentially helpful for the organization (Shalley, 2004).

Existing reviews underline an assortment of conditions important to promote individual creativity (Amabile, 1988; Woodman, Sawyer, Griffin, 1993; Shalley, et al, 2000) in particular they propose three main elements for individual creativity for the members of organization: competencies, creative thinking skills and intrinsic motivation (Amabile, 1997). The competence refers to the knowledge, skills and ability of workers to provide creative contributions to their fields. Creative-thinking skills include cognitive styles (for example, the divergent thinking, ideational fluency), as well as personality traits that influence these creative thinking skills. Task motivation refers to the desire to work in something, because that is something interesting, involving, exciting and rewarding, or personally demanding. Task motivation is crucial in transforming the creative potential in real creative ideas. Late reviews affirm that high level of competencies, creative thinking skills and intrinsic motivation related to high creativity.

Nickerson (1999) likewise has some essential suppositions about individual creativity. He recognizes that critical and creative thinking are two sides of a similar coin. At the other side, he asserts that individuals who are often very creative also have a skill of critical thinking. Creative thinking comes about with producing unique thoughts, exceptional methodologies and novel points of view (Shehata et al., 2023). Critical thinking assesses which provides creative ideas, themes chances of acceptability criteria, and selects between them some for its consideration. Assessment and generation of the idea happen pretty much at the same time and persistently in the context of creative activity (Nickerson, 1999).

In addition, Oldham and Cummings (1996), individual creativity, provides the necessary basis for a strong innovation. Employees with creativity are the individuals who have a tendency to recognize novel products and open doors for new items. They may discover new utilization for

existing strategies or types of gear, or produce novel however practicable business related thoughts. These individuals simply don't concoct imaginative arrangements and champion thoughts to issues, yet they additionally create fruitful arrangements for the usage of these innovative arrangements and new thoughts. Innovativeness at individual level, by thought era and usage, is probably going to come about with the improvement of imaginative items at the authoritative level (Gümüşlüoğlu & İlsev, 2009). In this sense, the applicable writing recommends that individual imagination shapes the reason for authoritative inventiveness and creativity (Amabile et al., 1996; Shalley and Gilson, 2004). In this way, we anticipate that individual creativity positively associated with firm innovativeness.

Innovation has been characterized in a few distinctive courses in the writing (Raza, Khalique, et al., 2023). It is not just characterized as the conceptualization of another product or administration, additionally as the fruitful presentation of new strategies, systems, honours, or new or changed items and administrations. Innovation can likewise be considered as a procedure in which employees learning and significant thoughts are changed into new types of included an incentive for the association and its partners (Dasgupta & Gupta, 2009).

Innovation, in its cutting edge sense, has guaranteed its place inside the writing as innovativeness (Eraslan et al., 2008) and the word Innovation, has its foundations in the Latin word innovatio. The word, which signifies "to change," "to contrast," and "to reestablish," comprises of in signifying "inside" and novare signifying "restore, new." It was first utilized as a part of English in 1588, and it is just in the 1990s that it came into utilization in Turkey (Akalin, 2007).

As per another definition, innovativeness is the distinctive utilization of a thought, a device, a framework, an arrangement and program, an item or administration surprisingly, contrasted with its prior utilizations and procedures (Güles and Bülbül, 2002). Innovativeness is a delivering new thought, procedures and administrations, tolerating generation and its application, commercializing of imaginative thoughts and the exertion of driving an endeavor to making

change (Drucker, 1985). Innovativeness has come to mean thoughts, items, administrations and procedures which will be valuable to all individuals or their associations and so forth of which has never been produced (West & Farr, 1990).

Literature Review

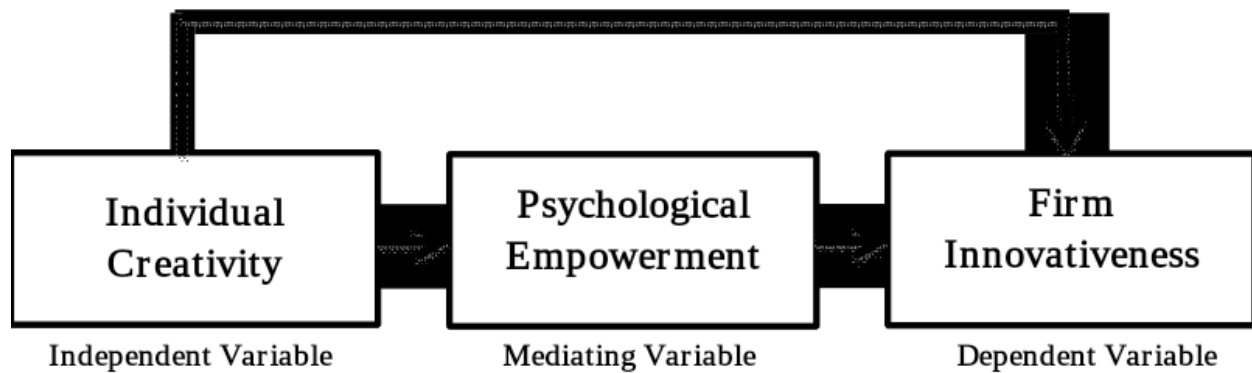
Psychological empowerment linked to employee innovativeness, initiative behavior and creative performance (Drucker, 1988). Meaning is the first component of psychological empowerment and explained as the work value estimates linked to ideas by individuals. In addition, if an employee comprehends that demands of his or her job are important and useful personally then workers continue to perform their part efficiently and do great efforts to understand a problem from different views that related to individual creativity (Gilson & Shalley, 2004; Zhang & Bartol, 2010). First dimension of psychological empowerment positively associated with individual creativity. Second component of psychological empowerment is competence refer as the beliefs of individual about his/her capability to do skillful activities (Spritzer, 1999). As Morgeson, Klinger and Hemingway (2005) explored that high level of competency positively linked to creativity and innovativeness. Self-determination has been described as "A sense of individual to have a choice of simulating and shaping the actions. Self-determination is a third component of psychological empowerment and defined as at workplace self-determination promote the employee with high degree of concern toward activates that related to work then it leads to individual creativity (Conger & Kanungo, 1988; Oldham & Cummings, 1996). It showed that self-determination also have positive relation with individual creativity. Last component is impact and described as how a single person can strategically influenced, administrative or functioning results within the environment of the organization (Spritzer, 1999). Impact views as a control of the environment or the conviction that their actions affect the organization (Thomas & Velthouse, 1990). Most of the studies have establish that creativity in individual is boosted when individual and team function independently experience a feeling of ownership and raise the control over their ideas (Amabile et.al., 1996).

Lawler (1990) proposed that participative management is more beneficial in psychological empowerment that lead to more productivity, high innovativeness and better performance. Furthermore, Brunetto and Farr-Wharton (2007) also proposed the crucial results of psychological empowerment, such as reciprocal trust and high coaction are significant components for innovation. Çakar and Ertürk (2010) showed that psychological empowerment and innovation positively associated. Employees in organizations with increased level of psychological empowerment have a proactive approach toward influencing and forming workplace environment (Spreitzer et al., 1997). As far as, empowerment is anticipated in the relation with innovation. Individual's capacity for innovative behavior can be enhance through the sense of control and freedom in their own way of work (Raza, Khalid, et al., 2023a). Psychological empowerment and innovativeness were significant positive relation with each other's (Knight-Turvey, 2006). Moreover, recent study explored that information sharing and decision-making of the employees across the organization beefed up the innovative culture and capability in organization (Ogbonna & Harris, 2000). Jung, Chow and Wu (2003) also explored that empowerment was positively associated with innovation. Spreitzer (1995) suggests that psychological empowerment have strongly associated with innovative behavior.

Significance of the Study

The current study will give an opportunity to explore the relationship among psychological empowerment, individual creativity and firm innovativeness in Pakistani culture. It was also intended to explore the mediating role of psychological empowerment in association between individual creativity and firm innovativeness. Present study was based on the concept of previous literature that psychological empowerment, individual creativity and firm innovativeness positively associated to each other's and suggested to check out the significant role of psychological empowerment in the promotion of creativity and innovation in the organizations (HÜLYA & GÖNÜL, 2014).

Fig. 1 Proposed Model of Research



Hypothesis of the study

1. Individual creativity positively associated to psychological empowerment.
2. Individual creativity positively associated to firm innovativeness.
3. Psychological empowerment positively associated to firm innovativeness.
4. Psychological empowerment will mediate the relation between individual creativity and firm innovativeness.

Method

Participants

The current study employed a convenient sampling form of non-probability sampling to select a sample of 300 employees (mean age = 31.5 years, aged 26 to 40) from various firms in Multan. The inclusion criteria of the subject were full time employee in public and private organization and having more than one year job experience. Cultural backgrounds of all the employees were similar.

Instruments

In order to accomplish the purpose of the present study three instruments were used. At first, psychological empowerment scale (Spreitzer, 1995) was used to measure the level of psychological empowerment in employees. It is comprised of 12 items and has 4 sub-scales (meaning, competence, self-determination and impact). Each sub-scale has consists of 3-items. Creativity measure (Tierney et al., 1999) was utilized to assess the individual creativity in employees. This measure was consisted of 13 items and adopted from the creativity measure. Firm innovativeness (Hult et al., 2004) was formulated to evaluate the degree of innovation in employees. This scale contained of six items and 5-point likert scale 1=Very strongly disagree and 5=Very strongly agree with score range of 6-30.

Procedure

Ethical consideration was done before starting the research. The entire instrument was utilized after the permission from the original authors. Researcher approached the employees in their organizations. Employees were recruited through convenient sampling technique. Subsequently, informed consent was taken from the subjects and they were apprized about the major purposes of the present research. Afterward self-administered instruments were distributed to the employee's and instructed them about how fill this instruments. Subjects were bespoke to fill each and every item honestly according to their opinion about them. Researcher obtained filled questionnaires by herself after 20 mints.

Statistical Analysis

In the current study to test the hypothesis person product moment correlation and linear regression was used.

Results

Hypotheses testing were performed by SPSS 22 version. Pearson product moment correlation was employed to determine the correlation among all variables. Baron and Kenny (1986) introduced three assumptions for mediation analysis. First independent variable must be

significantly associated with dependent variable. Secondly, independent variable significantly associated with mediating variable and third assumption related to significant association between mediating variable and dependent variable. Regression analyses and Sobel test carried out to check out the mediating effect on the relationship between independent and dependent variables.

Table 1

Pearson Product Moment Correlation among Psychological Empowerment, Individual Creativity and Firm Innovativeness (N=300)

Scales	Psychological Empowerment	Individual Creativity	Firm Innovativeness
Psychological Empowerment	–		
Individual Creativity	.161**	–	
Firm Innovativeness	.197**	.329**	–

*p < .005, **p < .001

Above table demonstrate that psychological empowerment has significant positive relationship with individual creativity and firm innovativeness. Findings depicted that if the level of psychological empowerment in employees were high the level of individual creativity and firm innovativeness were also high. Current hypothesis is supported by this finding.

Table 2

Simple liner Regression Analysis Showing Impact of Individual Creativity on Firm Innovativeness

Predictor	B	Std.E	B
Constant	80.863	5.789	
Individual Creativity	1.458	.243	.329***

ΔR^2	.105
F	36.085

Note. ***p < 0.001 Independent Variable is Individual Creativity, Dependent Variable is Firm Innovativeness

Table 2 represents the positive impact of individual creativity on psychological empowerment. The Hypothesis estimation showed that it was significant hypothesized connection.

Table 3

Simple liner Regression Analysis Showing Impact of Individual Creativity on Psychological Empowerment

Predictor	B	Std.E	B
Constant	18.119	1.430	
Individual Creativity	.168	.060	.161*
ΔR^2		.023	
F		7.893	

Note. ***p < 0.001 Independent Variable is Individual Creativity, Dependent Variable is Psychological Empowerment

Table 3 shows significant positive association between individual creativity and psychological empowerment. It supports the hypothesis.

Table 4

Simple liner Regression Analysis Showing Impact of Psychological Empowerment on Firm Innovativeness

Predictor	B	Std.E	B
Constant	96.283	5.482	

Psychological Empowerment	.833	.240	.197*
ΔR^2		.036	
<i>F</i>		12.030	

Note. *p < 0.05 Independent Variable is Psychological Empowerment, Dependent Variable is Firm Innovativeness

Above table indicated that psychological empowerment significantly associated with firm innovativeness. This findings support the hypothesis.

Table 5

Path Analysis showing Psychological Empowerment Mediate the relationship between Individual Creativity and Firm Innovativeness

Path	B	Std. Error	Sobel Test	P
Individual Creativity → Psychological Empowerment	.168	.060	2.179	0.03*
Psychological Empowerment → Firm Innovativeness	.833	.240		

***p<0.001

In above table Sobel test statistics shows significant that indicating the effects of individual creativity on firm innovativeness were fully mediated by psychological empowerment.

Discussion

Present study was based on two major objectives, one was related to find out the relationship among psychological empowerment, individual creativity and firm innovativeness and other was linked to investigate the mediating role of psychological empowerment in association between individual creativity and firm innovativeness. In accordance to the results, it was hypothesized that psychological empowerment, individual creativity and firm innovativeness positively

correlated with each other's. According to job characteristics theory psychological empowerment positively correlated to creativity and innovativeness (Hackman & Oldham, 1980). Model of empowerment also supported current findings (Spreitzer's, 1995).

It was assumed that individual creativity positively associated to psychological empowerment and this assumption is supported. Research findings are consistent with former study that found employee with high level of psychological empowerment understand about the importance and meaning of their work and will put a great effort to understand their work duties and to complete the task in creative manner (Shalley & Gilson, 2004). Employee psychological state of mind was changed by the perception about (the empowerment at workplace, therefore it determine the creativity level of employees (Laschinger et al., 2004).

Creativity is the development of new and valuable ideas or products by an individual that are useful for the organization where innovation can be described as the successful implementation of these creative ideas in an organization (Amabile, 1996; Oldham & Cummings, 1996; Woodman, Sawyer, & Griffin 1993; Shalley, Gilson & Blum 2000). A significant finding revealed that individual creativity positively associated with firm innovativeness (Khalid et al., 2023). Findings of this research are also in conformity with Amabile (2004) investigated that positive association between individual creativity and firm innovativeness. Innovation is not conceivable without the creative procedures that stamp the front end of the procedure: distinguishing critical issues and openings, gathering data, producing new thoughts, and investigating the legitimacy of those thoughts.

In addition to the association between psychological empowerment and firm innovativeness current study found that psychological empowerment has significant positive association with firm innovativeness. This research affirms the prior research findings that psychological empowerment and firm innovativeness has positive association with each other's (Raza, Khalid, et al., 2023b). Previous literature suggests that psychological empowerment brings to innovative behaviors (Spreitzer, 1995; Ertürk, 2012). Empowerment is the source of

increment in collaboration that promotes the high innovation and better production (Lawler, 1990).

It was hypothesized that psychological empowerment mediate the association between individual creativity and firm innovativeness and findings demonstrate that psychological empowerment has significant mediating effect in the association between individual creativity and firm innovativeness. Finding supported hypothesized model in figure 1 of the current study. No previous literature ready to use that expressed the mediating effect of psychological empowerment. Hence, current study seems to be the first to examine the mediating role of psychological empowerment in association between individual creativity and firm innovativeness.

Implication

Current research was carried out in Pakistan, which has Eastern features in culture and society and establish significant positive relationship among individual creativity, firm innovativeness and psychological empowerment. Pakistan is viewed as to be moderately collectivistic (Islam, 2004). Merely, the environment of socio-cultural in Pakistan is autocratic but Pakistan is changing with the end goal that the relations between boss and subordinates have a tendency to be more participatory and engaging (Islam, 2004). The implication of current study is encourage managers to provide empowering environment and focused on the interventions that increase the level of psychological empowerment (meaningfulness, competence, self-determination and impact) in employees. The feeling of psychological empowerment enhances the creativity and innovativeness in employees.

Limitations and Recommendations

In spite of this study offers various commitments to the writing, similar to all studies it has also a few limitations. As a matter of first importance, sample of present study was the taken only from Multan City. We don't know whether these outcomes would sum up to different organization of different cities. It would be gainful if next studies reproduce these results in different

organizations to affirm generalizability in different settings. Secondly, in present study we did not considered personality type of employees and assumed that all representatives sought the same level of psychological empowerment. Nevertheless, research shows that workers with certain particular attributes or a specific type of personality probably encounter psychological empowerment and in this manner react positively to psychological empowerment (Zhang & Bartol, 2010). Third, our study based on the characteristics of survey research and focused on the association among variables. In future it is suggests that causal relationship must be find that will be able to identify which factors contribute in psychological empowerment. Accordingly, it can be proposed to different analysts who need to examine in this subject to explore these elements in various areas and organizations.

Conclusion

This study was investigated the psychological empowerment at workplace: an approach to enhance individual creativity and firm innovativeness among employees. The crucial role of the psychological empowerment, individual creativity and firm innovativeness in organizations is distinctly foregrounded and confirm in present study. It concluded that psychological empowerment, individual creativity and firm innovativeness positively correlated. Findings of the research revealed that individual creativity significantly associated with psychological empowerment and firm innovativeness. Findings demonstrated that psychological empowerment has positive association with firm innovativeness. In addition to more effort it was concluded that employees with high psychological empowerment show more creative and innovative at their workplace. Moreover current study assessed the mediating role of psychological empowerment in association between individual creativity and firm innovativeness. The result of the study showed the full mediation.

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