

Enhancing proactive workplace behavior through psychological empowerment

Citation for published version (APA):

Coun, M. J. H., Peters, P., Blomme, R. J., & Schaveling, J. (2019). *Enhancing proactive workplace behavior through psychological empowerment: the role of HR practices and leadership*. Abstract from 11th Biennial International Conference of the Dutch HRM network, Tilburg, Netherlands.

Document status and date:

Published: 01/11/2019

Document Version:

Publisher's PDF, also known as Version of record

Please check the document version of this publication:

- A submitted manuscript is the version of the article upon submission and before peer-review. There can be important differences between the submitted version and the official published version of record. People interested in the research are advised to contact the author for the final version of the publication, or visit the DOI to the publisher's website.
- The final author version and the galley proof are versions of the publication after peer review.
- The final published version features the final layout of the paper including the volume, issue and page numbers.

[Link to publication](#)

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal.

If the publication is distributed under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license above, please follow below link for the End User Agreement:

<https://www.ou.nl/taverne-agreement>

Take down policy

If you believe that this document breaches copyright please contact us at:

pure-support@ou.nl

providing details and we will investigate your claim.

Downloaded from <https://research.ou.nl/> on date: 18 Mar. 2025

Open Universiteit
www.ou.nl



Theme 16: Finding meaning in work by engaging in proactive sustainable behaviors: the role of HRM

Enhancing proactive workplace behavior through psychological empowerment: the role of HR practices and leadership

Martine Coun, Pascale Peters, Rob Blomme and Jaap Schaveling

ABSTRACT

The present study aims to contribute to the literature on workplace design and leadership by extending insights from the psychological empowerment literature to explain employees' proactive workplace behavior. More specifically, we investigate how HR practices (professional autonomy, time-spatial flexibility and access to ICT to knowledge sharing) and empowering leadership motivate employees to engage in proactive workplace behavior, by explicating the mediating role of psychological empowerment (by meaning, impact, self-determination and competence) in these relationships. Most studies directly link either empowering HR practices or leadership to workplace proactivity. Our study simultaneously investigates the effectiveness of empowering HR practices and leadership in workplace proactivity. We employ PLS Structural Equation Modeling to analyze survey data of 427 knowledge workers in a large financial organization, known for its innovative work design. The results suggest that employees' psychological empowerment mediates the relationships between the HR practices professional autonomy, ICT access, and empowering leadership, respectively, and workplace proactivity. Although time-spatial flexibility is often presented as an empowering HR practices, we found no motivational potential regarding workplace proactivity. Focusing on psychological empowerment helped us to disentangle the motivating elements of new workplace designs and showed that both professional autonomy and ICT access for knowledge sharing as empowering HR practices, and empowering leadership can foster employees' workplace proactivity through psychological empowerment. Moreover we found empirical evidence for psychological empowerment as a crucial mechanism in the empowerment process.

Keywords: flexible work arrangements, psychological empowerment, empowerment leadership, proactive workplace behavior, workplace redesign.

Paper type – empirical paper