

“Empowerment Influence on Performance in Work Groups: Analysis of Team Climate Interactions”

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The aim of this paper is to analysis
the influence of:

*Empowerment and Team Climate
on Work Groups Performance.*

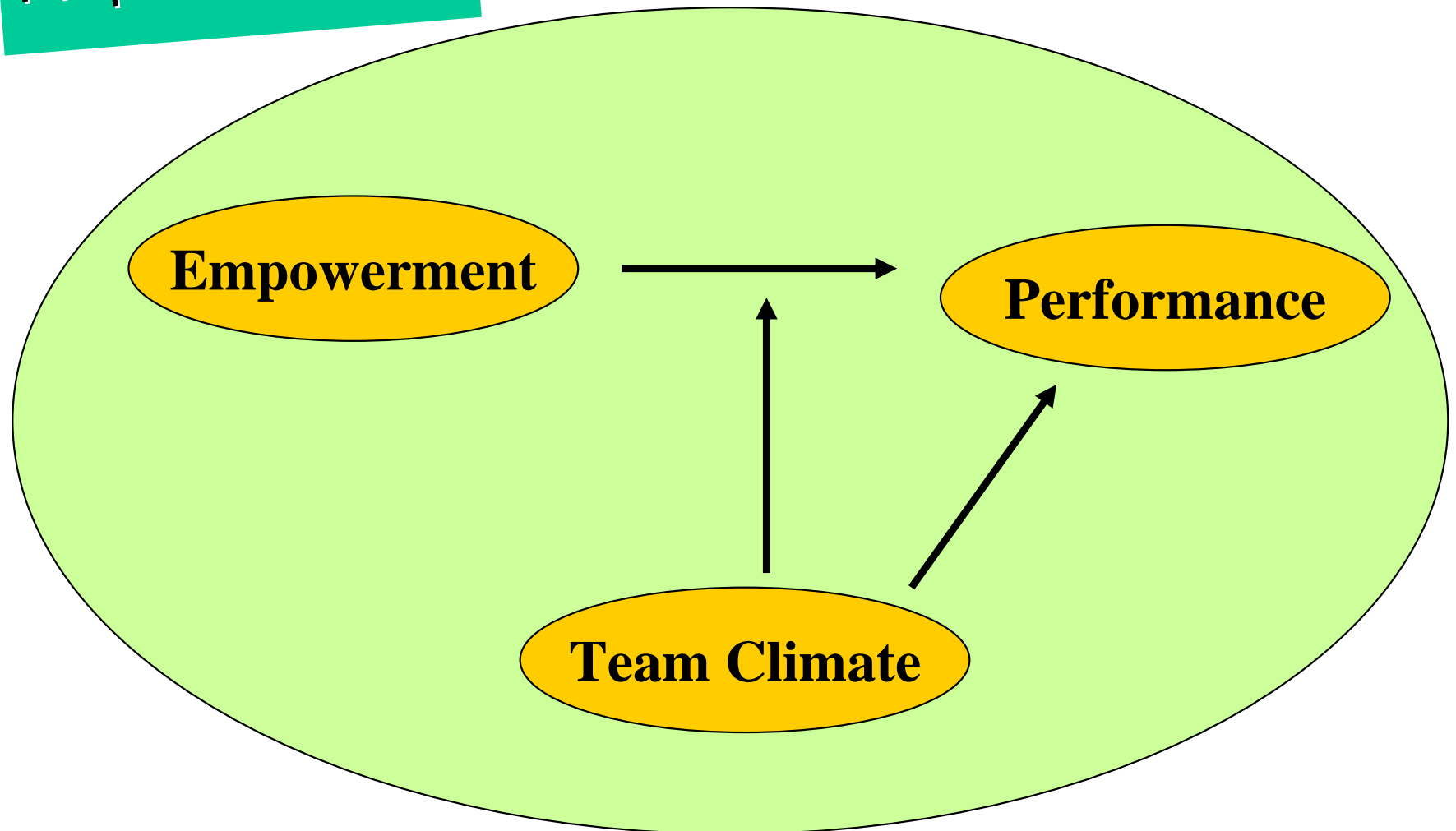
Empowerment influence...

Hypothesis

1. Empowerment has a direct influence on Work Groups Performance
2. Team Climate has a direct influence on Work Groups Performance
3. The influence between Empowerment and team Performance is moderated by Team Climate

Empowerment influence...

Proposed Model



METHOD

SAMPLE:

composed by 78 work teams (318 health professionals).

MEASURES:

Empowerment:

- IPC measure (Heller et al., 1988).

Team Climate

- TCI (Anderson & West, 1994)

Performance:

- Scale of Ancona & Caldwell (1992) rated by external supervisors

Empowerment influence...

RESULTS

	Mean	Sx	1	2	3	4	5
1. Team size	10,6	5,33	-				
2. Tenure	9,6	5,49	,111	-			
3. Empowerment	2,93	,73	,127	,030	(0,7)		
4. Team Climate	3,3	,62	,157	-	,628**	(0,96)	
5. Performance	3,77	,74	,276*	-	,678**	,582**	-

*p< .10

**p<05

***p<01

Empowerment influence...

RESULTS

Results of Hierarchical Regression testing Empowerment on Performance.

Steps	Variables	β	R^2	ΔR^2
1	Team size	,26*	,092	,092
2	Tenure	-,17		
3	Empowerment	,654***	,516	,424***

*p< .10

**p<05

***p<01

RESULTS

*Results of Hierarchical Regression testing Empowerment on Performance.
Evaluation of Team Climate moderation*

Steps		
1	Team size	,264*
	Tenure	-,179
	R^2	,092
2	Empowerment	,654***
	R^2	,516
	ΔR^2	,424***
3	Team Climate	,184
	R^2	,533
	ΔR^2	,017
4	Empowerment x Team Climate	-2,154**
	R^2	,586
	ΔR^2	,053

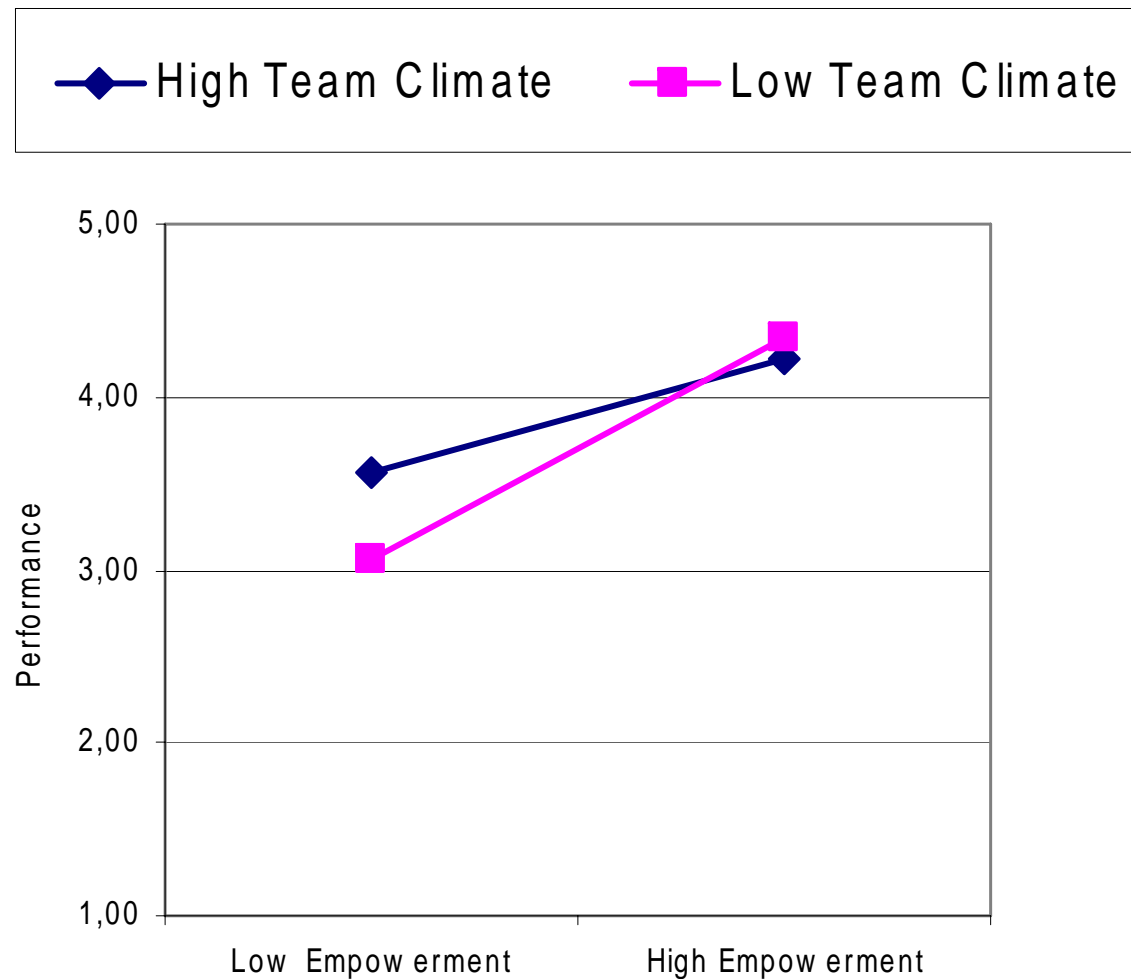
*p< .10

**p<05

***p<01

RESULTS

Interaction effect of Empowerment on Performance moderated by Team Climate



Empowerment influence...

RESULTS

Hypothesis 1

1. Empowerment has a direct influence in team Performance

...is confirmed

Hypothesis 2

2. Team Climate has a direct influence in team Performance

...is confirmed

RESULTS

Hypothesis 3

3. The influence between Empowerment and team Performance is moderated by Team Climate

...is confirmed

- In high team climate: Empowerment doesn't influence Performance
- In lowest team climate: Empowerment influences Performance

CONCLUSIONS

This research confirms:

- **The influence of Team Climate and Empowerment on Performance**
- **The moderator effect of Empowerment in the relation of Team Climate and Performance**

Empowerment influence...



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