

Introduction

- The purpose of this study was to investigate the relationship between employees' satisfaction with workplace meetings and psychological empowerment.
- Psychological empowerment is intrinsic task motivation manifested in four cognitions: meaning, competence, self-determination, and impact (Spreitzer, 1995)
- Meetings are a central part of the workplace that can affect many different aspects of one's job and can also influence the general success of an organization. Meeting satisfaction has important affects on job attitudes and predicts overall job satisfaction (Rogelberg, et al., 2010)
- Meetings are a major job characteristic and what happens in them impacts the development of employee job attitudes and behaviors. The context in which meetings are embedded are similar to contexts in which empowerment typically occurs.

Hypotheses: We predicted that meeting satisfaction would be positively related to psychological empowerment beyond its traditional antecedents, and that Meeting load would moderate the relationship such that the relationship is stronger when meeting load is higher.

Figure 1: Proposed model that meeting satisfaction predicts psychological empowerment and is moderated by meeting load

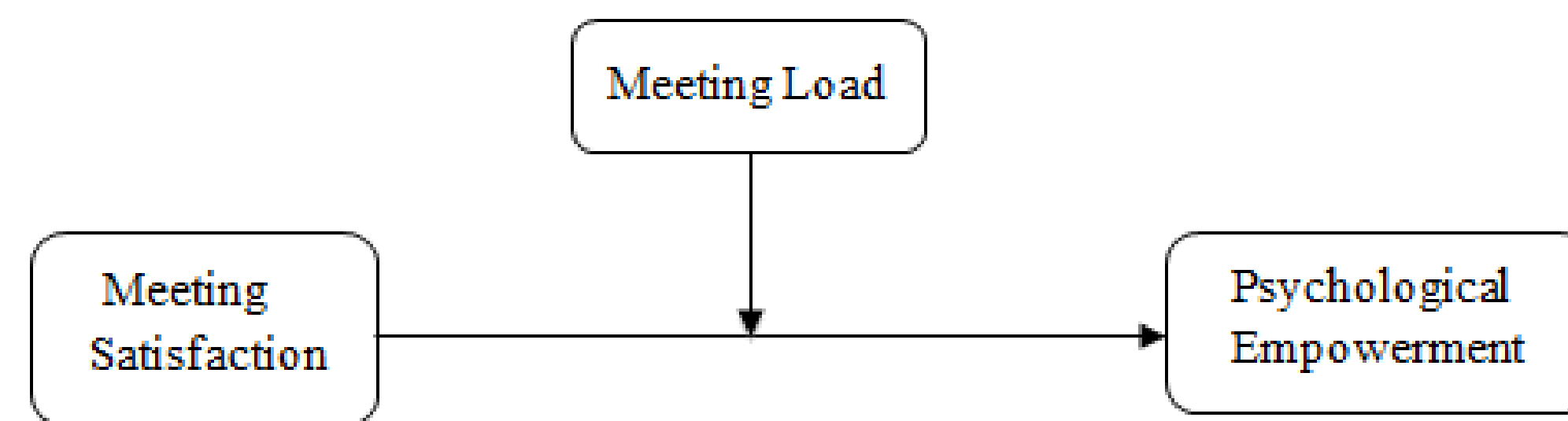
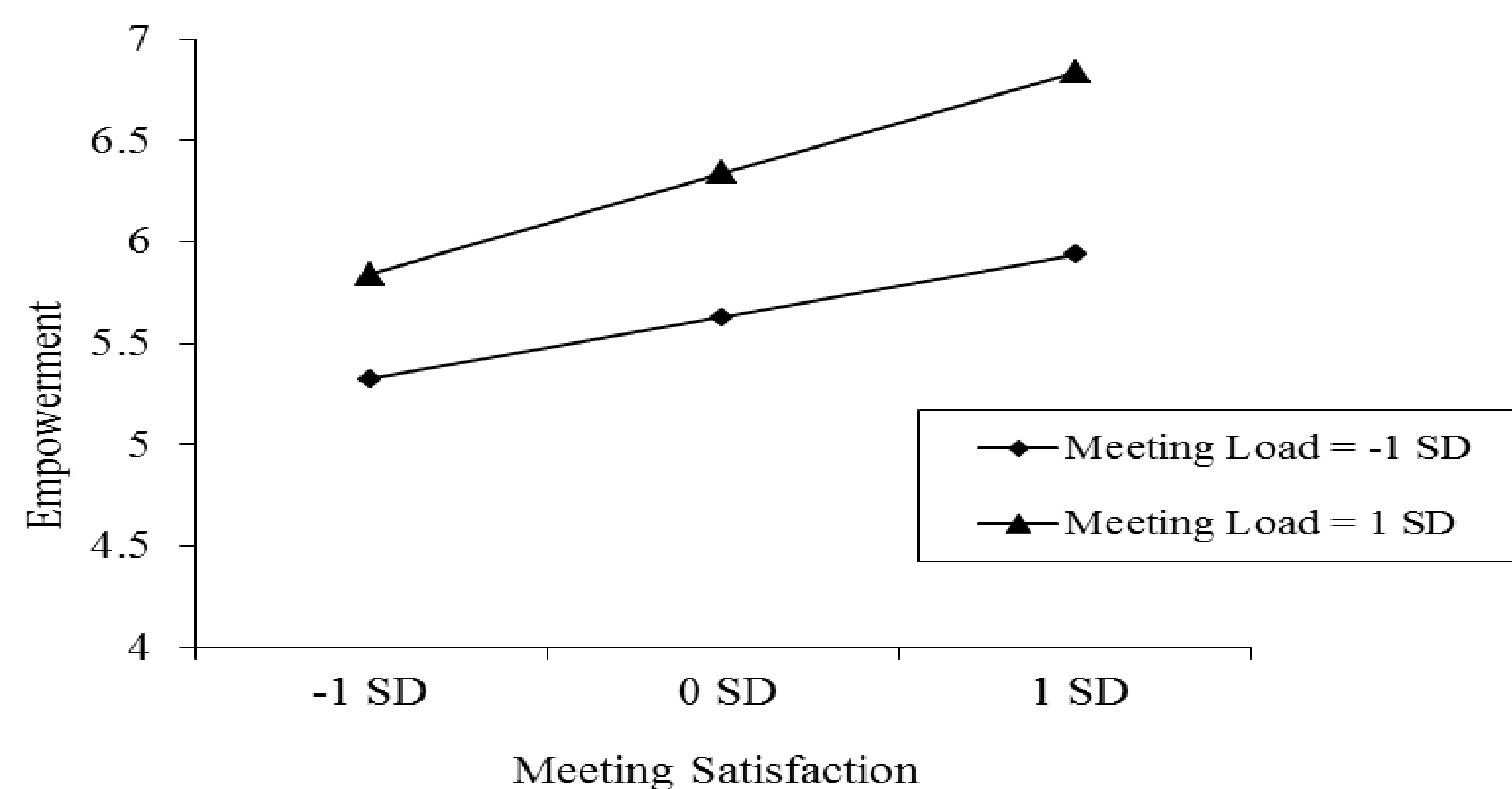


Figure 2: Moderating Effects of Meeting Load on Meeting Satisfaction and Empowerment



Results

- Regression analysis was used to further assess the relationship between meeting satisfaction and psychological empowerment
- In accordance with hypothesis 1a, meeting satisfaction was a significant predictor of psychological empowerment ($\beta = .43, p < .05$) accounting for 18% of the variance.
- As a group, the four antecedents to empowerment explained a significant portion of the variance in empowerment ($\Delta R^2 = .29, p < .05$) while only information and self esteem had significant beta weights (information, $\beta = .26, p < .05$; self-esteem, $\beta = .27, p < .05$).
- Finally, the link between satisfaction with their meetings and their level of psychological empowerment appears to be greater when meeting load was high.

Discussion

- Our findings support our initial hypothesis, which predicted that meeting satisfaction would positively relate to psychological empowerment above and beyond the traditional antecedents.
- Workplace meetings provide a setting for many of these job characteristics, such as decision making, information sharing, task delegation, and problem solving (Tracy & Dimock, 2004; Rogelberg, 2006) therefore, we had evidence that would support the relationship between meetings and empowerment.
- We also found that meeting load moderates the relationship between meeting satisfaction and psychological empowerment, such that the relationship is stronger at higher levels of meeting load.
- Managers should recognize the empowering nature of their meetings and consider incorporating satisfying meetings as an important component of any empowerment initiative.

References

- Briggs, R.O., Reinig, B.A., and De Vreede, G.J. (2006) Meeting Satisfaction for Technology Supported Groups: An Empirical Validation of a Goal-Attainment Model, *Small Group Research*, 37(6), 585-611.
- Rogelberg, S. G., Allen, J. A., Shanock, L., Scott, C., Shuffler, M. (2010). Employee Satisfaction with Meetings: A Contemporary Facet of Job Satisfaction. *Human Resource Management*, 49(2), 149-172.
- Spreitzer, Gretchen M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. *Academy of Management Journal*, 38(5), 1442-1465.
- Tracy, K. & Dimock, A. (2004). Meetings: Discursive Sites for Building and Fragmenting Community. *Communication Yearbook*, 28, 127-165.

Methods

- The sample consisted of working adults from the American Southwest.
- Materials: two part online survey
- The first survey was completed by 248 individuals, after a brief time lag to control for common method biases, a second survey was sent to assess psychological empowerment, to the participants who completed the first survey. Of this sample, 59% (148) of individuals completed both surveys.
- Psychological empowerment was measured using the 12-item scale developed by Spreitzer (1995). This four-dimensional instrument measures the psychological aspects of empowerment regarding meaning, competence, self-determination, and impact.
- Meeting satisfaction was assessed using an 8-item scale developed by Briggs, Reinig, & Vreede, (2006). Participants were asked to indicate their agreement with statements concerning their workplace meetings on a five-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree).
- Meeting load was assessed on a single item, frequency assessment of the number of meetings attended.