

Table 1

Correlations and Descriptive Statistics for Study Variables

Variable	1	2	3	4	5	6	7	8	9	10	11
1. LGO	1.00										
2. PPGO	.200**	1.00									
3. APGO	-.143**	.416**	1.00								
4. Psychological empowerment	.380**	.213**	.074	1.00							
5. Job satisfaction	.144**	.017	-.024	.250**	1.00						
6. Affective commitment	.127**	.173**	.134**	.466**	.317**	1.00					
7. Job anxiety	-.150**	.065	.154**	-.109*	-.293**	-.145**	1.00				
8. Tenure	-.104*	-.096*	-.001	.099*	.000	-.005	-.089*	1.00			
9. Job position	.077	.032	.061	.335**	-.034	.102*	.116**	.221**	1.00		
10. Gender	.033	-0.30	-.051	-.072	-.096*	-.067	-.052	.072	-.139**	1.00	
11. Age	-.034	-.057	.024	.141**	.012	.030	-.069	.703**	.215**	.080	1.00
Mean	5.869	3.866	2.829	5.429	5.20	4.162	1.168	17.3	.32	.63	46.78
Standard deviation	.899	1.514	1.374	.836	1.389	1.181	.619	9.63	.47	.48	7.62

* $p < .05$ ** $p < .01$

Table 2

Results of the estimated parameters

Path to	Path from	Hypotheses	Standardized beta
Psychological empowerment	LGO	H1a: +	.368***
	PPGO	H1b: +	.111
	APGO	H1c: -	.104
	Organizational tenure		.028
	Job position		.386***
	Gender		.026
	Age		.104
Job satisfaction	Psychological empowerment	H2a: +	.485***
	Organizational tenure		.018
	Job position		.235***
	Gender		.103**
	Age		.033
Affective commitment	Psychological empowerment	H2b: +	.729***
	Organizational tenure		.001
	Job position		.210***
	Gender		.048
	Age		.046
Job anxiety	Psychological empowerment	H2c: -	-.286***
	Organizational tenure		.135*
	Job position		.260***
	Gender		.047
	Age		.013

* $p < .05$ ** $p < .01$ *** $p < .001$

Figure 1. Hypothesized model.

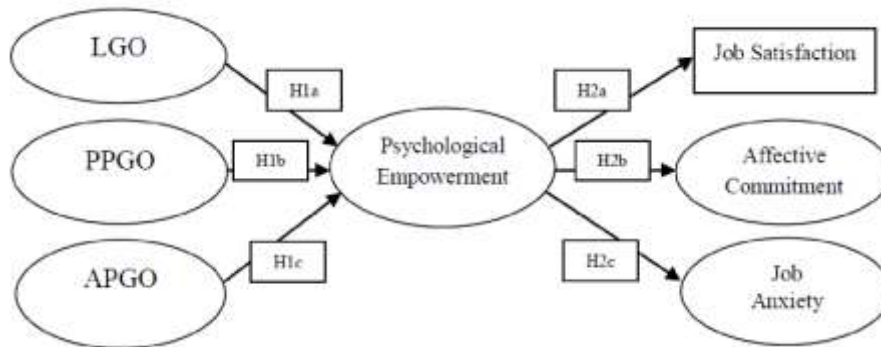


Figure 2. Empirical model with results.

