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**THE EFFECT OF EMPOWERING LEADERSHIP AND PSYCHOLOGICAL AVAILABILITY  
ON INDIVIDUAL IMPROVISATION: REFLECTION IN CHINA**



**Thesis Submitted to Othman Yoep Abdullah Graduate School of Business**

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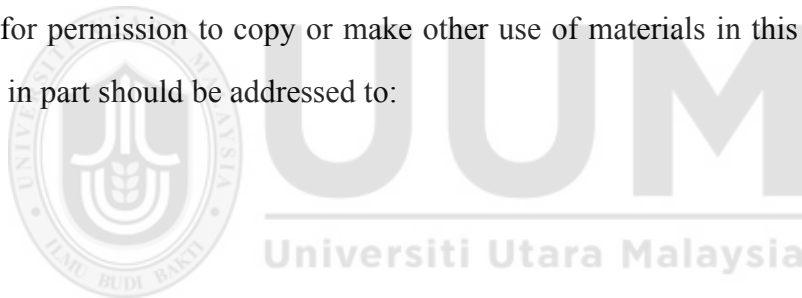
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## ABSTRACT

This research is aimed to examine the relationships between empowering leadership and psychological availability on individual improvisation in China. A total of 530 questionnaires were distributed to the employees working at Tencent Co. and only 325 employees are responded, which yield a response rate of 61.3%. All data has been analyzed by using statistical package for social science (SPSS) version 23. The findings showed that both empowering leadership and psychological availability are positively related to individual improvisation. This indicated that when top management empower the employees by giving more flexibility and freedom it can enhance the improvisation of employees. Further, psychological availability can indeed affect improvisation behaviors by improve the psychological perception of employees. Hence, leader manager at organizations or small and medium-sized enterprises can appropriately delegate power to employees appropriately and care about employee's psychological availability, without affecting work efficiency and management.

**Keywords:** Empowering Leadership, Individual Improvisation, Psychological Availability, Tencent Co.

## ABSTRAK

Penyelidikan ini bertujuan untuk mengkaji hubungan antara memperkasakan kepimpinan dan ketersediaan psikologi terhadap improvisasi individu di China. Sebanyak 530 soal selidik telah diedarkan kepada pekerja di Tencent Co. melalui cara kaji selidik dalam talian dan hanya 325 pekerja telah bertindak balas terhadap soal selidik dan menghasilkan kadar respons sebanyak 61.3%. Semua data telah dianalisis dengan pakej statistik untuk sains sosial (SPSS) versi 23. Dapatan kajian menunjukkan bahawa kedua-dua memperkasakan kepimpinan dan ketersediaan psikologi adalah positif berkaitan dengan peningkatan individu. Hal ini menunjukkan improvisasi pekerja dapat ditingkatkan apabila pihak atasan memperkasakan pekerja kelenturan dan kebebasan yang lebih banyak. Di samping itu, ketersediaan psikologi juga akan menjejaskan improvisasi tingkah laku dengan meningkatkan persepsi psikologi pekerja. Jadi, pengurus dalam organisasi ataupun pengurusan kecil dan sederhana boleh memperkasakan kuasa yang bersesuaian kepada pekerja dan prihatin terhadap ketersediaan psikologi pekerja tanpa menjejaskan kecekapan dan pengurusan pekerjaan mereka

**Kata kunci:** memperkasakan kepimpinan, improvisasi individu, ketersediaan psikologi, Tencent Co.

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Thank you,

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## LIST OF ABBREVIATIONS

<b>Abbreviation</b>	<b>Descriptions of Abbreviation</b>
H	Hypothesis
II	Individual Improvisation
EL	Empowering Leadership
PA	Psychological Availability
S	Sample Size
SPSS	Statistical Package for the Social Sciences



# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter will introduce the study background as well as the problem statement, research problem, research objective and research significance. In addition, a brief definition of some key words in this study will be given at the end.

### 1.2 Background of the study

As the economic competition intensifies, the external environment is complicated and changeful, this not only for the enterprise to bring the development opportunity, also means that will face the huge threats and challenges, hope to maintain the survival and development must rely on innovation activities (Karin et al., 2010). However, innovation activities are complex, difficult to clearly define, and unconventional, so it is difficult to achieve by only by relying on the power of leaders, and employees should be actively involved in innovation work. However, at present, China is in economic transition period, the organization structure and company internal system varied in order to suit the environment change. Therefore, in this situation employees may face uncertain job risk at any time, such as layoffs, discharge and shunt (Zhang & Li, 2013). The invisible risk increased employees sense of insecurity, distracted the

employee part of the energy, thus inhibiting the employee's creative play. Hence leaders need to take more active measures to encourage employees to engage in innovative work.

Today's business environment, continuous technological innovation and the increasingly fierce market competition, make modern enterprise external environment become dynamic, complexity and ambiguity, there are more and more difficult to control and predictive factors in affecting the enterprise survival and the development (Crossan, White & Lane. 1996), the company's production and business activities will not only have affected by the market conditions, also will be affected by the institutional environment influence, so the enterprise should have to be ready at all times by the environmental change produced by the favorable and unfavorable factors (Lu, 2015), which makes the traditional "planning before execution" mode of enterprises under constant impact (Wang, Yu, & Cao, 2017). If enterprises cannot cope with unexpected opportunities and challenges, they will lose their dominant position in fierce competition (Bayus and Agarwal, 2007).

Therefore, in the current context of survival, effective improvisation becomes particularly important when all kinds of environments are uncertain and unpredictable (McDaniel, 2017). And there is no precedent for employees to follow in their behavioral decisions and no previous experience to learn from. Companies don't just expect employees to do their job which only include in their duties. In addition, it is

hoped that when dealing with all kinds of unexpected problems, employees can make use of existing resources to respond in the first time, break out of the fixed old thinking framework, change the working mode, and try to solve problems in a creative way. Achieve organizational goals and provide new ideas for change. If the enterprise can correctly guide and manage the staff's impromptu behavior, it can lay a good foundation for promoting the organizational change and broaden the ideas of reform (Kuang, 2015).

However, the employee's impromptu behavior is not written in the employee's job description as duty and cannot be enforced. At the same time, although the starting point of improvisation is to achieve the goals of the organization, in the process of improvisation, good results can be guaranteed, and sometimes it may end in failure. Therefore, employees' improvisation has certain risks (Vera & Croassan, 2005).

At present, most researches on personal improvisation in China are theoretical (Chen, 2017). In the context of China's high power distance index, we propose that empowering leadership is an indispensable factor for studying personal improvisation of employees in the context of China's situational study (Hofstede, 2001). In addition to the study on the influence of empowered leadership on improvisation, the psychological availability of employees, namely their sense of identity to the company and their confidence in the work, will influence their personal improvisation. Therefore, this paper proposes to take the psychological availability of

empowered leaders and employees as independent variables to study the mechanism of their influence on personal improvisation, hoping to further clarify the relationship among the three through this empirical study.

### **1.3 Problem statement**

The "outage event" occurred in Ali Cloud, the collapse of Alipay, the collapse of Tencent server and other enterprise crisis events have all proved that enterprises or employees need to make timely and effective responses to sudden changes outside, which is the key factor for enterprises to maintain prosperity and development. Therefore, the study on improvisation has been generated. Previous studies have shown that improvisation can cope well with unexpected events (Best & Gooderham, 2015).

As the main part of an enterprise, employees play a crucial role in its production and development. When employees face extreme or unexpected situations, if they can well show improvisation, it will bring great benefits to the enterprise. individual improvisation mainly refers to the two activities generated by employees, including improvisation thinking and execution (Kyriakopoulos, 2011), which can effectively help enterprises to transform the threat brought by environmental uncertainty into opportunities. Studies have shown that if enterprises can make timely responses to environmental changes in a targeted manner, these enterprises will be more likely to

gain advantages in the competition (Hughes et al., 2018).

There are also many factors that influence the individual improvisational behavior of employees, which are mainly influenced by individual factors of employees, organizational situation factors, leadership style, organizational structure and resources (Cunha, Cunha, & Kamoche, 1999). Some scholars have started to study organizational factors (Leybourne & Smith, 2006), team factors and individual factors (Miner, Bassoff, & Moorman, 2001) respectively on the trigger mechanism of improvisation, but with the leadership style and its mechanism of action of the relationship between the individual improvisation of the research is still less, at the same time, existing research is still lack of empowering leadership for the further study of the relationship between employee behavior, scholars have also called for perfecting the mechanism of the theory to explore (Harris et al., 2014)

Srivastava, Bartol and Locke (2006) pointed out that empowering leadership is a behavior in which leaders confer power and authority to lower level manager or employees and empower employees with more work autonomy, which can improve the intrinsic motivation of employees to participate in work and thus improve their work autonomy and self-efficacy. This allows members to work spontaneously and seek creative solutions in the face of unexpected situations.

The current challenge faced by enterprises is that the business environment is more

complex than in the past and fierce competition, the changeable environment is often beyond the scope of leading man can handle, and leadership as the core of the structure to the past is no longer adapt to the modern science and technology innovation enterprise flexibility and flat, because the traditional leadership style would be limited autonomy and enthusiasm of the employees, the changes will affect the organization of high speed of response of the external environment.

In order to solve these problems, there has been a lot of science and technology innovation enterprise began to use more flexible way of management, such as through to employees authorized to replace the centralized management mode in the past, the ways to improve the employee's work by authorised officers of the intrinsic motivation, will allow staff to better manage their work behavior and achieve better performance (Spreitzer, 1995).

In past studies, the immediacy of improvisation has been highlighted. Researchers only regard improvisation as "the ability to think instantly", which ignores the fact that it requires resources to complete (Ye & Mai, 2018). Kamoche, Cunha and Cunha (2003) argued that improvisation is when a subject acts on cognitive, emotional, social and material resources. So improvisation can also be seen as a process of consuming resources. Whether an individual will make improvisational behaviors requires an individual to judge the resources he has. Improvisation is also a kind of uncertain behavior, which may bring good results or bad results (Vera & Crossan,

2005).

Empowered leadership is defined as a series of behaviors by superior leaders, such as granting power to subordinates, granting autonomy, sharing information, assigning responsibilities, providing development opportunities and innovation guidance (Konczak et al.,2000). Its essence is to grant authority to subordinates so that they can make some decisions independently without being bound by superior leaders (Bass,1985; Jung et al., 2003). The above characteristics of empowered leaders have a very important impact on the innovation behaviors of their subordinates (Amabile et al., 2004).

However, up to now, only a few scholars have explored the complex mechanism of action between it and employee innovation behavior, indicating that the research on the relationship between the two needs to be further deepened (Chen et al., 2011).

Therefore, based on the resource conservation theory, this study include psychological availability to deeply explore the effect on innovation behavior which is employee individual improvisation.

Psychological availability is a psychological state that will have an impact on an individual's attitude and behavior (Kahn, 1990; May, Gilson, & Harter, 2004; Vinarski-peretz, Binyamin, & Carmeli, 2011). Which is defined as an individual's perception of his/her disposable physiological, emotional and psychological resources

at a certain moment (Kahn, 1990). This study attempts to enrich and improve relevant research on improvisational behavior by analyzing the mechanism of empowering leadership and psychological availability

#### **1.4 Research Question**

This present study aims to evaluate and determine the relationship among three variables: empowering leadership and individual improvisation and psychological availability.

- (i) What is the relationship between empowering leadership and individual improvisation?
- (ii) What is the relationship between psychological availability of employees and individual improvisation?

#### **1.5 Research Objective**

The purpose of this research is to identify whether empowering relationship will impact individual improvisation and help organization solve unexpected events more effective by following the objectives state below:

- (i) To determine the relationship between empowering leadership and individual improvisation behaviors.

(ii) To find out the effect of psychological availability among employees toward individual improvisation behaviors.

### **1.6 Scope of the study**

The sample sources of this study are mainly employees who are working in Tencent Co. in China, which is one of the biggest enterprise in China with huge amount of employees, also able to represent the employee's improvisation behaviors in China.

According to the journal written by Brennan (2018), Tencent is an enterprise that keeps pace with The Times. From 2005 to now, it has made numerous small adjustments improved their internal system and carried out three large-scale organizational structure transformations in 2005, 2012 and 2018. Tencent has undergone these changes from centralized management to a high degree of autonomy in each department, each team had rights to decide how they develop the products (Ouyang, 2019). Since Tencent flexible management, that managers willing to empower their employees, this study took Tencent employees as research object in order to observe how empowering leadership and psychological availability would effect individual improvisation among Tencent's employees.

### **1.7 Significance of Study**

In the face of the rapidly changing market environment, employees' timely

improvisation is a necessary guarantee for enterprises to improve their ability to cope with unexpected situations and maintain prosperity and development. During the investigation there are only a few scholars study improvisation behavior among employees, this study will focus individual improvisation as core variables, determine the influence of empowering leadership and psychological availability to individual improvisation among employees.

This study has two practical significance. Although China's reform and opening up has been going on for nearly 40 years, due to the influence of 5,000 years of history and culture, the influence of hierarchy in China is declining but still exists. Many enterprises tend to centralize the organization structure when they are in charge, but lack the understanding of authorized leadership. Even if leaders are open-minded, there is a certain misunderstanding in understanding the concept of delegation, and their perception of delegation is only to grant a certain amount of authority to subordinates. This study hopes to promote the flexible management system of Chinese companies through the study of empowering leadership and the psychological availability of employees. And to further understand the benefits of empowering leadership for improving employees' individual improvisation behaviors.

Secondly, this paper studies the relationship between authorized leadership and employee psychological availability on individual improvisation, which can help leaders to change their leadership concept. I have a deep understanding of the

importance of authorization and can pay attention to employee authorization in management practice. Thus can effectively stimulate the innovation behavior of employees. In addition, it helps to make leaders realize how to delegate and provide them with some targeted and operational authorization behaviors.

From the theoretical perspective, current studies on improvisation are mostly case studies in foreign theories, and quantitative analysis is relatively rare. In addition, the researches on improvisation in China are mostly analyzed at the level of organization and team, and the antecedent variables of improvisation are rarely analyzed at the level of individual employees. This study attempts to explore the influence mechanism of empowered leadership and employee psychological availability on personal improvisation, hoping to theoretically enrich the research on the influencing factors of personal improvisation.

## **1.8 Definition of Key Terms**

***Empowering leadership*** is defined as a series of behaviors in which superior leaders confer power, autonomy, share information, assign responsibilities, provide development opportunities and innovative guidance to subordinates (Konczak et al., 2000).

***Individual improvisation*** is an immediate response to the environment and an intentional creative activity, which is spontaneously adopted by employees according

to the current situation and their own knowledge and experience (Vera & Crossan, 2005).

***Psychological availability*** refers to an available perception of one's own physiological, emotional and psychological cognitive resources at a certain moment, which has an remarkable impact on human's both attitude and behavior (Kahn, 1990).



# CHAPTER 2

## LITERATURE REVIEW

### 2.1 Introduction

Plenty literature has used in this chapter to elaborate and summarize the research variables. It will explain those variables from the concept, definition, measurements and previous study on the variables. The first part of this chapter will start from the dependent variable which is the individual improvisation. Further discusses on the literature that related to two independent variables empowering leadership and psychological availability. Afterwards, underpinning theory will be discussed.

### 2.2 Individual Improvisation

#### 2.2.1 Concept and Definition of Individual Improvisation

In the 1990s, individual improvisation gradually entered the field of organizational management scholars' vision, more and more scholar began to study improvisation in management instead of music field. (Weick, 1993; Moorman & Miner, 1998). Improvisation have been studied in many different areas, is the earliest after playing jazz and theater is on areas such as education and psychiatric research (Weick, 1998). Later on, Weick (1998) introduced improvisation in enterprise management at the first time, and gives the definition of an impromptu. Improvisation means has not been

agreed upon, has not been planned, in the face of emergency events, generally the time interval between the behavior of the planning and execution is short (Bergh & Lim, 2008).

Improvisation is defined as the opposite of foresee and plan at first (Ciocianu, 2019; Weick, 1998). Then individual improvisation is defined by Crossan and Sorrenti (1997) as a person's intuition in a spontaneous way to guide his or her actions, or as a concept to understand action, namely, in the absence of planned act (Kamoche and Cunha, 2001). Also some scholars from the metaphor of art to define improvisation. Vera and Crossan (2005) defines improvisation as spontaneously in a short time for emergent problems put forward the process of creative solutions. After that Magni et al.(2009) also proposed on this basis that individual improvisation is the spontaneous and creative behavior of individuals in the face of emergencies.

Improvisation is becoming increasingly important to academia and management practice (Hmieleski, Corbett & Baron, 2013). In management, improvisation is recognized as a common human ability that can be observed in many aspects of life (Kamoche, Cunha & Cunha, 2002; Miner, Bassoff & Moorman, 2001). Improvisation behavior is often associated with creative and occasional activities, such as music, drama, therapy, or education (Miner, Bassoff & Moorman, 2001). In the management and entrepreneurship literature, improvisation is often viewed as the deliberate and spontaneous execution of new activities (Hmieleski & Corbett, 2008; Hmieleski,

Corbett & Baron, 2013; Moorman & Miner, 1993). At the same time, more and more scholars began to pay attention to improvisation in entrepreneurial situations (Ye, Mei, & Wang, 2018).

To sum up, the individual improvisation of employees refers to the spontaneous and creative handling of problems by employees in the face of emergencies using existing material and emotional resources.

### **2.2.2 Measurement of Individual Improvisation**

The concept of improvisation is mainly measured by: Vera and Crossan (2005) which defined improvisation as the creative and spontaneous action taken to complete the task of the organization. That is, impromptu behavior is a kind of behavior, its characteristics are unplanned, creative and spontaneous. This is manifested in improving the effectiveness of the organization, using existing resources to provide immediate feedback to unexpected situations, and solving dilemmas in completely different ways. Therefore, they will divide improvisation into two dimensions of spontaneity and creativity (Gkorezis et al., 2020). Jiang Chen (2010) believes that the development of organization scale improvisation can be divided into three dimensions which are: intention to create, use of existing resources and immediate.

The first attempt to measure improvisation using a scale was used by Moorman and Miner (2001). Respondents were asked to evaluate whether and to what extent they

had improvisation during product development.

Hmieleski and Corbett (2006) developed a 27-item scale to measure improvisational behavior, which was partly adapted from Vera (2002) and divided into three dimensions, namely, being able to work creatively with the tools at hand, being able to perform well under stressful and stressful situations, spontaneity and continuity of action in work.

Leybourne and Smith (2006) developed a set of 5-item scales that included the measurement of individual improvisation and the simultaneous measurement of team improvisation. After revision, the scale had 7 items in total.

This study adopts the scale developed by Vera and Crossan (2005), which is widely recognized by the academic circle and has good reliability and validity.

### **2.2.3 Previous study on Individual Improvisation**

Previous studies focused on the consequences of improvisation. For example, Hmieleski and Corbett (2008) found that entrepreneurs' self-efficacy positively moderated the direct impact of entrepreneur improvisation on the performance of new start-ups (measured by sales growth). Entrepreneur self-efficacy has a negative moderating effect on the relationship between entrepreneur improvisation and job satisfaction. Hmieleski et al. (2013) pointed out that in a dynamic environment, the

relationship between improvisation and corporate performance was significantly negatively correlated with entrepreneurs with high optimism compared with those with low optimism. Hu et al. (2017) put forward and analyzed to adjust focus is the precondition of entrepreneur improvisational behavior, and the environmental volatility in the regulation, the study found that to promotion focus has positive impact on the entrepreneur's improvisation. Adomak, Opoju and Frimpong (2018) found through a survey of 395 enterprises in Ghana that the ability of financial resources plays a positive regulating role in the effect of entrepreneur improvisation on the performance of entrepreneurial enterprises, and institutional support moderates the effect of entrepreneur improvisation on the performance of entrepreneurial enterprises.

Magni (2009) on spontaneous behavior of team members to study the mechanism of found that the behavior of the team integration and team cohesion will be a positive impact on employee individual improvisation. Magni, Palm and Salvemini (2018) on the basis of the theory of rational behavior, discusses the mechanism of team innovation atmosphere influence individual improvisation, the results show that hierarchical team innovation atmosphere affects individual positive attitude and personal risk aversion to influence individual improvisation.

First, Fan et al. (2016) discussed the influence of emotional intelligence and cognitive flexibility on individual improvisational behaviors, as well as the cross-hierarchy

regulating effect of team emotional atmosphere and knowledge sharing on the direct relationship at the individual level. Ding and Chen (2017) conducted a survey on 260 employees of 82 high-tech enterprises and found that self-efficacy had a positive impact on individual improvisation.

## **2.3 Empowering Leadership**

### **2.3.1 Definition of Empowering Leadership**

Current studies on empowered leadership are mainly divided into two perspectives (Ahearne, Mathieu & Rapp, 2005). One is the situational empowerment perspective, which emphasizes the empowerment of leaders to subordinates, the granting of employees' decision-making rights and the management of themselves (Leach, Wall & Jackson, 2003). This perspective is more focus on the leadership to subordinate implementation of authorization behavior and authorization decisions, for example, the leadership will encourage subordinates to express their views and involve subordinates in decision making, motivate a team of employees with self-management and self-improvement activities (Arnold et al., 2000). Another research angle of view is the psychological empowerment perspective, this mainly embodies the employees for leaders after the will power to their psychological feelings and feedback (Spreitzer, 1995). Conger and Kanungo (1988) believed that employees' psychological feelings towards leadership authorization would affect how employees view authorization

behavior and assume responsibility brought by authorization. Menon (2001) proposed that the above two research perspectives should not be separated. In the process of authorization, leaders influence the psychological experience of employees through authorization.

In recent years, the study of empowering leadership has been from the perspective of situation authorization and integrate the authorization of the psychological perspective, the definition of empowering leadership also integrates these two perspectives (Cheong et al., 2019). It implies by power to subordinates, give employees more work autonomy will improve the intrinsic motivation of employees to participate in work, so as to improve the employee's work autonomy behavior and self-efficacy (Srivastava, Bartol & Locke, 2006).

In summary, this study believes that empowered leadership is a behavior of a leader to enhance the self-efficacy and sense of mission of his subordinates by granting power to their work autonomy.

### **2.3.2 Previous study on Empowering Leadership**

Zhang and Wang (2009) found that leaders tend to pay more attention to long-term results and are more willing to confer part of his or her power with subordinates at work when they have a higher tendency to consider long-term results. Yang et al. (2010) found that task performance and organizational interest risk considerations

have negative correlation with managers' authorization behaviors. Zhang et al. (2014), based on gender perspective, found that female managers empowering leadership behavior is significantly higher than male managers. Slaughter (2012) had a similar study, to explore the gender factor for its authorized of leader behavior whether there is influence, results show that the part dimensions in empowering leadership leaders gender differences is decided to the authority of the leader.

Srivastava and Vyas (2015) found in their study that the more fully prepared employees are for authorization, the more likely they are to lead to authorization behavior by leaders. They also pointed out that leaders in a process-based work environment are more suitable for authorization "behavior. Scholars such as Hakimi, Van Knippenberg and Giessner (2010) proves that the trust of leaders to subordinates also affects the empowerment of leaders to employees. Refer to Liu and Liao (2013) study, they found that the leadership power distance of its authorized behavior will produce negative influence, the leader of work on its own authorization behavior also can have significant positive influence, the relationship between leader and subordinate supervisor to adjust the power distance and workload of authorized act the role of the leader (Byun et al., 2020).

At present, the research on empowered leadership is still focused on the individual level. By giving subordinates the power and opportunity to participate in decision-making, empowered leadership enhances the intrinsic motivation of

subordinates and promotes their positive work attitude and behavior (Chen & Chen 2017; Sun & Lv, 2016). For example, empowered leaders can improve subordinates' satisfaction (Kim et al., 2018; Zhang & Bartol, 2010), promote subordinates' work performance and improve employees' work performance (Harris et al., 2014; Lee et al., 2018) and engaging employees in more innovative behaviors (Amundsen & Martinsen, 2015; Wang, Ge & Zhang, 2016), improving the psychological ownership of subordinates (Lin & Luo, 2017). Xu, Wang and Fan (2018) found that empowering leadership has a positive effect on employees' pro-organizational non-ethical behaviors. Based on role identity theory and self-categorization theory. Wang, Yu and Zhang (2019) prove that empowered leadership also has a positive impact on employees' tacit knowledge sharing.

At present, there is still a lack of research on the genesis mechanism of empowered leadership, and the content of the research is relatively scattered, so the research is not in-depth enough.

## **2.4 Psychological Availability**

### **2.4.1 Definition of Psychological Availability**

Psychological availability was researched by Kahn (1990) at the first time. He put forward the research of the important influence of mental state to staff working attitude. Kahn divide psychological availability into two parts, i.e psychological

meaningfulness and psychological safety. He defined Psychological availability at some point, the individual to the physical, emotional, or Psychological resources needed to complete the work of a kind of feeling. This definition has since been widely adopted by researchers. May, Gilson and Harter (2004) modified the definition of psychological availability proposed by predecessors. They believed that it was an individual's belief in himself, that is, he or she believed that he or she had enough physical, emotional and cognitive resources to use in his or her work. Essentially because an individual engages in many other activities, it assesses a person's readiness or confidence to perform his or her job role.

To sum up, psychological availability is an individual's perception of the physiological, emotional and psychological resources he/she can have in order to achieve his/her work goals.

#### **2.4.2 Previous study on Psychological Availability**

Binyamin and Carmeli (2010) found from a survey of 213 employees and their supervisors in 7 knowledge-based enterprises. Employees perceived uncertainty and pressure will has negative psychological availability in which the employees felt uncertainty and stress at work, employees' psychological perception to the available resources will reduce, the study also found that psychological accessibility has a positive effect on employee creativity, at the same time, the psychological availability

also has influence on the job insecurity and pressure. Vinarski et al. (2011) found that the subjective relevant experience of individual employees was positively correlated with psychological availability. Besides, they also found out employees' psychological availability has a positive effect on their participation in work. The researchers also verified that psychological availability played a important role in the influence of employees' subjectively related experiences on their participation in innovative work. Danner-Vlaardingerbroek (2013) will be introduced to the concept of psychological availability of parent-child interaction in the study, the results confirmed that the parents' psychological availability in negative work remaining fatigue (e.g., negative emotions, and after the work of thinking, etc.). At the same time, the author also points out that the effect mentioned above may be influenced by the type of parental role combination. In another study, Khnwer et al. (2013) also confirmed that positive work surplus has a positive effect on psychological availability towards spouse. Matias et al. (2017) found that work-family conflict negatively affects psychological availability when studying work-family conflict and emotional regulation of children. At the same time, parents' psychological availability negatively affects children's emotional instability and positively affects their emotional regulation.

## **2.5 The Relationship Between Variables**

### **2.5.1 The relationship between Empowering Leadership and Individual Improvisation**

Empowered leadership refers to the leader to take a series of authorization so as to improve the leadership of subordinate authorization of the psychological perception (Srivastava, Bartol and Locke, 2006). A leading share authority and responsibility, with subordinates and subordinates to make joint decisions, allowing subordinates personal management work, to subordinate to share important information, and the confidence of the ability to convey to the subordinates to solve challenging work (he and Martinsen,2015). Under such influence, their work enthusiasm and willingness to participate will be improved, and they are also willing to make efforts to break through themselves in work and creatively put themselves into work (Edinger et al., 2011).

According to the theory of social information processing, the external social environment in which an individual is located provides information that affects his/her cognition and behavior, and the individual's understanding of social context will affect his/her behavior (Kim & Beehr, 2018). Individuals, however, cannot accept all the information provided by the external environment, an individual can only according to their cognitive ability and demand for these specific information, judge what behavior is reasonable and is able to be recognized organization (Kwan, Chen, & Chiu,

2020). In working scenario, a leader is the main source of social information staff, employees will focus on leadership, in order to obtain clues (Boekhorst, 2015). When employees engaged in improvisation, they will consume large amounts of cognitive, emotional, social, and physical resources (Kamoche et al., 2003). Empowering leadership can be seen as a kind of situational factors, leader of subordinate authorization activities, promote the subordinates in an organization for better evaluation of the self, to provide staff autonomy, give it the resources required, emphasize sharply the values of work, in order to keep good employees self assessment, will strive to participate in the work (Lim et al., 2020).

individual improvisation is spontaneous and creative, requiring members of the organization to react on the spot to unexpected things (Magni et al., 2009). Existing studies have shown that there are many external factors affecting individual improvisation, and leadership style is one of the important factors (Kim & Beehr, 2019). The staff's personal emphasize spontaneous improvisation, need to organize the members to the unexpected things can spontaneously improvising. Because this kind of behavior is the temporary is not in accordance with organizational practice program, which requires an organization to provide some kind of security for employees to support this kind of behavior (Lin et al., 2020). Improvisation also emphasizes the creative, when faced with a new or complex emergency workers, it will require employees need to be able to jump out of the original work of inertia and the constraints of the existing work practices, should let employees timely transformation

of thinking, creative problem solving.

Hence the following hypothesis was decided under this study:

H1: Empowering leadership has a positive relationship with individual improvisation.

### **2.5.2 The relationship between Psychological Availability and Individual Improvisation**

At the same time, improvisation is a behavior that emphasizes initiative, timely utilization and integration of resources to solve problems creatively (Mcknight and Bontis, 2002). When empowered leaders express the information of trust, support and resources to employees, their intrinsic motivation, work autonomy and sense of self-efficacy will be improved (Srivastava, Bartol and Locke, 2006). At the same time, it will also make employees have more sense of acquisition and have cognitive, psychological, physiological and other resources of information. Thus, the psychological availability of employees will be improved, which will promote employees to make improvisation behaviors in the face of emergencies.

It is also believed that employees with high psychological availability will have a higher perception of their own available resources. Therefore, when the organization encounters unexpected unconventional situations, employees can make use of perceived resources in a timely manner and make corresponding improvisational

behaviors to cope with these changes. On the contrary, employees with low psychological availability will have a sense of resources available to them, and will also have a low rating, which is not conducive to employees' taking the initiative to adapt to changes in the outside environment and make improvisation behaviors.

Hence the following hypothesis was decided under this study:

H2: Psychological availability has a positive relationship with individual improvisation behaviors.

## **2.6 Underpinning Theory of the Study**

The most important theory used is Empowerment Theory, which first came up in 1970s. It has been systematically mentioned as a formal term by Barbara Solomon who published a book named "Black Empowerment: Social Work in Oppressed Communities in 1976 (Calves, 2009).

Many studies and practices have shown that Empowerment may be one of the most effective means of strengthening and releasing the creative potential of the workforce, motivating employees to learn and innovate, and achieving rapid responses to highly uncertain operating environments. As a result, the theory of authorization became the focus of the management circle, and reached a peak in the 1990s, so that some scholars called the 1990s the era of authorization (Honold, 1997).

Although the theory of authorization has been formally proposed for no more than 30 years, it is not a new management concept, but has a long and profound ideological foundation (Adrian, 1998). Its origin can be traced back to the 1920s, when scientific management theory prevailed.

The role of a leader in the empowerment process is to help create a work environment in which employees act for internal rather than external reasons. Employees are empowered when they have intrinsic motivation and recognize and adhere to a consistent organizational culture. Lei (2016) to both the authorization theory is divided into three categories: Structured empowerment, Psychological empowerment and leadership empowerment.

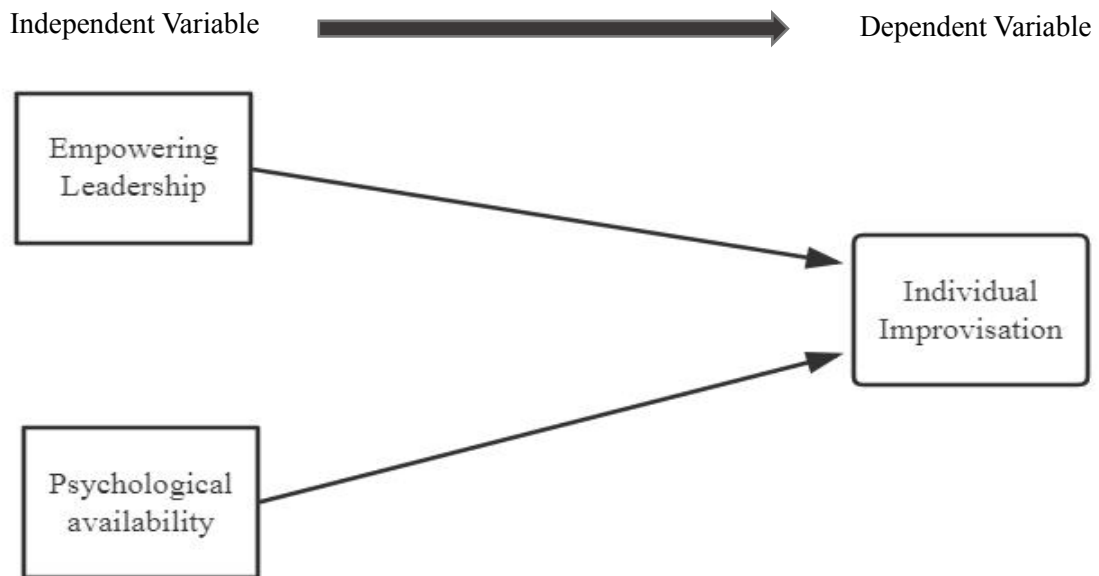
Structured empowerment construction and system construction of environment atmosphere, attention by organizing system to share power (power in here mainly refers to the formal authority or control of the organization's resources), emphasizing that employee participation is realized by delegating responsibilities to them through the organizational chain of command, while its limitation is to ignore the essence of authorization: the feelings of employees. Psychological empowerment is a study of individual employees' authorization status from the perspective of psychology (Wang & Zhang, 2016). It is believed that authorization is the psychological perception process of employees on their own work value, ability, control and influence, so as to produce intrinsic motivation. According to this view, the structural characteristics of

the work and organization are necessary, but cannot be fully effective unless they can influence employees' motivation and improve their sense of self-efficacy (Jada & Mulkhopadhyay, 2018). From the perspective of leadership empowerment, leadership delegation mainly studies the leadership role and leadership style in the process of leadership delegation (Calves, 2009).

After entering the 21st century, under the circumstance that the environmental characteristics that give birth to authorization are still distinct or even more prominent, the heat of authorization has suddenly cooled down. The number of research literatures in the theoretical field has been sharply reduced and there are few breakthroughs and innovations. Few enterprises in the practice field actively implement authorization, while the failure rate in limited attempts is high (appelbaum et al.,1999). At the same time, skepticism and opposition to delegation persisted (Appelbaum et al.,1999; Gandz, 1990; Umiker, 1992), so far there is no strong argument that can dissolve the differences.

In summary, systematic integration of authorization theory is a key step to realize theoretical innovation and break the deadlock of theoretical research and management practice.

## 2.7 Research Framework



**Figure 2-1**

*Research Framework*

Sekaran(2005) defined the theoretical framework as a conceptual model, which involves several factors and variables considered important to the problem domain in the research, and demonstrated the method of theorizing the relationship between them. The purpose of this study was to investigate the influence of empowering leadership and psychological availability on individual improvisation. In this study, empowering leadership and psychological availability will be used as an independent variable and the dependent variable is employee's individual improvisation behavior.

## 2.8 Chapter Summary

The literature review on the variables of empowering leadership, psychological availability and individual improvisation can provide a solid research foundation for

this study. At the same time, it is also believed that there are still some areas for improvement in the current study. As conclusion, this literature review indicated that most of scholars insist empowering leadership has positive relationship with individual improvisation. These studies will support the research methodology in the following chapter.



## CHAPTER 3

### METHODOLOGY

#### 3.1 Introduction

The main purpose for this chapter is to prepare the analyze the variables, they are empowering leadership, psychological availability and individual improvisation. This chapter will prepare the research design, operationalization of variables, measurement of variables before analysis test in chapter four. After possess with a better understanding of variables, this chapter elaborates questionnaires design, scope the target sample, meanwhile data collection and techniques of data analysis will be given in this chapter.

#### 3.2 Research Design

Quantitative research method has been adopted in order to design questionnaire and analyse collected data. Furthermore, it aimed to evaluate the relationship between empowering leadership, psychological availability and individual improvisation. This study targeted Tencent Co. Employees as sample which is one of the biggest IT company in China. It's able to represent the IT service enterprise around China as the research object. Quantitative research is able to determine large-scale social investigation instantly (Brannen, 2017). Since the sample size of this research is large,

in order to carry out data more effectively, Quantitative approach was applied in this research in order to analyse these data collected from Tencent.

The data collects from respondents aimed to evaluate how empowering leadership and employee's psychological availability affects individual improvisation. The questionnaire is divided into four Section: Part A is to collect demographic information from the employees. It briefly indicates the characteristic of respondent like gender, age, department they work for as description analysis. Part B is questions about individual improvisation. Part C Empowering leadership and Part D is about psychological availability.

### **3.3 Operationalization of Variables**

#### **3.3.1 Individual Improvisation**

Individual Improvisation is an immediate response to the environment and a purposeful creative activity, in which employees spontaneously adopt new and creative ways to achieve their goals based on the current situation and their own knowledge and experience. The dependent variable of individual improvisation questionnaires was using 7items was adapted from Vera and Crossan (2005).

### **3.3.2 Empowering Leadership**

Empowering leadership can be embodied in four aspects. They emphasize the meaning of work, promote participatory decision-making, convey confidence in performance, and provide autonomy to reduce bureaucratic constraints. The independent variable of empowering leadership was using 12 items and was adapted from Ahearne, Matieu and Rapp (2005).

### **3.3.3 Psychological availability**

Psychological availability can be understood as individual's belief that he or she is endowed with physical, emotional and cognitive resources that can be used in their own work. In the essence, psychological availability refers to the degree of flexibility and self-confidence that an individual can still participate in his or her work role when participating in other life activities. The independent variable of psychological availability was using 5 items and was adapted from May, Gilson and Harter (2004).

## **3.4 Measurement of Variables**

Table 3.1 at below showed the summary of measurement of variables and the original sources where the items was adopted to complete the measurement.

Table 3.1  
*Summary of Measurement of Variables*

<b>Variable</b>	<b>Authors</b>	<b>Items Adapted</b>
<b>Individual Improvisation</b>	Vera and Crossan (2005)	7
<b>Empowering leadership</b>	Ahearne, Matieu and Rapp (2005)	12
<b>Psychological Availability</b>	May, Gilson and Harter (2004)	4

### 3.4.1 Individual Improvisation

The items used to measure individual improvisation are developed from the questionnaire designed by Vera and Crossan (2005). Totally, there are 7 items will be measured in this research, and the Seven-point Likert scale is adopted. From “1” (Strongly disagree) to “7” (Strongly Agree), it shows as the Table 3.2 below. Whereas for Table 3.3, the items adapted from Vera and Crossan(2005) was listed down with a little bit of modification has made for these items, which added the word of “I’m able to” and “during my work”, in order to fit this research circumstance.

Table 3.2  
*Seven-point Likert scale*

<b>Level of variable</b>	<b>Description</b>
1.00	Strongly Disagree
2.00	Disagree
3.00	Somewhat Disagree
4.00	Neither Agree nor Disagree
5.00	Somewhat Agree

Table 3.2 (Continued)

Level of variable	Description
6.00	Agree
7.00	Strongly Agree

Table 3.3

*Item to measure individual improvisation*

Variable	Items
<b>Individual Improvisation</b>	<ol style="list-style-type: none"> <li>1. I'm able to deal with unanticipated events on the spot during my work..</li> <li>2. I'm able to think on my feet when carrying out actions during my work.</li> <li>3. I'm able to respond in the moment to unexpected problems during my work.</li> <li>4. I'm able to try new approaches to problems during my work.</li> <li>5. I'm able to identify opportunities for new solutions during my work.</li> <li>6. I'm able to take risk in terms of producing new ideas in doing my work.</li> <li>7. I'm able to demonstrate originality accomplishing my tasks during the work.</li> </ol>

### 3.4.2 Empowering Leadership

The items used to measure independent variable of empowering leadership are developed from the questionnaire designed by Ahearne, Mathieu and Rapp (2005).

Totally, there are 12 items will be measured in this research, and the Seven-point

Likert scale is adopted. From “1”(Strongly disagree) to “7”(Strongly Agree), it shows as the Table 3.2 above. And the Table 3.3 will list down the items adapted from Ahearne, Mathieu and Rapp (2005), a little bit modification has made for these items , I add “during my job”, in order to fit this research circumstance

Table 3.4  
*Item to measure empowering leadership*

Variable	Items
<b>Empowering leadership</b>	<ol style="list-style-type: none"> <li data-bbox="620 745 1298 808">1. My manager helps me understand how my objectives and goals relate to that company during my job.</li> <li data-bbox="620 853 1313 947">2. My manager helps me understand the importance of my work to the overall effectiveness of the company during my job.</li> <li data-bbox="620 992 1307 1055">3. My manager helps me understand how my job fits into the bigger picture during my job.</li> <li data-bbox="620 1099 1318 1162">4. My manager makes many decision together with me during my job.</li> <li data-bbox="620 1207 1329 1270">5. My manager often consults me on strategic decisions during my job.</li> <li data-bbox="620 1314 1339 1377">6. My manager solicits my opinion on decisions that may affect me during my job.</li> <li data-bbox="620 1422 1282 1485">7. My manager believes that I can handle demanding tasks during my job.</li> <li data-bbox="620 1529 1318 1592">8. My manager believes in my ability to improve even when I make mistakes during my job.</li> <li data-bbox="620 1637 1313 1700">9. My manager expresses confidence in my ability to perform at a high level during my job.</li> <li data-bbox="620 1744 1298 1807">10. My manager allows me to do my job my way during my job.</li> <li data-bbox="620 1852 1339 1915">11. My manager makes it more efficient for me to do my job by keeping the rules and regulations simple during my job.</li> </ol>

Table 3.4 Continued

Variable	Items
	12. My manager allows me to make important decisions quickly to satisfy customer needs during my job.

### 3.4.3 Psychological Availability

The items used to measure independent variable psychological availability are developed from the questionnaire designed by May, Gilson and harter (2004). Totally, there are 4 items will be measured in this research, and the Seven-point Likert scale is adopted. From “1” (Strongly disagree) to “7” (Strongly Agree), it shows as the Table 3.2 above. Table 3.3 will list down the items adopted from May, Gilson and Harter (2004).

Table 3.5  
*Item to measure Psychological Availability*

Variable	Items
<b>Psychological Availability</b>	1. I’m confident in my ability to handle competing demands at work.
	2. I’m confident in my ability to deal with problems that come up at work.
	3. I’m confident in my ability to think clearly at work.
	4. I’m confident in my ability to display the appropriate emotions at work.

### **3.5 Questionnaires Design**

The questionnaire design for this study consisted of four (4) sections. Section A is demographic, gather respondents' personnel information, such as their gender, working experience etc. Section B develop for individual improvisation behavior, Section C is about Empowering leadership and the last one Section D is about Psychological Availability. Except Section A, the rest will all be used Likert 7-points to measure the scale from "strongly disagree" to "Strongly agree". And the scale standard already been given at measurement variable part in Table 3.1 All questions consist in the questionnaire will be shown in APPENDIX I.

### **3.6 Population and Sample of Study**

#### **3.6.1 Population**

The sample population for studying the effect of empowering leadership to individual improvisation in this research is the employees who serve in a Chinese company called Tencent, which is one of the biggest enterprise in China with huge amount of employees, which is able to represent the employees behaviors in China. According to the Annual Report disclosed by Tencent from 2016 to 2019, the employees number work in Tencent is increased every year. There are 31,557 employees worked in Tencent in 2016, and it raised to 40,678 in the following year. After that in 2018 hire another 8,000 more, according to the statistic end on 31 December 2019, there are

62,885 employees serve in Tencent. Therefore, for this study the population should cover 62,885 employees. Figure 3.1 below shows the details. In addition, Tencent's flexible management system, with leadership willing to delegate power, gives employees more freedom on their acts. It gave the reason for this study research the influence of empowering leadership and psychological availability to individual improvisation among employees at Tencent (Ouyang, 2019).

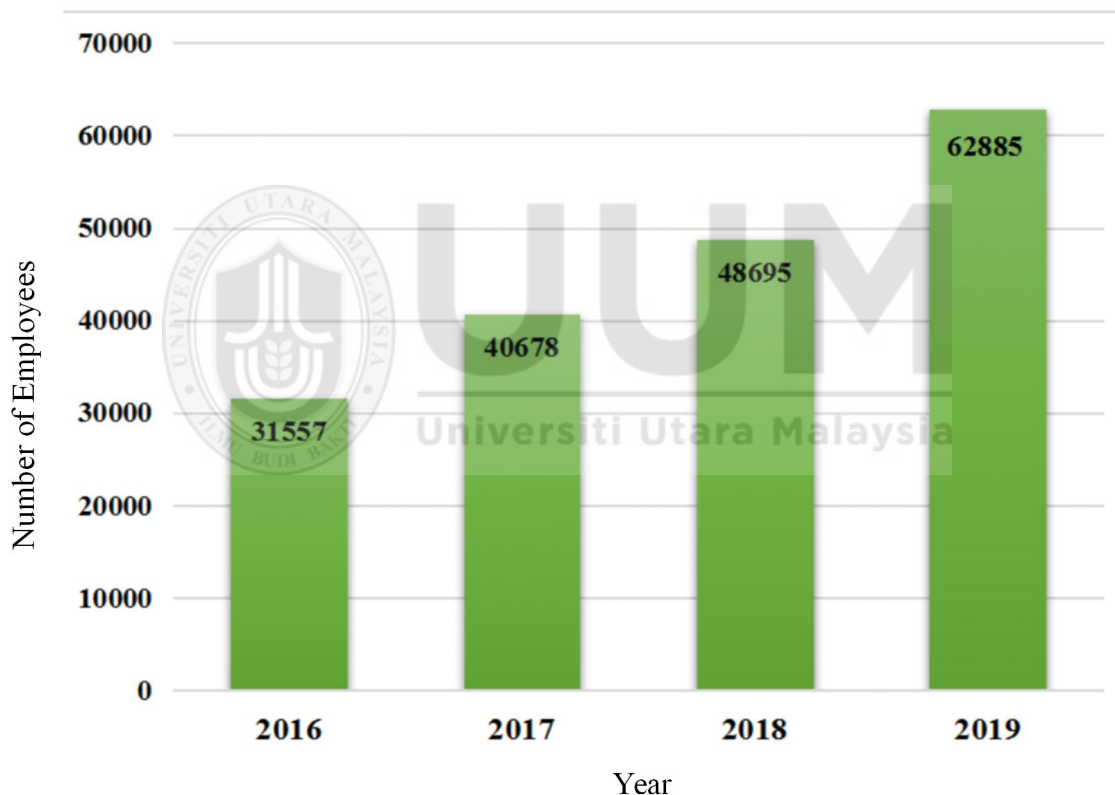


Figure 3.1  
*Number of employees working in Tencent 2016-2019*  
Source: Adapted from Tencent Annual Report, 2016-2019

### 3.6.2 Sample

This study adopted sampling method to collect data. Refer to scholar Sharma (2017), sampling method is scholar based on his or her research direction, and adopt the most suitable sample for their study by themselves. Besides, it can also enhance effectiveness when researcher collecting data.

This research will adopt snowball sampling method to collect the primary data from target employees in Tencent. The questionnaire were first given to the employees working at Human Resource Department in Tencent, and they will identify the suitable respondents and distribute the questionnaires to their colleagues. When the respondents agree to participate in this survey, both link and QR code will be given they can choice one of the approach to enter the online survey.

Refer to results got from the Raosoft Sample Size Calculator, 382 sample size was needed for this research in order to keep data more effective and reduce errors. Furthermore, refer to scholars Krejcie and Morgan (1970) words, sample experimental error caused by contingency or abnormal data will be improved if add more respondents in data collection. Therefore, this study selected 392 as the total data volume.

### **3.7 Data Collection**

Refer to Ganrade (2016), normally questionnaire collection can be separated into two types, physical collection and online collection. In this study, in order to collect data more quickly and effectively, online collection method was chosen. Second, due to the current COVID-19 epidemic, it is necessary to avoid physical contact between people as much as possible for everyone's safety. Therefore, the questionnaire will be designed by a Chinese online questionnaire website called: "Questionnaire star", and distribute by using the link it gave after completed the design.

The period of collecting data is about one month, which starting from 20th October 2020 to 3rd November 2020. A total of 530 employees were sampled in this study. After eliminating invalid and unmatched questionnaires, 325 valid questionnaires were accepted, and the response rate of this research was 61.3%, and the usable data after the data screening were 301.

### **3.8 Techniques of Data Analysis**

After the questionnaire was collected, an useful software called Statistical Package for the Social Sciences (SPSS 23) was adopted to perform the data analysis. In the first part, descriptive statistical analysis was conducted on the age, sex, education background, frequency and percentage of the respondents in their departments. Subsequently, the mean value and standard deviation of each variable in

this study were used to describe the mean intention of data and the dispersion degree of data. Generally speaking, the larger the standard deviation value is, the greater the fluctuation of data and the higher the degree of dispersion will be (Vazac et al., 2018). And other data analysis will be elaborated as follow.

### **3.8.1 Reliability Test**

Reliability analysis measures the consistency or reliability of data, and can detect the mutual consistency among various questions in the questionnaire. The scholar Zikmund (2003) claims that reliability analysis can collect errors between measured and actual values of data. In addition, reliability analysis is the basis for correlation analysis and regression analysis, and only on the premise of ensuring the authenticity of data, can subsequent analysis be effective and reliable (Bryman & Bell, 2003). Cronbach (1951) is the scale used in this study. If the alpha value is greater than 0.8, the reliability is very good. If the alpha value is less than 0.6, the reliability is poor, as shown below in Table 3.6, all researchers are looking for higher figure of reliability, because higher reliability indicates the data he or she collected are more reliable, besides the experiment of the research is more successful (Sekaran and Bougie, 2016).

Table 3.6

*Cronbach's Coefficient Alpha(a) Scale*

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 < 0.7	Moderate
0.7 < 0.8	Good
0.8 < 0.9	Very good
>0.9	Excellent

Source: Cronbach (1951)

### 3.8.2 Pearson's Correlation Analysis

Correlation analysis is used to analyze and explain whether there is a correlation between two variables and the level of correlation between two variables (Li et al., 2017). Therefore, it is necessary to study the correlation between variables. As shown in Table 3.7, the Pearson Correlation Analysis Scale generally divides the relationship between two variables into five levels. The scale criteria of this study were adopted by Hair et al. (2016). Malhotra (2005) indicates that the greater the absolute value of the correlation coefficient, the stronger the correlation between the two variables will be. When the correlation value is “ $\pm 0.9$ ” to “ $\pm 1$ ”, it means that there is a very strong correlation between the two variables. Generally speaking, if the correlation value is less than 0.3, it will be judged as no correlation. Pearson correlation analysis can not only test the strength of the relationship between two variables, but also get the correlation types between variables, positive correlation "+" and negative correlation "-". If there is A positive correlation between A and B, then A will increase as B

increases. On the contrary, if there is A negative correlation between A and B, then A decreases with the increase of B (Ahlgren et al., 2003).

Table 3.7

*Rule of Thumb for Interpreting the size of a Correlation Coefficient*

<b>Size of Correlation</b>	<b>Interpretation</b>
0.00 to 0.30 (0.00 to -0.30)	Negligible Correlation
0.30 to 0.50 (-0.30 to -0.50)	Low positive (negative) Correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate positive (negative) Correlation
0.70 to 0.90 (-0.70 to -0.90)	High positive (negative) Correlation
0.90 to 1.00 (-0.90 to -1.00)	Very High positive (negative) Correlation

*Source: Hair et al. (2006)*

### **3.8.3 Multiple linear regression analysis**

As described by scholar Goodman (1972), multiple regression analysis refers to the establishment of quantitative relations between linear mathematical models of multiple variables by taking one variable as a dependent variable and another or more variables as independent variables (Goodman, 1972). The regression analysis of variables was carried out to verify the hypotheses proposed by the three variables of empowered leadership, psychological availability and personal improvisation. Additionally, the p value can be obtained by regression analysis, and the smaller the P value, the more acceptable the study will be. The null hypothesis needs to be rejected when p is less than 0.05.

### 3.9 Summary

Chapter discussed the research and sampling design, data collection methods, and elaborate the data collection process for this study. At the same time, the sample collection methods used by the researchers in this study, as well as the sampled objects and the number of samples used are also discussed. Finally, the technique of data analysis after data collection and the scale used to evaluate each parameter are discussed to prepare for the calculation in Chapter 4.



## CHAPTER 4

### RESULTS AND DISCUSSION

#### 4.1 Introduction

This chapter showed the results which calculated by SPSS version 23, while data collected for employees who works in Tencent CO. The main purpose of this chapter is to analyze and present results on the relationship among empowering leadership, psychological availability and individual improvisation based on the sample took from Tencen., in order to verify the hypotheses which named by this study in chapter 2. The data analyze also consist of the descriptive statistics, Pearson correlation, normality test used to identify the directions and Strength of the relationship. Lastly, to test the hypothesis developed in this research through reliability test, correlation analysis and regression test.

#### 4.2 Response Rate

Data was collected from Tencent's employees all over China for about two weeks. Total 530 questionnaires had distributed to the targets through "Questionnaire Star", a popular survey website used by Chinese, at the end 325 sample data has been collected by the respondents with around 61.3% response rate. Through the screening

of missing data and outliers, 24 questionnaires were found to be missing data or respondents choose the same answer for the whole questions, and the final sample at the end used in this research were 301.

### 4.3 Demographic Profile of Respondents

Demographic section as the first part of the questionnaire, it shows the respondents characteristics of the study. According to the demographic survey, it can be judged that this group data is mainly about people from which age and what kind of diploma most people have. Descriptive statistics are summarizing a given data set. The main purpose of descriptive statistics is to describe and explain frequency characteristics, such as age, gender, and marital status, highest education level. In addition, work experience, size of respondents' work team and the department which they work for in Tencent were investigated respectively. After data collection, there are 301 valid questionnaires can be used for data analysis, the results are as follow.

#### 4.3.1 Age

Table 4.1  
*Age of Respondent*

<b>Respondent's Profile</b>	<b>Frequency (N)</b>	<b>Percent (%)</b>
<b>Age</b>		
20 years old and below	0	0
21-25 years old	55	18.3
26-30 years old	84	27.9
31-35 years old	80	26.6
36-40 years old	46	15.3
41-45 years old	23	7.6
46-50 years old	13	4.3

Table 4.1 (Continued)

<b>Respondent's Profile</b>	<b>Frequency (N)</b>	<b>Percent (%)</b>
51 years old and above	0	0

As can be seen from Table 4.1 above, from the total of 301 respondents, , there's none of employees age below 20 responded for this survey. 18.3% aged 21-25 years old (55), 27.9% aged 26-30 (84), and 26.6% aged 31-35 (80), 15.3% about 36-40 (46), 7.6% aged around 41-45(23), 4.3% aged around 46-50 (13), lastly none of respondents came from 51 years old and above. The age group between 26-30 has the largest proportion, while none of respondents came from group of 20 years old below and 51years old above. Therefore, the target employees of this study are mostly age between 26 to 35.

### 4.3.2 Gender

Table 4.2  
*Gender of Respondent*

<b>Respondent's Profile</b>	<b>Frequency (N)</b>	<b>Percent (%)</b>
<b>Gender</b>		
Male	159	52.8
Female	142	47.2

As Table 4.2 indicated above, among the 301 respondents, 52.8% (159) were male and 47.2%(142) were female. This suggests that there was small difference between the number male and female, only 3 more male than female.

### 4.3.3 Marital Status

Table 4.3  
*Marital Status of Respondent*

Frequency (N)	Percent (%)
150	49.8
151	50.2

As shown in table 4.3, there are 150 respondents (49.8%) were still single in Tencent, and 151 respondents (50.2%) in the research were married.

### 4.3.4 Education Level

Table 4.4  
*Education level of Respondent*

Respondent's Profile	Frequency (N)	Percent (%)
<b>Highest Education level</b>		
Secondary School Certificate	0	0
Diploma	67	22.3
First Degree	132	43.9
Master Degree	81	26.9
Doctor of Philosophy	21	7.0

In terms of employees' education in Tencent, none of the respondents (0%) only got Secondary school certificate. There are 67 respondents which took about 22.3% of the whole sample possess with diploma degree, 132 of the respondents which around 43.9% employees got First degree, 81 of the respondents (26.9%) has master degree study experience and 21 respondents or 7% are PhD. The educational level involved in this questionnaire are quite high, the major part of the respondents got First degree, and there were almost one third of respondents has master degree and PhD.

### 4.3.5 Work Experience

Table 4.5  
*Work experience of Respondent*

<b>Respondent's Profile</b>	<b>Frequency (N)</b>	<b>Percent (%)</b>
<b>Work Experience</b>		
Less than 1 year	59	19.6
1-5 years	117	38.9
6-10 years	87	28.9
11-20 years	37	12.3
20 years above	1	3

The respondent's profile shows the most of respondents(38.9%) equipped with 1-5 year working experience, there are 87 respondents got 6-10years work experience which took place 28.9% in the whole sample, 19.6% or 59 of respondents work less than one year, 37 respondents or 12.3% possess 11-20 work experience, only one respondents(3%) in this survey has worked 20years more in Tencent.

### 4.3.6 Size of work team

Table 4.6  
*Work team size of Respondent*

<b>Respondent's Profile</b>	<b>Frequency (N)</b>	<b>Percent (%)</b>
<b>Size of your Work Team</b>		
1-5 person	65	21.6
6-10 person	91	30.2
11-15 person	58	19.3
16-20 person	60	19.9
21 person above	27	9.0

The major respondents(30.2%) work in 6-10 person team, there are 65 or 21.6% respondents work in 1-5 person's work team, 19.3% which are 58 respondents work with team include 11-15 person, 60 respondents or 19.9% work with 16-20 person

team, and 27 respondents(9%) work in team which consist of more than 21person.

### 4.3.7 Work Department

Table 4.7

*Department of Respondent belong*

<b>Respondent's Profile</b>	<b>Frequency (N)</b>	<b>Percent (%)</b>
<b>Department you work for</b>		
Administrative Department	39	13
Marketing Department	52	17.3
HR Department	28	9.3
Finance Department	29	9.6
System Integration Department	50	16.6
Product Technology Department	21	7.0
Property Management Department	19	6.3
Settlement Department	26	8.6
Inspection and Test Center	17	5.6
Logistics Department	15	5.0
Security Department	5	1.7

There are 39 respondents (13%) work in administrative department, and the majority respondents (17.3%) works in marketing department, HR department has 28 respondents with 9.3%, 9.6% of the respondents which are 29 came from finance department. 50 respondents or 16.6% came from system integration department. Product Technology department consist of 21 respondents (7%). Property Management department has 19 respondents takes 6.3%. 26 respondents or 8.6% work in settlement department, 17 or 5.6% respondents work in inspection and test center, 15 respondent (5%) disclosed they work in logistics department and only 5 respondent (1.7%) came from security department.

#### 4.4 Descriptive Statistic

In this part of descriptive statistical analysis, this paper will interpret the value of mean and standard variance of all three variables. The mean value can effectively reflect employees the average choice in the questionnaire. While, Standard deviation can reflect the dispersion degree of a data set. In another words, if the value of the standard deviation is high, it indicates the data perform high degree of dispersion. The detailed data for this study variables individual improvisation, empowering leadership and psychological availability analysis are shown below.

Empowering leadership (M=5.8583, SD=0.6492) showed higher mean compared with other two variables, which Psychological availability (M=5.7899, SD=0.80394) was 5.7899 and individual improvisation (M=5.7551, SD=0.79631) was 5.7551. Also empowering leadership shows the lowest standard deviation only 0.6492, that indicates empowering leadership has low dispersion.

Table 4.8  
*Descriptive Statistic of Variable*

	Mean	Std. Deviation
Individual Improvisation	5.7551	.79631
Psychological Availability	5.7899	.80394
Empowering Leadership	5.8583	.64920

#### 4.5 Normality Test

Normality Test is the test to determine whether the population obeys normal

distribution by using observed data. Based on table above results, both Kolmogorov-Smirnov and Shapiro-Wilk Test Sig. values are all less than 0.05, hence the data is not normally distributed. So we can reject the null hypothesis in this study.

Table 4.9  
*Normality Test Results*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Individual Improvisation	.175	301	.000	.748	301	.000

a. Lilliefors Significance Correction

#### 4.6 Reliability test

According to the proposal of Goforth (2015), the reliability test can be used to test whether the data is consistent and stable, so as to judge whether the set of data is reliable. The greater the reliability value, the greater the reliability of the data and the more successful the experiment. Although the variables in this study are based on maturity scale, the randomness and contingency of samples may lead to errors, so before the subsequent correlation analysis and regression analysis, it is necessary to conduct reliability analysis experiments to ensure the validity and reliability of the subsequent data analysis.

Table 4.10  
*Reliability Test Result*

Variables	No.item	Cronbach's Alpha
Individual Improvisation	7	0.772
Empowering Leadership	12	0.801
Psychological Availability	4	0.613

Refer to table 4.10, the Cronbach's Alpha of Empowering leadership is 0.801, according to Bryman & Bell (2003), when Cronbach's  $\alpha > 0.8$  means that the reliability of this data is very good, the questionnaire can be accepted. In other words, the internal consistency of variable “empowering leadership” is very good. Furthermore, Cronbach’s  $\alpha$  for Individual Improvisation and psychological availability are respectively 0.772 (Good) and 0.613 (Moderate). Since value of Cronbach's coefficient for each variable in this study was above 0.6, refer to the table 3.6 in chapter 3, all these three variable is accepted, can be used for further test. Therefore, the data collected from this questionnaire can be studied.

#### **4.7 Pearson Correlation Analysis**

Pearson correlation is often used to reflect the degree of linear correlation between two random variables (Sekaran & Bougie, 2009). So, in simple terms, when  $r$  is between negative 1 and 1. When the value is 1, it means that there is a completely positive correlation between two random variables. When the value is -1, it means that there is a completely negative correlation between the two random variables. When the value is 0, it means that there is no linear dependence between two random variables. Therefore, SPSS 23 was used for correlation analysis in this study, and Pearson correlation coefficient method was used for testing. Subsequently, this study measured the strength among the three variables according to table 3.7 in Chapter 3, from scholar Hair et al.(2006). The correlation among the three variables in this study

is shown in Table 4.11 below.

Table 4.11  
*Results of Pearson Correlation Analysis II, EL and PA*

<b>Variable</b>	<b>II</b>	<b>EL</b>	<b>PA</b>
Individual Improvisation (II)	1		
Empowering Leadership (EL)	.729**	1	
Psychological Availability (PA)	.648**	.643**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From Table 4.11 above, it can be seen that individual improvisation, empowering leadership and psychological availability are positively correlated. There is a high positive correlation between Empowering leadership and individual improvisation ( $r = 0.729$ ), these two got the strongest positive relationship among those three variable. In addition, there is a moderate positive correlation between independent variable empowering leadership and psychological availability ( $r = 0.648$ ). Besides, the correlation coefficient between dependent variable individual improvisation and psychological availability is 0.643 ( $0.7 < r < 0.8$ ) which indicate a moderate positive correlation. Therefore, both independent variables of empowering leadership and psychological availability represent good positive correlation with individual improvisation behaviors.

#### 4.8 Multiple Linear Regression

Linear regression refers to a regression analysis that models the relationship between

one or more independent variables and dependent variables using the least square function called the linear regression equation. In this study, linear regression can be used to verify the validity of the four hypotheses proposed above.

Table 4.12  
*ANOVA<sup>a</sup>*

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.600	2	55.800	211.469	.000b
	Residual	78.633	298	.264		
	Total	190.233	300			

a. Dependent Variable: Individual Improvisation

b. Predictors: (Constant), Psychological Availability, Empowering Leadership

The results presented in table ANOVAa (table 4.12) above indicates the degree of variance in the dependent variables were explained by the model. The lower p value is, the more successful the experiment is (Goodman, 1972), P-value (Sig) in this study is nearly 0.000 which is smaller than 0.05 while F value is 211.221. This indicated that the model is fit to study.

Table 4.13  
*Multiple Regression Results for EL and PA to II*

Independent Variable	Beta Value	t-value	Sig.
Empowering Leadership (EL)	.532	10.943	.000
Psychological Availability (PA)	.306	6.288	.000

\*\* Dependent Variable: II

R= .766<sup>a</sup>

R Square= .587

Adjusted R Square= .584

Table 4.13 above shows the multiple regression analysis results for Empowering leadership (Independent variable), Psychological Availability (Independent variable)

and Individual improvisation (dependent variable). Refer to scholar Cohen (1992), value of  $r\text{-square} \leq 0.12$  indicates small size impact,  $0.13 < r\text{-square} < 0.25$  indicates medium impact and  $r\text{-square} > 0.26$  means it has large size of impact. In another words, the larger of value  $r$ , the larger size of impact of the variable. Value  $r\text{-square}$  in Table 4.12 is 0.578, it declares that 57.8% of the variance in individual improvisation was accounted for by empowering leadership and psychological availability. Thus both empowering leadership and psychological availability is significantly influence the individual improvisation behaviors.

Hypothesis H1 proposed that there is a positive relationship between empowering leadership and individual improvisation. Table 4.13 evidenced that empowering leadership are positively related to individual improvisation ( $\beta = 0.532$ ,  $p < 0.05$ ). Hence, H1 is supported.

Whereas Hypothesis H2 proposed that there is a positive relationship between psychological availability and individual improvisation. According to Table 4.13 evidenced that psychological availability are positively related to individual improvisation ( $\beta = 0.306$ ,  $p < 0.05$ ). Hence, H2 is also supported. As a result, both empowering leadership and psychological availability are significantly influence the individual improvisation behaviors.

## 4.9 Summary of Hypotheses Testing

The summarized of hypotheses testing shown as follow in table 4.14.

Table 4.14  
*Summary of Hypotheses Testing*

<b>Description of Hypothesis</b>	<b>Results</b>
<b>H1</b> Empowering leadership has a positive relationship with individual improvisation.	Accepted
<b>H2</b> Psychological availability has a positive relationship with individual improvisation.	Accepted

## 4.10 Summary

This chapter has present the results of statistical analysis which calculated by SPSS 23, such as descriptive analysis for dependent variables and independent variables by using their mean and standard deviation. Then normality analyse was used to see whether the sample collected by this research is normally distributed. Before illustrate Pearson correlation matrix to discuss the strength and direction among three variables, this study has also determined the result of reality test. At last, multiple regression was used to summarize whether the hypotheses mentioned in previous chapters can be supported. According to result in this chapter, both two hypotheses that listed by this research are supported.

## CHAPTER 5

### CONCLUSION AND RECOMMENDATION

#### 4.1 Introduction

This chapter mainly follows the data analysis results obtained in the previous chapter to summarize the research results of this study, and proposes Suggestions for future research directions. In addition, this chapter also discusses the significance and impact of the study, as well as the shortcomings and limitations of the study, and puts forward recommendations for improvement.

#### 4.2 Discussion of the Finding

This research aimed to discuss the relationship among three variables: empowering leadership, psychological availability and individual improvisation. The two hypotheses that proposes by this paper has been accepted refer to the analysis in chapter four. The detail results will be elaborated here.

##### 4.2.1 The relationship between empowering leadership and individual improvisation

This study proposed that empowering leadership has a positive effect on employees' individual improvisation and the result showed supported. The result has been consistent with Xu, Wang and Fan (2018). At work, the leadership to subordinate to

give authority and responsibility, encourage their participation in decision-making and to share important information, and provide necessary support and assistance to the subordinates. These behaviors can let employees have a more free and easy work experience, under the influence of the leadership, employees will also actively participate in and take on the task in the work. In the face of the work of the practice, will be easy to make improvisation to deal with.

### **5.2.2 The relationship between psychological availability and individual improvisation**

This study proposed that psychological availability has a significant positive effect on individual improvisation. The analysis result indicated that psychological availability significantly influence individual improvisation and the result is consistent with Binyamin and Carmeli (2010). As an employee's perception of available resources, psychological availability provides material or emotional support for employees to complete their impromptu behaviors. At the same time, it can also promote the enthusiasm and initiative of employees, so that employees can better put into work, so that they can timely use and integrate resources to make improvisational behaviors.

### **4.3 Implication of the study**

#### **5.3.1 Theoretical Implications**

This study can enrich the research on the generation mechanism of employees' improvisational behavior. Most of the past studies of improvisation from the external environment factors, situational factors, organization and team, less from microcosmic individual level, starting from the individual level. This study explores the research of empowering leadership and psychological to individual improvisation among employees. Meanwhile, it enriches the research on the effects of leadership style on improvisation system, also the influence of employee's psychological availability to improvisation behaviors. It brings certain enlightenment for the future research of improvisation.

Besides that, this study selected psychological availability as another independent variable to explore impact on employees' improvisation, enrich the study of relationship between leadership style and employee behavior, improve the leadership style affect employee personal psychological state of cognition, also found new antecedent of improvisation, further deepens the study of improvisation antecedent.

#### **5.3.2. Practical Implications**

In this era of rapid development and change, enterprises are facing increasing

challenges and opportunities. Compared with the past, enterprises can no longer passively respond to unexpected situations. In order to take advantage of the fierce competition, enterprises must strengthen their attention and support to the improvisational behaviors of organization members, so as to turn passivity into initiative in the cruel market competition. At the same time, the rapid expansion of the organization also causes the flat management mode to attract people's attention gradually. As an efficient leadership mode, empowering leadership has been gradually accepted and applied into management practice in China with a strong sense of hierarchy. The leader of the organization should authorize employees to make impromptu behaviors in the face of emergencies, and help the organization seize opportunities and overcome difficulties to gain competitive advantages.

In management activities, managers of an organization should also recognize the significance of improving employees' psychological availability for the organization to successfully complete its work. Managers can empower employees to get more resources and emotional support in the organization and care about their lives, so that employees are willing to take risks to achieve organizational goals and feel that they are capable of handling such situations in the face of unexpected and unexpected situations.

#### 4.4 Limitation and Recommendation

Although this study has been conducted empirically in accordance with the normative method and has made certain contributions in theory and practice, due to the limitations of experience and other objective conditions, this paper still has certain research limitations, which should be further improved and perfected in future studies.

First, as mentioned in the first chapter, the sample sources of this study are mainly employees of Tencent, and the sample results obtained may not be applicable to other companies due to different corporate cultural backgrounds or atmosphere, company size and leadership policies. This study collected data sample from one of the largest companies in China, people generally degree is high, give priority to with undergraduates, which to a certain extent, affect the result of the experiment, in the future research can expand the sample range and group of industry, expanding the number of samples, to increase the reliability of the results of the study.

Secondly, there are few studies on individual improvisation and psychological availability, so the scale is not very mature. Especially, the scale of psychological availability has few references, which may lead to poor data. In addition, most of the questionnaires and questions were designed by scholars in Europe and America without taking into account the Chinese situation. Therefore, the questionnaire can be

modified according to China's national conditions and culture in the future, so as to design a more consistent with the Chinese background of the measurement questionnaire.

Thirdly, most of the data in this study are from employees. In addition, the measurement scale of this study is also aimed at employees and the data are measured and collected from the perspective of leaders. Therefore, the results of this study need to be further improved. In future studies, employees and leaders can design two different questionnaires and conduct data analysis on the two groups of samples.

#### **4.5 Conclusion**

In conclusion, this study highlights the impact of empowering leadership and psychological availability on individual improvisation among Chinese employees. Both Empowering leadership and psychological availability have been proved got a positive correlation with individual improvisation. In other words, the more power is delegated to subordinates by the upper level, the more autonomy and improvisation of employees will be improved. Meanwhile psychological availability can also influence on employee's individual improvisation, leading to employee behavior, make employees a positive psychological cognition, which improved the staff's psychological availability, with the improvement of psychological availability, impromptu behaviors of employees at work will also increase.

According to this study, therefore, if the company want employees have flexible and agile handling emergent behavior problems, so the company's culture also need to make a corresponding adjustment, the leadership needs to be appropriate for employees' power, improve staff psychological identity of the company, so that employees can use their own way to solve the problem for the company.



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## APPENDIX I Questionnaire

### Section A - Demographic Information

*Instruction:* Please choose one answer for each question by tick (✓) the chosen answers.

1. Age:

- |                          |                        |
|--------------------------|------------------------|
| <input type="checkbox"/> | 20 years old and below |
| <input type="checkbox"/> | 21-25 years old        |
| <input type="checkbox"/> | 26-30 years old        |
| <input type="checkbox"/> | 31-35 years old        |
| <input type="checkbox"/> | 36-40 years old        |
| <input type="checkbox"/> | 41-45 years old        |
| <input type="checkbox"/> | 46-50 years old        |
| <input type="checkbox"/> | 51 years old and above |

2. Gender

- Male       Female

3. Marital Status:

- Single       Married

4. Highest Education level

- |                          |                              |
|--------------------------|------------------------------|
| <input type="checkbox"/> | Secondary School Certificate |
| <input type="checkbox"/> | Diploma                      |
| <input type="checkbox"/> | First Degree                 |
| <input type="checkbox"/> | Master Degree                |
| <input type="checkbox"/> | Doctor of Philosophy         |

5. Work Experience

- |                          |                  |
|--------------------------|------------------|
| <input type="checkbox"/> | Less than 1 year |
| <input type="checkbox"/> | 1-5 years        |
| <input type="checkbox"/> | 6-10 years       |
| <input type="checkbox"/> | 11-20 years      |
| <input type="checkbox"/> | 20 years above   |

6. Size of your Work Team

- |                          |                 |
|--------------------------|-----------------|
| <input type="checkbox"/> | 1-5 person      |
| <input type="checkbox"/> | 6-10 person     |
| <input type="checkbox"/> | 11-15 person    |
| <input type="checkbox"/> | 16-20 person    |
| <input type="checkbox"/> | 21 person above |

7. Department you work for:

<input type="checkbox"/>	Administrative Department
<input type="checkbox"/>	Marketing Department
<input type="checkbox"/>	HR Department
<input type="checkbox"/>	Finance Department
<input type="checkbox"/>	System Integration Department
<input type="checkbox"/>	Product Technology Department
<input type="checkbox"/>	Property Management Department
<input type="checkbox"/>	Settlement Department
<input type="checkbox"/>	Inspection and Test Center
<input type="checkbox"/>	Logistics Department
<input type="checkbox"/>	Security Department



## Section B - Individual Improvisation

*Instruction: Please read the question follow, and choose one answer for each question by tick (√) the chosen answers.*

- 1= STRONGLY DISAGREE (SD)
- 2= DISAGREE (D)
- 3= SOMEWAHT DISAGREE (SWD)
- 4= NEITHER AGREE NORE DISAGREE (N)
- 5= SOMEWHAT AGREE (SWA)
- 6= AGREE (A)
- 7= STRONGLY AGREE (SA)

No.		SD	D	S W D	N	S W A	A	SA
1.	I'm able to deal with unanticipated events on the spot during my work.							
2.	I'm able to think on my feet when carrying out actions during my work.							
3.	I'm able to respond in the moment to unexpected problems during my work.							
4.	I'm able to try new approaches to problems during my work.							
5.	I'm able to identify opportunities for new solutions during my work.							
6.	I'm able to take risk in terms of producing new ideas in doing my work.							
7.	I'm able to demonstrate originality accomplishing my tasks during the work.							

*Source from: Vera and Crossan (2005)*

**Section C- EMPOWERING LEADERSHIP**

*Instruction: Please read the question follow, and choose one answer for each question by tick (√) the chosen answers.*

- 1= STRONGLY DISAGREE (SD)
- 2= DISAGREE (D)
- 3= SOMEWAHT DISAGREE (SWD)
- 4= NEITHER AGREE NORE DISAGREE (N)
- 5= SOMEWHAT AGREE (SWA)
- 6= AGREE (A)
- 7= STRONGLY AGREE (SA)

No.		SD	D	S W D	N	S W A	A	SA
1.	My manager helps me understand how my objectives and goals relate to company							
2.	My manager helps me understand the importance of my work to the overall effectiveness of the company.							
3.	My manager helps me understand how my job fits into the bigger picture.							
4.	My manager makes many decision together with me during my job.							
5.	My manager often consults me on strategic decisions during my job.							
6.	My manager solicits my opinion on decisions that may affect me during my job.							
7.	My manager believes that I can handle demanding tasks during my job.							
8.	My manager believes in my ability to improve even when I make mistakes during my job.							
9.	My manager expresses confidence in my ability to perform at a high level during my							

	job.							
10.	My manager allows me to do my way during my job.							
11.	My manager makes it more efficient for me to do my job by keeping the rules and regulations simple.							
12.	My manager allows me to make important decisions quickly to satisfy customer needs during my job.							

*Source from: Ahearne, Matieu and Rapp (2005)*



**Section D- PSYCHOLOGICAL AVAILABILITY**

*Instruction: Please read the question follow, and choose one answer for each question by tick (√) the chosen answers.*

- 1= STRONGLY DISAGREE (SD)
- 2= DISAGREE (D)
- 3= SOMEWAHT DISAGREE (SWD)
- 4= NEITHER AGREE NORE DISAGREE (N)
- 5= SOMEWHAT AGREE (SWA)
- 6= AGREE (A)
- 7= STRONGLY AGREE (SA)

No.		SD	D	S W D	N	S W A	A	SA
1.	I'm confident in my ability to handle competing demands at work.							
2.	I'm confident in my ability to deal with problems that come up at work.							
3.	I'm confident in my ability to think clearly at work.							
4.	I'm confident in my ability to display the appropriate emotions at work.							

*Source from: May, Gilson adn Harter (2004)*

## APPENDIX II: SPSS Raw Data

### Frequency Test

Statistics							
	N	Range	Minimum	Maximum	Mean	Variance	Std. Deviation
A1	301	5	2	7	3.79	1.819	1.349
A2	301	1	1	2	1.47	.500	.500
A3	301	1	1	2	1.50	.501	.501
A4	301	3	2	5	3.19	.859	.859
A5	301	4	1	5	2.35	.942	.942
A6	301	4	1	5	2.64	1.266	1.266
A7	301	10	1	11	4.71	2.808	2.808

### Descriptive Test

Descriptive Statistics							
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Individual Improvisation	301	5.43	1.57	7.00	5.7551	.79631	.634
Empowering Leadership	301	5.25	1.75	7.00	5.8583	.64920	.421
Psychological Availability	301	5.50	1.50	7.00	5.7899	.80394	.646
Valid N (listwise)	301						

### Reliability Test II

Reliability Statistics	
Alpha	N of Items
.772	7

## Reliability Test EL

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.801	12

## Reliability Test PA

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.613	4

## Correlation Test

Correlations All Variables				
Variable		II	EL	PA
Individual Improvisation (II)	Pearson Correlation	1	.729**	.648**
	Sig. (2-tailed)		.000	.000
	N	301	301	301
Empowering Leadership (EL)	Pearson Correlation	.729**	1	.643**
	Sig. (2-tailed)	.000		.000
	N	301	301	301
Psychological Availability (PA)	Pearson Correlation	.648**	.643**	1
	Sig. (2-tailed)	.000	.000	
	N	301	301	301

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Multiple Liner Regression Test

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Psychological Availability, Empowering Leadership.	.	Enter

- a. Dependent Variable: Individual Improvisation  
 b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 <sup>a</sup>	.587	.584	.51368

a. Predictors: (Constant), Psychological Availability, Empowering Leadership

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.600	2	55.800	211.469	.000b
	Residual	78.633	298	.264		
	Total	190.233	300			

a. Dependent Variable: Individual Improvisation

b. Predictors: (Constant), Psychological Availability, Empowering Leadership

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.175	.275		.637	.525
	Empowering Leadership	.653	.060	.532	10.943	.000
	Psychological Availability	.303	.048	.306	6.288	.000

a. Dependent Variable: Individual Improvisation