

**DETERMINANTS AND OUTCOMES OF PSYCHOLOGICAL  
EMPOWERMENT IN HEALTHCARE PROFESSIONALS:  
HOW TO PROMOTE EMPOWERMENT**

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**Introduction:** Organisations' only true sustainable advantage is its people. Health professionals are key-players in providing quality

patient-centred care. Their perceptions of the work environment influence their well-being and empowerment. This may affect the quality of care and other individual, team and organisational outcomes.

**Objectives:** To reflect on the concept of professional empowerment and its determinants and outcomes.

**Methods:** Theoretical and empirical approaches will be integrated to introduce the construct of empowerment in the workplace, its correlates and its individual, team and organisational inter-connections and outcomes. A series of survey studies were conducted in different settings to expand the understanding of the nomological network of psychological empowerment (PE) in the workplace.

**Results:** Empowered professionals viewed themselves as more effective and satisfied in their work. Consequently, there was less intention-to-leave and higher perception of well-being. PE mediated the relationship between four predictors (empowering leader behaviours, trust, justice and social-structural factors of the work unit) and several outcomes (effectiveness, commitment, burnout).

**Conclusions:** Based on these findings, recommendations will be made to ensure that healthcare managers and professionals leading health services act as leaders and facilitators in promoting trustworthiness, fairness and empowering environments. These are critical to ensure the quality of care provided, prevent burnout and promote professionals' well-being.

**Keywords:** Psychological empowerment. Empowering environments.