

Appendix

Table 1

Items applied in the research

Items	Indices
<ol style="list-style-type: none"> 1. I feel responsible for results of work done by the team that I am a member of. (EE1) 2. Frequently I am encouraged to make my own decisions. (EE2) 3. In the team that I am a member of, decisions are made jointly. (EE3) 4. I don't need to ask my boss before I do anything. (EE4) 	Employee Empowerment (EE)
<ol style="list-style-type: none"> 1. My supervisor and I talk only about professional matters. 2. My professional relation with supervisor is very formal. 	Formal relations (FR)
<ol style="list-style-type: none"> 1. I talk about my private matters or sensitive professional issues to my supervisor. 2. My professional relation with supervisor is rather informal. 	Informal relations (IR)
<ol style="list-style-type: none"> 1. My supervisor understands my problems and needs. 2. My supervisor knows my potential. 3. My supervisor informs me if he/she is satisfied with my work. 4. The supervisor would use the strength of his position to help me solve problems arising during my work. 5. My superior would save me from trouble even if there were negative consequences of this for him/her. 6. I believe in my supervisor so much that I would defend and justify his/her decision if he/she himself/herself was absent and unable to do so. 7. My professional relation with supervisor is effective. 	Supportive supervisor relations Quality of relations (QR)

Source: authors' own work based on "The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work", D. R. May, R. L., Gilson, R. L., & L. M. Harter, 2004, *Journal of Occupational and Organizational Psychology*, 77(1), p. 16 (<http://dx.doi.org/10.1348/096317904322915892>); "Employee empowerment: An integrative psychological approach", S. Menon, 2001, *Applied Psychology: An International Review*, 50(1), p. 166 (<https://doi.org/10.1111/1464-0597.00052>); *Pozytywne relacje w zarządzaniu* (p. 127), A. Glińska-Noweś, 2017, Wydawnictwo UMK; *Zaangażowanie pracowników. Sposoby oceny i motywowania*, M. Juchnowicz, 2012, PWE; "Human resource empowerment: Development and validation of a measurement tool", R. Kumar Pradhan, & M. Panda, 2019, *Global Business Review*, 3, pp. 1–19 (<https://doi.org/10.1177/0972150918816895>).

Table 2*Respondents' profile*

Respondent's gender	Number of answers	%
Female	140	50.5
Male	135	48.7
Lack of answers	2	0.8
Total	277	100.0
Occupational position	Number of answers	%
Senior management	14	5.1
Middle management	43	15.5
Junior management	49	17.7
Specialist	118	42.6
Executive	42	15.1
Own business	11	4.0
Total	277	100.0
Superior / manager	Number of answers	%
Direct / indirect superior is a foreigner	106	38.3
The superior is not a foreigner	171	61.7
Respondent's country of origin	Number of answers	%
I come from the country where I work	223	80.5
I don't come from the country where I work	28	10.1
Lack of answers	26	9.4
Total	277	100.0
The company in which I work operates in:	Number of answers	%
Many countries	161	58.1
One country	96	34.7
I don't know	19	6.9
Total	276	99.6
Lack of answers	1	0.3
Total	277	100.0

Source: authors' own work.

Table 3*The perception of empowerment depending on the occupational position and the IWE*

	DMP		EP		Total	
	Mean	St. dev.	Mean	St. dev.	Mean	St. dev.
EE1	4.56*	0.78	4.01*	0.93	4.24	0.91
EE2	4.03*	1.14	3.64*	1.03	3.80	1.09
EE3	3.43	1.15	3.34	1.04	3.38	1.09
EE4	3.82*	1.14	3.24*	1.17	3.49	1.19
	The superior is a foreigner		The superior is not a foreigner		Total	
	Mean	St. dev.	Mean	St. dev.	Mean	St. dev.
EE1	4.39*	0.84	4.15*	0.94	4.24	0.91
EE2	4.03*	0.97	3.66*	1.14	3.80	1.09
EE3	3.47	1.10	3.32	1.08	3.38	1.09
EE4	3.69*	1.15	3.36*	1.20	3.49	1.19
	The superior is a foreigner					
	DMP		EP		Total	
	Mean	St. dev.	Mean	St. dev.	Mean	St. dev.
EE1	4.60*	0.77	4.13*	0.85	4.39	0.84
EE2	4.12	1.09	3.91	0.78	4.03	0.97
EE3	3.43	1.23	3.51	0.93	3.47	1.10
EE4	3.79	1.15	3.55	1.16	3.69	1.15
	The superior is not a foreigner					
	DMP		EP		Total	
	Mean	St. dev.	Mean	St. dev.	Mean	St. dev.
EE1	4.51*	0.80	3.96*	0.96	4.15	0.94
EE2	3.93*	1.19	3.52*	1.10	3.66	1.14
EE3	3.42	1.07	3.27	1.08	3.32	1.08
EE4	3.85*	1.14	3.11*	1.15	3.36	1.20

Note. DMP – decision-making position

EP – executive position

St. dev. – standard deviation

* $p < 0.05$ *Source:* authors' own work.

Table 4

Relationship between empowerment and superior-subordinate relations

	EE	QR	FR	IR
EE	--			
QR	0.487**	--		
FR	-0.276**	-0.369**	--	
IF	0.352**	0.443**	-0.508**	--
Superior is a foreigner				
	EE	QR	FR	IR
EE	--			
QR	0.607**	--		
FR	-0.311**	-0.470**	--	
IR	0.252**	,386**	-0.534**	--
Superior is not a foreigner				
	EE	QR	FR	IR
EE	--			
QR	0.415**	--		
FR	-0.294**	-0.321**	--	
IR	0.425**	0.486**	-0.491**	--

Note. **p < 0.01.*Source:* authors' own work.

Table 5*Results of regression analysis regardless of the country of the employees' origin*

Model	Unstandardized coefficients B	Standard error	Standardized coefficients beta	t	Significance
Constant	2.141	0.167		12.839	0.000
QR	0.329	0.046	0.412	7.103	0.000
IR	0.125	0.043	0.169	2.917	0.004
Excluded variable					
	Beta in the model	t	Significance	Partial correlation	Collinearity statistics Tolerance
FR	-0.053	-0.867	0.387	-0.052	0.716

Note. Dependent variable: EE.*Source:* authors' own work.**Table 6***The results of the regression analysis, considering the international environment of employees*

For foreign superior					
	Unstandardized coefficients B	Standard error	Standardized coefficients beta	t	Significance
Constant	2.246	0.220		10.217	0.000
QR	0.440	0.057	0.607	7.747	0.000
	Beta in the model	t	Significance	Partial correlation	Collinearity statistics Tolerance
Excluded variables					
FR	-0.033	-0.374	0.709	-0.037	0.779
IR	0.021	0.251	0.802	0.025	0.851
Model with no foreigner as superior					
	Unstandardized coefficients B	Standard error	Standardized coefficients Beta	t	Significance
Constant	2.133	0.218		9.772	0.000
FR	0.220	0.058	0.293	3.795	0.000
IR	0.226	0.064	0.272	3.534	0.001
	Beta in the model	t	Significance	Partial correlation	Collinearity statistics Tolerance
Excluded variable					
Formal relation	-0.084	-1.076	0.283	-0.083	0.750

Note. Dependent variable: EE.*Source:* authors' own work.