Measuring empowerment

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Abstract
This paper aims to contribute to the empowerment literature by providing a concrete definition of the topic and thus a way of measuring the empowerment level in organisations. The tool designed to measure empowerment – resulting from the previous theoretical definition – has been proved to be a scale, fulfilling the necessary properties: reliability and validity. It has been tested on a sample of Spanish firms, concluding that it follows a normal distribution, whereas 20 per cent of the companies apply a less participative style and 20 per cent could be described as empowered. Measuring empowerment not only serves to know how many companies use empowerment practices but also can be used to delve deeper into relationships between empowerment levels and other managerial concepts, such as the effects of empowerment on organisational change, on quality, or even on organisational performance.

1. Introduction

Empowerment, participation or participative management is a classic concept in business management literature[1], since studies about democratic supervision and participation have been published regularly from the 1930s onwards (Lawler, 1988). Despite this, one of the main problems in this research field is that this concept is diversely used and every study understands a different idea of it (Locke and Schweiger, 1979). Another problem is the difficulty in measuring the degree of empowerment. Considering the great interest in studying the influence of empowerment on other managerial and organisational variables (e.g. how much an empowered management style affects organisational performance, or organisational change results, or how much it helps to motivate employees), the absence of a measuring tool becomes a critical issue.

Therefore, our work has two fundamental goals. First, we will discuss our own definition of empowerment. That way, the establishment of a concrete and specific definition will help to confirm what is empowerment and how we can identify it. Our second objective will be the design of a tool to measure that concept in companies. Such a tool will be the result of applying the previous definition to a set of questions that might confirm whether certain managerial practices are showing an empowered managerial style or not.

To achieve these goals, we will structure this paper as follows. We will start by defining empowerment theoretically, according to an extensive literature review. Then, we will apply this definition to the design of a tool to measure empowerment in organisations. Third, we will present a research, where the former tool has been used at a number of companies, checking its main properties and showing the results of applying the measurement tool. Finally, our paper will end with the conclusions.

2. Definition of empowerment

To start clarifying terms, we will consider empowerment[2], participative management, and participation as synonyms. Regarding concepts such as involvement and commitment[3], we will consider them as characteristics included in empowerment; that is to say, empowerment includes by definition the involvement and commitment of employees.

In our work, empowerment will be defined as the involvement of employees in the decision-making process (Mitchell, 1973; Vroom and Jago, 1988; Cole et al., 1993), inviting the members of the organisation to think strategically and to be personally responsible for the quality of their tasks (Bowen and Lawler, 1995), animating, favoring and rewarding employees for behaving always in a way they consider more suitable to satisfy customers (Bowen and Lawler, 1992) and to improve the organisation's functioning (Hermel, 1990). However, empowerment does not exclude an initial supervision to organise, train and guide employees, as well as certain self-control (Geroy et al., 1998; Lawler, 1993).

In essence, empowerment is the management style where managers share with the rest of the organisational members their influence in the decision-making process – that is to say, the collaboration in the decision-making process is not limited to those positions with formal power – with certain characteristics as far as information systems, training, rewarding, power sharing,

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Measuring Empowerment Measuring Empowerment:

Measuring Empowerment in Practice Ruth Alsop,Nina Heinsohn,2005 Alsop and Heinsohn present an analytic framework that can be used to measure and monitor empowerment processes and outcomes The measuring empowerment framework rooted in both conceptual discourse and measurement practice illustrates how to gather data on empowerment and structure its analysis The framework can be used to measure empowerment at both the intervention level and the country level as a part of poverty or governance monitoring The authors first provide a definition of empowerment and then explain how the concept can be reduced to measurable components Empowerment is defined as a person s capacity to make effective choices that is the capacity to transform choices into desired actions and outcomes The extent or degree to which a person is empowered is influenced by personal agency the capacity to make purposive choice and opportunity structure the institutional context in which choice is made Asset endowments are used as indicators of agency These assets may be psychological informational organizational material social financial or human Opportunity structure is measured by the presence and operation of formal and informal institutions including the laws regulatory frameworks and norms governing behavior Degrees of empowerment are measured by the existence of choice the use of choice and the achievement of choice Following the conceptual discussion and the presentation of the analytic framework the authors show how the measuring empowerment framework can be applied using examples from four development interventions Each example discusses how the framework guided analysis and development of empowerment indicators They also present a draft module for measuring empowerment at the country level The module can be used alone or be integrated into country level poverty or governance monitoring systems that seek to add an empowerment dimension to their analysis This paper a product of the Poverty Reduction Group Poverty Reduction and Economic Management Network is part of a larger effort in the network to conceptualize operationalize and measure empowerment Abstract   *Measuring Empowerment* Deepa Narayan-Parker,2005-01-01 Large scale poverty reduction depends on the effective empowerment of poor people themselves This publication sets out a conceptual framework that can be used to monitor and evaluate empowerment programmes based on papers written by practitioners and researchers in a wide variety of fields including economics and political science sociology and psychology anthropology and demography These papers draw on research and practical experience at different levels from households to communities to nations and in various regions of the world   Understanding and Measuring Empowerment World Bank,2004   Measuring Empowerment Joy Deshmukh-Ranadive,2005   *Methods for measuring women's empowerment* Doss, Cheryl,Malapit, Hazel J.,Comstock, Andrew,2020-10-20 Women s empowerment is of paramount importance for multiple development goals However it is much easier to discuss the importance of empowerment than it is to define the methods and tools needed to measure it This requires research focused on the conceptual understanding of how we should measure women s empowerment in a variety of facets and the creation of tools and methods

for doing so   **Measuring-Empowerment** Deepa Narayan,2005   **Measuring empowerment across the value chain: The evolution of the project-level Women's Empowerment Index for Market Inclusion (pro-WEAI+MI)** Malapit, Hazel J.,Heckert, Jessica,Adegbola, Patrice Ygué,Crinot, Geraud Fabrice,Eissler, Sarah,Faas, Simone,Gantoli, Geoffroy,Kalagho, Kenan,Martinez, Elena,Meinzen-Dick, Ruth Suseela,Mswero, Grace,Myers, Emily,Mzungu, Diston,Pereira, Audrey,Pinkstaff, Crossley,Quisumbing, Agnes R.,Ragasa, Catherine,Rubin, Deborah,Seymour, Greg,Tauseef, Salauddin,GAAP2 Market Inclusion Study Team,2023-03-09 Many development agencies design and implement interventions that aim to reach benefit and empower rural women across the value chain in activities ranging from production to processing to marketing Determining whether and how such interventions empower women as well as the constraints faced by different value chain actors requires quantitative and qualitative tools We describe how we adapted the project level Women s Empowerment in Agricultural Index pro WEAI a mixed methods tool for studying empowerment in development projects to include aspects of agency relevant for multiple types of value chain actors The resulting pro WEAI for market inclusion pro WEAI MI includes quantitative and qualitative instruments developed over the course of four studies Studies in the Philippines 2017 Bangladesh 2017 and Malawi 2019 were intended to diagnose areas of disempowerment to inform programming whereas the Benin 2019 study was an impact assessment of an agricultural training program The pro WEAI MI includes all indicators included in pro WEAI plus a dashboard of complementary indicators and recommended qualitative instruments These tools investigate the empowerment of women in different value chains and nodes and identify barriers to market access and inclusion that may restrict empowerment for different value chain actors Our findings highlight three lessons First the sampling strategy needs to be designed to capture the key actors in a value chain Second the market inclusion indicators cannot stand alone they must be interpreted alongside the core pro WEAI indicators Third not all market inclusion indicators will be relevant for all value chains and contexts Users should research the experiences of women and men in the target value chains in the context of the programto select priority market inclusion indicators   **METHODS FOR MEASURING WOMEN'S EMPOWERMENT.** Cheryl Doss,2020   **Conceptualizing and Measuring Empowerment** Farisa Khalid,2008   METHODS FOR MEASURING WOMEN'S EMPOWERMENT. Cheryl Doss,2022   **Measuring Women's Political Empowerment across the Globe** Amy C. Alexander,Catherine Bolzendahl,Farida Jalalzai,2017-11-16 This volume brings together leading gender and politics scholars to assess how women s political empowerment can best be conceptualized and measured on a global scale It argues that women s political empowerment is a fundamental process of transformation for benchmarking and understanding all political empowerment gains across the globe Chapters improve our global understanding of women s political empowerment through cross national comparisons a synthesis of methodological approaches across varied levels of politics and attention to the ways gender intersects with myriad factors in shaping women s political empowerment This book is an indispensable resource for scholars of politics and

gender as well as being relevant to a global scholarly and policy community **Measuring Women's Empowerment in Vietnam** Stefanie Koch,2005 *Measuring Empowerment Across the Value Chain* Hazel J. Malapit,Jessica Heckert,Ygué Patrice Adegbola,Géraud Fabrice Crinot,Sarah Eissler,Simone Faas,Geoffroy Gantoli,Kenan Kalagho,Elena M. Martinez,Ruth Meinzen-Dick,Grace Mswero,Emily C. Myers,Diston Mzungu,Audrey Pereira,Crossley Pinkstaff,Agnes R. Quisumbing,Catherine Ragasa,Deborah Rubin,Elizabeth Salazar,Greg Seymour,Salauddin Tauseef,2023 **Measuring Empowerment? Ask Them** Dee Jupp,Sohel Ibn Ali,Carlos Barahona,Sida,2010 **Measuring Empowerment** Wahida Ifat,2008 **Unraveling the Complexity of Measuring Empowerment** Thomas Noordink,2025 **Measuring women's empowerment in national surveys: Development of the Women's Empowerment Metric for National Statistical Systems (WEMNS)** Seymour, Greg,Heckert, Jessica,Quisumbing, Agnes R.,Meinzen-Dick, Ruth S.,Malapit, Hazel J.,Paz, Florencia,Faas, Simone,Myers, Emily,Doss, Cheryl,Sinharoy, Sheela S.,Cheong, Yuk Fai,Yount, Kathryn M.,Hassan, Md. Zahidul,Hassan, Md. Imrul,Sharma, Sudhindra,Pokhrel, Pankaj,Sagastume, Mónica Dardón,Kanyanda, Shelton S. E.,Vundru, Wilbert D.,Moylan, Heather,2024-06-03 Monitoring progress toward Sustainable Development Goal SDG 5 achieving gender equality and empowering all women and girls remains challenging unless we incorporate women s empowerment metrics into nationally representative and multi topic surveys To address this data gap we designed the Women s Empowerment Metric for National Statistical Systems WEMNS as a streamlined empowerment module suitable for the 50x2030 Initiative a global partnership that aims to build capacity and close the agricultural data gap in 50 countries by 2030 as well as other large multi topic surveys WEMNS measures women s and men s empowerment and is applicable to urban and rural areas and a variety of livelihood strategies farming self employment wage labor across countries in different stages of structural transformation WEMNS is a counting based multidimensional index composed of four domains intrinsic agency instrumental agency collective agency and agency enabling resources Each domain is measured with binary indicators derived from question sets in the WEMNS module In this paper we describe the development and testing of WEMNS and its components including 1 WEMNS s distinctiveness from other empowerment metrics 2 the iterative approach used to develop and pilot the WEMNS module in Bangladesh Guatemala Malawi and Nepal using cognitive interviewing phone surveys and face to face surveys 3 analysis of quantitative pilot data and 4 a summary of the findings from the cognitive interviewing The paper concludes with a discussion of lessons learned and possibilities for further development of WEMNS and other empowerment metrics *Empowerment in Practice* Ruth Alsop,Mette Frost Bertelsen,Jeremy Holland,2006 This document offers an excellent explanation of the concept of empowerment and develops a very useful framework for disentangling and clarifying the concept It is both practical and well justified on the basis of the literature The approach and survey instruments developed to measure empowerment are innovative and very useful Developing an approach to empirically measure empowerment and to track empowerment indicators over time in a way that is operationally feasible and consistent with

World Bank standards is certainly an outstanding achievement Reginer Birner Senior Researc **Visions of Black Economic Empowerment** Gill Marcus,2007 From high profile figures such as Cyril Ramaphosa Albie Sachs and Wendy Luhabe to analysts such as Wendy Lucas Bull Vuyo Jack and Itumeleng Mahabane to practitioners such as Lot Ndlovu Eric Mafuna Nolitha Fakude this book brings together leading South African analysts and practitioners in the most comprehensive analysis of Black Economic Empowerment BEE to date The volume situates Black Economic Empowerment within the larger trajectory of black business imperatives for empowerment and provides policy recommendations for legislative and regulatory clarity   Measuring Good Governance in the Philippines Magdalena L. Mendoza,2000

The Enigmatic Realm of **Measuring Empowerment Measuring Empowerment**: Unleashing the Language is Inner Magic

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