

MENON EMPOWERMENT SCALE

Principal Reference

Menon, S.T. (2001). Employee Empowerment: An Integrative Psychological Approach. *Applied Psychology – An International Review*, 50(1): 153-180.

This document contains the following versions:

1. English 9 item version with feedback guidelines
2. French 9 item version
3. English 15 item version with feedback guidelines
4. French 15 item version
5. Spanish 9 item version

EMPOWERMENT SCALE [9 item version]

The following statements deal with various aspects of work in organizations. Please read each statement carefully in the context of your own work and indicate the extent of your agreement or disagreement with each statement by writing a number (1 to 6) in the space provided:-

1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Mildly Disagree	Mildly Agree	Moderately Agree	Strongly Agree

- ___ 1. I can influence the way work is done in my department.
- ___ 2. I can influence decisions taken in my department*.
- ___ 3. I have the authority to take decisions at work*.
- ___ 4. I have the capabilities required to do my job well.
- ___ 5. I have the skills and abilities to do my job well.
- ___ 6. I have the competence to work effectively.
- ___ 7. I am inspired by what we are trying to achieve as an organization.
- ___ 8. I am inspired by the goals of the organization.
- ___ 9. I am enthusiastic about working toward the organization's objectives.

[* alternative wording – “decisions made” (item 2): “make decisions” (item 3)]

Scoring:

1. Sum all nine items to get a score for psychological empowerment.
 - Scores from 1 to 22 indicate very low empowerment.
 - Scores from 23 to 40 indicate low to moderate empowerment.
 - Scores from 41 to 54 indicate moderate to high empowerment.
2. Sum items 1, 2, & 3 to get a score for the sub-scale perceived control.
 - Scores from 1 to 7 indicate very low perceived control.
 - Scores from 8 to 13 indicate low to moderate perceived control.
 - Scores from 14 to 18 indicate moderate to high perceived control.
3. Sum items 4, 5, & 6 to get a score for the sub-scale perceived competence.
 - Scores from 1 to 7 indicate very low perceived competence.
 - Scores from 8 to 13 indicate low to moderate perceived competence.
 - Scores from 14 to 18 indicate moderate to high perceived competence.
4. Sum items 7, 8, & 9 to get a score for the sub-scale goal internalization.
 - Scores from 1 to 7 indicate very low goal internalization.
 - Scores from 8 to 13 indicate low to moderate goal internalization.
 - Scores from 14 to 18 indicate moderate to high goal internalization.

Recommended Usage in Organizations:

1. Calculate overall empowerment score and then the sub-scale scores. If overall score is less than 45, the sub-scale scores can help identify specific areas leading to low overall empowerment and appropriate remedial actions. For example, if perceived control is low, then empowerment strategies that include delegation and participation in decision making is indicated. If perceived competence is low, then training, supportive leadership, and a review of selection procedures to ensure person-job fit is indicated. If goal internalization is low, better communication of mission and vision, inspiring leadership, and participatory goal setting is indicated.
2. If data on other variables are available, relationships between these variables and empowerment and sub-scales scores can be examined using statistical techniques. For example, empowerment can be related to job performance ratings or job satisfaction ratings to see there is a statistically significant relationship.
3. The empowerment scores can be used to compare groups within the organization. For example, average employee scores in different departments can be compared. Significant differences usually indicate leadership and work design differences. Other comparisons include male vs. female employees, employees with a specific training vs. those without that training, etc.

French Version

Les énoncés suivant concernent différent aspects du travail dans les organisations. Veuillez lire attentivement chaque énoncé à la lumière de votre propre travail. Veuillez indiquer dans quelle mesure vous êtes en accord ou en désaccord avec chaque énoncé en écrivant un chiffre (1 à 6) dans l'espace prévu à cet effet:-

1	2	3	4	5	6
Fortement en désaccord	Modérément en désaccord	Un peu en désaccord	Un peu en accord	Modérément en accord	Fortement en accord

- ___ 1. Je peux influencer la façon don't le travail est effectué dans mon département.
- ___ 2. Je peux influencer les décisions prises dans mon département.
- ___ 3. J'ai la latitude nécessaire pour prendre des décisions au travail.
- ___ 4. J'ai les capacités requises pour bien faire mon travail.
- ___ 5. J'ai les connaissances et les habiletés pour bien faire mon travail.
- ___ 6. J'ai les compétences pour travailler efficacement.
- ___ 7. Je suis stimulé par ce que l'organisation essaie d'accomplir.
- ___ 8. Je suis stimulé par les buts de l'organisation.
- ___ 9. Travailler pour les objectifs de l'organisation m'enthousiasme.

EMPOWERMENT SCALE [15 items]

The following statements deal with various aspects of work in organizations. Please read each statement carefully in the context of your own work and indicate the extent of your agreement or disagreement with each statement by writing a number (1 to 6) in the space provided:-

1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Mildly Disagree	Mildly Agree	Moderately Agree	Strongly Agree

- ___ 1. I can influence the way work is done in my department.
- ___ 2. I can influence decisions taken in my department.²
- ___ 3. I have the authority to take decisions at work.²
- ___ 4. I have the authority to work effectively.*
- ___ 5. Important responsibilities are part of my job.*
- ___ 6. I have the capabilities required to do my job well.
- ___ 7. I have the skills and abilities to do my job well.
- ___ 8. I have the competence to work effectively.
- ___ 9. I can handle the challenges I face at work.*
- ___ 10. I can do my work efficiently.*
- ___ 11. I am inspired by what we are trying to achieve as an organization.
- ___ 12. I am inspired by the goals of the organization.
- ___ 13. I am enthusiastic about working toward the organization's objectives.
- ___ 14. I am enthusiastic about the contribution my work makes to the organization.*
- ___ 15. I am keen on our doing well as an organization.*

* These items are not included in the 9 item version.

[2. alternative wording – “decisions made” (item 2): “make decisions” (item 3)]

Scoring:

1. Sum all fifteen items to get a score for psychological empowerment.
 - Scores from 1 to 37 indicate very low empowerment.
 - Scores from 38 to 67 indicate low to moderate empowerment.
 - Scores from 68 to 90 indicate moderate to high empowerment.
2. Sum items 1, 2, 3, 4, & 5 to get a score for the sub-scale perceived control.
 - Scores from 1 to 12 indicate very low perceived control.
 - Scores from 13 to 22 indicate low to moderate perceived control.
 - Scores from 23 to 30 indicate moderate to high perceived control.
3. Sum items 6, 7, 8, 9, & 10 to get a score for the sub-scale perceived competence.
 - Scores from 1 to 12 indicate very low perceived competence.
 - Scores from 13 to 22 indicate low to moderate perceived competence.
 - Scores from 23 to 30 indicate moderate to high perceived competence.

4. Sum items 11, 12, 13, 14 & 15 to get a score for the sub-scale goal internalization.
Scores from 1 to 12 indicate very low goal internalization.
Scores from 13 to 22 indicate low to moderate goal internalization.
Scores from 23 to 30 indicate moderate to high goal internalization.

Recommended Usage in Organizations:

1. Calculate overall empowerment score and then the sub-scale scores. If overall score is less than 75, the sub-scale scores can help identify specific areas leading to low overall empowerment and appropriate remedial actions. For example, if perceived control is low, then empowerment strategies that include delegation and participation in decision making is indicated. If perceived competence is low, then training, supportive leadership, and a review of selection procedures to ensure person-job fit is indicated. If goal internalization is low, better communication of mission and vision, inspiring leadership, and participatory goal setting is indicated.
2. If data on other variables are available, relationships between these variables and empowerment and sub-scales scores can be examined using statistical techniques. For example, empowerment can be related to job performance ratings or job satisfaction ratings to see there is a statistically significant relationship.
3. The empowerment scores can be used to compare groups within the organization. For example, average employee scores in different departments can be compared. Significant differences usually indicate leadership and work design differences. Other comparisons include male vs. female employees, employees with a specific training vs. those without that training, etc.

French Version [15 items]

Les énoncés suivant concernent différents aspects du travail dans les organisations. Veuillez lire attentivement chaque énoncé à la lumière de votre propre travail. Veuillez indiquer dans quelle mesure vous êtes en accord ou en désaccord avec chaque énoncé en écrivant un chiffre (1 à 6) dans l'espace prévu à cet effet:-

1	2	3	4	5	6
Fortement en désaccord	Modérément en désaccord	Un peu en désaccord	Un peu en accord	Modérément en accord	Fortement en accord

- ___ 1. Je peux influencer la façon dont le travail est effectué dans mon département.
- ___ 2. Je peux influencer les décisions prises dans mon département.
- ___ 3. J'ai la latitude nécessaire pour prendre des décisions au travail.
- ___ 4. Je dispose de la marge de manoeuvre nécessaire pour travailler de façon efficace.*
- ___ 5. Mon travail comporte des responsabilités importantes.*
- ___ 6. J'ai les capacités requises pour bien faire mon travail.
- ___ 7. J'ai les connaissances et les habiletés pour bien faire mon travail.
- ___ 8. J'ai les compétences pour travailler efficacement.
- ___ 9. Je peux relever les défis posés par mon travail.*
- ___ 10. Je peux faire mon travail de manière efficiente.*
- ___ 11. Je suis stimulé par ce que l'organisation essaie d'accomplir.
- ___ 12. Je suis stimulé par les buts de l'organisation.
- ___ 13. Travailler pour les objectifs de l'organisation m'enthousiasme.
- ___ 14. Je suis enthousiasmé par la contribution de mon travail à l'organisation.*
- ___ 15. Il m'est important que l'organisation réussisse.*

* These items are not included in the 9 item version.

Spanish Version [9 items]

Introducción

A continuación se presentan una serie de frases relacionadas con su trabajo dentro de la empresa. Por favor lea cuidadosamente cada una de éstas, y piense en qué medida lo que dice la oración se está dando en su trabajo actual.

Instrucciones

- Indique **su grado de acuerdo o desacuerdo** utilizando la siguiente escala, y anote el número que corresponda a su respuesta en la línea que está a la izquierda de cada frase:

1	2	3	4	5	6	7
En fuerte desacuer- do	En modera- do desa- cuerdo	En ligero desacuer- do	Ni de acuerdo ni en desa- cuerdo	En ligero acuerdo	En mo- derado acuerdo	En fuerte acuerdo

- ___ 1.- Puedo influir en la forma en que se hace el trabajo en mi departamento (CT)
- ___ 2.- Tengo las capacidades necesarias para hacer bien mi trabajo (Com)
- ___ 3.- Tengo la autoridad para tomar decisiones en mi trabajo (CT)
- ___ 4.- Me entusiasma trabajar en alcanzar los objetivos de la empresa (Int)
- ___ 5.- Tengo las habilidades y destrezas para hacer bien mi trabajo (Com)
- ___ 6.- Me siento inspirado por lo que estamos tratando de lograr como empresa (Int)
- ___ 7.- Puedo influir en las decisiones que se toman en mi departamento. (CT)
- ___ 8.- Me siento inspirado por las metas de la empresa (Int)
- ___ 9.- Tengo la capacidad para hacer mi trabajo efectivamente (Com)