

**The following is an excerpt from:**

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**TITLE OF INSTRUMENT:** Menon Empowerment Scale

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**PURPOSE:** The Menon Empowerment Scale measures the psychological dimensions of employee empowerment.

**DESCRIPTION:** The Menon Empowerment Scale (Menon, 2001) is a widely used measure intended to evaluate employee empowerment in organizations. The instrument consists of 9 items with three subscales; perceived control, perceived competence and goal internalization. For the purposes of this measure, Menon (1999, pp. 161-162), defines empowerment as “a cognitive state characterized by a sense of perceived control, competence, and goal internalization”. Thus, the author argues empowerment may be considered a multi-faceted construct reflecting the different dimensions of being psychologically enabled, In this context empowerment is seen as a 3 part constellation; action is taken (e.g. being delegated or volunteering), a process (the contributing factors that impact cognitive change) and as a state (how for example feelings of self control or positive self-efficacy can be observed at points).

**HOW ADMINISTERED:** The Menon Empowerment Scale is given as a paper and pencil format and respondents are asked to consider their agreement/disagreement with scale items. The questions may be completed within 1 minute.

**SCORING :** Scale scoring is done with a six point Likert scale (1 = strongly disagree – 6 = strongly agree). Items are summed for each subscale (see below).

**RELIABILITY:** The psychometric properties of the Menon Empowerment Scale were evaluated in two studies (Menon, 2001). In study 1 (n = 355), alpha reliabilities were; perceived control, .83; perceived competence, .86 and goal internalization .88. A test-retest (n = 94 at 14 days) yielded .87, .77 and .86 respectively. In a second study (n = 66), the alpha reliabilities of the subscales were perceived control, .86; perceived competence, .78 and goal internalization, .86. An Australian study yielded similar reliability findings (Menon & Hartmann, 2002).

**VALIDITY:** In study 1, principal component analysis with orthogonal varimax followed by oblique rotation was completed on 15 items (from an original pool of 60) (Menon, 2001). 3 factors with 15 items were supported however 5 items were dropped because of poor loadings. A final confirmatory factor analysis yielded sufficient fit for a 9 item instrument. The Menon Empowerment Scale was found negatively and significantly correlated with a helplessness scale while positively and significantly correlated with an additional empowerment scale, supporting convergent validity. Discriminant validity was also supported at the subscale level when

comparing the subscales of the Menon Empowerment Scale and a related instrument having similar subscales.

In study 2, a principal components analysis with no restriction of factors was completed. Three identical factors emerged having strong stability. The relationship between the Menon Empowerment Scale and the selected organizational variable measures (centralization, delegation, self-esteem, and consulting) supported construct validity.

**NORMS/REFERENCE STANDARDS:** Specific cut-off scores and population norms are not available for this instrument.

**OTHER CONSIDERATIONS:** The Menon Empowerment Scale is available in French and Spanish (both with 9 items). A 15 item measure with instructions for scoring both versions is also available in French and English from the author.

**PRIMARY REFERENCE:**

- Menon, S. T. (2001). Employee empowerment: An integrative, psychological approach. *Applied Psychology: An International Review*, 50, 153-180.

**AVAILABILITY:** The Menon Empowerment Scale is protected by copyright and does not require permission to use or reprint. There is no fee for non-commercial use. Authors are asked to cite the primary reference above. Information on the Menon Empowerment Questionnaire can be obtained by contacting Dr. Sanjay T. Menon, Director, Management/Marketing Department, Business and Education Bldg 316. LSUS, One University Place, Shreveport, LA 71115 or [sanjay.menon@lsus.edu](mailto:sanjay.menon@lsus.edu)

**OTHER CITED REFERENCES:**

- Menon, S. T. (1999). Psychological empowerment: Definition, measurement, and validation. *Canadian Journal of Behavioural Sciences*, 31, 161-164.
- Menon, S. T., & Hartmann, L. C. (2002). Generalizability of menon's empowerment scale: Replication and extension with Australian data. *International Journal of Cross-Cultural Management*, 2, 137-153.

## MENON EMPOWERMENT SCALE

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

### Perceived Control

- \_\_\_ 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\*.

### Perceived Competence

- \_\_\_ 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.

### Goal Internalization

- \_\_\_ 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)]

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