



FACTORS FOR ASSESSMENT OF WOMEN EMPOWERMENT: THEORETICAL APPROACH

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Abstract. The development of women empowerment and its influence on organization performance is a continuous and constantly evolving process. For the purposeful organization performance it is important to analyze not only the existing functions and procedures in organizations, but also to investigate the factors of women empowerment that affect effectiveness of functions and procedures. Evaluation of women empowerment and factors influencing its quality of organization performance are widely discussed subjects in scientific literature with ample controversial viewpoints. The main scientific problem of this research is how to distinguish the main factors of women empowerment that has the main impact for performance of organization. To get better results in performance of business companies and public sector organizations the assessment and promotion of women empowerment in developing countries needs to be made. The purpose of this study is to analyze in complex the factors of women empowerment that has influence on performance, which will help to make decisions related to development of women empowerment in organizations.

Keywords: women empowerment, organization performance, assessment.

JEL classification: M10.

1. Introduction

Due to unstable global environment, situation of women empowerment and factors influencing woman's organization performance are in constant change. Evaluation of women empowerment and factors influencing its quality by aspect of organization performance are widely discussed in scientific literature with ample controversial viewpoints. Various definitions, points of views and models makes it difficult to choose the complex option for evaluation of women empowerment, as well as rise of women participation in decision making processes, leadership, entrepreneurship and other aspects of empowerment. It may lead to the following problem: how to know if the chosen factors will convey the reality (especially of developing countries) and deliver objective results that could be used as a basis for decision making for development of women empowerment in the future. This study analyzes different scientific views on the women empowerment and influence on organization performance evaluation process. The purpose of this study is to analyze in complex the factors of women empowerment related to or-

ganization performance that would allow to take decisions related with development of women empowerment in organizations.

There are various studies that have concluded that women empowerment factors and evaluation methodologies impact on their roles by creating political and administrative measures. Many factors for assessment of women empowerment discussed in research literature is based on various perceptions with regard to different nations, regions, background respondent, and government policies including industries.

It is a matter when high position is offered, women are likely to be given the second choice. Before undertaking managerial positions, female has to strive hard for being emphasized and uplifted. Authoritative strategies with respect to women have played a significant role in creation of huge potential for considering executive level positions like the CEOs.

The nature of women empowerment is considered one of the most important factors affecting the psychology, performance, and satisfaction of women. Balance of work and personal life is influenced by their psychology and satisfaction. Stable

work life of women demonstrates that they are managing effective relationship among their family life and career.

According to Asogwa (2012), women encouragement and growth, equality and the whole socio-economic protection of humankind are always debated in parallel dimensions and both aspects have gained equal importance. Many civilizations believe women as prevalence role with which secure socio-economic connections are observed. Hence, the women movement from one family to another (by marriage) in common anthropology is believed to be more robust and influential interaction channel than language (Coleman 2007).

Despite the recognized abilities of women, it has been observed that there are institutional and simulated obstacles visible to the uneven political structure and centuries long gender biased culture all over the developing world, particularly in Malaysia, through which their eco-friendly durability and dynamic contribution in progressive activities may become confined, therefore, an underprivileged and weak position, at times is being offered to them regarding socio-ecological difficulty (Onwubiko 2012).

Consequently, officials and communities should pay attention to women empowerment to break the poverty load and protection against economic problems, that are mostly illustrated by socio-economic adversity along with heightened poverty. Illustration of women's confidence is very obvious from socio-economic challenges can be enhanced by having unrestraint entry to desirable budget and land resources, authorizing quality schooling, and challenging political, cultural and official limitations.

Empowerment has gained considerable focus, however factors affecting women at workplace and community context is discussed in this study. Basic factors like ethnicity, social class and sexu-

ality have similar importance to the already discussed factors. Political instability factor and existing adverse label impairs the low-representation of women in executive positions where persistence holds high importance than flourishing.

The link between the negative typecast and the political agenda is to be argued due to this phenomenon. Many factors have been discussed, but it is very complicated to evaluate their stability, like women empowerment policy, education level, training and skills. Encouraging women should be acknowledged from an activist's point of view. The difficult affiliation between women's assumed needs and external factors of organizational discrimination needs to be considered significantly.

The study aims to fill gap of scientific literature studying factors of women empowerment to get better results of organization performance, especially in developing countries for making decisions related to development of women empowerment in organizations.

2. Concept of women empowerment

In the development of a nation, one of the most important elements acknowledged is women empowerment. Empowering women we get more working force for better development of the country. Education, government rules, role of non-government organizations and politician are among the significant tools for women empowerment. Its definition has been probed in many earlier studies; however researchers haven't yet reached the true meanings of women empowerment because of variety the internal and external factors (Table 1). The social media, observation from experts, knowledge and informal discussions have played a critical role sufficiently explaining the definition of women empowerment. The socio-economic development of any society depends

Table 1. Definitions of women empowerment (source: compiled by authors)

Authors	Definitions
Alkire <i>et al.</i> 2013	Individuals intrinsically experience and observe women empowerment; gender and empowerment are normally evaluated at the aggregate national level.
Mahmud <i>et al.</i> 2012	Availability of large array of choices to women leads to selection of valuable choice among others to attain the most desirable results.
Noreen 2011	Women empowerment means their survival and offering them choice to live their lives in the way they want. It is also a method to allow greater opportunities to the women to execute the important decisions which were never carried out by those underprivileged women before. In other words "it is to create options, acquisition of capabilities and applying negotiating skills", protection of desired aspects done by confidence development, women empowerment entail the right as a controlling mechanism of life and the belief as an individual's ability.
White 2010	The liberal universal tradition discovers the worth of women empowerment and organized in certain ways by having awareness of worldwide growth.
Sardenberg 2009	In women empowerment, not only the better independence for women is observed, but gender structures are also transformed.
United Nations (UN) 1995	Women's self respect and dignity are included in encouragement; they can equally participate, and have rights to gain different prospects and to manage their own lives every where; uplifted public and economic aspects are developed by their ability to control and manage the social change.

upon women empowerment and women have been found to be striving for sovereignty and self-confidence. Issue of 'women empowerment' first appeared on surface in 1980 (Alkire 2013), since through various women's movements, they questioned themselves about their dilemma and their overloaded position.

Empowerment according to Narayan (2005) is defined as "development of resources and involvement of poor people in the process, discuss and exchange, controlling authority and contain answerable organizations through which their lives get affected". In addition four major elements of empowerment are highlighted: information access, attachment and participation, responsibility and role of local organizations. The description of empowerment can have a limited scope because of individual choice, particularly in cultural contexts in which society groups and support are given considerable gain. Agency along with capability is included by both Kabeer (1999) and Alsop *et al.* (2006) as the capacity to implement on individual's choices. Narayan's definition has appeared to be comprehensive, since the link between public and institutions is significantly included in it.

One of the women empowerment factor is power. Power is assumed by the weak individuals in the society through empowerment process, also they can effectively influence their own lives by accomplishing the milestones (Kishor, Gupta 2004). Both male and female manager-subordinate are influenced with empowerment, however it pertains more to women since women's powerlessness is more common for instance, it is the same through various social classes and other dissimilarities, and the concept of women powerlessness is developed more complex and supported by the fact that they are being tied up in domestic and matrimonial relationships (Malhotra, Schuler 2005). Considering all the diverse aspects given above, empowerment is generally defined as access to enhanced options, managing the life as per the desires and acquiring authority over individual's life. Above mentioned definitions suggest the empowerment as a vigorous and dynamic process of transformation where those individuals ultimately obtain such an ability that had been denied to develop options (Kabeer 1999).

Powerless individuals are more appropriate to this process since it transforms from a "disempowered" state to the "empowered" one.

Women's empowerment is found to be a multi-dimensional process having considerable impact on many aspects of life, including social standing, family relationships, and emotional and physical health conditions along with financial stability (Alkire *et al.* 2013). Empowerment process can

also be postulated by certain defining elements familiar to the context (Kishor, Gupta 2004). Agency is the leading feature, which is defined as the "ability to express one's objectives and achieve them" (Kabeer 1999) or the capability to influence on several aspects an individual's life (Kishor, Gupta 2004). Availability and authority over human, material and social resources is the other component that a woman gains from the diversified family, market and public interactions.

Many resources define the line of the empowerment process by provision of the "building blocks" and outlining the basic measures which either hamper or support women's activities (Mahmud *et al.* 2012). To conclude, the wider scenario that illustrates the conditions of a woman's life for instance living activities, marriage, family wealth, and attributes of effective family members, actually devices the visions and accessibility to choices. In order to evaluate empowerment in any setup, all the mentioned features hold greater importance.

Kabeer (1999) further claims and has found a gap between recognizing the process of empowerment and support, which needed the power calculation.

There are three dimensions involved in applying the choice according to Kabeer's explanation: resources (not only the grant of access but also future privileges are offered to human, material and social resources), agency (negotiation, decision-making, and even dishonesty and manipulation are included in this dimension), and achievements (desired results and outcomes). Less focus has been given to the "agency" aspect than other resources like qualifications, achievements and income levels. According to Alsop *et al.* (2006) empowerment is "an individual or a group's ability to have better selections, that is, to convert the developed choices into preferred activities and results". Two main components are included in this definition, the first component pertains to the agency concept (the aptitude to carry out what your value and it must be supported by the reason) and the other component pertains to the official environment by which agency concept is successfully applied by the people (Ibrahim, Alkire 2007; Alkire 2008).

In sum, woman empowerment is a very complex and multidimensional concept, conducted of many aspects of life, including social status, financial situation, family relations, emotional and physical health conditions in different communities. The process of women empowerment is important in developing countries, aiming to rise performance of their economy and organizations, aiming to rise quality of life for everyone, promoting equality and fundamental rights for everyone.

In this context implementation of women empowerment is very important because of economy reasons, as it leads to more working force for local economies. This is important aspect to ensure better development of communities, societies and economies.

3. Factors for assessment of women empowerment

Many scientists including sociologists, philosophers, psychologists, political scientists, economists, management specialists have been examining components of women empowerment, nevertheless there never have been reached consensus about the meaning and factors of this complex object (Table 2).

According to Mahmud *et al.* (2012), the following factors of women empowerment are the main: gender inequality, education qualification, age, income, economy development, productivity, personal security, media publicity, freedom of movement (decision making), and authority (independent experience). There are diverse magnitudes of gender discrimination e.g. (commercial, social, governmental, and psychological) and life of women appears to be surrounded by this gender inequality factors (Mahmud *et al.* 2012). A woman's life along with her dependents and kids all are strongly affected and influenced by the enabling role of women's education through which their

technical and professional skills get elevated. They are equipped with technical skills, so they become financially independent by obtaining paid jobs. Factors of income, economy development, improved production, personal security causing healthier and encouraged population can be successfully accomplished at national level by teaching / educating the women. Moreover, empowerment procedures will be affected by the advancement and advertising (Mahmud *et al.* 2012). The following points can be suggested to accomplish women empowerment in greater capacity so that resource sharing along with promotional activities may be developed in team. If executive authorities get executed advertising and promotional activities, then women needs could gain considerable emphasis. Therefore the empowerment process can only be measured and evaluated with the help of indicators and it is not openly visible. For instance, factors of qualification (education), paid work (income) and media publicity normally indicate the initial resources gained by the women and that are also considered the conditions to exercise of choice. Like-wise, implementation of choice has a certain limit, since there are uncertain goals and motivations, which are behind that choice. Agency quantifying indicators have incorporated noticeable actions in this overall process, such as independence of movement and input in decision-making (Mahmud *et al.* 2012). There are fundamental trails of diversified

Table 2. The factors of women empowerment assessment (source: compiled by authors)

Context	Factors of women empowerment
Household context (Mahmud, Tasneem 2013)	Attitude and perception, paid work and education level, mobility in the public domain, participation in public life, agency with regard to income use.
Quality of life (Mahmud <i>et al.</i> 2012; Subramaniam <i>et al.</i> 2013)	Workplace flexibility, labor market, skill (Mahmud <i>et al.</i> 2012). Gender inequality (social, economy, political and psychological), education (qualification), age, income, economy development, productivity, personal security, media publicity, freedom of movement (decision-making), independent of experience (Subramaniam <i>et al.</i> 2013).
Feminist identity, body image and eating behavior (Kinsaul <i>et al.</i> 2013)	Power (personal choice), self-efficacy (self-worth and confident).
Agricultural USAID (United State Agency for International Development Agriculture Program) (Newberry 2012)	Decision about production, power (decision making), income, leadership in communities, allocation.
Women motivation SME (Setyaningsih <i>et al.</i> 2012)	Leadership style, training and learning, education background, resources, achievement, experience, autonomy, role model, management commitment.
Cultural situation (Henry <i>et al.</i> 2011)	Legitimate privilege, political strength, psychological sense, influence of community.
Women of upper, middle and working classes (Bespinar 2010)	Social-cultural, cruel blue-collar.
Feminist therapy context (Johnson <i>et al.</i> 2005)	Power and competence, self-nurturance and resource access, interpersonal assertiveness, awareness of cultural discrimination, expression of anger and confrontation, autonomy, personal strength /social activism.
Participation in public, voluntary, or/and organizational (Zimmerman, Rappaport 1988; Akey <i>et al.</i> 2000)	Intrapersonal, interactional, informal behavioral, formal behavioral.
Community-based context (Roger <i>et al.</i> 1997)	Self-esteem/ self-efficacy, powerlessness, community activity activism/ autonomy, optimism/control over the future, righteous anger.

nature such as perceptual, material, cognitive and relational through which resources are transformed into agency (Mahmud *et al.* 2012). If curtailing in gender disparity among education, health along with personal safety and things like that lead towards woman's comfort and happiness, then the fundamental paths of influence also need to be discovered from agency to positive results. In other words indicators across various dimensions and pathways need to be identified and measured. Several domains can observe the freedom of empowerment. For instance, remarkable authority within the family circle is observed by the women without equivalent changes in the public circles. Alternatively, authority in one factor can sometimes lead to authority in another. For instance, women who have significant authority over material resources are likely to be involved in family related decision making.

Lots of arguments tend to be overflow in the evaluation of empowerment factors. Such as noticeable discussion has been observed on quantitative empowerment factors than the qualitative ones (Crouch *et al.* 2009). Quantitative measures of women empowerment are thought to be inadequate near many researchers and they rather consider empowerment should be measured through qualitative methods, like interviews containing open ended questions, so that participants may feel confident and empowerment may likely to be defined by them (Crouch *et al.* 2009). Researchers formed an advisory board of community members subject to the call for context specific events of empowerment dynamics in order to create a measure by which empowerment in a community-based mental health population can be exposed. They assumed that there are three factors of empowerment: self-efficacy, respect and control over the future; authentic power; upright annoyance/public optimism (Rogers *et al.* 1997). However the earlier study by Roger *et al.* (1997) expressed that there are five empowerment factors: self-efficacy / self-esteem; powerlessness; public engagement/ autonomy; optimism / future control; righteous anger (here is the notion that change can be brought and promoted by anger). These factors were dependent upon customer mental health research.

Zimmerman and Rappaport (1988) described that, intrapersonal empowerment can be evaluated by the mixture of measurement factors and it was found that better participation or aggregate behavioural empowerment among a team or group can be achieved by growing intrapersonal empowerment. This conclusion is also supported by another study, since higher intrapersonal empowerment was observed in the participants with high participation in public, voluntary, or/and organizational

activities than the ones with less participation in activities (Zimmerman *et al.* 1992). Akey *et al.* (2000) illustrated that a scale was developed to evaluate the empowerment factors through interactional, intrapersonal, formal and informal behaviour for parent of disable children context.

Furthermore, Johnson (2005) identified that there are seven factors of the empowerment: power and competence; interpersonal confidence; self-nurturance and resource access; autonomy; expression of anger and confrontation; awareness of cultural discrimination; and social activism/personal strength.

The USAID (United States Agency for International Development) prioritize agricultural programmes in context of five domains: decision about production; power (decision making); income; leadership in communities; and allocation. All these domains are responsible for empowerment described in the prose through research. Insofar grassroots approaches to empowerment seem to arrive at the same moment that global governance shifts to favour smaller governments, market incentives for governance, and shrinking social welfare budgets (Newberry 2012).

Kabeer (1999) and Alsop *et al.* (2006) shed light over the empowerment in context of agriculture sector as it is the capability of making various essential decisions at the right time while keeping in mind the scarce productive means to use it in the most efficient manner. Therefore women's decision making and empowerment can be used here as they are the persons who make vital decisions of their household and manage it economically no matter they are educated or not but they possess this great ability. The women empowerment is effective also when she has to control the whole family circle when the income is extremely low and it seems unfeasible and her leadership qualities are expressive and meaningful. Production factor involves the decision making regarding production and joint collaborations. In this factor, supply input in productive measures should be firstly valued and then decided whether the related persons need to put joint or solitary effort in decision making. If the individual considers joint effort more reliable then he must have adequate acceptability power to respect other's opinion or suggestion, accept it warm-heartedly and act upon it if considerable. It will reflect his understanding level over difficult situations and promote team-work. It also demonstrates the women's acceptability level and her motivation to avoid any conflict or chastisement (Alkire 2007). This self-governance element reflects the women living in households who are also the sole decision makers of their whole house even when they are constraint of difficult

circumstances, showing the distinction between joint household decision makers and sole household decision makers.

Leadership virtues are considered to be the key elements of empowerment. The leadership traits can only be determined at an individual position and not while dwelling in a society or a family where everyone suggests out or imposes their desires and decisions over others (Narayan 2005). In the same manner, a woman as a leader will not be able to make most advantage of her chance despite her time will be restraint and she will not be able to give enough care and affection to her family which will pessimistically influence her personal life.

Leading in a specific community, society or a societal group and bears the ability to speak comfortably in public meetings demonstrates one of the behaviour traits of leadership; realizes the value of public capital as a significant mean. Even if the individual feels at ease in expressing his thoughts upon public issues like expressing thoughts on protests to be held against the government and legal authorities, salary issues, several vital infrastructures to be built or other related concerns. Group association is not constraint to official groups as these types of social groups promote social networking (Alkire *et al.* 2013).

Some of the women empowerment factors like leadership style, training and learning, education background, resources, achievement, experience, autonomy, role model, and management commitment are discussed in the earlier researches that motivate women's small and medium enterprises Setyaningsih *et al.* 2012). For example, role model feature signifies those leaders at all the positions of the organization structure and plays commendable roles in the execution of amending mode, whereas the other members of the organization or that specified group are motivated to examine and pursue the viewpoints and activities of the leaders (Nesan, Holt 2002). The organization's management committee is engrossed in redirecting new aims and objectives for the organization and subsequently shaped by the concerned and conversant group of employees developing reliance, satisfaction and will be considered responsible for the outcomes causing a rise in the confidence level of management leadership. Lee-Rife (2010) states that reproductive behaviour is associated with women empowerment. Furthermore, majority of women more likely experience such kind of reproductive aspects including unwanted pregnancy, desire for a male child, abortion leading to numerous results occurring one after another to witness the real scenarios in an enhanced way (Gipson *et al.* 2008).

Gholipour *et al.* (2010) states that one of the main factor liberated women from poverty is information. Information or knowledge is known to be background element of education factor, knowledge is strength and lacking knowledge leads to poor financial conditions and desolation. Whereas educated women play a crucial role in making decisions that are based on their vast knowledge and experience and lead their families towards prosperity.

Empowerment is an interdisciplinary construct heavily grounded in the theories of community psychology (Hunter *et al.* 2013). Hunter *et al.* (2013) identifies three factors of psychological empowerment: self-perception, resource knowledge and participation with a hierarchical relationship among the three factors, with resource knowledge predicting participation when controlling for self-perception.

In order to develop psychological empowerment, formal education is essential as it builds up self confidence level and capabilities to make an individual experienced. These educated women considerably comprehend the significance of money and endeavour to make proficient use of it, control the expenditures and make an effort to save the excess money for hard times and if they feel the earning scarce, then they may stand still to improve the financial conditions of their family by making use of their education.

Bass and Avolio (1994) found that the leadership style of women is more liked than men, ascertaining from various criterion such as the women tend to have better learning power while working in the organizations and certain other issues. Likewise a woman leader provides better intellectual encouragement and individual deliberation, influential relationships and motivational considerations, and influencing role model. Guidance and knowledge works as a fundamental section of empowerment as in every field, for every person; it serves as a very important factor and requires guidance at every now and then. This actually re-educates the senior management throughout their lives in the entire organization.

Nesan and Holt (2002) clarified that it not only re-educate a person but gives him an opportunity to show his skills and to improve in an orderly way. In the sight of Lee-Rife (2010), the accomplishment factor of empowerment provides motivation to individuals to struggle with any kind of difficulty, to strive to perform better and at a rapid rate, and to make use of their assigned power in a proper way. It also encourages the employee to achieve rewards and other facilities by accomplishing his goals. Past studies show that the owners have a

privileged desire for accomplishment of goals. One of the issues dealt with Asian women owners is their experiences of ownership. According to Dhaliwal (2000), experience is a kind of learning process for most of the women owners. He further stated that women ownership have a great variety of experience. Sovereignty factor deals with those persons who desire to work in their own way, they are known to be uninfluenced, and even they do not desire to be led or perform leadership duties as if they happen to be insolent and avoid constraints.

Lee-Rife (2010) says that a greater level of liberation in work and their personal lives is a reason why entrepreneurs have a great desire of owning their own business. These kind of people do not care for the type of feedback they get over their work and enjoy working self-directly as they prefer to follow their own rules and regulations. Means factor is one of the significant conditions for not only businesses but in general life circumstances as well. Their allocation is based on a person's capability to position priorities and to implement them. The allocation of means is also affected by ways in which an institution's mission and vision are translated into the empowerment of women (Ismail *et al.* 2011). Baum *et al.* (1993) supposed that theories on free enterprise exposed that attraction to it as a work role is driven by the need to be self-directed from group conventional force in the allocation of human and capital means (Baum *et al.* 1993). The allocation of means is performed between official and unofficial group of human beings. In context of politics, the means are generally allocated by the decision of the leader, director or chief minister among various groups.

Certain projects which contribute to generate social capital will highly effect the women empowerment and cause an increase as the population is rising and communities flourishing with a high rate and comprise a major ratio of women. Social capital describes shared customs of attitude and trust which lend a hand in generating externalities for the group members and occur with unofficial communal systems. The trust feature in projects (Janssens 2010) would increase communal meetings, strengthen the power to work for collective goals and create faith among the members of the community. It inspires the means that a person can get by assembling through the communal network of women (Narayan 2005) and the strength of the society members to work for a collective goal. Social capital refers to a number of aspects of financial capital, social organization and comparable to humans (Coleman 2007). According to Uphoff and Wijayaratna (2000) social organizations, people who work voluntarily,

informal networks have attracted attention in pragmatic work as they are conveniently interpret and form "structural social capital" whereas the "cognitive social capital" involves norms and values factors (Janssens 2010) and shared trust which is difficult to interpret comprehensively as they are based on mind processes. Janssens (2010) stated that the project management and design shows a flourishing trend in today's era and comprises women especially due to their creative ideas and cooperation factors (Janssens 2010).

Workplace flexibility factor (Subramaniam *et al.* 2013) refers to balance the work in home and at the work place easily and efficiently. It will have a positive effect on the employee's job and home environment and provides with mental satisfaction in all areas (Liechty, Anderson 2007). Borjalilou *et al.* (2013) states, that woman face a lot of difficulties in managing their family and work and fail to prioritize essential things sometimes. Subramaniam *et al.* (2013) defined workplace flexibility as the way to manage the work and home such that none of it gets affected and runs the life smoothly. In a study of Wattis and James (2013) reflected their view that the women have to handle their domestic affairs in such a way that their work does not get affected but sometimes lay down in sentimental conflicts and perform dual roles. The inflexibility arises in the women's life again and again but sometimes they fail to cope with the work and home and that is the major cause of leaving jobs after marriage. As the work conditions and capabilities change by the passage of time, raising jobs for both experienced and inexperienced women, there should be certain policies built to provide a comfortable level to them by coping up with their personal family life and work life (McDowell 2013; Subramaniam *et al.* 2013).

The feature of empowerment includes two kinds of observations. They are: basic optimism comprising self-respect and self-efficacy and the second one is power (private sources). These observations influence the women resulting in their images neglected and troubled unnecessarily. Power is meant to be a democratic element which affects the body image and cause trouble in order to control self-efficacy and self-confidence (Kinsaul *et al.* 2013).

Mahmud and Tasneem (2013) identified five elements of women empowerment that relies upon the domestic circle. These include: educational position and work payment, agency in relation with earning, behaviour and objective, movement in society and involvement in people's life.

In sight of Bospinar (2010), the women empowerment will be highly influenced by socio-

cultural and cruel blue-collar women aspects. Empowerment in economic circumstances linked to employment by women of upper, middle and working classes. Henry *et al.* (2011) forwarded his opinion that women empowerment relies on domestic and cultural situations which have four elements. These elements are: legitimate privilege, political strength, psychological sense and influence of community. If structural causes of women's disempowerment are not challenged or addressed, the increase in the number of women in positions of authority may not go a long way in significantly challenging inequality between men and women (Mudege, Kwangwari 2013).

Protecting human rights, promoting women's rights and building gender equality into peace settlements and new legal reforms are increasingly part of the central aims communities and institutions (Porter 2013). This could lead to more equal perception of women in society and make positive societal change to better woman empowerment in future. Still, in some developing countries it is easier to debate on women empowerment in political level, then to initiate outgoing change of values in society and encourage actions of institutions supporting women empowerment as well as implementing law of equal rights for everyone.

4. Conclusions

It could be agreed, that women empowerment is crucial for better social and economical development of different countries and regions, because women empowerment enable much more working force and makes better results for performance of organizations. To make women empowerment in practice requires common instruments how to measure women empowerment in specific countries, regions and communities. The evaluation of women empowerment could make positive change in policies and laws of the countries enabling women empowerment.

Insofar there are a number of factors that enables women empowerment as well as different points of views how to measure it in a scope of performance of organizations. The general vision of woman empowerment may be defined in specific context on each situation, social and economical conditions, as well as different values and rituals of communities. This makes very big issues creating complex evaluation system to measure women empowerment for better performance of organizations.

Women empowerment is referred to as the procedure through which individuals can increase their capabilities so that they can take decisions of

their own and attain needed outcomes or fulfil their desires. When it comes to women empowerment, every country, institution, organization, community or even individual has its own ideas and concept of empowering women, which relies on the every day practices, lifestyles, experiences, behaviour, culture, values, so this issue becomes very complex and delicate.

The factors of women empowerment are familiar with activities and measures that can lead to implementation of women empowerment in practice, but their implementation could rise new issues in various contexts of different cultures, communities or organizations. In former researches, the concept of women empowerment was only considered as a vital element for the enlargement of organizations, communities at large, still the process of women empowerment is much related with beliefs and organizational behaviour of individuals. To make evaluation of women empowerment it is needed to perform qualitative ways of research, because there is a very complicated task to make unified research methodology that suits for every organization, community or nation.

Besides women empowerment is very much related not only with economical or sociological perspective, but as well psychological. Empowerment issues become very individual related with psychological factors of creating power of higher value of self that makes the process of evaluation even much more complex.

The study of factors for assessment of women empowerment raises a lot of questions for further researches. The issues of women empowerment should be studied case by case in different societies, organizations and individual level, making different measurement instruments across different countries or societies. Findings of the study could serve as the crucial pointer for research to be carried out in future on this topic.

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