



Employee Empowerment as a tool for quality improvement resulting in organisational productivity and performance- A study

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ABSTRACT

Employee empowerment is one of the modern tools used in the organisation for smooth functioning of business and to improve the productivity and performance of the organisation. Many organizations apply employee empowerment as their major technique for smooth functioning of business. Employee empowerment has proved to be a motivational tool in the organisation to increase output as well as responsibility among the employees.

Further every organisation focuses on the quality improvement and resulting better organisational productivity and performance and there is a close relationship between employee empowerment and organisational performance. This is because employee empowerment is a motivational technique which is designed to improve performance of employees, but this need to be managed carefully to focus on employee determination. This is concerned with psychological and structural empowerment. Employee empowerment always focuses on flexible approach which leads to both individual and organisation objectives.

In today's economic world sustainability and profitability is inevitable for any business organisation and in every situation, there is a need for taking crucial decisions in order to attain the financial goals. In this regard one of the important decisions that must be taken by the business is relating to employees. Employee empowerment is one way in which business organizations provide certain autonomous and self-control environment to the employees to manage day to day operations of the business. This is done to empower the employees by providing them some importance in decision making process and also enable them to examine the decisions taken by them is right or wrong. Further this also helps in developing themselves to take right decisions at the right time.

For the present research study, the focus on emphasized on the psychological empowerment of employees as a tool which is considered as an independent variable for improving the quality improvisation resulting in overall productivity and performance which is considered as a dependent variable is taken for analysis.

Keyword: Employee Empowerment, Quality improvement, organisational Productivity and Performance.

INTRODUCTION:

The most important challenge for a business in today's dynamic and competitive world is that the organisation exposed to its size, nature of business and process of business. Most

importantly human resources need to be managed well in the organisation as they are the assets and play major in terms of performance. The business focuses on competitive advantage among employees as they are more appreciable one in

terms of performance and carry specialized and sufficient knowledge for more and better experience. For better performance and growth in the business the human resources need to have sufficient knowledge and experience to use the available resources efficiently and effectively.

The competitive advantage among employees will create specialized knowledge and vast experience of many aspects of the business. This in turn helps to use the resources of business efficiently and effectively. Today's developed and dynamic world has proved that the empowerment has lot of benefits towards the democracy. Further this contributes for organisational success and shows there is a direct relationship between the employee empowerment and performance of the job. Since India has got exposed to the Global world, global applications are quite necessary to make quick decisions and adjust to the changing environment. The organisation's that focuses on motivating employees to achieve the organisational goals should apply the nurturing technique that improves performance and self-determination among employees helps in employee customer satisfaction. But this becomes an important issue with the management as for the business it becomes life and survival question, empowering helps them in gaining more contribution towards business.

Empowerment technique is always like investing money in more return earning avenue for the assumed risk as it gives a sense of responsibility, performance and productivity towards the organisation. According to **page and Wong, (2000)** empowerment leads to development in the organisation though there is a risk of making mistakes and making employees committed towards their job will help them to grow and achieve the success. Enabling others to act as described, is to develop the collaboration and empowerment of others, and these are the attributes of transformational leadership (**Koza's and Posner 2002**). In fact, instead of creating

followers there is a need of creating leaders. Empowerment develops leadership skills and potentialities among the employees. Using a method to develop the feeling of self-efficacy in employees can result in their empowering (Pelit et al. (2011)). Employee empowerment is like building blocks of the organisation as when employees' focuses on the performance, they will be the evident in the development of the organisation and further becomes the result of achieving the objectives. As the organisation cannot run with one man it has to be a team work to achieve the goals of individual and organisational success.

Empowerment of employees is usually associated with the delegation of the authority at individual level in the organisation which is like a decentralization of powers and authority in a general sense and clears that the supremacy is transferred to employees through rewarding, potential recognition, expertisation and promotions. This not only gives benefits to employees but also focus on protecting their interests, progression, freedom, and growth. These results in progressive growth of the business, high performance of business, flexibility in the organisation and versatility development of departments in the organisation can be achieved. Many of the organizations will focus on the quality improvement, team building approach and quality work life in organisation this can done through empowering employees in varied aspects of the organisation.

In order to have co-operation and co-ordination in the organisation there is a need of good stimulator, philosopher, guide and a motivator to empower the entire team. This can be focused through proper implementation of empowering employees in the organisation. Further this can also adopted as a strategy for better applications and implementations.

Determining employee empowerment varies from one organizations culture and design of work of another organisation. But the concept

of empowerment is related to the employee's job. Job enrichment and job enlargement of employee which is very important decision-making process in the organisation matter a lot to take certain decisions. The responsibility and greater portion for decision making of the employees increases horizontally in case of job enlargement and it increases vertically with the positions or when people promoted to higher level in case of job enrichment. Just like that the responsibilities to take decisions cannot be assigned to employees without any knowledge and skills. To carry out with the additional responsibilities proper training and additional skills are required for employees therefore the organizations need to train the employees accordingly to make them more competent enough. Further access to business information for better decision making is also necessary and encouraging employees to take initiation in all the task and boosting their confidence in decision making process becomes a vital role for HR manager as it their responsibility to evaluate the efficiency of employees on one end.

When it comes to productivity the better of any organisation is based on the better performance.

Meaning of Employee Empowerment:

Employee empowerment means transferring the authority and responsibility to employees in order to empower them and enable them to take the decisions on their own. This helps the employees to become self-directed and self-controlled in order to have a mutual trust between higher authorities and subordinates.

Definitions for Employee Empowerment:

According to Nancy Foy, "Empowerment is simply **gaining the power** to make your **choice heard**, to contribute to **plans and decisions** that affect you, to use your **expertise at work** to improve your performance and with it the performance of your whole organization."

LITERATURE REVIEW:

Esam Mustafa Athabasca University Abdul Talib Bon University Tun Hussein Onn Malaysia (Jan 2012):

The importance of employee empowerment is also can be delineated from the role of the soft side of TQM on firms' competitive advantage. The soft side of TQM is related to the human resource management practices. In other words, the soft side of TQM is the practices that connected to concepts, process and practices of people management such as employee empowerment and leadership (Fotopoulos & Psomas, 2009). Employee empower as a soft TQM practices found to be has a significant positive impact on organization performance (Brah, Tee, & Rao, 2002; Samat, Ramayah, & Saad, 2006), on customer satisfaction and job satisfaction (Ugboro & Obeng, 2000), on creating and strengthening the competitive advantage (Powell, 1995), on gathering, measuring and analyzing information and data effectively in order to enhance the work process and support continues improvement (Kaynak, 2003).

Ioan Moise Achim, Larisa Dragolea, George Balan are of opinion that Yerkes-Dodson's law should not be forgotten: the performance grows through increasing the motivation, but only to a limit. Exceeding that limit can lead to a decrease of efficiency. The proper employees' motivation is considered to be a philosophical management problem, regarding the relationships with the subordinates. Business must take into account that there can be a better HR management through an efficient motivation and recognition system. There should be a standard to evaluate the performances and how to allocate of the rewards. The promotion opportunities should be more open by increasing employees' skills through courses. Also, there must be better performance dissemination.

Conrad Lashley: According to him, Employee empowerment is said to benefit all organizations. The fast-moving global economy

requires that organizations learn and adapt to change quickly, and employees have a key role to play here. This is particularly true in modern service organizations. The empowered employee is said to respond more quickly to customer service requests, act to rectify complaints and be more engaged in service encounters. A more reflective approach suggests there are different managerial perceptions of empowerment, resulting in empowerment being introduced in different service organizations in different ways, and presenting different benefits to managers and working experiences for the empowered.

Victor Wood dell Wayne (2012): The comparison of the project design to criteria associated with employee empowerment programs and action research models was considered in the research study. Finally, there was a comparison with the outcomes of the project with important components of employee empowerment. The project was implemented in a field setting, and review what was learned by the participants regarding how management and employees can work more effectively together on issues of strategic importance to the organization when employee empowerment was implemented.

Vu Minh Hieu Văn Lang University (2020): Empowerment fosters employee's creativity, quality of work-life, spirit of teamwork and organisational effectiveness. Organizations' do not only need to empower employees but should also encourage empowering leadership. Empowering leadership connotes the sharing of power and motivating employees to crave for superior performance. Empowering leadership have been examined from the structural and motivational theoretical perspective. Several studies lend credence to the positive influence of empowering leadership on employees' psychological empowerment. The author proposed some recommendations for managers to implement.

Yoon (2001) believes that in empowerment, the employees not only need

authorities but also, they should have sufficient training, financial credit and adequate information so that they can be accountable to their decisions. Kim (2002) and Iromason (1997) believe that empowerment is like participative management namely subordinates' participation in decision making and maximizing their engagement in the organization.

Smriti chand (2012) Empowerment benefits both the workers and the organisation. How? Workers own the organisation, discharge their duties effectively, and derive satisfaction from the job as well as overall life events and situations. Organizations do record higher levels of productivity, sustainability, and growth. These benefits obviously make ground for implementation of empowerment in organisation. It is against such background, a few organisations in India have testified the empowerment experiments.

Robbins (2001) mentioned that empowering employees is one of the major issues which the organization faces in day to day working. But empowering employees synchronizes with one of the principles given by Henry Fayol in "14 Principles of Management" which speaks of 'authority and responsibility'. It means that if employees are given authority, they will feel more responsible and thereby, will lead to augmented involvement (Schreuder & Theron, 1997). The reason for thinking of empowering employees merged from organizations witnessing the potential of this employee up scaling their performance by being encouraged to handle the uncertainty (Cooks, 1993; Lepree, 1995).

Sinha (2005) defines the term empowerment as augmenting the participation of employees in organization related procedures and decision-making. In the present competitive era, organizations which are able to bridge the gap between knowledge and ignorance are at the pinnacle of success (Abdollahi & Naveh Ibrahim, 2011). These organizations have left no stone unturned in channelizing the human resource in

right direction. Transforming organizations towards excellence needs empowering employees to the maximum in terms of liberalizing them to take decisions (Robbins, 2001; Schreuder & Theron, 1997). The outcome of empowerment is engagement resulting in creativity and strengthening risk taking ability (Cooks, 1993; Lepree, 1995).

Choudhury and Giri (2013) define empowerment “as a process which has evolved in response to a trend towards a greater responsibility and involvement amongst employees in running their organizations”. Most of the organizations have comprehended the significance of employee involvement and recognized the capability of their human resources to develop and augment business performance (Pattanayak, 2001).

Bhatnagar and Sharma (2004) wrote that paradoxically the strength of empowerment has led to its weakness. Supporting their point of view, Clutteback and Keragham (1999) state, though empowerment releases people’s creativity and commitment, the same may be the reason for its failure too, as the cost of persuading employees to give their creativity and commitment freely is the genuine transfer of power and influence that is too high a price to pay.

According to Diwedi (2000a), empowerment is a concept, philosophy, set of organizational behavioural practices and an organizational programme. As a concept, empowerment is the vesting of decision-making or approval authority to employees where, traditionally, such authority was managerial prerogative. Empowerment as a philosophy and set of behaviour practices means allowing the self-managing teams and individuals to be in charge of their own destinies while meeting and exceeding company and personal goals through the shared vision.

Lashley and McGoldrick (1994) studied the notion of employee empowerment.

They analyzed critically the place of empowerment as an empowerment strategy within the general business strategies of hospitality operators. They investigated the development of models of empowerment with different constructs, and have taken into study task dimension, task allocation, power, commitment, and culture as dimensions. Researchers assessed the value of these models in defining the extent and form of empowerment in the hospitality business.

Honold (1997) has given a large literature about empowerment; and found that only when the multi-dimensional approach is taken, will the organization become empowering: leadership, team and collaborative working, arrangements, personal perspective of responsibility, decentralized structure, and contingent reward system.

Fadal (2003) studied employee empowerment as an integral piece driving success and growth of any company, indicating that continuous training and development, grating participation rights and decision-making authority to employees represent the variables that would influence an empowerment initiative.

Ozaralli (2003) investigated transformational leadership in relation to empowerment and team effectiveness. She found that transformational leadership contributes to the prediction of subordinates’ self-reported empowerment and that the more a team’s members experience team empowerment, the more effective the team will be.

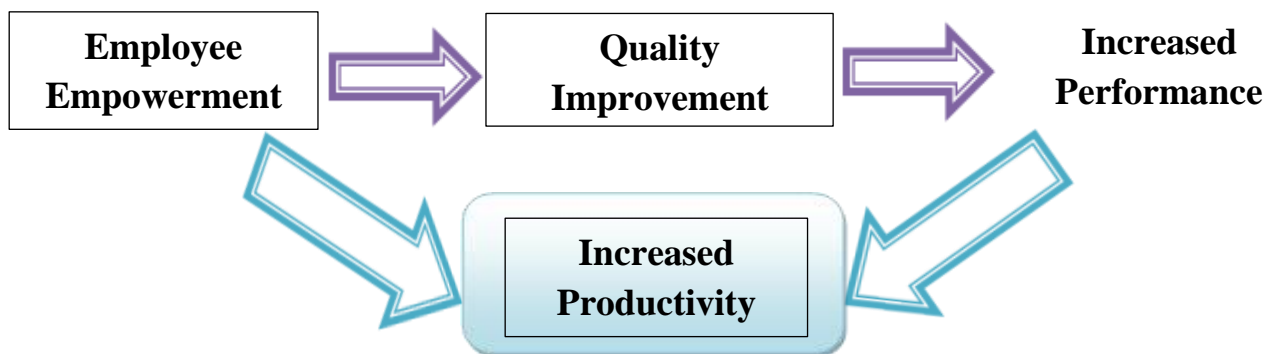
According to Yulk & Becker (2006), job design, intrinsic motivation, participative leadership, organization structure, reward systems, access to information, organizational culture and leader selection and assessment are the most effective for an empowerment success. They add that employee stock ownership plans, sharing information, sharing power through the parallel structure, self-managed teams,

democratic decision processes are also practices leading to successful empowerment program.

RESEARCH GAP:

Employee Empowerment has been regarded as a powerful tool for organisational productivity and performances though the

previous study has been focused and discussed with but employee empowerment as a quality improvement and its increased efficiency and performances remained unfocused by previous authors which this research study has emphasized and has been considered for further analysis.



Conceptual Model for the Study

STATEMENT OF THE PROBLEM:

Employee empowerment has become challenge for the organisation in today’s global world. The competition that exists in this dynamic world has created lot of complexities among the business organisation how to manage and who should manage it. Further giving away the responsibilities to the employees can create lot of damages as well. But if it is managed well the organisation can achieve its objectives. The quality improvement in the organisation is possible with psychological motivation to the employees which has to be focused for the better performances. The quality productivity is possible only when people are managed with more competitive advantage. This also becomes inevitable for the organisation to implement it.

OBJECTIVES OF THE STUDY:

1. To know the implementation of improved quality through employee empowerment.
2. To analyze whether the employee empowerment has increased the performances because of such motivations.
3. To analyze whether employee empowerment has an impact on productivity of the business.

DATA COLLECTION:

Data for the present research study is based on the two sources one is secondary sources of data collection which is gathered through various online sources, journals, research articles, government websites and other related online information. Further to present more accurate and the factual research work the data was also collected through empirical observations in the rural areas through the personal visits and also informal discussions were conducted among experts, relatives, friends and others in employed persons.

RESEARCH MATERIALS AND

RESEARCH METHOD:

This research study is adopted with a descriptive and explanatory approach. The descriptive nature highlighted that the observations and detailed documentation of the employee employment in the business and its implication in development process of the organisation with quality improvement. The explanatory approach intends to provide explanation for the determinants of performances and productivity.

Variables for the research study:

- * Employee Employment and quality improvement are identified as independent variables.
- * Productivity and performances are considered as dependent variables.

SCOPE OF THE STUDY:

1. The study is focused on employment empowerment and the quality improvement.
2. The study is majorly confined to businesses in Bengaluru city.
3. This research is basically considering the application of empowering employees resulting in performances and productivity.

ANALYSIS AND DISCUSSIONS:

Empowerment theory also situates human problems in a person-in-environment perspective, not only recognizing the interdependence and mutual influence of individuals and communities, but also proposing that successful interventions to human problems occur at the intrapersonal, interpersonal, and community levels simultaneously. In direct practice with individuals, empowerment interventions may primarily help individuals to develop psychological self efficacy or coping skills to adjust to the existing social environment. Empowerment practice is based in a problem-solving model that includes definition of strengths and problem finding/identification; goal setting; role taking on the part of the social worker; interventions at the intrapersonal, interpersonal, and community levels; and collaborative evaluation of accomplishments.

Empowering employee in the present scenario may not only be giving sufficient answers for the performance of the organizations. Its pros and cons also matters a lot to understand how better and well it is contributing to the all sectors in the economy. When the IT sector is concentrated empowering employees from all dimensions is it necessary, is it feasible, and is it beneficial to the effectiveness of the organisation's and its performance is a

remarkable questions. But how it has to be managed is in the hands of sectors.

Empowerment-based practice actuates a strengths perspective, centering the social work process toward competence promotion and away from the stigmatizing notion of deficit reduction. An empowering approach reveals the worker's unwavering commitment to social justice. This approach operates on the axiom that we all benefit when we acknowledge every person's rights and responsibilities to contribute to and receive from community participation in a reciprocal relationship.

To facilitate empowerment, practitioners integrate a continuum of strategies ranging from individual development to relationship improvement to resource acquisition and reallocation through social and institutional change. Collaborating as partners, clients and social workers can coordinate these efforts simultaneously or sequentially, but no part of the eco systemic transaction can be ignored. Empowerment efforts at the personal level provide only brief respite if they are not supported by complementary changes within interpersonal and socio-political realms. Likewise, even broad-based social improvements wane if not protected by the continuing influence of empowered individuals, families, and groups.

The main purpose of employee empowerment to develop a sense of control and power, Empowerment in the recent years has become a significant topic in the organization. The organization is encouraging their employees to give enough freedom in their work to apply the full potential and ability to carry out the over aims o organization.

Psychological empowerment had a close correlation with work engagement, aligning with earlier research. Authority grants not only power granting, but also ability granting. Employee perceptions of empowerment in the dimension of meaning, the alignment of ideals and standards between employees and the organization

represent strong emotional connections and resonance. This dimension was the sole area related to increased levels of employee commitment across all dimensions, including stronger emotional attachments to their employers, increased investment into their employer relationship against viable alternatives, as well as increased perceived duties and responsibilities towards their organizations, or affective and normative commitments. This supports earlier work around the impacts of culture, honesty, ethics, and fit on an employee's intention to quit. Investment of resources into emotional connections, personally and culturally, would seem to impact employees' feelings of commitment strongly and positively across all dimensions.

Empowerment is a motivational process of feeling enabled (Corsun & Enz, 1999). More specifically, Thomas and Velthouse (1990) defined empowerment as increased task motivation manifested in four cognitions: meaning, competence, self-determination, and impact. Based on Spreitzer's (1995, 1996) construct definition, meaning reflects the degree to which an individual believes in and cares about work goals or purposes. Meaningfulness is judged in relation to an individual's own ideals or standards of need. Competence refers to self-efficacy specific to work and is rooted in an individual's belief in his or her knowledge and capability to perform task activities with skill and success (Thomas & Velthouse, 1990). Feelings of competence are analogous to effort-performance expectancy, personal mastery, and agency beliefs (Bandura, 1977, 1986, 1989). Self-determination represents the degree to which an individual feels causal responsibility for work-related actions, in the sense of having choice in initiating and regulating actions (Deci, Connell, & Ryan, 1989; Spreitzer, 1995). Based on Ashforth (1989), Spreitzer (1995, 1996) describes impact as the experience of having an influence on strategic,

administrative, or operating outcomes at work to make a difference.

Employee empowerment is a concept of transferring authority and power to those people who has experienced with the thorough knowledge, innovative ideas and competitive advantage over the work performing from decades where everything is under hold. When the person with good experience and knowledge is taking responsibility to accomplish the job this shows that the performance of the employee increases which in turn increases the productivity. The quality work of employee contributes towards the organisation as he has been motivated and here the employee develops a sense of commitment and loyalty towards of the job. Empowerment of employees is usually associated with the delegation of the authority at individual level in the organisation which is like a decentralization of powers and authority in a general sense and clears that the supremacy is transferred to employees through rewarding, potential recognition, expertisation and promotions. This not only gives benefits to employees but also focus on protecting their interests, progression, freedom and growth. These results in progressive growth of the business, high performance of business, flexibility in the organisation and versatility development of departments in the organisation can be achieved. Many of the organizations will focus on the quality improvement, team building approach and quality work life in organisation this can done through empowering employees in varied aspects of the organisation.

FINDINGS AND CONCLUSIONS:

In today's economic world sustainability and profitability is inevitable for any business organisation and in every situation, there is a need for taking crucial decisions in order to attain the financial goals. In this regard one of the important decisions that have to be taken by the business is relating to employees. Employee empowerment is one way in which business organizations

provide certain autonomous and self-control environment to the employees in order to manage day to day operations of the business. This is done in order to empower the employees by providing them some importance in decision making process and also enable them to examine the decisions taken by them is right or wrong. Further this also helps in developing themselves to take right decisions at the right time. This also gives a power of voice in improving the process and procedures and helps in creating and managing new and creative systems and strategies and further helps in running the departments with less focus from top-management. Such kind of system help the top management to concentrate on the key areas of the business and remaining can be focused by the rest of employees who have been empowered for the sake of making some decisions for their departments. When employees are concentrated for taking important decisions in the department of organisation this helps employees in taking decisions with regard to the business and ensures them that they should be responsible enough and further this results in increase in productivity and better quality among employees. Due to continuous involvement of such employees also increase the quality standards of work and the work life environment.

One more positive impact of empowerment in an organisation is that the empowerment is a key to implement continuous improvement in performance among employees in the organisation. The role of empowerment is acting as a boon to the organisational performance is proved from various perspectives including in various levels. The successful implementation of total quality application in each and every level of organisation can be achieved through employee empowerment. Employee empowerment has a direct positive role on job satisfaction through unique performance of employees in each and every task which motivate them to prove better at each performance in the organization.

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