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Global Business Review 2010 11: 379

DOI: 10.1177/097215091001100305

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Global Business Review
11(3) 379–393
© 2010 IMI
SAGE Publications
Los Angeles, London,
New Delhi, Singapore,
Washington DC
DOI: 10.1177/097215091001100305
<http://gbr.sagepub.com>



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Abstract

Empowerment is giving frontline employee discretion to take decisions instantly, keeping in mind the organizational consequences. In service organizations attracting and retaining customer is a daunting task. Empowering employees psychologically will help them in taking proactive actions to serve customers better.

The objective of the present article is to study the influence of motivational needs on psychological empowerment. The independent variable is motivational needs (need for growth, achievement, power and affiliation). Psychological empowerment, a dependent variable, in the present study, has been studied by intrinsic task motivation (which is measured by meaning, competence, self-determination and impact). It is hypothesized that the four motivational needs that is, need for achievement, power, affiliation and growth will positively influence psychological empowerment.

Standard instruments are administered to measure different variables and to investigate the influence of chosen variables on psychological empowerment. Several statistical techniques like correlation, multiple regression and canonical correlation are used to measure the significance and strength of relationship between identified independent and dependent variables.

The main conclusion is that all motivational needs, other than the need for affiliation, are significantly and positively related to psychological empowerment (intrinsic task motivation). The positive relationship between psychological empowerment and need for affiliation was hypothesized thinking five star hotels as the source of sample where employees are required to demonstrate high degree of need for affiliation.

Keywords

Psychological empowerment, need for achievement, need for power, need for affiliation, frontline employees

A review of current uses of the phrase ‘employee empowerment’ indicates a range of different definitions and explanations. Some consider empowerment to mean sharing power with or moving power to those doing the work (Bardwick 1991; Block 1991; Karsten 1994). According to Jaffee and Scott (1993), it refers to employees and managers sharing equal responsibility for results and maximizing employees’

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contributions to an organization's success. Another view indicates full participation of workers and leaders in decision making, pursuit of a shared vision and purpose through team effort (Senge 1990). Conger and Kanungo (1988: 474) defined empowerment as 'a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information'. One more widely accepted definition of empowerment by Liden and Arad (1996) stipulates that empowerment simply means granting supervisors or workers permission to give the customer priority over others issues in the operation.

Empowering subordinates has taken various forms in India over the years. Empowerment can be seen in the efforts to involve the employees in decision making which may be termed as participatory forms of management. In participation, power is shared. Sharing power is a more rudimentary form of empowering and the concept has existed since 1918 when the Tata Steel management made the first attempt to involve workers in management. Subsequently, in 1921, the Government of West Bengal urged the industries in setting up workers' committees as a remedial action to prevent industrial unrest.

Psychological Empowerment

A more recent stream of research has looked at empowerment from a cognitive perspective, that is, from the perspective of the cognitions of the job incumbent. Subsequently, researchers have defined empowerment as consisting of four dimensions or individual cognitions (psychological empowerment) (Thomas and Velthouse 1990) that have been empirically validated by Spreitzer (1995). From a cognitive perspective, empowerment consists of an individual's judgement of meaning (that is, the value of his or her work), competence (that is, his or her capability to perform the work), self-determination (that is, choice in initiating and regulating actions) and impact (the ability to affect or influence organizational outcomes). Together, these four dimensions portray a proactive individual mindset (Spreitzer 1996) and given a term, intrinsic task motivation. Although researchers continue to use the different meanings of empowerment, both behavioural and cognitive, the validation of these four cognitive dimensions allows them to accurately examine manager and employee behaviour that lead employees to feel empowered.

Spreitzer (1995) found a number of antecedents of psychological empowerment. While some of these antecedents are individual factors, such as an individual's self-esteem, others such as access to information about the organization's mission (Spreitzer 1995) are external factors. Variables at the work unit level, such as strong socio-political support from subordinates, work group, peers and superior; access to information; a work climate focused on participation and a work unit with little role ambiguity, also emerged as antecedents to empowerment (Spreitzer 1996).

The identification of the psychological climate variables that positively influence feeling being empowered should enable management to better understand the local workplace dynamics and their effects. Variability in employees' perception and appreciation of their work environment and its subsequent effect on their feeling of psychological empowerment should also signal to management that employees in the hotels, departments and units within the hotels are not homogeneous and therefore have different motivational needs and management skills to enhance their productivity (Amenume and Lockwood 2008).

Need for Growth (NFG)

Growth need strength is a personal attribute that concerns a person's desire to grow and develop as an individual.

Hackman and Oldham (1980) argued that people with high growth needs will experience enriched job characteristics more positively and will respond more positively in terms of internal work motivation and performance than people with low growth need. Job characteristics model assumes that not all employees appreciate jobs high in motivating potential. Only employees having strong growth needs are capable of developing strong internal motivation when working on challenging jobs. Others with less strong needs for growth will be less likely to take advantage of opportunities for professional development provided by a job high in motivating potential. There are several studies showing the moderating effect of growth need derived from the job characteristics model of Hackman and Oldham (1975). Graen et al. (1986) found a significant relationship between job characteristics on the one hand and internal motivation, satisfaction and performance on the other, when need for growth is considered as a moderator variable.

Individual needs for growth opportunity should respond to particular growth opportunities contingent upon their growth needs. Those who have high growth needs should react positively and those who have low growth need should react apathetically or even negatively to growth opportunities (Graen et al. 1986). As an explanatory construct, growth need strength is a central concept in understanding the influence of job characteristics (Kulik and Oldham 1988). Graen and Scandura (1987) contended that having some work group members with job growth potential (ability) and motivation to accept the challenges beyond their job descriptions could be empowered.

People having high need for growth seem to have a more proficient insight into reality, self, spontaneity, straightforwardness, problem centering, the value of objectivity, autonomy, continual admiration, interpersonal relations, discrimination against means and ends, creativeness, personality integrity and overcoming of dichotomies (Hoffman 1970; Horney 1937; Maslow 1970; Schachtel 1959; Wild 1965).

Need for Achievement (nAch)

Achievement theories propose that motivation and performance vary according to the strength of one's need for achievement.

McClelland (1976) argued that the need for achievement is culturally acquired and is a key psychological attribute of entrepreneurs. This view was supported by evidence indicating a link between the leader's achievement motive and firm growth (Minter et al. 1994). Cassidy and Lynn (1989) suggested that work ethics, dominance, competitiveness, status aspiration and acquisitiveness for money as well as wealth are basic factors which propel the achievement motive. The need for achievement is undoubtedly relevant to winning and high performance (Epstein and Harackiewicz 1992; Lee 1992). It is satisfied primarily by an intrinsic sense of success and excellence rather than extrinsic rewards (Atkinson 1964). The need for achievement may be treated as one of the most important dimensions of conscientiousness as well as one of the most revealing. This is because it has been observed to have high correlation with the ability to self-set goals and goal commitment (Barrick and Mount 1991). Hollenbeck and Klein (1987) predicted a link between the need for achievement and goal commitment because individuals

with high levels of the need for achievement are more likely to value high performance. Similarly, conscientious individuals are more likely to set challenging goals for themselves and stay committed to those goals.

Researchers demonstrate that group members who are relatively high in achievement motivation show more concern about group success (Zander and Forward 1968), and groups composed of members with high achievement motivation solve complex problems more efficiently (Shaw and Harkey 1976; Smelser 1961). The relationship between managerial motivation, leadership, nurse outcomes and patient satisfaction found that motivation for achievement is related to managerial use of leadership behaviour, positive nurse outcomes and patient satisfaction. McClelland and Boyatzis (1982) found that managers motivated for achievement did not rise as successfully as managers motivated for power. These authors believed that managers motivated by achievement were focused on individual contribution and were not as successful in influencing others. McClelland (1965) proposed that higher need for achievement is thought to reflect a desire to pursue higher performance standards. For managers in large organizations, moderate to high achievement is secondary to higher power needs. If achievement is dominant, the manager may try to achieve objectives independently and alone rather than through team development. Relying on the extensive amount of research, some reasonably well-supported predictions can be made based on the relationship between achievement need and job performance.

Need for Affiliation (nAff)

Researchers believe that people possess a basic desire to form and maintain a few enduring, positive and significant interpersonal relationships. People with a high need for affiliation desire to spend maximum time preserving social relationships, joining groups and wanting to be loved. Individuals who have this overwhelming need for affiliation, however, are not the most effective managers or leaders simply because they have a hard time making difficult decisions without worrying about being disliked.

Need for affiliation may be considered as a factor of extraversion (one of the five dimensions of Big Five Factors). Extraversion is basically interpersonal and is related to the quality of social interaction (McCrae and Costa 1989). Extraverts tend to be warm, enthusiastic, outgoing and friendly (Costa and McCrae 1992). Extraverts are more likely to be active participants in group discussion (Littlepage et al. 1995), exhibit leader behaviour and command high levels of intra-group popularity (Mann 1959). One role that is congruent with people having high need for affiliation is leadership. These individuals tend to exhibit high levels of group participation and thus emerge as group leaders (Stein and Heller 1979). Since people with a high need for affiliation are outgoing and talkative, they are predisposed to view the prospects of working in teams favourably and feel confident about their ability to perform well in a team environment (Thomas et al. 1996). However, the pleasure of social interaction might often be at the expense of efficient management of task demands.

Need for Power (nPow)

The need for power reflects an individual's desire to influence, coach, teach or encourage others to achieve. A person's need for power (nPow) can be one of two types: personal and institutional. Those

who need personal power want to direct others and this need is often perceived as undesirable. Persons who need institutional power (also known as social power) want to organize the efforts of others to further the goals of the organization. Managers with a high need for institutional power tend to be more effective than those with a high need for personal power (Chusmir 1986).

People with a high need for power are perceived to have an impact on others and are quite overtly looking to build their reputations, position and authority. It has been established that people with a high need for power have a more active, assertive and controlling way in their interactions with others. Power motivation is more about having an impact and wielding persuasive power rather than being more autocratic and authoritative in achieving organizational goals. McClelland and Boyatzis (1982) argued that need for power is important because it indicates the individual's desires for influence over others. From the point of view of making important decisions, a low need for affiliation is probably better since it is accompanied by a minimal concern about being liked. McClelland (1976) found that the need for achievement was associated with success only at a lower level of non-technical management. He also identified that managers with leadership motivation pattern (high socialized need for power and low need for affiliation) create high morale among subordinates. Stahl (1986) found that effective managers are characterized by higher needs for power, moderate needs for achievement and lower needs for affiliation. He found that individuals with this motivation pattern are more likely to assume leadership and managerial roles. However, this research also showed that managers in some professions including ministers, police officers and nurses demonstrate higher needs for affiliation than others.

O' Connor (2001) argued that most research seems to assume that women have their needs for achievement, affiliation, power and self-actualization met in the same way as men do. They therefore seek to find explanations as to why there are a much smaller proportion of women than men in senior management positions and attribute this to externally imposed barriers. While further empirical research is needed, O' Connor (2001) suggests that there are many women who, although capable, do not wish to reach these levels, but would prefer to have their needs met in other ways.

Variables

The objective of the present study is to trace the influence of motivational needs on empowerment. Variables measuring psychological empowerment (intrinsic task motivation) are *dependent variables* and measures of needs for growth, achievement, power and affiliation are *independent variables*.

Dependent Variable

Psychological empowerment (Intrinsic Task Motivation): Meaning, Competence, Self-Determination, Impact.

Independent Variable

Need for Growth, Need for Achievement, Need for Power and Need for Affiliation.

Objectives of the Study

To ascertain the effect of Need for Growth, Need for Achievement, Need for Power and Need for Affiliation on Intrinsic Task Motivation in five star hotels.

Hypotheses

Need for growth of frontline employees will positively influence intrinsic task motivation.
Need for achievement of frontline employees will positively influence intrinsic task motivation.
Need for power of frontline employees will positively influence intrinsic task motivation.
Need for affiliation of frontline employees will positively influence intrinsic task motivation.

Sample

Simple random sampling method was used to select respondents after categorizing the sample of 319 employees into two categories, that is, managers and supervisors. The sample consists of employees working in the same hotel for the last two years; all other employees were excluded from the population. Frontline managers and supervisors were given more preference because of their day-to-day interaction with the customers; 84 per cent of the respondents were male.

Data Collection

Data were collected by collating responses gathered from a personal distribution of standard questionnaires to the frontline employees working in the chosen five star hotels. Nearly 500 questionnaires were distributed, out of which 319 responded. Both primary and secondary data have been used for the study. Thus, a selected sample of employees of five star hotels of Mumbai is the primary source of data. Secondary data were collected from various reports, magazines, journals and official files of the organization.

Measures

Standard instruments containing closed-ended questions have been used as a tool to extract information keeping in mind the objective and design of study. All the instruments selected are widely used and its reliability has been established.

Psychological Empowerment: Psychological empowerment has been measured through intrinsic task motivation.

Intrinsic Task Motivation: Spreitzer's (1995) scale to measure psychological empowerment has been used. The four dimensions of psychological empowerment are as follows.

1. *Meaning:* The extent to which an individual experiences a task personally meaningful (three items).

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2. *Competence*: The extent to which an individual feels confident about his capabilities to perform the task (three items).
3. *Self-determination*: The degree of influence that an individual has on how to perform the job (three items).
4. *Impact*: The degree of influence an individual has on the direct work environment (three items).

Motivational needs have been measured through three different instruments, which measures need for growth, need for achievement, power and affiliation.

Need for Growth: This has been measured through Hackman and Oldham's (1975) job diagnostic survey. One measure of individual growth need strength, called form A, consists of six items. The second measure called form B comprises 12 items. These are presented in a single section of a questionnaire and are of a forced choice nature requiring respondents to indicate on a seven-point continuum their relative preference between pairs of hypothetical jobs.

Needs for Achievement, Power and Affiliation: These three needs have been measured by using Steers and Braunstein's (1976) Measure of Manifest Needs. The scale contains 15 items with five items for measuring each need. The total score on each of the three subscales ranges from 5 to 25. Reliability of the instrument is 0.74.

Reliability of the Instruments

Reliability indices of the instruments have been identified by Cronbach's α (see Table 1). The value of alpha coefficient ranges from 0 to 1. It can be used to describe the reliability of factors with dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (that is, rating scale: 1 = poor, 5 = excellent). The higher the score, the more reliable the generated scale is. Researchers have indicated 0.7 to be an acceptable reliability coefficient but values as low as 0.5 are considered to be acceptable in the social sciences.

Results

In the course of this study, descriptive statistics like mean standard deviation have been used to study the distribution of data and inferential statistical tools. For example, multiple regression, correlation and

Table 1. Reliability Indices of the Instruments

Variable	No. of Cases	No. of Items	α
ITM	319	12	0.85
NFG	319	18	0.78
nAch	319	5	0.73
nPow	319	5	0.54
nAff	319	5	0.63

Source: Author's own.

Notes: ITM, intrinsic task motivation; NFG, need for growth; nAch, need for achievement; nPow, need for power; nAff, need for affiliation.

moderated regression analysis were used for testing hypothesis. Factor analysis supported our view of using conceptually different variables and also validated the scales used. Canonical correlation has been used to further support the findings of regression and correlation. Data have been analyzed using SPSS 15.0.

Descriptive Statistics

Descriptive statistics such as mean and standard deviation of all the variables used in the study are listed in Table 2. Mean of intrinsic task motivation (71.26) is on the higher side. This seems to indicate that employees of five star hotels feel more psychologically empowered. In the examination of three occupational needs, that is, need for achievement, need for power and need for affiliation (Table 2) with each having five items to measure in the same instrument, it was found that need for achievement had the highest mean of (22.1), whereas need for affiliation had the lowest mean (18.8). It would appear, therefore, that the frontline employees of five star hotels of India wish to fulfil their achievement motivation more than their need for being liked by other employees. Table 3 shows the mean and standard deviations of factors of intrinsic task motivation. All the factors have comparable mean with the highest score of 19.4 for meaning and the lowest of 16.2 for impact.

Correlations

Tables 4 and 5 show the Inter-correlation matrix between dimensions of NFG, nAch, nPow, nAff and intrinsic task motivation (ITM) at (0.01**) levels of significance.

Table 2. Descriptive Statistics of Independent and Dependent Variables

	N	No. of Items	Score Range	Mean	Std. Deviation
Intrinsic Task Motivation	319	12	1–7*	71.26	8.16
Need for Growth	319	18	1–7*	90.65	10.18
Need for Achievement	319	5	1–5**	22.11	1.85
Need for Power	319	5	1–5**	19.46	2.43
Need for Affiliation	319	5	1–5**	18.85	2.46

Source: Author's own.

Notes: *1–strongly disagree to 7–strongly agree; **1–strongly disagree to 5–strongly agree.

Table 3. Descriptive Statistics of Factors of Intrinsic Task Motivation

	N	No. of Items	Score Range*	Mean	Std. Deviation
Meaning	319	4	1–7	19.40	1.75
Competence	319	4	1–7	19.05	1.63
Self-determination	319	4	1–7	16.60	3.64
Impact	319	4	1–7	16.27	3.48

Source: Author's own.

Notes: *1–strongly disagree to 7–strongly agree.

Table 4. Inter Correlation Matrix of Intrinsic Task Motivation, Need for Growth, Need for Achievement, Need for Power, Need for Affiliation

	ITM	NFG	nAch	nPow	nAff
ITM	1.000				
NFG	0.322**	1.000			
nAch	0.283**	0.421**	1.000		
nPow	0.230**	0.369**	0.474**	1.000	
nAff	-0.082	-0.082	0.287**	0.322**	1.000

Source: Author's own.

Notes: **Correlation is significant at the 0.01 level.

ITM, intrinsic task motivation; NFG, need for growth; nAch, need for achievement; nPow, need for power; nAff, need for affiliation.

Table 5. Inter Correlation Matrix of Factors of Intrinsic Task Motivation

	Meaning	Competence	Self-determination	Impact
Meaning	1.000			
Competence	0.302**	1.000		
Self-determination	0.316**	0.409**	1.000	
Impact	0.345**	0.400**	0.546**	1.000

Source: Author's own.

Note: **Correlation is significant at the 0.01 level.

1. There is significant positive correlation ($r = 0.322^{**}$) between need for growth and intrinsic task motivation.
2. There is significant positive correlation ($r = 0.283^{**}$) between need for achievement and intrinsic task motivation.
3. There is significant positive correlation ($r = 0.230^{**}$) between need for power and intrinsic task motivation.
4. There is no significant correlation between need for affiliation and intrinsic task motivation ($r = -0.082$).

The association between motivational needs and intrinsic task motivation is significant. It was only in the case of need for affiliation that no significant relationship with intrinsic task motivation was observed. Therefore, three out of four associations have shown significant correlation.

Multiple Regressions

In the previous section, we observed that there are cases of significant as well as insignificant relationships between various independent and dependent variables. To analyze these preliminary findings further, multiple regressions have been used between dependent variables and independent variables. The linear equation used for multiple regressions is:

$$y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + b_kx_k + e,$$

where y = dependent variable, a = intercept, b_1, b_2, \dots = regression coefficients, x_1, x_2, \dots = independent variables, e = error term.

Following are the results of multiple regressions (Table 6):

1. Significant positive relationship has been found between need for growth and intrinsic task motivation ($R^2 = 0.104, B = 0.322, p = 0.001$).
2. Significant positive relationship between need for achievement and intrinsic task motivation has been found ($R^2 = 0.08, B = 0.28, p = 0.001$).
3. Significant positive relationship between need for power and intrinsic task motivation has been found ($R^2 = 0.053, B = 0.23, p = 0.01$).
4. No significant relationship between need for affiliation and intrinsic task motivation has been found ($R^2 = 0.007, B = -0.082$).

Table 6. Multiple Linear Regressions between Intrinsic Task Motivation and Need for Achievement, Need for Power, Need for Affiliation, Need for Growth

DV	IV	R^2	\hat{A}	R^2 (Overall)	F
ITM	nAch	0.08	0.28***	0.155	15.9***
	nPow	0.053	0.23**		
	nAff	0.07	-0.08		
	NFG	0.10	0.322***		

Source: Author's own.

Notes: ***Significant at 0.001 level; **significant at 0.01 level.

$R^2 = 0.155$ (for all the variables),

ITM, intrinsic task motivation; NFG, need for growth; nAch, need for achievement; nPow, need for power; nAff, need for affiliation.

The overall variance explained by all the independent variables, that is, needs for growth, achievement, power and affiliation, with intrinsic task motivation is 0.155. Maximum variance has been explained by need for growth, that is, $R^2 = 0.10$.

Canonical Correlation

Canonical correlation analysis deals with the association between composites of sets of multiple dependent and independent variables. It develops a number of independent canonical functions that maximize the correlation between the linear composites. These are also known as canonical variates and constitute sets of dependent and independent variables.

Table 7 presents canonical correlation among dimensions of intrinsic task motivation with four motivational needs, that is, need for growth, need for achievement, need for power and need for affiliation. The table here includes canonical correlation, its significance level, canonical loadings (correlations with canonical variable) as well as R^2 for dimensions of intrinsic task motivation and four motivational needs.

It has been found that the canonical correlation between dimensions of intrinsic task motivation and four motivational needs are above 0.30 at a significance level of 0.0005. It has been argued by a few researchers (Tabachnick and Fidel 1981) that the canonical correlation greater than or equal to 0.30 presents a meaningful case for interpretation.

Table 7. Canonical Correlations between Variables of Empowerment and Motivational Needs

Dependent Variables	Correlation with Canonical Variables	
	Function 1	Function 2
Meaning	-0.822	0.550
Competence	-0.639	-0.546
Self-determination	-0.438	-0.054
Impact	-0.743	-0.335
Redundancy	10.2	1.05
<i>Independent variables</i>		
NFG	-0.807	0.175
nAch	-0.787	0.311
nPow	-688.00	-0.141
nAff	0.010	0.776
Redundancy	43.5	18.73
Canonical R	0.473	0.243
Canonical R ²	0.22	0.059
Wilk's Lamda	0.70	0.90
Significance	0.001	0.001

Source: Author's own.

Note: NFG, need for growth; nAch, need for achievement; nPow, need for power; nAff, need for affiliation.

In the present study, in case of variables of empowerment and personality factors, canonical correlation for function #1 is 0.47, significant at 0.001 levels and for function #2, it is 0.24, significant at 0.001 levels. Only two roots have been taken for interpretation looking at the level of significance and interpretability. However, canonical loadings of dependent set of variables, that is, meaning, competence, self-determination and impact (dimensions of intrinsic task motivation) are interpretable on function #1 than function #2. Competence has high loadings on function #1 as well as on function #2. Similarly, in the case of independent set of variables, that is, need for growth, need for achievement and need for power, the high loadings are on function #1 than on function #2. Only in the case of need for affiliation do we find high loading on function #2. Function #2 exhibits the relationship between the two sets of variables not accounted for by function #1.

Discussion

Significant positive relationship has been found between need for growth and intrinsic task motivation ($R^2 = 0.104$, $B = 0.322$, $p = 0.001$), which supports hypothesis 1. People having a need for growth seem to have more efficient perception of reality, acceptance of self, spontaneity and simplicity, problem centering, the quality of detachment, autonomy, continued appreciation, interpersonal relations, discrimination against means and ends, creativeness, personality integrity and overcoming of dichotomies (Hoffman 1970; Maslow 1970). Based on the above findings, it has been hypothesized that the need for growth will positively influence intrinsic task motivation. People with a high need for growth seem to have a desire to know about the task and excel in that particular area. Employees with a high need for growth would try to seize it as an opportunity to grow and excel through a given job. If employees feel the job is meaningful and creating some impact, they would perceive the potential for personal enrichment while

implementing the job to satisfaction. Clearly, the need for growth is one of the most important personality factors capable of influencing intrinsic task motivation. Spreitzer (1995) and Thomas and Velthouse (1990) proposed that personality factors like locus of control and self-esteem would influence intrinsic task motivation. They did not study the need for growth, but in the hotel industry, this factor is likely to have influence on factors of intrinsic task motivation.

A significant positive relationship between the need for achievement and intrinsic task motivation has been found ($R^2 = 0.08$, $B = 0.28$, $p = 0.001$). This supports hypothesis 2. Jackson (1974) describes an individual high in need for achievement as one who 'maintains high standards' and 'aspires to accomplish difficult task' and hypothesized positive relationship between need for achievement and self-set goal difficulty. It is satisfied primarily by an intrinsic sense of success and excellence rather than extrinsic rewards (Atkinson 1964; McClelland 1978). The present study, though, done in the area of service industry and among the frontline employees, is in congruence of the above findings, that is, achievement motivation influences intrinsic task motivation positively. If an employee has a high need for achievement, he or she will try to perform better at the job which is perceived as personally meaningful and within his or her levels of competence. Better performance will ultimately satisfy his need for achievement through promotion and rewards. Thus, in the case of five star hotels, competent employees with a meaningful job when possessed of a high need for achievement will show better performances than employees with low need for achievement.

Significant positive relationship between need for power and intrinsic task motivation has been found ($R^2 = 0.053$, $B = 0.23$, $p = 0.01$). This supports hypothesis 3. The need for power reflects an individual's desire to influence, coach, teach or encourage others to achieve. In the competitive world, individuals continually strive for power and control over their environment. It is the most fundamental and most easily recognized of primal needs. People seek anything that gives them a greater sense of power and prestige (Denton 1997). The present study also supports the above findings as competence and impact dimension speaks about the degree of confidence in oneself and the degree of influence one has on the environment. The need for power will make an individual motivated enough to improve his competence levels continually. Such an individual will also strive for better work performances in a bid to have an influence over the organization.

No significant relationship has been found between the need for affiliation and intrinsic task motivation ($R^2 = 0.007$, $B = -0.082$). This does not support hypothesis 4. Stahl (1986) in his study found that managers in some professions, including ministers, police officers and nurses, demonstrate high needs for affiliation. In five star hotels, where employees are supposed to make friends, socialize and be cordial even while they work, the need for affiliation may have been considered to be significant too. However, the results of this study do not support that premise. Intrinsic task motivation and delegation basically examine the degree of empowerment they perceive and they have while doing their job. The employees with high need for affiliation would have difficulty in taking decisions (hurting their friends or going against mass) and one of the main components in empowerment is decision making. So, though it was presumed that the need for affiliation would influence intrinsic task motivation, especially in the context of the hospitality industry, this view was not supported by the findings.

In the above discussion, we were looking at how each motivational needs influences intrinsic task motivation one at a time. In the next phase of study, the influence of motivational needs (namely, need for growth, need for achievement, need for affiliation and need for power) on factors of intrinsic task motivation has been studied.

Independent and dependent set of variables have been considered to study the canonical relationship. Among the dimensions of intrinsic task motivation—meaning (0.82), competence (0.63), self-determination (0.43) and impact (0.74)—meaning has the highest canonical loading. The four motivational needs have a greater influence on meaning and impact dimension of intrinsic task motivation. It can be noted that employees with high need for growth, achievement, power and affiliation would like to have a job that is meaningful and can create some impact in the work context.

The value of higher canonical correlation obtained for meaning and impact reflects a direct effect of these dimensions against other dimensions, which have relatively low canonical correlation. In addition, there is also a need to consider the extent to which it can give more interpretable results as compared to multiple regressions. In case of need for affiliation, it was found insignificantly related to intrinsic task motivation, when multiple regression was done, but it has significant canonical loading (0.77) in function #2 when canonical correlation was done. This may be interpreted to mean that even the need for affiliation has significant effect on dimensions of intrinsic task motivation. The desire to being liked by others may affect the decision making and may come in the way of doing tasks effectively. It can be concluded that though multiple regression did predict the relationship with single dependent variable, the combined effect on all the dependent variables remained unexplained, which has been done through canonical correlation. The variance explained by variables through multiple regressions is also less as compared to canonical correlation. It seems that independent variables have more influence on the set of dependent variable rather than one dependent variable at a time.

Conclusion

In this study, the effect of independent variables, that is, motivational needs on psychological empowerment, have been studied. Psychological empowerment was studied in terms of intrinsic task motivation (meaning, competence, self-determination and impact). Intrinsic task motivation is a dependent variable and motivational needs (need for achievement, need for power, need for affiliation and need for growth) are independent variables. It was hypothesized that the need for growth, need for achievement, need for power and need for affiliation will positively influence intrinsic task motivation. A sample of 319 frontline employees from different five star hotels of Mumbai was chosen.

Canonical correlation analysis has been used to see the effect of motivational needs on dependent variables, that is, intrinsic task motivation. Canonical correlation provides a sound basis for assessing the overall and interactive impact of variables on each other designated as first and second set or dependent and independent set of variables. When canonical correlation was run, the canonical loadings on all the variables were high. Even the need for affiliation showed significant loading. This implies that though multiple regressions lead us to believe that the need for affiliation does not have any impact on intrinsic task motivation, canonical correlation suggests that it has strong influence on the intrinsic task motivation.

In the competitive business scenario, every hotel is trying to retain its customers. To satisfy customers, frontline superiors as well as subordinates have to play a vital role. In five star hotels, customers have to be served to their ultimate satisfaction. The study has several implications for five star hotels in specific and for the service sector in general. Organizations that are planning to start the practice of improving psychological empowerment would first like to know the motivational needs of their employees.

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