Original Research Article

McClelland Acquired Need and Skinner's Reinforcement Management Theories: Their Relevance in Today's Organization

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Abstract: The growth of management theories, principles, and concepts in Nigeria is whether the application McClelland acquired need and Skinner's reinforcement theories improve companies' performance. In a qualitative study design, thematic and theoretical research approaches were employed. This study lends credence to the premise that management theories are influenced by the current business environment since theories have evolved over time to meet changing internal and external requirements of firms. These approaches may keep moving because the contingency theory emphasizes that there is not a single best method of management. According to the study, management philosophy is advancing rather than stagnating. Once upon a time, people thought that they were the only beings in the universe capable of having a true experience of themselves, but they were unable to understand themselves in modern society. In this work, the researcher reviews every aspect of the B. F. Skinner Reinforcement Theory of Motivation. This study reviews Skinner's reinforcement theory and McClelland's acquired need theories on companies' performance. Giving a front-line employee the freedom to make decisions right away while considering the effects on the organization is empowerment. Attracting and keeping customers in service firms is a difficult undertaking. Employees who are given psychological support will be better able to take the initiative to provide for customers. The goal of the current paper is to investigate how psychological empowerment is impacted by motivational needs. The independent variable is the requirement for motivation while, the dependent variable of psychological empowerment. Different variables were measured using standard tools, and their effects on psychological empowerment were investigated. The relevance and association are determined and assessed using a variety of inferential statistics. The key finding is that psychological empowerment is significantly and positively correlated with all motivating demands, excluding connection. Certain organization was used because its staff members are expected to exhibit a high level of demand for affiliation.

Keywords: Frontline workers, psychological empowerment, desire for affiliation, need for power, and need for achievement, Intrinsic Task Motivation.

INTRODUCTION

1.1 Background to the Study

Since human existence on earth, Human Resource Management (HRM) has existed and is essentially merely ways that employees might improve the accomplishment of predefined plans. The survival of the tribe during the hunter-gatherer era of prehistory depended on their ability to coordinate other creatures, which were typically many times larger and more powerful than themselves. Analyzing the management prowess needed by the Chinese to build a powerful wall, the interesting Egyptian pyramid, and the Roman road and infrastructure. These are only a handful of the outcomes of the management skills that the people have utilized over their 7,000-year history to achieve goals.

The conceptual frameworks and organizational plans that are now referred to as "production management approaches" were developed by Mencius, a Chinese philosopher who lived from 372-298 BC. He was also a trailblazer in the labor division movement. On the other hand, the ancient Greeks were aware of the advantages of conventional work techniques and used them. When Plato (427–347 BC) said that workers can be successful if they consistently and frequently handle the same stage of production, he demonstrated his understanding of the value of the division of labor.

Other early books on management include Niccolo Machiavelli's "The Prince," a strategy book written in the sixth century BC that counsels executives to use staff discipline to maintain orderliness in the organization.

Given the importance of the global economy, HRM must consider cultural variations and traditions that go beyond national lines. Employee morale will be boosted because it is now believed that the best candidates can be found when they are well treated in exchange for improved performance. Employee motivation is essential in today's workplace since motivated people are more productive.

Examining the advantages and disadvantages of McClelland's theory of acquired requirements and the expectation theory on business performance is the main objective of this article. According to Islam and Ismail (2015), employees who possess the necessary knowledge, skills, and abilities (KSAs) for implementing organizational strategy and planning are crucial for establishing organizational success and motivating the workforce. The strategies an organization employs to impact skills would depend on how well employees will be able to learn information and skills. Employees can be directed by learning and human resource development ideas as they advance in their professions, according to (Islam & Ismail, 2015). Providing employees with variety seminars options can help organizations improve employee performance. These will promote their growth and raise business productivity (Duggan & Media, 2013).

Positive and negative reinforcement are thought to have an impact on organizational learning, just like behaviorism theory does. The hypothesis that learning associated with reinforcement can change behavior is supported by observed changes in behavior. This tactic can be used to force workers to follow the new rules.

The primary aim under this learning paradigm is to foster employees' knowledge expansion. This strategy, which can be used to inspire employees to sharpen their memory, problem-solving and strategic thinking abilities idea is derived from theoretical philosophy. Human Resource Development experts have stressed the significance of theory in firms' performance (Torraco, 1997). Clear descriptions, explanations, and exemplifications of observed or experienced events must be created, evaluated, and improved as part of the theory-building process (Lynham, 2005). Given this justification, McClelland, Skinner's acquired need and reinforcement theories (often referred to as learning theories) for employee motivation could be applied in organizations.

1.2 Statement of the Problem

The best or most effective management strategy has been the subject of a lot of writing over the years. Some authors contend that a specific approach is necessary to maximize employee potential and achieve organizational objectives and performance; however, they think that a blend of various strategies may be better suited to the managerial pursuit of productivity and excellence. The cultural and value systems of Nigerians and the western nations where these approaches were established differ, making it difficult to apply these ideas in other African nations, particularly Nigeria. These disparities may also be influenced by environmental and societal variables comparable across all organizational levels and types.

Koontz and O'Donnell (1980) assert that because management responsibilities are universal, they may be transferred from one business to another and from one country to another. This idea is known as the "universality of management." The universality and transferability of management practices, as well as their popularity in Nigeria, are of major interest. While some authors contend continued methods have inhibited the development of native management theories, many academics contend that Nigerian firms will struggle to thrive without these foreign management ideas (Fashoyin, 2005; Osuntokun, 2001).

The researchers' awareness of these issues inspires more research into McClelland's acquired need theory and Skinner's reinforcement theory. Focusing on McClelland's Acquired Need and Skinner's Reinforcement Theory is the primary intention of this study. The researchers also plan to examine how well these western management approaches may be applied to Nigerian firms, as well as their limitations and challenges.

1.3 Objectives of the Study
1. To examine the relationship between intrinsic task motivation and need for achievement, need for power, need for affiliation, need for growth.
2. To investigate the organizational applications of McClelland and Skinner's acquired need and reinforcement theories on employee motivation.

1.4 Justification for the Study

It has become clear that managers needed sophisticated systems to aid in decision-making in complex and fast-changing business environments. Also, the emphasis on providing high-quality products and services while highlighting customer satisfaction experienced yet another change that gave rise to need for a quality management approach, as a

result the creation of new theories to solve cross-cultural management difficulties was required due to rapid globalization, hence the need for the study.

LITERATURE REVIEW

2.1 Conceptual Review

Motivation is such an important factor in boosting work productivity; every school administrator needs to have a good understanding of how motivation relates to job satisfaction and incentive schemes. According to a review of the motivational literature by Maslow, Herzberg, and McClelland—three of the most important thinkers on motivation—the traditional reward system only meets the lower-level criteria that inspire people. To change the way we approach employee motivation, a deeper understanding of these two motivational philosophies is required.

The Reinforcement Theory was mentioned by behaviorist B. F. Skinner. It is one of the earliest theories of motivation that explains people's behavior. Behaviorism, or "operant conditioning," is the term used to describe the idea that is currently taught in psychology classes. People who disagree with Skinner's beliefs may not be well liked in the discipline of psychology as it is now perceived. Since psychology has always placed a strong emphasis on the psychology of the individual, Skinner emphasized this idea from several angles to increase awareness for each person. According to Skinner, there is no room for lingering explanation as to why any creature behaves in the manner it does (Banaji, 2011). He focuses on how people behave and the surroundings they live in by emphasizing the principle of reinforcement from the view of psychological research.

2.1.1 Need for Achievement (nAch)

According to McClelland (1976), one of the main psychological characteristics of entrepreneurs is their demand for achievement, which they claim is culturally acquired. Evidence showing a connection between the leader's accomplishment motive and company growth was used to support this viewpoint (Minter *et al.,* 1994). Without a doubt, winning and achieving great performance are related to the need for achievement (Barrick & Mount, 1991). Conscientious people are more likely to establish difficult objectives for themselves and stick to them. According to research, those who are relatively high achievers are more concerned with the success of the group (Zander & Forward, 1968), and high achievers are also better at problem-solving in groups (Shaw & Harkey, 1976; Smelser 1961).

2.1.2 Need for Affiliation (nAff)

People who have a strong need for attachment aim to spend as much time as possible maintaining social connections, joining organizations, and seeking affection. The need for connection could be viewed as interpersonal contact (McCrae & Costa 1989). Warmth, enthusiasm, outgoingness, and friendliness are typical traits of extraverts (Costa & McCrae 1992). According to Littlepage *et al.,* (1995), extraverts are more likely to participate actively in group discussions, display leadership qualities, and enjoy high levels of popularity within the group (Mann, 1959).

2.1.3 Need for Power (nPow)

Power needs are significant, according to McClelland and Boyatzis (1982) since they reveal a person's desire to exert control over others. A low demand for connection and little care about being liked are probably better from the perspective of making significant judgments. McClelland (1976) discovered that success was only related to the need for achievement at a lower level of management to a high social demand for power and a low need for affiliation inspire strong morale in their subordinates. Effective managers have higher demands for authority, moderate needs for achievement, and reduce needs for affiliation, according to (Stahl, 1986). He discovered that those who exhibit this motivational pattern are more likely to hold managerial and leadership positions.

2.2 Theoretical Review
2.2.1 Theory of Positive Reinforcement

Rewarding "desirable" performance, also referred to as "positive reinforcement," is a method of achieving organizational goals. This method relies heavily on external controls. This is an illustration of operant conditioning, which was developed from B.P. Skinner's studies. In Skinner's view, the consequences of a behavior both perpetuate and shape it. These consequences (or reinforcers) could be helpful or harmful. Negative behavior that results in punishment is less likely to be repeated than positive behavior that receives rewards. Studies have shown that positive reinforcement is frequently far more effective than negative punishment at modifying and maintaining behavior. When choosing positive reinforcement, managers can use Maslow's hierarchy to decide what is right for the individual, having in mind, of course, that what is rewarding to one person or group may not be to another. Once he has established the incentive value of those consequences, the manager can use a variety of sanctions on his subordinates to enhance their performance. The manager starts by identifying the reinforcers that have the biggest impact on maintaining performance-directed behavior. One way to apply the positive reinforcement theory would be to give positive reinforcement to actions that help reduce bad variations and behaviors that create favorable variances.

2.2.2 Mccleland's Theory

The acquired requirements theory of David McCleland: The Acquired Needs Theory, also known as the Human Motivation Theory, was developed by McClelland in 1987 and aims to explain how motivation influences behavior. The word "motive" describes the underlying causes that shape someone's behavior, including their needs, wants, and desires (Hersey & Blanchard, 1982). In his publications, McClelland categorizes his theory into three groups: the desires for affiliation, power, and achievement (nAff), (nPow), and (nAch).

Need for Achievement (nAch) was defined as the drive to finish a challenging task, perform to a high standard, and acquire the essential abilities (Daft, 2008). Atkinson and McClelland made similar claims to those made by Daft. According to Atkinson and McClelland (1958), "nAch" is the drive or desire to succeed as shown by persistence and effort in the face of challenges. According to this theory, achieving goals motivates those with high nAch levels. They regularly take calculated risks at work to accomplish a goal, avoiding both high-risk and low-risk jobs. Due to the ease of completion and the fact that they do not consider this to be a meaningful accomplishment, they have low-risk avoidance. High-risk ventures will also be avoided because it is thought that they are much more likely to fail and rely more on luck than individual effort. No matter how successful they are in a hazardous job, they will still feel accomplished. These people often like working on their goals on their own or in collaboration with other successful people. Consistent encouragement from a mentor will boost an achiever's motivation because it enables them to track their own development.

According to McClelland (1961), the need for power (nPow) is an obsession with persuasion strategies. According to the online Oxford dictionary, "power" is the capacity to control or influence the actions of others. The nPow, according to Daft (2008), is the desire to rule over, manage, and answer to others. Personal and institutional nPow are the two main categories. People who sense the desire for personal control want to have absolute power and control over others. This is generally viewed as being undesirable because they only consider their own objectives, regardless of the outcome that would be advantageous to both parties. On the other hand, those who have a strong desire for institutional power cooperate towards shared objectives. They are driven to organize and control the actions of others to achieve the objectives of the organization. There is no personal demand for the approval and applause from others, they only seek to be accepted and followed. One theory holds that managers perform better when they depend more on institutional than personal power.

The desire for affiliation is, according to McClelland, the third category of need (nAff). The definition of attach in the Merriam-Webster online dictionary is to join oneself. According to McClelland (1961), "affiliation" is the creation, maintenance, or repair of a strong emotional bond with another individual. Affiliation needs can be seen in the desire to make close friends, stay out of trouble, and behave well (Lussier & Achua, 2007; 2012). High-nAff individuals will strive to establish and preserve harmonious interpersonal interactions. They are not interested in winning arguments; instead, they will endeavor to resolve conflicts amicably in order to win others' favor. They won't make a good leader since their desire to be liked may cloud their judgment and make them less objective. Despite the good traits, those with high nAff become excellent team players and serve as the group's peacemaker and mediator. They function most efficiently in a group setting.

Murray and Morgan created the Thematic Apperception Test (TAT) in the 1950s, and McClelland projected the requirements of a wide spectrum of people using it (Hersen, 2004). Junker (2001) created the Motivational Needs Questionnaire based on the trichotomy idea put forth by McClelland. From a selection of eleven questions, the participants are asked to select the one that best describes them. The responses to the questionnaire reflect the person's motivational requirements. To reduce wastage of time and resources and boost productivity, Raeisi *et al.,* (2012) further highlighted the importance of management understanding employee motivational needs. To understand a person's motivational drive, theories other than McClelland's acquired needs theory are used. In 1943, Maslow published his Hierarchy of Needs. His hierarchy places the need for self-actualization above the requirement for bodily survival. Once everyone's basic requirements are sufficiently met, they will all eventually progress up the ladder (Robbins *et al.,* 2009). Herzberg first proposed the two-factor theory of motivation, which includes motivational and hygienic components, in 1959 (Herzberg, 2008). He saw that several variables could boost motivation and enhance individual performance.

2.2.3 Criticism of McClelland's Acquired Need

Despite having a ton of evidence to back it up, McClelland's idea has drawn criticism for being less useful. McClelland (1961) asserts that the three desires are unconsciously triggered. As a result, quantifying them is challenging and expensive (Robbins *et al.,* 2009). Although its significance in terms of research is still controversial, a projective exam is required to establish subconscious personality. Few businesses would make the effort to spend the money and time necessary to research their employees' motivational styles, demonstrating the validity of the hypothesis.

The McClelland hypothesis is also lacking because it only applies to actions that are necessary for the job. Unlike Nohria's theory, which tends to take a more holistic approach to analyzing motivation and human behavior, and Maslow's theory, which focuses on a person's basic physiological requirements. His reasoning makes it very clear that each person has a distinct personality and, consequently, motivational impulses.

METHODOLOGY

The paper adopted a theoretical and thematic stance. This is primarily because it is dependent on primary data generated from the staff of selected hotels in Nigeria such as Batex hotel, Lagos oriental hotel, Lagos Continental hotel, Sheraton hotel and Durban hotel and the words of published publications. Additionally, it upholds the George *et al.,* (2012) style of qualitative research design.

3.1 Method of Data Collection & Analysis

For the study, both primary and secondary data were employed. The primary source of data is a chosen sample of employees of some selected hotels in Nigeria. Secondary information was gathered from a variety of reports, periodicals, journals, and official organization files.

Data were gathered by compiling answers to standard questionnaires that were personally distributed to the selected staffs of some selected hotels in Nigeria. There were about 500 surveys handed out, and 421 of them received responses. Standard instruments with closed-ended questions were employed as a tool to collect information. All the instruments chosen are in widespread use, and their dependability has been demonstrated.

Empowering oneself psychologically intrinsic task motivation has been used to gauge psychological empowerment. To measure psychological empowerment, Spreitzer's (1995) scale has been employed. The following are the four components of psychological empowerment:
1. **Meaning:** The degree to which a person finds a work personally fulfilling (three items).
2. **Competence:** The degree to which a person feels confident in his or her ability to do the assignment (three items).
3. **Self-Determination**: The level of control one has over how to carry out a task (three items).
4. **Impact:** The extent to which a person has an impact on the immediate workplace (three items).

Three separate assessments have been used to assess motivational requirements, including those for power, affiliation, achievement, and growth.

RESULTS, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Descriptive Statistics

Table 4.1 provides descriptive data for all the variables utilized in the study, including mean and standard deviation. The mean intrinsic task motivation score (94.06) is above average. This tends to suggest that staff members at Nigeria's selected hotels feel more mentally in control. It was discovered that need for power had the highest mean of (25.69), whereas need for achievement had the lowest mean (21.19), in the assessment of three occupational needs, namely, need for achievement, need for power, and need for affiliation (Table 4.1).

Table 4.1: Descriptive Statistics of Independent and Dependent Variables

	N	No. of Items	Score Range	Mean	Std. Deviation
Intrinsic Task Motivation	421	16	1–7*	94.06	10.771
Need for Growth	421	24	1–7*	119.66	13.438
Need for Achievement	421	7	1–5**	21.19	2.442
Need for Power	421	7	1–5**	25.69	3.208
Need for Affiliation	421	7	1–5**	24.88	3.247

Source: Researchers' Computation
Notes: *1–strongly disagree to 7–strongly agree; **1–strongly disagree to 5–strongly agree.

4.1.1 Correlations

The inter-correlation matrix between the NFG, nAch, nPow, nAff, and intrinsic task motivation (ITM) dimensions is displayed in Tables 4.2 and 4.3 at a significance level of (0.01).

Table 4.2 Inter Correlation Matrix of Intrinsic Task Motivation, Need for Growth, Need for Achievement, Need for Power, Need for Affiliation

Variable	ITM	NFG	nAch	nPow	nAff
ITM	1.0000	0.3381**	0.2972**	0.2415**	-0.861
NFG	0.3381**	1.0000	0.4421**	0.3875**	0.861
nAch	0.2972**	0.4421**	1.0000	0.4977**	0.3014**
nPow	0.2415**	0.3875**	0.4977**	1.0000	0.3381**
nAff	-0.861	-0.861	0.3014**	0.3381**	1.0000

Source: Researchers' Computation

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 4.3: Inter Correlation Matrix of Factors of Intrinsic Task Motivation

	Meaning	Competence	Self-determination	Impact
Meaning	1.0000	0.3171**	0.3381**	0.3622**
Competence	0.3171**	1.0000	0.4295**	0.4200**
Self-determination	0.3381**	0.4295**	1.0000	0.5733**
Impact	0.3622**	0.4200**	0.5733**	1.0000

Source: Author's own.

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

There is a significant positive correlation between the urge for growth and intrinsic task motivation ($r = 0.3381$); There is a significant positive correlation between intrinsic task motivation and the urge for achievement ($r = 0.2972$); The correlation between the demand for power and intrinsic task motivation is quite significant ($r = 0.2415$); and the correlation between the demand for affiliation and intrinsic task motivation is insignificant ($r = -0.861$). Motivational demands and intrinsic task motivation are significantly correlated. Only in the instance of the need for affiliation was there no discernible correlation with intrinsic task motivation. As a result, three out of the four relationships have demonstrated a meaningful correlation.

4.1.2 Multiple Regressions

The study presented in the previous section demonstrates instances of both substantial and insignificant connections between distinct independent and dependent variables. Multiple regressions between dependent factors and independent variables have been utilized to further investigate these preliminary results. Multiple regressions are performed using the linear equation:

$$y = a + b_1x_1 + b_2x_2 + b_3x_3 + ... + b_nx_n + e$$

where y is the dependent variable, a is the intercept, b_1, b_2, b_3, …, b_n are the regression coefficients, x_1, x_2, x_3, …, x_n are the independent variables, and e is the error term.

1. There is a significant positive link between the need for growth and intrinsic task motivation ($R^2 = 0.1050$, B = 0.3381, p = 0.001), according to the results of multiple regressions (Table 4.4).
2. There is a significant positive correlation ($R^2 = 0.084$, B = 0.9240, p = 0.001) between the demand for achievement and intrinsic task motivation.
3. It has been discovered that the demand for power and intrinsic task motivation have a significant positive association ($R^2 = 0.0557$, B = 0.2415, p = 0.01).
4. There is no evidence of a significant link between the need for affiliation and intrinsic task motivation ($R^2 = 0.0735$, B = -0.8400).

Table 4.4: Multiple Linear Regressions between Intrinsic Task Motivation and Need for Achievement, Need for Power, Need for Affiliation, Need for Growth

DV	IV	R^2	Â	$R^{2\,(Overall)}$	F
ITM	nAch	0.0840	0.9240**	0.1628	
	nPow	0.0557	0.2415**		16.695***
	nAff	0.0735	-0.8400		
	NFG	0.1050	0.3381***		38.535***

Source: Author's own.

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

$R^2 = 0.1628$ (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 0.1628. Maximum variance has been explained by need for growth, that is, $R^2 = 0.105$.

4.1.3 Symbolic Correlation

The relationship between composite sets of several dependent and independent variables is the subject of canonical correlation analysis. It creates several distinct canonical functions that increase the correlation between the linear composites to the greatest extent possible. These make up sets of dependent and independent variables and are also referred to as canonical variates.

Table 4.5 shows the conventional link between intrinsic task motivation dimensions and the four motivational demands of development, accomplishment, power, and affiliation. This table shows the canonical correlation, its level of significance, canonical loadings (correlations with canonical variables), and R^2 for the four motivational needs and intrinsic task motivation dimensions.

The canonical connection between four motivational demands and the dimensions of intrinsic task motivation has been found to be more than 0.30 at a significance level of 0.0005. A few academics have maintained that the canonical correlation larger than or equal to 0.30 makes a significant case for interpretation (Tabachnick & Fidel 1981).

In the current study, the canonical correlation for function one is 0.4935, significant at 0.0011 levels, and for function two, it is 0.2552, significant at 0.01 levels, for the variables of empowerment and personality traits. Considering the level of relevance and interpretability, only two roots have been used for interpretation. The meaning, competence, self-determination, and effect (dimensions of intrinsic task motivation) canonical loadings of the dependent set of variables, however, are more interpretable on function one than function two. Both function one and function two are heavily loaded by competence. Like the independent collection of variables, function one has a higher loading than function one due to the requirement for power, achievement, and growth. We only observe considerable loads on function two when there is a need for affiliation. Function two illustrates the connection between the two sets of variables that function one did not consider.

Table 4.5: Canonical Correlations between Variables of Empowerment and Motivational Needs

Dependent Variables	Correlation with Canonical Variables	
	Function 1	**Function 2**
Meaning	-0.8220	0.5775
Competence	-0.6706	-0.5733
Self-determination	-0.4599	-0.0567
Impact	-0.7802	-0.3518
Redundancy	10.7100	1.1025
Independent variables		
NFG	-0.8474	0.1838
nAch	-0.8264	0.3266
nPow	-722.4000	-0.1481
nAff	0.0105	0.8148
Redundancy	45.6750	19.6665
Canonical R	0.4967	0.2552
Canonical R^2	0.2310	0.6200
Wilk's Lamda	0.7350	0.6450
Significance	0.0011	0.0105

Source: Author's own.

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

4.2 DISCUSSION

The demand for growth and intrinsic task motivation has a significant positive correlation ($R^2 = 0.1050$, B = 0.3381, p = 0.001), which supports hypothesis 1. People with a need for growth appear to have more effective reality perception, acceptance of themselves, spontaneity, and simplicity, problem-solving, the quality of detachment, autonomy, continued appreciation, interpersonal relations, discrimination against means and ends, creativity, personality integrity, and the ability to resolve contradictions (Hoffman, 1970; Maslow, 1970).

The preceding findings have led to the hypothesis that the urge for growth will have a favorable impact on intrinsic task motivation. People who have a strong need for growth appear to be motivated to learn about the activity at hand and perform well in it. High-growth-need employees would try to take advantage of the opportunity to grow and

flourish through a particular job. Employees would sense the potential for personal enrichment while performing the job satisfactorily if they felt their work was important and making a difference.

Undoubtedly, one of the most significant personality traits that might affect intrinsic task motivation is the urge for growth. Intrinsic task motivation was suggested to be influenced by personality traits, including locus of control and self-esteem, by (Spreitzer, 1995; Thomas & Velthouse, 1990). The necessity for expansion was not examined; however, it is likely to have an impact on intrinsic task motivational elements in the hotel business.

The demand for achievement and intrinsic task motivation are significantly positively correlated (R^2 = 0.0840, B = 0.9240, p = 0.001). This validates hypothesis 2. Jackson (1974) postulated a positive association between the need for success and self-set goal difficulty and defined an individual with a strong desire for achievement as one who "maintains high standards" and "aspires to accomplish tough work." Instead of extrinsic incentives, it is primarily satiated by an inherent sense of success and perfection (Atkinson 1964; McClelland 1978).

Despite being conducted in the service sector and among frontline staff, the current study supports the findings, namely that intrinsic task motivation is positively influenced by accomplishment motivation. An employee with a strong need for achievement will try to work harder at a job that they feel is personally meaningful and within their scope of ability. His craving for achievement will eventually be satisfied by improved performance thanks to promotions and prizes. Therefore, competent employees with meaningful jobs who have a high desire for achievement will perform better than employees who have a low need for achievement, as in the case of some selected hotels in Nigeria.

The need for power and intrinsic task motivation has a strong positive association (R^2 = 0.0557, B = 0.2415, p = 0.01). This back up hypothesis 3. An individual's urge to coach, mentor, educate, or inspire others to succeed might be seen as a reflection of their need for power. People always strive for power and control over their surroundings in a competitive world. The most fundamental and obvious primal need is this one. People are drawn to anything that makes them feel more powerful and important (Denton, 1997).

The current study lends credence to the findings because the competence and effect dimensions relate to one's level of self-assurance and environmental influence, respectively. Someone who craves power will be driven to continuously raise his level of expertise. To influence the organization, such a person will also attempt to improve their work output.

The desire for affiliation and intrinsic task motivation has no discernible link (R^2 = 0.00735, B = -0.08400). This does not back up hypothesis 4. In his research, Stahl (1986) discovered that managers in various occupations, such as ministers, police officers, and nurses, exhibit strong requirements for affiliation. The requirement for association may have also been seen as important at the selected hotels, where staff members are expected to make friends, socialize, and be friendly even while working. The findings of this study, however, contradict that assertion.

The focus of intrinsic task motivation and delegation is the level of empowerment that employees feel they have when performing their duties. Since decision-making is one of the key elements of empowerment, employees with a high demand for affiliation would find it difficult to make decisions that would hurt their friends or go against the majority. Therefore, even though it was anticipated that the need for affiliation would affect intrinsic task motivation, particularly in the setting of the hospitality industry, the results did not corroborate this hypothesis.

To analyze the canonical relationship, independent and dependent sets of variables have been taken into consideration. Meaning (0.8220) has the largest canonical loading among the intrinsic task motivation aspects, followed by competence (0.6615), self-determination (0.4599), and impact (0.7802). The meaning and impact dimensions of intrinsic task motivation are more impacted by the four motivational needs. It should be mentioned that workers who have strong needs for advancement, success, authority, and affiliation choose careers that are important and have an impact on their workplaces.

Meaning and impact have higher canonical correlation values than other dimensions, which indicates a direct influence of these dimensions on other dimensions with lower canonical correlation values. The degree to which it can produce results that are easier to understand compared to multiple regressions is another important factor to consider. Multiple regression analysis revealed no relationship between the need for affiliation and intrinsic task motivation; however, canonical correlation analysis revealed a substantial canonical loading (0.8148) in function two. This could be taken to suggest that aspects of intrinsic task motivation are significantly impacted by the requirement for connection. Making decisions and performing jobs properly can both be hampered by the desire to be liked by others.

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This study looked at how motivational needs affected psychological empowerment as independent variables. The study of psychological empowerment focused on intrinsic task motivation (meaning, competence, self-determination, and impact). The motivational requirements of achievement, power, affiliation, and growth are independent variables, while intrinsic task motivation is a dependent variable. The need for development, achievement, power, and affiliation was suggested to have a favorable impact on intrinsic task motivation. 421 front-line staff members from various hotels in Nigeria were selected as a sample.

To determine how intrinsic task motivation, one of the dependent variables, is affected by motivational demands, canonical correlation analysis has been utilized. Canonical correlation offers a reliable foundation for analyzing the overall and interacting effects of variables identified as the first and second sets of variables, or the dependent and independent sets of variables, on one another. The canonical loadings on all the variables were high when canonical correlation was done. Even the requirement for affiliation revealed a substantial load. This demonstrates that even though numerous regressions lead us to conclude that the need for affiliation has no effect on intrinsic task motivation, canonical correlation reveals that it does.

Every hotel is attempting to keep its clientele in the current competitive business environment. Both frontline superiors and subordinates must play a crucial role in ensuring customer satisfaction. Customers must be completely satisfied with the services they receive at the selected hotels in Nigeria. The study has several repercussions for the selected hotels in Nigeria specifically, as well as for the service industry. To improve psychological empowerment, organizations first need to understand the motivational requirements of their workforce.

In addition, this study also examined how management theories have changed over time to match the internal requirements of businesses and the external environment, which helped to reinforce the idea that the business environment has a significant impact on management thought. It's important to realize that these ideas do not contradict one another because a successful "mix" may always keep a business running.

The contingency theory, which presents a synthesis of the wealth of management concepts in the literature, holds that there is no single optimum method of management. An effort was also made to investigate the development of management theory in Nigeria in order to achieve the paper's goal. It has been said that Nigerian management theory and practice have been influenced by colonialism, culture, technological advancement, and socio-economic theories.

Additionally, it was found that management existed in Nigeria throughout the pre-colonial era and that the essential characteristics were community, consensus, and unanimity (Inyang, 2004). According to the study, management theory is advancing rather than ending.

5.2 Recommendation

The study recommends the following:
1. Both the Skinner reinforcement theory and the McClelland acquired need theory apply to managers.
2. These ideas have real value for managers since they outline specific guidelines for good management.
3. These theories also pose management challenges because they have flaws in the theory itself; as a result, the manager must apply a range of motivational strategies to various people.
4. Effective managers are also adept at maximising team member motivation.
5. The key to success is two-way communication with staff members, since through this channel; managers may learn how to inspire people.

Contribution to Future Research

The contribution to knowledge by this research work and future researchers have been partially explained in the sections of discussion, conclusion, and recommendation in the study. However, the research work has added to knowledge that McClelland's theory of acquired requirements must be placed first by any organization in other to get the best of their staff, but prior to the study, the use of this theory in organization most especially in the hotel and suite industries have never been ascertained, not until when the researchers made the theory researchable with certain questionnaires to the frontliners in the hotel and was able to come up that employees need for power must never be underrated, for presently some the selected hotels having the issues of their staffs resigning because they were not been promoted ever since they have worked for many years with a lot of commitment.

This will also aid future research on related research topic that has to do with the implication, stigmatization or other related cost of continuous recruitment and retrenchment process that companies do observe on the commitment and carrier prospect of employees.

In conclusion, the study can also help future researchers that intend using Skinner's acquired need and reinforcement theories on how environmental factors can affect the performance of companies on why their staffs resign when their needs are not meant, which will make their competitors to have a competitive advantage over them and can also be a threat to the future survival of such businesses.

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