

Abstract

In the field of organizational psychology, exploring individuals' intrinsic motivation has emerged as a primary focus, particularly emphasizing the dynamic concept of the need for power. The present research seeks to make a significant contribute to this evolving field by highlight the intricate dimensions of power-related tendencies exhibited by employees in workplace settings. The primary objective of this research was to examine the association between the need for power, personality traits, organizational work-related behaviors, and attitudes among employees. This study comprised two parts. Study I focused on the development and validation of the Need for Power Scale (NPS) through a mixed-method research approach. The lack of an indigenous instrument to gauge the need for power among employees within the unique cultural context of Pakistani workplace settings motivated the development of a self-reported measure for assessing the Need for Power. McClelland's acquired need theory, proposed by McClelland (1961), served as the foundation for constructing the NPS. In this study, employees' perceptions and experiences related to the phenomenon of the need for power were investigated through semi-structured interviews. Four participants (3 males and 1 female) employed in corporate sector organizations were interviewed.

Data were analyzed using Thematic Analysis (TA), revealing four major themes: control and influence, self-interest and personal motives, benefits for the organization and the colleagues, and unethical-toxic behaviors. Four themes, along with additional conceptual referents from the previously developed instruments, were employed to construct the initial items pool. The judges assessed the initial item pool consisting of 116 items, leading to refined pool of 62 items. The pilot study was conducted on a sample of N=75 employees (males 59, females 16) working in different organizations.

As a result, item-total correlation (ranging from $r = .30$ to $r = .58$ and alpha reliability $\alpha =$

.73 to $\alpha = .93$) led to the development of a 53-item scale. A sample of 530 employees (males 383, females 147 within an age range of 30 to 55, $M_{age} = 41.20$; $SD = 7.23$) was recruited from various organizations in Pakistan. The factor analysis was used to determine the construct validity of the NPS, which resulted in a 22-item scale with four factors. These four factors were labelled as (a) Altruistic Power Motivation, (b) Desire for Authority, (c) Desire for Power and Control, and (d) Desire for Control. The alpha coefficient ($\alpha = .85$) and item-total correlation (r) ranged from .34 to .66 ($p < .05$), supporting the high internal consistency of the NPS. The confirmatory factor analysis (CFA) was conducted to validate the established factor structure of the Need for Power Scale (NPS). To achieve this, a sample of $N = 325$ employees, consisting of 249 males and 76 females, with ages ranging from 30 to 60 years ($M_{age} = 41.66$, $SD = 7.22$), was collected for the analysis. The CFA results supported the NPS's exploratory factor analysis (EFA) structure by confirming the retention of all items (factor loading ranges from .44 to .82) within each factor. The CFA model of the NPS exhibited well-fitted indices: $\chi^2 = 1.95$, ($df = 197$, $N = 325$), $p < .05$, $RMSEA = .05$, $GFI = .91$, $AGFI = .90$, $TLI = .93$, $CFI = .94$ and $PCLOSE = .18$. Furthermore, the construct validity (i.e., convergent and discriminant) of the Need for Power Scale (NPS) was established by correlating it with the Personalized-Socialized nPower Scale (Moon et al., 2022) and Workplace Arrogance Scale (Johnson et al., 2010). A sample of $N = 260$ employees (193 males, 67 females), aged between 30 and 60 years ($M_{age} = 42.43$, $SD = 7.54$), was recruited from the various organizations in Pakistan for this study. Significant positive correlations were observed between altruistic power motivation ($r = .39$) with socialized power and a negative correlation with personalized power and workplace arrogance scale ($r = -.54$, $r = -.51$). However, desire for authority ($r = .54$, $r = .31$), desire for power and control ($r = .60$, $r = .50$) and desire for control ($r = .56$, $r = .35$) showed the positive

and significant associations with the personalized npower and workplace arrogance scale, and negative associations with the socialized npower scale ($r = -.30$, $r = -.38$, $r = -.31$) which provided strong evidence for the construct validity of NPS.

Study II constituted the primary investigation in this research, wherein the proposed model of this study was tested. The study explored the association between the need for power, personality traits, and organizational work-related behaviors and attitudes among employees. A convenient sample of $N=610$ employees (453 males, 157 females) aged between 30 and 55 years ($Mage = 41.28$, $SD = 7.27$) from various cities across Pakistan was recruited for this study. A minimum job experience of 5 years, an age range between 30 to 55 years, and 14 years of formal education were the inclusion criteria for the participants. Descriptive analysis, confirmatory factor analysis, correlation analysis, multiple regression analysis, t-test, one-way ANOVA, and two-way ANOVA were computed to measure the proposed relationships in the study.

Additionally, structure equational modeling is undertaken through AMOS-20 to test the proposed models. The validation of all the research instruments was conducted through confirmatory factor analysis to confirm the factor structure of the scales on the indigenous sample of employees. Correlation analysis results revealed that the need for power (i.e., altruistic power motivation, desire for power and control, desire for authority, and desire for control) have significant ($p < .05$) relationships with personality traits (i.e., honesty-humility, emotionality, extroversion, agreeableness, conscientiousness, openness to experience), organizational work-related behaviors (i.e., impression management, decision-making styles, counterproductive work behavior, organizational citizenship behavior motives and organizational citizenship behavior) and attitudes (i.e., job involvement, organizational commitment and work engagement). Regression analysis findings revealed that personality traits significantly ($p < .05$)

predicted the sub-facets of the need for power among employees. Additionally, results demonstrated that sub-facets of the need for power including altruistic power motivation, desire for power and control, desire for authority, and desire for control significantly ($p < .05$) predicted organizational work-related behaviors and attitudes among employees. Furthermore, the sub-facets of the need for power and personality traits significantly ($p < .05$) mediated the relationship between organizational work-related behaviors and attitudes.

It is worth mentioning that all the scales utilized in this study are self-reported measures. The analyses included an examination of the relationships between gender, employees' working sector, working experience, and academic education with study variables. Furthermore, the limitations, suggestions, and implications of the study were discussed in detail. Suggestions for future research and implications of the current study for the organizations, employers, employees, and researchers in Pakistan have also been discussed.

Keywords: Need for power, personality traits, organizational work-related behaviors, and attitudes.