Will psychological empowerment and role satisfaction influence motivation? Evidence from public sector organizations in India

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ABSTRACT

This paper aims to propose a conceptual model that empirically examines the relationship of psychological empowerment & role satisfaction and their dimensions with motivation in an Indian context. 176 executives/managers from many public sector organizations in India were approached. Cronbach alpha, correlation and regression analyses were applied to check the research hypotheses.

Only meaning was found to be important predictor of motivation. Interestingly, achievement and extension were also observed to be the determinants of motivation.

This paper would help researchers and practitioners to work on these variables in some other sectors also.

Improvement in the psychological empowerment and role satisfaction will enhance the motivation among Indian business executives/managers which will improve the overall performance of the organization.

It is an innovative attempt to utilize psychological empowerment and role satisfaction independently to improve motivation in an Indian framework.

KEYWORDS

Psychological Empowerment • Role Satisfaction • Motivation • Meaning • Achievement • Extension • India

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1. INTRODUCTION

In the present scenario, where the work environment is subject to rapid changes, the success as well as the survival of the organization depends on the motivational level of the employees (Scofidio, 2004). An initial perception of research on motivation is that the distinction between motivation and inspiration is somewhat blurred (Searle and Hanrahan, 2010). Though the two words have minor differences, yet they are used as synonyms or sometimes in combination (e.g. inspirational motivation). Therefore this study also uses the two as synonyms. Molander (1996) asserted that "In order to be successful, a company needs employees who act toward achieving the goals of the organization and have a strong desire to remain in the company". Thus, motivation can act as a stimulator to make employees loyal and committed to the organization (Mundhra, 2010).

In the early 1900s, organizations assumed that employees were motivated completely by monetary or financial benefits. But in the present scenario, needs and values of the employees have changed significantly. An extensive research has been undertaken on both private and public sector firms, which highlighted that pay didn't turn out to be a stimulator in order to motivate public sector executives (Moon, 2000).

Ample research had been undertaken by the researchers that support the fact that the person's self-motivation, the way the manager's responds to the staff members, the job tasks, a blend of four R's i.e. reasons, relationship, rewards and responsibility improves motivation (Lloyd, 2010; Maccoby, 2010). Thus, if the academicians as well the practitioners pay attention to the various predictors of motivation they can improve the performance of the employees as well as that of the organization.

Robbins (1998) defined motivation as "the willingness

to exert high levels of effort towards organizational goals, conditioned by the efforts ability to satisfy some individual need". Motivation has been categorized into two groups: intrinsic and extrinsic. Although, motivation has been found to be driven by a number of variables, yet just a small number of those variables were empirically investigated. There are many different ways by which individuals can be motivated like rewards, ambition, pay (Robbins and Judge, 2008). Motivating employees has turned out to be the most demanding and difficult issue for the management nowadays because in the end it is the human resource that brings dynamism in the organization, inspire the subordinates and peers for putting in their best, as and when needed. As for all the tasks same talent wouldn't work, similarly for performing all the tasks skillfully different motivating elements are required.

By identifying what motivates employees, management can use these elements to take the organization to reach new heights. However, motivation has been linked to a number of variables and researched in many countries but hardly any such relationship has been investigated in India. Individual perceptions on how to perform the job also depends on the culture prevailing in the country. Accordingly, we assume that this culture that exists in India, might also affect motivation and the motivational drivers that were recognized in other countries may be different for a country like India. Therefore, there is sufficient inspiration to bring the motivation study in our country.

2. CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

In order to be more efficient, management should be aware of the elements that motivate members of the staff. If they succeed in meeting the needs of the employees, this would motivate the employees to improve their performance further. Also, Kruse and Blasi (1995) highlighted that as and when the motivation of the employees increases, it will directly enhance productivity. In a country like India, where there is norm-oriented culture and collectivist society, people exhibit high motivation and performance than the people in Western cultures (Ottingen and Zosuls, 2006). In addition, Schultz and Schultz (1998) opine that higher output and satisfaction comes from motivation because these motivated individuals are ready to put in their best efforts get excellent results. Therefore, by the medium of this study we would try to add-on to the motivation literature.

2.1. PSYCHOLOGICAL EMPOWERMENT

The concept of psychological empowerment as defined

by Spreitzer (1995b) is "an individual's experience of intrinsic motivation that is based on cognitions about him or herself in relation to his or her work role". These cognitions are: meaning, competence, self-determination, and impact (Conger and Kanungo, 1988; Spreitzer, 1995b and Thomas and Velthouse, 1990). Meaning is defined as 'the congruence between one's value system and the goals or objectives of the activity in which one is engaged at work (Fulford and Enz, 1995). Competence is described as an individual's belief in his/her capability to perform task activities skillfully (Gist, 1987). Self-determination is explained as autonomy in the initiation and continuation of work behaviors and processes (Bell and Staw, 1989). Impact is defined as the perception of the degree to which an individual can influence strategic, administrative or operating outcomes at work (Ashforth, 1989).

Nowadays, companies need to improve upon their ability to create and innovate in order to survive. And it can happen only if individuals consider themselves to be psychologically powerful or empowered in their organizations (Bhatnagar, 2005). Now, this is the reason why in India psychological empowerment is considered so imperative (Bhatnagar, 2004). Diwedi (2000) also did a study in India and observed that in organizations of differing work nature exhibit a reasonable empowerment level. Also, Bhatnagar (2004) conducted a study on a sample of 288 Indian managers and found that psychological empowerment was at the moderate level. Also, according to Ketchum and Trist (1992), in order to enhance the firm's performance managers should empower their staff members to a certain extent.

Drake *et al.* (2007) found that inspired employees attribute to the long-lasting success of most of the organizations. Further, to be able to take proficient decisions, employees at lower level should be empowered by delegating them the authority to make decisions so as to propel their motivation (Conger and Kanungo, 1988; Thomas and Velthouse, 1990). In addition, researchers have found that motivation can be improved through empowerment (Drake *et al.,* 2007). Also in the balance scorecard theory, various management theorists have considered empowerment as the core reason behind enhancement of the employee's motivational level, their knowledge, and development (Kaplan and Norton 1992, 1996). Again, psychological empowerment was assumed to direct towards intrinsic task motivation (Thomas and Velthouse, 1990). Furthermore, meaningfulness was reported to relate positively with intrinsic task motivation (Gagne *et al.,* 1997). Importantly, it has been observed that self-determination which is one of the dimensions of psychological empowerment; significantly predict intrinsic motivation (Koestner *et al.,* 1984). Many researches have also revealed that psychological empowerment leads to higher task motivation which is the reason behind bet-

ter managerial efficiency and performance (Thomas and Velthouse 1990; Koberg *et al.* 1999). Relationship of psychological empowerment and motivation has been affirmed conceptually and practically in many countries. On the other hand, this relationship is not investigated in an Indian framework. On the basis of the existing literature and a number of inter-relationships of psychological empowerment and motivation, it is assumed that:

H1. Psychological empowerment will be positively related to and predict motivation.

2.2. ROLE SATISFACTION

Role satisfaction is the degree of satisfaction of psychological needs in one's role in an organization (Krishnaveni and Ramkumar, 2006). In other words, it refers to formal role functions and the extent to which role functions are intrinsically valuable to the role occupant (Bray, 1998). This paper utilizes the concept of role satisfaction as given by Pareek and Purohit (2009), where they had conceptualized role satisfaction under five dimensions of human needs as achievement, influence, control, extension and affiliation. Achievement is characterized by concern for excellence, competition with the standards of excellence set by others or by oneself. Influence is a concern to make an impact on others; a desire to make people do what one thinks is right. Control is characterized by a concern for orderliness, an urge to monitor and take corrective action when needed. Extension is described by concern for others, interest in subordinate goals, and an urge to be relevant and useful to larger groups, including society. Affiliation is a concern for establishing and maintaining close, personal relationships, by value on friendship, and a tendency to express one's emotions. Everyone has above mentioned needs whether high or low depending on individuals. They try to satisfy these needs in their roles or tasks within the organizations. The roles turn out to be more satisfactory as and when the opportunity to satisfy the above mentioned needs increases. So, it can be said that role satisfaction gets even better with fulfillment of these needs in one's role in an organization.

Generally, it can be presumed that every individual has a wide range of personal needs in his or her role in an organization and if these needs are somehow met it will lead to an improvement in their motivation level. For instance, Hogue and Ali (1998) cited that those individuals whose need for achievement is satisfied within the organization will exhibit better performance. Kunnanatt (2008) conducted a study in banking sector in India and identified that managers tend to possess achievement orientation in sufficient amount and those high on this dimension is likely to produce better outcomes for their organizations. He further explored

that achievement motive has widely build up and spread all over the business settings in India. Also, Gee and Burke (2001) focused on the vital role manager's play in inspiring their employees. They advised the managers to take into account the requirements of the individuals, their ambitions and sense of achievement. Furthermore, Sorcher and Meyer (1968) did a study on factory employees and found that giving more meaning to routine jobs, making them more satisfying, and meeting some of the human needs of workers resulted in greater productive motivation and higher quality workmanship. In addition, achievement and influence needs were reported to relate positively with managerial motivation (Stahl, 1986). Importantly, achievement motive may be thought of as a determinant of intrinsic motivation as competence and self-determination needs are characteristic to this motivation (Deci and Ryan, 1991). Hence, based on the arguments and previous literature review we hypothesize:

H2. Role satisfaction will be positively related to and predict motivation.
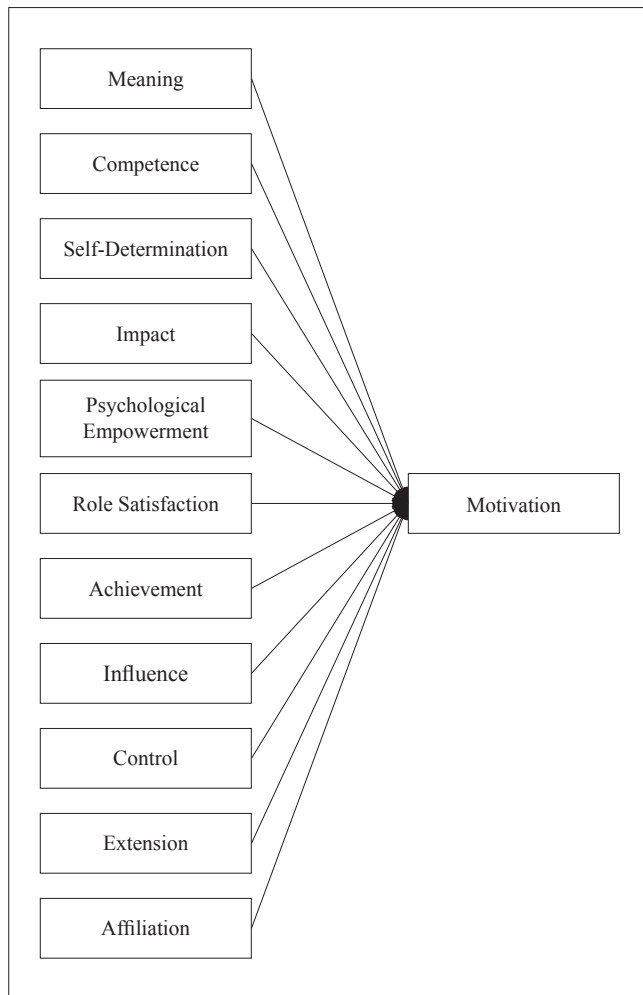
In this paper psychological empowerment and role satisfaction are taken as independent variables which we hypothesize to be positively related to motivation and will act as determinants of motivation. The conceptual model for the present study is shown in Figure 1.

3. METHODOLOGY

3.1. THE SAMPLE

The samples for the present study consisted of 176 employees from selected public sector organizations in India. The sample was collected during the period of October 2012-april 2013 using stratified sampling method, where all Indian states were allocated into 5 regions named as North, South, East West, Central. This was categorized on behalf of geographical location of Indian Public sector. Data collection was done by personal convenience of the researchers, personal visit was made on nearby locations and else it was collected through e-mails and online questionnaires method. Total 320 respondents were contacted on earlier mentioned category, 210 answers were only received, of which 34 found partially filled which were not taken into consideration. Hence 55% was conversation ratio.

The sample had 153 males (86.93 percent) and 23 females (13.07 percent). The age varied between 24 years to 60 years (Mean = 40.32, SD = 9.87). The sample had following educational levels: undergraduates 116 (65.91 percent) and postgraduates 60 (34.09 per cent). Of the samples 59.09 per cent were managers while the rest 40.91 percent

FIGURE 1: The theoretical representation of the study

the scale has illustrated high consistency (Cronbach's alpha = 0.787).

Psychological Empowerment was assessed using 12-item Psychological Empowerment scale developed by Spreitzer (1995a). The scale consists of four dimensions; meaning (4 items, e.g., 'The work I do is meaningful'), competence (4 items, e.g., 'I am confident about my ability to do my job'), self-determination (4 items, e.g., 'I have significant autonomy in determining how I do my job'), and impact (4 items, e.g., 'My impact on what happens in my department is large'). The respondents answered on a 5-point Likert scale (1 means strongly disagree, 5 means strongly agree). The sum of all the scores of 12 items is respondents' psychological empowerment score. In this case also scale's reliability was found to be 0.878 which is again very high.

Role satisfaction was measured by adapting the 25-item Motivational Analysis of Organizations-Role (MAO-R) Scale developed by Pareek and Purohit (2009). The scale consists of 5 subscales; achievement (5 items, e.g., 'Do something challenging and worthwhile'), influence (5 items, e.g., 'Influence or make an impact on others'), Control (5 items, e.g., 'Direct and instruct people below you'), affiliation (5 items, e.g., 'Work with friendly people') and extension (5 items, e.g., 'Do something useful for others'). Here, also employees answered on a 5-point Likert scale (1 means no opportunity, 5 means great deal of opportunity). The sum of all the 25 items is respondent's role satisfaction score. The co-efficient of reliability for this scale was found to be 0.905 which was also very high.

4. DATA ANALYSIS AND RESULTS

SPSS 17.0 was used for data analysis. Initially, normality test was applied on the data and it appeared to be normally distributed. Later on, standard deviations as well as means were calculated to check the variability of data and averages of scores as shown in Table 1. The mean and standard deviation of psychological empowerment was (M 83.96, SD 12.85) and of role satisfaction was (M 87.32, SD 16.13). The descriptive score of motivation was (M 20.77, SD 2.68). Further, to test the hypotheses correlation was performed. Table 1 shows that both psychological empowerment and role satisfaction were found to correlate positively and significantly with motivation. Of the factors of psychological empowerment, only meaning was found to have significant correlation with motivation whereas two out of the five factors of role satisfaction were found to have significant correlation with motivation i.e. "influence" and "extension". Thus, it has been observed that on performing correlation analysis significant inter-relationships between psychological empowerment and motivation and role satisfaction and

were non-managers. The samples had the following work experience: below five years (18.18 percent), in between five to ten years (15.34 percent), and more than ten years (66.48 percent).

3.2. MEASURES

Standardized scales were used for data collection. Only those survey questions were chosen that were relevant to the purpose of the study to collect data on psychological empowerment, role satisfaction and motivation parameters.

Motivation was measured by using the items drawn from 55-item Talent Management Scale developed by Tayal and Rangnekar (2009). The scale consists of eleven dimensions of which motivation was one of the dimensions. The employees responded on a 5-point Likert scale (1 means strongly disagree, 5 means strongly agree). The sum of scores of all the items is the motivation score. Therefore,

motivation were found. As a result the hypotheses H1 and H2 were accepted to some extent here. Hence, in order to completely accept the hypotheses, predictive relationship between the above mentioned variables have to be diagnosed first.

Further, regression analysis was performed to find the determining ability of psychological empowerment and role satisfaction towards motivation. The control variables such as gender, age, education, work experience and level in the organization of the respondents were used in the four different multiple regressions namely 1, 2, 3 and 4 as depicted in Table 2. But it was found that in any of the analyses not even a single control variable affected motivation. The significance level was kept at 95 per cent. The determining ability of two variables i.e. psychological empowerment and role satisfaction and their dimensions on the motivation is also illustrated in the Table 2. Also, Table 2 summarizes the model fit and shows co-efficient of regression which depicts how much change in motivation is due to the presence of independent variables and their dimensions.

As already discussed that the effects of the control variables had been controlled. It has been found that psychological empowerment caused significant variance in motivation ($R^2 = 18.2$ percent). The determining capability of psychological empowerment turn out to be worth mentioning towards motivation ($\beta = 0.180$). This too supported H1 that psychological empowerment determines motivation. Of the dimensions of psychological empowerment, only meaning significantly determined motivation ($\beta = 0.187$), where the amount of change caused was $R^2 = 23.2$ percent. This also

supported H1 to some extent that psychological empowerment determines motivation. Therefore it can be said that psychological empowerment and its dimension meaning were investigated as being the important determinant of motivation in Indian public sector organizations.

Similarly, after managing the effects of control variables role satisfaction caused significant variance in motivation ($R^2 = 21.6$ percent). In accordance with hypothesis testing, the coefficient for role satisfaction was significant ($\beta = .211$, $p < 0.05$). The study thus lends support to H2, which predicted positive significant relationship with motivation. Out of the five dimensions of role satisfaction, achievement had significant prediction towards motivation ($\beta = 0.262$) and extension had significant prediction towards motivation ($\beta = 0.373$) where the amount of change caused was $R^2 = 27.9$ percent. Hence according to the results, role satisfaction and its constituting factors namely "Achievement" and "Extension" were found to be the significant predictors of motivation in Indian public sector organizations. These findings are discussed subsequently.

5. DISCUSSION

The first and foremost aim of the present study was to discover that whether psychological empowerment and role satisfaction act as determinants of motivation in the Indian public sector organizations and the results confirmed the proposed relationship. Numerous researches have concentrated on the issue of motivation and accordingly this study

TABLE 1: Means, SD, reliability and inter-relationships among variable

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Meaning	12.71	2.19	(.825)											
2. Competence	13.07	3.35	.359**	(.828)										
3. SD	11.23	2.20	.430**	.237**	(.806)									
4. Impact	9.94	2.25	.410**	.211**	.528**	(.814)								
5. PE	83.96	12.85	.748**	.762**	.705**	.606**	(.878)							
6. Achievement	17.84	5.72	.161*	-.006	.082	.093	.096	(.768)						
7. Influence	16.99	3.38	.169*	-.010	.326**	.306**	.218**	.561**	(.646)					
8. Control	16.25	4.81	.184*	.017	.216**	.255**	.190*	.277**	.525**	(.611)				
9. Affiliation	18.05	4.29	.051	-.066	.143	.183*	.064	.271**	.534**	.386**	(.808)			
10. Extension	18.20	3.45	.207**	-.036	.297**	.202**	.189*	.389**	.751**	.448**	.551**	(.658)		
11. RS	87.32	16.13	.205**	-.024	.263**	.265**	.194**	.710**	.867**	.704**	.707**	.789**	(.905)	
12. Motivation	20.77	2.68	.207**	.135	.061	.112	.181**	.119	.202**	.116	.103	.301**	.211**	(.787)

NOTES: **p < 0.01, *p < 0.05. SD = Self-Determination, PE = Psychological Empowerment, RS = Role Satisfaction.
      Parenthesis values symbolize reliability approximation of the factors.

TABLE 2: Model fits and regression coefficients

	Variables	β	t-value	F-value	R²
1	Gend, Age, Educ, WE, LIO	-	-	-	-
	Meaning	.187**	2.113**		
	Competence	.071	.889	3.874**	.232
	Self-Determination	-.066	-.720		
	Impact	.055	.612		
2	Gend, Age, Educ, WE, LIO	-	-	-	-
	PE	.180**	2.416**	5.837**	.182
3	Gend, Age, Educ, WE, LIO	-	-	-	-
	Achievement	.262**	2.254**		
	Influence	-.046	-.354		
	Control	.000	-.004	3.645**	.279
	Affiliation	-.084	-.929		
	Extension	.373**	3.243**		
4	Gend, Age, Educ, WE, LIO	-	-	-	-
	RS	.211**	2.844**	8.086**	.216

NOTES: **$p < 0.05$. Here motivation is the dependent variable. Gend = Gender, Educ = Education, WE= work experience, LIO = level in organization, PE = psychological empowerment, RS = role satisfaction.

has attempted to correlate psychological empowerment and role satisfaction dimensions with motivation by providing empirical confirmation. The model of the study supported the assumption that psychological empowerment, which is characterized by impact, meaning, self-determination and competence and role satisfaction, which is characterized by, achievement, influence, control, affiliation and extension, affects the motivation positively.

As hypothesized, in an Indian context psychological empowerment was found to be an important determinant of motivation. These results corroborate the findings of Spreitzer (1995a, 1996) and Thomas and Velthouse (1990). They observed that motivation and psychological empowerment had positive inter-relationship with each other. Also, the results obtained in the present study were in congruence with the theory given by many researchers and practitioners that those individuals who perceive elevated psychological empowerment were extra motivated than those who perceived lower empowerment or no empowerment (Rose, 2007; Spreitzer and Quinn, 2001; Thomas, 2000). Empowered employees can motivate their subordinates, peers to a greater extent because motivation would be a behavioral norm in the organizations under study. Or, these employees spend most of their efforts in ensuring that those activities are performed which helps the subordinates in fulfill-

ing their goals as well as reach their potential. In addition, this finding is also in congruence with the research done by Spreitzer, Janasz and Quinn (1999) on 393 mid-level supervisors where empowerment cognitions were positively linked with inspiration of subordinates. They brought into being that supervisors who were high on empowerment were considered highly inspirational.

The reason behind the obtained results could be the fact that sample had majority of employees who belong to either mid-level or senior group of age. Such qualified and knowledgeable persons usually find their job meaningful, have professional expertise or competence, have necessary skills, abilities and knowledge to perform the job and have a large impact on the activities conducted in their organization. On the other hand, majority of the employees had a work experience of more than 10 years, in addition to it greater part of the sample were at managerial level as well as very much skilled. With such a combination of work experience, higher levels and educational know-how, the psychological empowerment of employees had significant impact on motivation. Perhaps, all these demographic variables contributed towards prediction of motivation by psychological empowerment in Indian public sector firms.

Moreover, from the four factors of psychological empowerment, meaning was found to enhance motivation

in our sample. Here, results are according to Liden et al. (2000) who asserted that the employees who find their tasks meaningful and on completion of their tasks they can influence others in the organization are well motivated to do further well. The fact that the competence, self-determination and impact dimension of psychological empowerment had a lower score implies a certain lack of the availability of motivational environment in true sense in the organizations under study. This could be due to the fact that if individuals recognize that they follow orders given by their managers or above authorities, they will not feel empowered. And if they have low competence, self-determination and impact they will find it difficult to motivate their subordinates. Furthermore, employees who feel empowered have some sort of autonomy to do their job which automatically inspires them to fulfill their job more responsibly. Also, when these employees believe that there is a sense of meaning in what they do, helps them in feeling that they are contributing something useful and purposeful to the growth of the organization. However, these empowered employees cannot motivate their colleagues or sub-ordinates until they motivate themselves. So, first of all, they need to create a motivational environment for themselves first in order to motivate others.

Moving ahead, the study findings also emphasize the importance of role satisfaction for enhancing motivation. Moreover, out of the five factors of role satisfaction, only achievement and extension were found to enhance motivation in our sample. This is similar to findings of Satyawadi and Ghosh (2012) who indicated that in public sector firm's individual's achievement and control highly leads to motivation when compared with employees of private sector firms. They also observed that individuals in public sector firms give importance to pride in working for a government organization, upward striving, activity preference and job involvement. However, Rainey (1979) observed that public sector systems compel extreme bureaucratic severity and difficulty on the management of most important incentives, so that these systems are harmful to effectual management, motivation of employees, and production (Rainey, 1979). Yet employees are motivated because everyone wants to achieve their aim or reputed position in the organization. Mostly the respondents belonged to mid-level and senior aged and were having managerial post in their organizations. The organizations had a correct blend of education and experience based employees. It signifies that the surveyed Indian public sector executives can solve difficult problems, carry out challenging tasks effectively etc. All such favorable attainment of achievement motive helped in enhancing motivation in the Indian public sector organizations. Since their achievement of higher positions, doing better than competitors in their organizations has already

been fulfilled, so this leads to higher motivation level of these employees. They get to work on their own and fulfill their desire to excel in competition since there is a culture of independence in the public sector organizations (Biernat, 1989). The discussion so far advocates the statement of Guerrero and Seguin (2012) who cited that when achievement motive is high, motivation is reinforced because employees feel that their tasks can serve both organizational goals and the need for personal achievement as challenging tasks are completed.

Indian public sector executives' influence had no significant impact on their motivation. Though majority of the employees were undergraduates, yet they were at managerial levels because of their work experience. This finding affirms the proposal of Srivastava (2008) who advocated that when education level goes high, more employees are readily available to help others and few are left to get helped in the organziations. Hence it can be concluded that influence does not contribute towards motivation in the present sample of Indian public sector organizations. The association of control and motivation is in congruence with many other researches. For instance, Buelens and Broeck (2007), observed that control motivates individuals in such a way that they take on the power to make decisions without any kind of restriction from management. They can also gain control over information and resources and influence other individuals to modify their outlook and activities (Khan, 2000). Control helps in acquiring status and reputation to gain satisfaction from exercising their influence (McClelland, 1987). Employees high on control have a tendency to pursue their own individualistic aspirations, such as attaining management and political positions (Hon and Rensvold, 2006; House, Spangler, and Woycke, 1991). But in the present case, the organizations are public sector firms where no decision can be made without seeking the approval of higher authorities. These organizations are controlled by a small number of individuals who are required to give their final approval on all decisions (Pareek, 2004). Hence, the control motive doesn't predict motivation in this study.

The non-predictability of affiliation towards motivation is in corroboration with the findings of McClelland and Boyatzis, (1982). They cited that manager's low on affiliation can even take intricate decisions without taking care of that he might be hated for this later on. Steers (1987) observed that individuals with high affiliation enjoy being with other people, make friends, and maintains personal relationships. This is very well in line with the study of Khan (2000) which stated that high affiliation helps in maintaining harmonious relationships and avoids conflicts as well as helps in working with people who are friendly and co-operative. Individuals high on affiliation undermine goal orientation and objectivity in decision-making (Nandi, 2008). But the

same didn't happen in public sector organizations. This could be possibly because in these organizations usually the higher authority manages all the issues, and they possess their own internal people, who are loyal to them (Srivastava, 2008). Therefore, it can be said that affiliation does not contribute towards motivation in the current sample of Indian public sector organizations. Also, extension was found to significantly predict motivation. This is in accordance with the past literature which says that when both extension and education are high, a number of persons are available who are capable enough to lend a hand to others and who can work on their own (Srivastava, 2008). He also asserted that highly educated persons have tendency to work alone and not in teams and this ways extension would grow weaker as education level grows. Since majority of the employees were undergraduates in the sample, so employee's education level was found to be low. This indicates that there are less people who are competent to help others and can work on their own. They are more likely to work in teams to get the help and this propels their motivation level as they get help readily. It can also be attributed to the fact that as the education level builds up, the number of employees demanding help reduces and the more highly skilled employees happen to be available to help. This shows that extension is escalating in the organization, as needy gets help readily. Hence it may be concluded here that extension could be a basis for superior motivation in Indian public sector organizations. Therefore, role satisfaction is essential for better motivation. Moreover both psychological empowerment and role satisfaction seems to remarkably uplift the motivation.

6. CONCLUSION, LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

This study has demonstrated how psychological empowerment and role satisfaction perceptions influenced motivation among employees in organization. Moreover, we have studied these variables in a combination which is setting it apart from other researches. In the light of discussion, it can be said that psychological empowerment has an important affect on motivation in Indian public sector organizations. Particularly meaning had highly contributed in the direction of motivation. It bears noteworthy implications for public sector organizations. Mainly it implies that when individuals feel a sense of meaning in what they do, helps them in feeling that they are contributing something valuable to the growth of the organization. When employees find their jobs personally meaningful they have an impact on others which would considerably contribute towards motivation. This result thus presented a breakthrough to the widespread researchers to advocate psychological empowerment for

better motivation. The "role satisfaction" was a new and perhaps one of the significant predictor of motivation. Therefore, it is recommended that the role satisfaction and its dimensions should be cautiously taken care of in order to boost motivation. This means that various psychological needs or motives like achievement, influence, control, affiliation and extension should be promoted in public sector organizations because these would lead to motivation and ultimately produce far superior results. Employees should be given additional roles and responsibilities, should be helped to expand their social circle and include subordinates and managers so that they can increase their motivation level (Maccoby, 2010). In sum, it can be concluded that public sector organizations can utilize these findings and follow the same to pull off maximum gains in the form of motivation at organizational level. Therefore, public sector employees are recommended to give consideration to both psychological empowerment and role satisfaction, in order to achieve maximum motivation. By inspecting the relationship between psychological empowerment, role satisfaction and motivation, the present paper tried to bridge the space in existing literature regarding these two independent variables and motivation in a country like India.

The present study comes up with ways on how to propel motivation in their organization. Employees should improve their confidence and master the skills required to do the job to enhance motivation. In addition, they should be given some autonomy in determining how they do their job. Also, item-wise analysis of the role satisfaction scale exposed some chief areas to which organizations must pay attention for improving motivation at the workplace. Challenging tasks should be given along with immediate feedback on their performance and if possible bestow with rewards to increase motivation. Furthermore, there is also lack of adequate encouragement to develop close personal relations and interaction with others on non-task matters so as to help in maintaining harmonious relationships and avoid conflicts. In addition, employees should be given more independence in doing their work more effectively in order to reach their personal goals and hence will ultimately result in organizational success.

The present study do has some limitations. First, this study considered only the Indian public sector industry. The survey method was used for data collection therefore the responses may or may not be free from personal biases. Further, the study considered only few dimensions of psychological empowerment and role satisfaction as determinants of motivation. Even though limitations exist, yet the study made significant contributions and added a lot to the past literature on psychological empowerment, role satisfaction and motivation. The same study in other sectors can also be carried out so as to discover something new about

the studied variables and their associations. Therefore this further allows the practitioners and academicians to explore new facts in the area of work motivation in industrial psychology.

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