Symposium 2214 - Self-Determined Leadership And Motivation: Relating Two European Constructs Of Engaging Leadership And Six Dimensions Of Employee Work Motivation

Leadership and motivation
Leadership and followership
Fr-SYM-2214-1

Self-determined leadership and motivation: Relating two European constructs of engaging leadership and six dimensions of employee work motivation

D. Smith 1, M. A. Machin 1, W. Schauffeli 2, J. Alban-Metcalfe 4

1School of Psychology and Counselling, University of Southern Queensland, Darling Heights, Australia; 2University of Leuven, Leuven, Belgium; 3Department of Psychology, University College Utrecht, Utrecht, Netherlands; 4Real World Group, Leeds, United Kingdom

Main Abstract Content: Purpose Test two independent engaging leadership (EL) construct’s prediction of work motivation.

Design Quantitative methods sampled Australian healthcare employees, twice (T1-T2=6 months, M1=131, response rate 53.2%, 62.4% male; M2 =113, response rate 34.0%, 57.5% male). Measures: Engaging Transformational Leadership Questionnaire® with intercorrelated (r=.56-.76) multidimensional subscales, showing high concern, enabling, being honest and consistent, networking and achieving, and being decisive, that highly correlate (ETLQ, Alban-Metcalfe & Alimo-Metcalfe, 2000). Engaged Leadership Scale® with intercorrelated items (r=.64-.85), and potentially multidimensional subscales, strengthening, connecting, empowering and inspiring (ELS, Schauffeli, personal correspondence, 2016). Multidimensional Work Motivation Scale has six reliable subscales, α=.71-.90 (Gagné, et al., 2015). Analyses: SSPLS2 sub-scale optimisation was highly-reliable, α=.74-.98. AMOS24 SEM confirmed a superior-fitting, replicable and representative model nested within longitudinal data (CFI=.994, TFI=.991, RMSEA=.017).

Results Measurement residuals modelling found a consistent model in T1 and T2 data. El., including both EL constructs, significantly negatively predicted Amotivation (β=-.31, p<.001), non-significantly predicted Social Extrinsic Regulation (β=.06, ns), Material Extrinsic Regulation (β=-.07, ns), and Introjected Regulation (β=.06, ns), and significantly positively predicted Identified Regulation (β=.30, p<.001), and Intrinsic Motivation (β=.49, p<.001), over time.

Limitations State-trait aggregation, self-report, one source.

Implications Self-determined leadership works in collaboration with work motivation. Leaders motivate using self-determined EL behaviours. Employees work using self-determined motivational patterns nurtured by the leader.

Value ETLQ and ELS are complementary, independently viable, and valid, internationally. Constructs predict patterns of highly-intrinsic motivation.

2017/participants/2583/David+Smith

My Schedule

Add to Your Schedule

Share this
Share with Email (mailto:?)