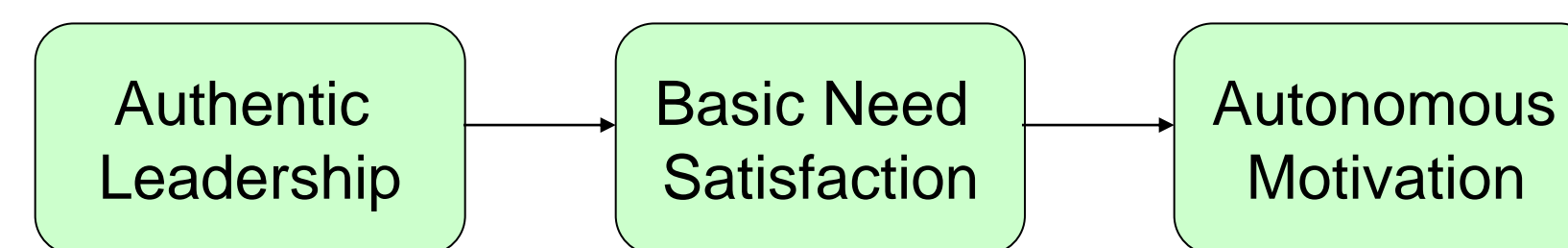


The links between authentic leadership and subordinates' work motivation

1. Could authentic leaders provide autonomy support and therefore need satisfaction and in turn autonomous motivation to their employees?



2. Variables

Authentic leadership: A pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate...fostering positive self-development (Walumbwa et al., 2008, p. 94).

Self-awareness: self-knowledge + self-acceptance

Relational transparency: genuine, open and transparent in one's relationship

Balanced processing of information: Considering different points of view and being objective

Internalized moral perspective: self-regulation + ethical behaviour

Basic psychological needs: Well-being (Reis et al., 2000); Universal (Chirkov et al., 2003; Deci et al., 2001); Internalization (Deci et al., 1994); All 3 needs are important (Deci et al., 1994).

Autonomy: endorsing a behaviour

Competence: feeling effective

Relatedness: belongingness

Motivation: Energy, Direction, Persistence (Ryan & Deci, 2000)

Amotivation: no motivation, helplessness

Extrinsic motivation:

- **External:** to gain a separable outcome or avoid an unpleasant outcome

- **Introjection:** out of guilt / in order to feel good

- **Identification:** because it is important

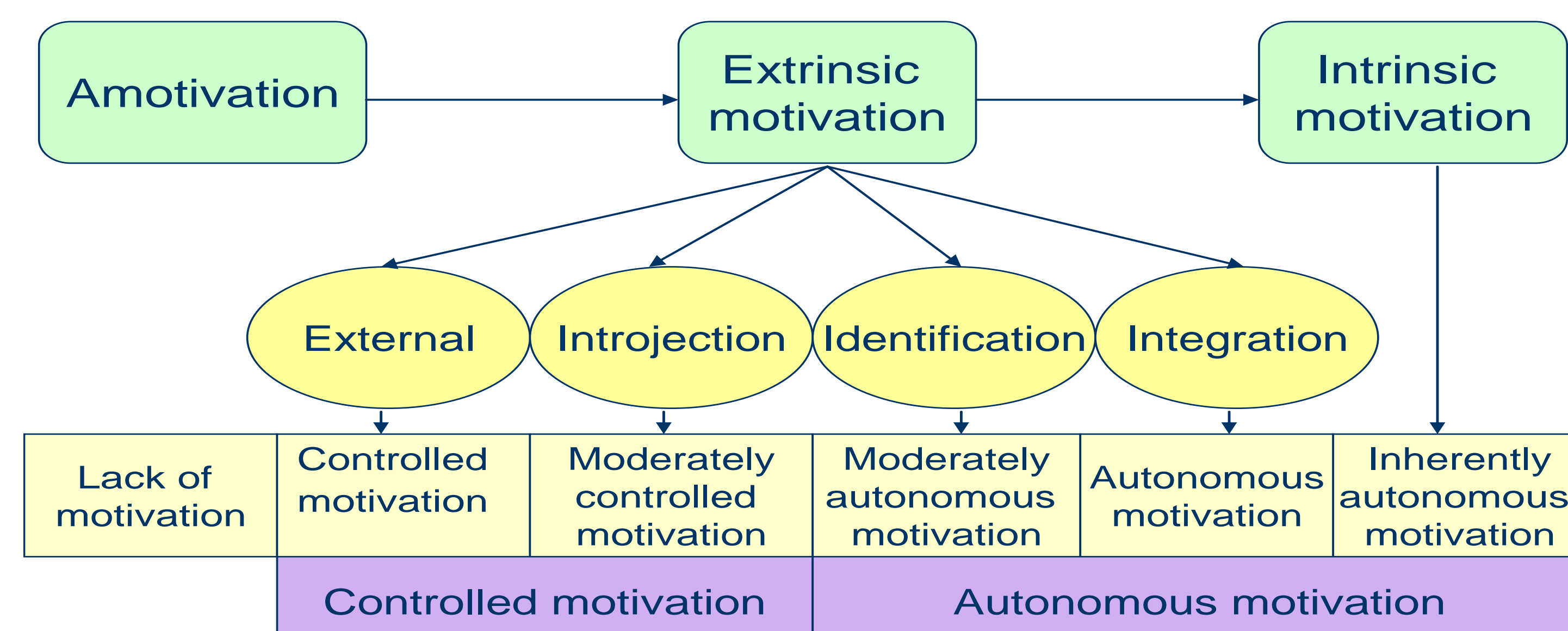
- **Integration:** part of the person

Intrinsic motivation: doing something out of pleasure / satisfaction

Each motivation types fall along a continuum of felt control to autonomy

Controlled motivation: external + introjection

Autonomous motivation: identification + integration +intrinsic



3. Methodology:

Cross-sectional design, web-based questionnaire

Measures:

Authentic leadership questionnaire (ALQ): Walumbwa et al., 2008

Need satisfaction scale: Van den Broeck et al., 2008

Motivation at work scale (MAWS): Gagné et al., 2009

Samples: Technological organization (engineers in R & D)

Managers: 27 responded = 79.4% response rate

Employees: 105 responded = 62.5% response rate

24 manager-employee matches

4. Means, Standard Deviation and Correlations for Managers

Variables	<i>M</i>	<i>SD</i>	1	2	3	4
1. Awareness	3.72	.63				
2. Transparent Relationship	4.00	.56	.40*			
3. Balance Processing	4.06	.59	.46*	.43*		
4. Moral Perspective	4.06	.72	.33	.63**	.45*	
5. Authentic Leadership	3.96	.48	.70**	.83**	.71**	.82**

Note. *n* = 27.

* $p < .05$ (2-tailed). ** $p < .01$ (2-tailed).

5.HLM analyses of authentic leadership on needs*

1) overall authentic leadership on overall needs

= no significant results

2) overall authentic leadership on each of the three needs individually

= no significant results

3) awareness on needs = no significant results

4) awareness on each individual need

= **Awareness on Relatedness $B = .32$ ($p = .08$)**

5) relational transparency on need = no significant results

6) relational transparency on each individual need = no significant results

7) balanced processing on need= no significant results

8) balanced processing on each individual need

= **Balanced processing on Relatedness $B = .22$ ($p = .20$)**

9) moral perspective on need = no significant results

10) moral perspective on each individual need = no significant results

6. HLM Analyses of authentic leadership on motivation*

1) authentic leadership on autonomous motivation

$B = -.20$ ($p = .58$)

2) awareness on autonomous motivation

$B = -.05$ ($p = .83$)

3) relational transparency on autonomous motivation

4) balanced processing on autonomous motivation

$B = .01$ ($p = .94$)

5) moral perspective on autonomous motivation

6) authentic leadership on controlled motivation

$B = -.35$ ($p = .12$)

2) awareness on controlled motivation

$B = -.23$ ($p = .10$)

3) relational transparency on controlled motivation

4) balanced processing on controlled motivation

$B = -.19$ ($p = .19$)

5) moral perspective on controlled motivation

7. HLM analyses of need satisfaction on motivation*

1) Needs on Autonomous Motivation $B = 1.05$ ($p = .00$)

2) Needs on Controlled Motivation $B = -.02$ ($p = .92$)

* Note. For all HLM analyses $n = 88$ subordinates nested within 24 managers. The Gammas are standardized and centered around the grand mean. The standard errors are robust.

8. Significant findings

Awareness & relatedness

Authentic leadership & controlled motivation

Awareness & controlled motivation

Needs & autonomous motivation

9. Conclusion

In order to promote optimal employee motivation (high autonomous and low controlled motivation; Ratelle et al., 2007), a leader would need to demonstrate authentic leadership and support employees' basic psychological needs.