The links between authentic leadership and subordinates’ work motivation

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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

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: to gain a separable outcome or avoid an unpleasant outcome

Introjection: out of guilt / in order to feel good

Identification: because it is important

Integrity: part of the person

Intrinsic motivation: doing something out of pleasure / satisfaction

Each motivation type falls 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

<table>
<thead>
<tr>
<th>Variables</th>
<th>M</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td>Awareness</td>
<td>3.72</td>
<td>.63</td>
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<tr>
<td>Transparent Relationship</td>
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<td>.40*</td>
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<tr>
<td>Balance Processing</td>
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<td>.59</td>
<td>.46*</td>
<td>.43*</td>
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<td></td>
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<tr>
<td>Moral Perspective</td>
<td>4.06</td>
<td>.72</td>
<td>.33</td>
<td>.63**</td>
<td>.45*</td>
<td></td>
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<tr>
<td>Authentic Leadership</td>
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<td>.48</td>
<td>.70**</td>
<td>.83**</td>
<td>.71**</td>
<td>.82**</td>
</tr>
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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

B = .01 (p = .94)

4) Balanced processing on autonomous motivation

B = .19 (p = .19)

5) Moral perspective on autonomous motivation

B = -.35 (p = .12)

6) Authentic leadership on controlled motivation

B = -.23 (p = .10)

3) Relational transparency on controlled motivation

B = -.19 (p = .19)

4) Balanced processing on controlled motivation

B = -.19 (p = .19)

5) Moral perspective on controlled motivation

B = -.23 (p = .10)

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.