

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

Track: Leadership and followership  
 What: Symposium  
 Part of: [Fr-SYM-2214-3 - Developments In Engaging Leadership: Workplace Motivation, Dynamic Team Leadership And Teamwork That Improves Effectiveness, Quality And Innovation. \(/sites/mcidublin/en/eawop-2017/schedule/153/Fr-SYM-2214-3+-Developments+In+Engaging+Leadership%3A+Workplace+Motivation%2C+Dynamic+Team+Leadership+And+Teamwork+That+Improves+Eff...](#)  
 When: Friday May 19 03:00 PM to 04:00 PM (1 hour)  
 Where: UCD [\(/sites/mcidublin/en/eawop-2017/venues/2/UCD\) - A005](#)

## Leadership and management

### 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 <sup>1,\*</sup>, M. A. Machin <sup>1</sup>, W. Schaufeli <sup>2,3</sup>, J. Alban-Metcalfe <sup>4</sup>

<sup>1</sup>School of Psychology and Counselling, University of Southern Queensland, Darling Heights, Australia, <sup>2</sup>University of Leuven, Leuven, Belgium, <sup>3</sup>Department of Psychology, University College Utrecht, Utrecht, Netherlands, <sup>4</sup>Real 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, Nt1=131, response rate 53.2%, 62.4% male; Nt2 =113, response rate 34.0%, 57.5% male). Measures: Engaging Transformational Leadership Questionnaire<sup>®</sup> with intercorrelated ( $r=.56-.76$ ) multidimensional subscales, *showing genuine concern, enabling, being honest and consistent, networking and achieving, and being decisive*, that highly interrelate (ETLQ, Alban-Metcalfe & Alimo-Metcalfe, 2000). Engaged Leadership Scale<sup>®</sup> with intercorrelated items ( $r=.64-.85$ ), and potentially multidimensional subscales, *strengthening, connecting, empowering and inspiring* (ELS, Schaufeli, personal correspondence, 2016). Multidimensional Work Motivation Scale has six reliable subscales,  $\alpha=.71-.90$  (Gagné, et al., 2015). Analyses: SPSS24 sub-scale optimisation was highly-reliable,  $\alpha=.74-.98$ . 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 ( $\beta=-.31, p<.001$ ), non-significantly predicted Social Extrinsic Regulation ( $\beta=.06, ns$ ), Material Extrinsic Regulation ( $\beta=-.07, ns$ ), and Introjected Regulation ( $\beta=.06, ns$ ), and significantly positively predicted Identified Regulation ( $\beta=.30, p<.001$ ), and Intrinsic Motivation ( $\beta=.49, p<.001$ ), 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 complimentary, independently viable, and valid, internationally. Constructs predict patterns of highly-intrinsic motivation.

[\(/sites/mcidublin/en/eawop-](#)

[2017/participants/2583/David+Smith\)](#)

David Smith [\(/sites/mcidublin/en/eawop-](#)

[2017/participants/2583/David+Smith\)](#)

Speaker

## My Schedule

Add to Your Schedule


## Share this

Share with Email (mailto:?subject=Symposium%202214%20-%20Self-Determined%20Leadership%20And%20Motivation%3A%20Relating%20Two%20European%20Constructs%20Of%20Engaging%20Leadership%20And%20Six%20Dimensions%20Of%20Employee%20Work%20Motivation)

Share with Facebook (<https://www.facebook.com/sharer.php?u=https%3A%2F%2Fsites.grenadine.co%2Fsites%2Fmcidublin%2Fen%2Ffeawop-2017%2Fschedule%2F1304/Symposium+2214+-+Self-Determined+Leadership+And+Motivation%3A+...>)

Share with Twitter (<https://twitter.com/intent/tweet?url=https%3A%2F%2Fsites.grenadine.co%2Fsites%2Fmcidublin%2Fen%2Ffeawop-2017%2Fschedule%2F1304/Symposium+2214+-+Self-Determined+Leadership+And+Motivation%3A+...>)

 Share with Google+ (<https://plus.google.com/share?url=https%3A%2F%2Fsites.grenadine.co%2Fsites%2Fmcdublin%2Fen%2Ffeawop-2017%2Fschedule%2F1304%2FSymposium+2214+-+Self-Determined+Leadership+And+Motivation%3A+...>)

 Share with LinkedIn (<https://www.linkedin.com/shareArticle?url=https%3A%2F%2Fsites.grenadine.co%2Fsites%2Fmcdublin%2Fen%2Ffeawop-2017%2Fschedule%2F1304%2FSymposium+2214+-+Self-Determined+Leadership+And+Motivation%3A+...>)

## EAWOP 2017

[Documents \(/sites/mcdublin/en/eawop-2017/documents\)](/sites/mcdublin/en/eawop-2017/documents)

Powered by Grenadine Event Planner (<https://events.grenadine.co/>)

(<https://events.grenadine.co/>)

## Contact Us

[Help page \(/sites/mcdublin/en/eawop-2017/help\)](/sites/mcdublin/en/eawop-2017/help)

## Mobile Apps

You can view the program for EAWOP 2017 by downloading the "Grenadine Event Guide" on iTunes or Google Play and entering the following event code:

**EAWOP17**



(<https://play.google.com/store/apps/details?id=com.grenadine.confee>)



(<https://itunes.apple.com/ca/app/grenadine-event-guide/id886788146>)