

Summary

Which Leader Makes Us Stay and How? The Mediating Role of Multidimensional Work Motivation

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Motivation can be described as the main drive that determines the reason and direction of human behavior. This fundamental construct is one of the most frequently studied concepts in work and organizational psychology research due to its importance for understanding specific work behaviors, such as performance or turnover intention. Arguably, the most dominant and studied motivation theory is self-determination theory (SDT; Deci & Ryan, 1985).

SDT is a motivation theory that conceptualizes motivation on a continuum that represents three domains, namely amotivation, extrinsic motivation, and intrinsic motivation. Amotivation is characterized as a state where individuals lack the motivation to start an action and it symbolizes the negative end of the SDT continuum. Extrinsic motivation is a state where individuals' behaviors are determined by an instrumental reason, such as avoiding penalization or improving self-respect. According to SDT, extrinsic motivation can be observed through three separate subdimensions. These are external regulation (i.e., performing an activity due to external punishment or rewards), introjected regulation (i.e., performing an activity due to avoiding guilt or shame), and identified regulation (i.e., performing an activity due to its personal value or meaning). Finally, intrinsic motivation represents the most self-determined dimension of human motivation and can be defined as performing an activity on a volitional basis because one finds it pleasurable, meaningful, and important. Theoretically, intrinsic motivation is associated mostly with positive outcomes because it stimulates the basic psychological human needs, namely autonomy, relatedness, and competence. In case these three needs are not satisfied, individuals are more likely to experience an externally regulated motivation style.

Within the occupational context, there is considerable research that examined the relationship between leadership styles and motivation. A reason for this is the cognitive-behavioral impact of different leadership styles on employee motivation. One of the most preva-

lent leadership styles in the western work environment is the transformational leadership (TL) style. TL style motivates employees through stimulating inspiration, creating vision, and empowering them. However, in the non-western work context another leadership style, namely paternalistic leadership (PL) appears as a helpful approach. In this leadership style, the leader adopts a dominant approach and acts towards the employees as part of an extended family, by genuinely caring for their needs and development requirements.

This paper presents two interdependent studies. Study 1 aims to investigate the psychometric characteristics of the Multidimensional Work Motivation Scale (MWMS) within the Turkish occupational context. The MWMS is a frequently used instrument, which measures employee motivation in line with SDT (Gagné et al., 2014). To our knowledge, there is only one study which tested the psychometric characteristics (specifically, the factorial structure and item loadings) of the MWMS in a Turkish sample. Moreover, the current study has the notion to test the convergent and discriminant validity of the MWMS with two important employee behaviors, namely procrastination and affective commitment. Study 2 aims to examine how motivation is linked with TL and PL styles, as well as with turnover intentions. More specifically, it is intended to test the mediation role of work motivation between the leadership styles and employees' turnover intentions by using structural equation modeling. Therefore, this paper enhances the work and organizational psychology literature by validating a globally important scale in Turkish culture, as well as displaying the impact of motivation in relation with leadership styles and turnover intentions. More specifically, a heuristic model was proposed and tested where employee motivation would mediate the relationship of PL and TL styles with turnover intentions.

TL style refers to the type of leaders who enhance intrinsic motivation and performance through four characteristics (Avolio & Bass, 2001). These characteristics

are (a) idealized influence (the leader appears as an ideal role model for the followers); (b) inspirational motivation (the leader has the ability to inspire and motivate the followers); (c) individualized consideration (the leader displays concern and interest for the followers' needs); and (d) intellectual stimulation (the leader stimulates innovative and creative ideas for the followers). Since TL style has positive influence on employees' intrinsic motivation, it is expected that motivation would mediate the negative link between TL style and turnover intentions.

On the other hand, PL style can be described as the leadership approach in which leaders act as hierarchical figures (Aycan, 2000). They genuinely get concerned about the professional and private lives of the followers, protect them and expect them to be loyal. PL style is characterized by (a) creating a family environment at work; (b) creating personal relationships with employees; (c) getting involved in the non-work lives of employees; (d) expecting loyalty; and (e) preserving hierarchy and authority. In non-western cultures, PL appears as a functional and common style. Due to an enhanced sense of trust, relatedness, and dedication, PL leads to specific positive outcomes such as increased performance and decreased procrastination. Nevertheless, there is not sufficient research that address how PL style is related to motivation. In the present study, it is expected that PL style will show a negative relationship with turnover intentions and this relationship will be mediated via employee motivation. Therefore, the hypotheses of Study 2 are as follows:

Hypothesis 1: Managers' TL style will be positively associated with employees' autonomous motivations (i.e., intrinsic motivation and identified regulation).

Hypothesis 2: Managers' TL style will be negatively associated with employees' amotivation and controlled motivations (i.e., extrinsic regulation and introjected motivation).

Hypothesis 3: Family atmosphere in the workplace, individualized relationships with subordinates, and involvement in non-work life dimensions of PL will be positively associated with employees' autonomous motivations (i.e., intrinsic motivation and identified regulation) and introjected motivations.

Hypothesis 4: Loyalty expectation and status hierarchy and authority dimensions of PL will be positively associated with employees' extrinsic regulation.

Hypothesis 5: Managers' PL style will be negatively associated with employees' amotivation.

Hypothesis 6: Managers' TL style will be negatively associated with employees' turnover intentions.

Hypothesis 7: Employees' motivations (motivation scores) will partially mediate the relationship between managers' TL style and employees' turnover intentions.

Hypothesis 8: Managers' PL style will be negatively associated with employees' turnover intentions.

Hypothesis 9: Employees' motivations (motivation scores) will partially mediate the relationship between managers' PL style and employees' turnover intentions.

Study 1

Method

In Study 1, the conceptual application of SDT with the specific dimensions of amotivation, extrinsic regulation, introjected motivation, identified regulation, and intrinsic motivation was tested in a sample of 456 Turkish white-collar employees by using the MWMS (Gagné et al., 2014). For validity testing, ten items of the Affective Commitment Scale by Allen and Meyer (1990) and 12 items of the Procrastination at Work Scale by Metin, Taris, and Peeters (2016) were used.

Results

As expected, confirmatory factor analysis of the MWMS showed similar characteristics to its original factorial structure in the Turkish dataset. Only notable differences were the insufficient factor loading of one introjected motivation item and the significantly better goodness-of-fit of a model where the social and material extrinsic regulation types were not distinguished. Hence, the 18-item, 5-factor MWMS was accepted as the final model, and the validation analyses were applied on this solution. Convergent and discriminant validity analyses showed that more controlled motivation types were positively correlated with affective commitment and negatively correlated with procrastination at work. These results showed that MWMS exhibits similar goodness-of-fit characteristics in the Turkish sample to the original conceptual model.

Study 2

Method

In Study 2, data were collected from 388 Turkish office employees. The MWMS which was validated in Study 1 was used alongside the Turkish version of the 20-item MLQ Form 5X for transformational leadership (Avolio, Bass, & Jung, 1999), the 21-item Paternalistic Leadership Scale (Aycan, 2006) and the 4-item Turnover Intention Scale (Blau & Boal, 1989).

Results

According to the correlations between study variables, TL style had a positive association with auton-

mous motivations (i.e., intrinsic motivation and identified regulation) and a negative association with amotivation. Family atmosphere in the workplace, individualized relationships with subordinates and involvement in non-work life dimensions of PL were positively associated with employees' autonomous motivations (intrinsic motivation and identified regulation); however, the relationships between these three dimensions and introjected motivations were not significant. Status hierarchy and authority dimension of PL was positively associated with employees' extrinsic regulation; whereas, the link of loyalty expectation dimension with extrinsic regulation was non-significant. As expected, PL was negatively associated with employees' amotivation. Both TL and PL were negatively associated with employees' turnover intentions. The structural equation modeling results showed that only TL style had a significant indirect link to turnover intention through motivation and motivation partially mediated this relationship.

Discussion

These results imply three important conclusions. First of all, the Turkish version of the five-factor MWMS demonstrated acceptable psychometric characteristics. Therefore, it appears to be a useful tool to measure employee motivation based on SDT. Secondly, in Turkish sample, both PL and TL styles showed very similar characteristics. For instance, both styles had positive correlations with intrinsic motivation and identified regulation and negative correlations with amotivation. Moreover, the strong link between TL and PL styles may imply that in Turkish culture, both styles are interrelated with each other in terms of exhibiting a leadership pattern and are positively linked to desirable components of motivation. Thirdly, TL style appears as a superior style over PL due to its statistical power in the proposed heuristic model. Structural equation modeling and bootstrapping analyses showed that TL style had a greater influence on increased employee motivation and decreased turnover intentions compared to PL style. These findings showed that the study sample displayed comparable characteristics to Western work values. To sum up, both leadership styles seem to aspire employees in a positive way by stimulating their autonomous motivation (as employees feel more proud of their work and find it more interesting) and by potentially limiting their turnover intentions.

There are three main limitations of this study. First of all, the sample sizes in both studies were moderate, hence further empirical research is needed to test the relationships found in this study in order to enhance our understanding of leadership styles, motivation, and turnover intention. Second, data were collected from single

resource. Finally, the scales were rated on self-report scales, which may have raised the concern for common-method variance. Future studies are encouraged to use different methods of information collection, such as actual turnover figures or performance reviews.

As a conclusion, these studies have both theoretically and practically noteworthy implications. They are among the first to validate and test the conceptual structure and reliability of a very useful employee motivation scale, the MWMS, in Turkish culture. Researchers are encouraged to use this tool for assessing employee motivation in line with SDT in the future. Moreover, the relationships among leadership styles, motivation, and turnover intention were examined for the first time in a Turkish sample. The results both enrich our understanding of the links between these variables in Turkish context and provide managers valuable insight as to how to motivate their employees and potentially limit their turnover intentions.