

The Investigation of The Missing Link Between Transformational Leadership and Motivation

HANNA O. SHVINDINAⁱ, INNA O. BALAHUROVSKAⁱⁱ,
ANASTASIIA V. KURSENKOⁱⁱⁱ, IGOR I. REKUNENKO^{iv}, YONATAN ELGABSY^v

Recently, new types of leadership have emerged, a new generation of leaders designed and developed new types of organizations. The best practices became the evidence of poor knowledge about the leadership phenomenon. In the paper, the authors made an attempt to synthesize the interpretations of the main key terms in motivation theory and to find the missing link between motivation and leadership. The motivation as system of components is in the centre of current research, namely needs, drive, aspirations. The traditional division in extrinsic and intrinsic motivation is complicated by tangible and intangible motivation. Some studies highlighted the importance of intangible motivation, and therefore new findings in this sphere are in focus of current research. The authors presented an overview of the key terms and their interpretations by the main contributors in motivation theory. The study of Nanus and Bennis is the main seminal work that introduced the Wallenda factor as a term to the world of leaders and strategists. Four strategies for leadership were analysed in this paper with specific emphasis on the Wallenda factor as the link between motivation and leadership. The strategies include managing through vision, creating of meaning via communication, positioning, and deployment of self through positive self-regard and the Wallenda factor. The observations prove that optimistic expectations may become a powerful driver of changes and increment innovations in the organization. The Wallenda factor of a leader might be a significant factor in setting challenging goals and motivating employees to achieve them. In contrast, the fear of failure may stop the innovation and ruin the organization that depends on the business environment. It is recommended to include positive thinking (or Wallenda factor) into the list of intangible factors of motivation at an organization.

Key words: leadership, motivation, transformational leadership, the Wallenda factor, drive, needs.

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Introduction. To manage an organization, plenty of tools should be implemented and operated, and the performance of a team is highly linked to the performance of a leader. While Pink [15] proves that the puzzle of motivation is still unsolved, and the main motivational drivers are Autonomy, Mastery, and Purpose (Motivation 3.0 Framework according to Pink), current leaders try to combine the traditional, outdated ploys and new trends in motivating employees. The discussion about what types of motivation exist, which one dominates, and should be addressed to – extrinsic or intrinsic, still goes on, the attempts to boost collaboration within the teams fail, and new research questions about how to develop the motivation process arise. The leader's figure in the process of motivation is tremendously significant even if the employee is driven by intrinsic motivation. Therefore, this study concentrated on the investigation of the

ⁱ Hanna O. Shvindina, Dr. Sci. (Management), Professor, Oleg Balatskyi Department of Management, Sumy State University; Associate Professor, American University of Kyiv;

ⁱⁱ Inna O. Balahurovska, Ph.D. student, Oleg Balatskyi Department of Management, Sumy State University;

ⁱⁱⁱ Anastasiia V. Kursenko, student, Oleg Balatskyi Department of Management, Sumy State University.

^{iv} Igor I. Rekunenko, Dr. Sci., Head of Oleg Balatskyi Department of Management, Sumy State University.

^v Yonatan Elgabsy, Ph.D. student, Oleg Balatskyi Department of Management, Sumy State University.

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missing link between motivation and transformational leadership.

Problem statement. Many studies have been devoted to the issue of motivation, but the topic is inexhaustible, as each business entity has an individual and particular system of motivation based on the accepted internal communication system.

The study aims to research in more detail the structure of the formation of effective motivational systems in organizations and investigate the link between motivation and transformational leadership.

Results of the research. In generalized form, motivation is a system of human motives, i.e., a system of components that shape the behavior of the individual. Researchers distinguish intrinsic and extrinsic motivation [16]. "To sum up, evidence indicates that external factors of motivation have to be considered conjointly with internal ones when understanding motivation-driven performance." [16] In his seminal work, Maslow considered that "...the study of motivation must be in part the study of the ultimate human goals or desires or needs." [12] Accordingly, the basis of a person's inner motivation is his/her needs (drivers).

Extrinsic motivation can include the motivational system of the organization, where a person conducts its activities. "...if an organization wants to direct employee behavior, it should offer rewards that promise need-fulfillment." [17]

The motivational system in the organization consists of tangible and intangible categories. The harmonious and reasonable combination of these components ensures the performance of employees. The intangible motivation is particular because individuals differ in their needs, and each manager has his/her own set of intangible resources in hand. Nevertheless, the rewards must be meaningful and given for an action that the manager wants the employees to repeat [2].

The basis of intangible motivation is the communication between the leader and personnel. The quality of a manager's relationship with an employee is the most powerful element of employee motivation. [14]. And in this organizational context, motivation is "a leader's ability to persuade and influence others to work in a common direction reflects his or her talent to motivate." [7]

The leader must know him/herself and others well enough, influence the subordinates to gain more knowledge, and move to the goals as a team. [18] A high level of self-motivation is a feature of effective leaders. The leader's need to succeed is a key point in his personal development and organizational performance.

As can be seen from Table 1, the basis of motivation of a person, and the leader, in particular, are needs. It is the needs (drivers) that determine the individual's behavior (including professional). Reward (tangible or intangible) is a tool for the fulfillment of human needs. Therefore, the perfect condition of an organization is the synchronization of the internal needs of an employee with the goals set of an organization that ensures the goals congruence (individual – organizational) and reduces the conflicts in the process of performing the activities.

A certain dimension of motivational theories is devoted to expectations and attitudes, and classic interpretation of expectancies is presented as an "active ingredient" of motivation process and fear of failure or possible positive outcomes (reward). The scholars consider two underlying motives - the need for achievement and for avoiding failure [4]. "...achievement-oriented leadership will cause subordinates to strive for higher standards of performance and to have more confidence in the ability to meet challenging goals." [9]. There is evidence of strong positive relationships for hope for success with task-related goal-setting, positive self-evaluation, and task-related intrinsic motivation, and negative relationships for fear of failure

with self-evaluation and task-related goal-setting [6]. The study showed that hope for success drives most self-leadership related to self-goal setting and achieving self-goals.

Table 1

The overview of the interpretations for key terms and concepts.

Definition	Author	Meaning
Motivation	A.H. Maslow	"... motivation is constant, never-ending, fluctuating, and complex, and that it is an almost universal characteristic of practically every organismic state of affairs..." [12]
Motivation	A. Kolot	The concept of "motivation for work" has a broader meaning than "motivation for work". The human activity includes purpose, means, result, and process. And work is a purposeful activity with the adaptation of natural objects to meet their own needs. [10]
Motive	J. Fahrenberg	"Motives are firmly amalgamated contents of representations and feelings in the volitional process" "Connections between thoughts and feelings that immediately prepare an action" [5]
Need	H. A. Murray	A drive is manifested when it is embodied (objectified) in overt behavior (physical or verbal) that seriously engages itself with real objects. [13] A need or drive is just one of these hypothetical processes. Since, by definition, it is a process that follows a stimulus and precedes the actual response, it must be located in the brain. [13]
Need	A. H. Maslow	The typical desire is much more obviously a need of the whole person.[12]
Reward	F. Hansen, M. Smith, R.B. Hansen	Reward... represents a "deficiency motivation" involving "external determinates" whereby the individual strives for "external satisfiers." [8]
Reward	R. Eisenberger, L. Shanock	Evidently, reward increases creativity whenever an individual expects that creativity will produce a reward.[3]

The same evidence about fear of mistakes or hope for success was accomplished in another study. Researchers Nanus and Bennis [1] revealed the correlation between outcome judgment, self-regard, and extrinsic intangible reward. As researchers state, "The Wallenda factor has less to do with one's judgment about self-efficacy than it does about the judgment of the outcome of the event... In short, self-regard has to do with a judgment about one's competence, whereas the Wallenda factor has to do with extrinsic outcomes" [1, p.92]. And to drill down to the background of the question, we should start with leadership strategies.

According to the book of Burton Nanus and Warren G. Bennis, there are four key strategies of leadership [1]. The first strategy is a set of actions focused on managing attention through *vision*. Vision energizes, motivates, transforms purpose into action, and inspires its followers. A leader may use this strategy to increase the productivity of the team and picture them the positive outcomes that can be achieved with the help of a well-built vision and attention. Moreover, vision brings confidence to the majority of the employees, a certain type of self-esteem that makes them believe that they are capable of performing any acts. With the implementation of this strategy, a leader and his team start to work cohesively and build

strong communications. In the end, mutual understanding, which is driven by the common goal or vision, occurs.

The creation of meaning through *communication* forms the second strategy. The fundamental principle is that a leader forms and supports a system of healthy communications in the process of interactions. The result of such communication is newborn, creative ideas, and plans. There is no guarantee that the audience reacts positively to the suggestion of a leader. They may choose not to contribute their attention to his ideas, and it is where communication starts creating meaning for people. Through the correct transformation of data, creative thoughts, and clarity, shared ideas and acceptance may be found and transferred into action.

The main aspects of the third strategy are integrity and trust, and the latter may be built through *positioning*. These aspects come along when the company and leaders have a clear, well-structured plan, and what is more important, the leaders stick to it. With the help of a structure, leaders can better understand its culture and benefits, so they will clearly understand the mission and simultaneously bring integrity and trust together. Positioning is the arrangement of actions to implement the vision of the leader. Positioning is what a leader should establish, and when a leader goes with the planned strategy and finishing what has been started, he achieves the desired trust.

The fourth strategy is the deployment of self through (1) positive self-regard and (2) the Wallenda factor. The deployment of self through positive self-regard comes with one crucial step, which is recognizing perceiving qualities and compensation or complete withdraw of weaknesses. Weaknesses are something hard to deal with; this strategy suggests keeping working on with discipline and development of the new skills to succeed the goal. It is a method of personal growth.

The Wallenda factor describes how significant focus and attention might be when the goal is set up. The right way for a leader to get what he wants is to focus on that and keep in mind the picture of the result he would like to achieve. A leader should remove the picture of the negative outcome and stop telling himself that he may lose. Moreover, this factor contains tension and great difficulty in acceptance of failure. The factor shows that mistake, failure, inaccuracy can be an opportunity to learn and understand the reason for such an outcome. It helps to replace anger with rationalism and striving for the best.

Coming back to the point of the link between leadership and motivation, the Wallenda factor may be that link. For successful leadership, there should be a fusion of positive self-regard and optimism about upcoming events and outcomes of the activities. To lead the learning organization or to be on top of the innovation is quite challenging without optimism and faith in positive outcomes in the end. However, this may seem unrealistic for the followers who do not have the same clear and optimistic vision of the future. Transformational leadership, unlike transactional, focuses on self-esteem and intangible reward more than tangible ones (wage, promotion, etc.), which might be difficult if the leader has his/her own problems with self-regard. The Wallenda factor of a leader might be a significant factor in setting challenging goals and motivating employees to achieve them. More about reducing fear in the process of innovation implementation is presented in Kuyatt's paper [11], where fear (as we can consider it as part of the Wallenda factor) may ruin the innovation process. The fear keeps people from bringing new ideas and analyzing the problems of the organization's current state [11]. This fear may exist at many levels of the organization, and the fear of failure may hamper the innovation implementation. The fear frees the ability to focus on goal setting and can slow down or stop any management process. Fear is a powerful

driver of human behavior, but it could lead only to risk-avoiding behavior, to resistance to change, innovations, transformational leadership, and so on. The fear can be a motivational factor only in avoiding punishment when the situation is predictable, and there is causality in one's mind "action – result – reward/punishment." In the time of innovation, there is no causality like mentioned earlier, because the system is unstable, there is more likely the "action – the possibility of result – a fog of the innovation". Therefore, in time when incremental innovation is the normal mode for the daily business routine, the fear of failure should be reduced or eliminated, and the Wallenda factor must become the link between leadership and motivation.

Conclusion.

The interpretations of types of motivation, reward, and needs in terms of designing the motivation system in the modern organization have led to revealing the study devoted to an interesting phenomenon in leader behavior, namely the Wallenda factor. This factor allows thinking about motivation and leadership in a different way, not mechanical, more stochastic. If the motivation of a leader depends on how positive the thinking of the leader is, then the motivation of followers and employees is dependent on that too. The intangible resources of motivation became wider by including positive thinking about the possible outcomes of the actions. And so, the link between motivation and leadership became obvious and yet fuzzier. The challenging task is now established for future researchers, for instance, how to measure the degree of positiveness, nevertheless, the motivation itself is a low-measured substance.

Another discussion may take place about a balance between the needs of followers and possible outcomes of actions of a leader or of a team. Transformational leaders are not welcomed in traditional systems, where innovations are perceived as a threat, not an opportunity to grow. Therefore, detailed research is needed to investigate the proportions of the Wallenda factor of a leader and employees in a fragile system of their interactions.

However, the research in needs, motivation, and leadership is very promising and well-timed, as the new generation of leaders and new types of organizations have emerged in recent decades, and new evidences will enrich the knowledge.

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Дослідження відсутньої ланки між трансформаційним лідерством та мотивацією

Ганна Олександрівна Швіндіна^{*},
Інна Олексіївна Балагуровська^{},**
Анастасія Віталіївна Курсенко^{*},**
Ігор Іванович Рекуненко^{**},**
Йонатан Єлґабсі^{***}**

^{*} доктор економічних наук, професор, професор кафедри управління імені Олега Балацького
Сумського державного університету,
доцент Американ Юніверсити Києв
вул. Р.-Корсакова, 2, м. Суми, 40007, Україна,
тел.: 00-380-50-2603995, e-mail: shvindina.hannah@gmail.com

^{**} аспірант кафедри управління імені Олега Балацького Сумського державного університету,
вул. Р.-Корсакова, 2, м. Суми, 40007, Україна,
тел.: 00-380-95-4123694, e-mail: i.balahurovska@management.sumdu.edu.ua

^{***} студентка кафедри управління імені Олега Балацького Сумського державного університету,
вул. Р.-Корсакова, 2, м. Суми, 40007, Україна,
тел.: 00-380-50-8439703, e-mail: 11anastasiy11@gmail.com

**** доктор економічних наук, професор, завідувач кафедри управління імені Олега Балацького
Сумського державного університету,
вул. Р.-Корсакова, 2, м. Суми, 40007, Україна,
тел.: 00-380-50-1340389, e-mail: i.rekunenko@biem.sumdu.edu.ua

***** аспірант кафедри управління імені Олега Балацького Сумського державного університету,
вул. Р.-Корсакова, 2, м. Суми, 40007, Україна,
e-mail: elgabsy.yonatan@aspd.sumdu.edu.ua

Останнім часом з'явилися нові теорії лідерства, тоді як нове покоління лідерів спроектувало та розвивало нові організації. Найкращі практики стали одкровенням для вчених і свідченням недостатніх знань про феномен лідерства. У цій статті автори спробували синтезувати інтерпретації ключових термінів теорії мотивації і знайти недостатню ланку між мотивацією та лідерством. У центрі даного дослідження мотивація розглядається як система компонентів, які включають потреби, очікування, спонукання (drive). Традиційний поділ на зовнішню і внутрішню мотивацію ускладнюється поділом на матеріальну і нематеріальну мотивацію. Деякі дослідження підкреслювали важливість нематеріальної мотивації, тому нові знахідки в цій сфері знаходяться в центрі уваги поточних досліджень. Автори представили та огляд ключових термінів та їх інтерпретації основними учасниками теорії мотивації. Вивчення праць Нануса і Бенніса є основою для даного дослідження роботою, завдяки якій фактор Валленда виник і набув поширення в сучасному світі. У цій статті було проаналізовано чотири стратегії лідерства з особливим акцентом на факторі Валленди як зв'язку між мотивацією та лідерством. Стратегії включають управління через бачення, створення сенсу через спілкування, позиціонування та розгортання себе через позитивну самоповагу та фактор Валенди. Спостереження показують, що оптимістичні очікування лідера можуть стати потужним двигуном змін та стимулювати інновації в організації. Фактор Валенди лідера може бути важливим фактором у встановленні складних цілей і мотивації співробітників для їх досягнення. Навпаки, страх невдачі може зупинити інновації та зруйнувати організацію, яка залежить від бізнес-середовища. Рекомендується включити позитивне мислення (або фактор Валленд) у список нематеріальних факторів мотивації в організації.

Ключові слова: лідерство, мотивація, трансформаційне лідерство, фактор Валенди, спонукання, потреби.

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