Key Factors to Employee Motivation and Retention

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When discussing management and leadership, it is important to make a distinction between the two. Both are neither simple to define nor can an organization have one without the other. As such, many different theories of management and leadership exist. According to Peter Drucker, management is "a multipurpose organ that manages a business and manages managers and manages workers and work" (as cited in Shriberg, 2011, p. 133). In simpler terms, Evans and Ward (2007) define management as "the process of accomplishing things through people" (p. 5).

Leadership, defined by Evans and Ward (2007), is "a collaborative activity generating the opportunity for all members of an organization to engage in the visioning and motivation of one another to meet the challenges of a continually changing operating environment" (p. 330). The authors continue by stating that leadership demands certain skills and characteristics; but with these, leadership allows the organization to move forward by achieving its goals (Evans and Ward, 2007, p. 330). According to Haycock (2010), "leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task." These different definitions show the range and complexity of what management and leadership are. Yet, the key factors required of a manager to succeed in the motivation and retention of employees lay within the characteristics of leadership such as emotional intelligence, managerial leadership and the qualities of the transformational leader.

Literature Review

Shriberg and Shriberg (2011) list five commonly agreed upon functions of a manager: "planning, controlling, organizing, staffing, and leading" (p. 133) as well as clarify the differences between management and leadership. In creating an agenda,

management involves the planning and budgeting where as leadership is establishing direction. When developing a "human network for achieving the agenda", management is organizing and staffing. Leadership is aligning people. When implementing the designed plan, management is controlling and problem-solving. Leadership is motivating and inspiring employees and achieves change from the outcome (Shriberg and Shriberg, 2011, p. 135). The first four functions, planning, controlling, organizing, and staffing are important, but the leading function allows the other functions to be performed successfully.

Another important factor to leadership is one's level of emotional intelligence. Emotional intelligence, defined by Mayer, Salovey and Caruso, is "the capacity to reason about emotions, and of emotions to enhance thinking. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth" (as cited in Sadri, 2010). Furthermore, Sadri (2012) proposes in the article *Emotional Intelligence and Leadership Development*, "Leaders in high [emotional intelligence] are able to recognize, appraise, predict, and manage emotions in a way that enables them to work with and motivate team members." A high degree of emotional intelligence allows leadership competences such as self-control, transparency, optimism, initiative, empathy, inspiration, conflict management, and teamwork and collaboration to emerge. Emotional intelligence also allows the leader to help in developing others and act as change catalyst. (Shriberg and Shriberg, 2011, p.92).

Furthermore, studies have found aspects of emotional intelligence to be associated with the qualities of transformation leadership (Sadri, 2012). The theory of transformational leadership is the idea where "leaders and followers strive to attain collective and individual goals, or end-values, that are based on liberty, justice, and equality. In the article, *Principled, Transformational Leadership: Analyzing the course of leadership in the Development of Librarianship's Core Competencies,* Hicks and Givens (2013) explain that leaders harness the collective goals of followers to satisfy their followers' higher-order, moral, needs." For instance, in the article *Emotional Intelligence: Which traits are most prized?,* Hernon and Rossiter (2006) state "transformational leaders have an interest in the personal development of followers." This is reflective of empathy, an important concept of emotional intelligence. Hernon and Rossiter (2006) continue by stating that transformational leaders

> "have special skills that allow them to provide a supportive environment while motivating followers to higher levels of personal action. A transformational leader inspires the members of the organization to achieve more than they thought possible. Consequently, transformational leadership shares many of the [emotional intelligence] traits related to motivation."

They possess vision, self-confidence, intellectual stimulation, individual consideration, and "the ability to arouse strong follower support (Evans and Ward, 2007).

Another type of leadership is Managerial Leadership. Managerial Leaders "can successfully advance and complete projects while motivating and enabling the employees who work under them. [They] combine effective planning, organization, and directing with active inspiration, motivation, and development" (Shriberg and Shriberg, 2011,

p.140). This type of leadership is similar to transformational leadership wherein the manager or leader enables followers to accomplish a vision. On the other hand, Allner (2008) states in the article *Managerial Leadership in Academic Libraries: Roadblocks to Success*, "patterns of poor managerial leadership create low morale, poor organizational climate, distrust towards supervisors among subordinates, low productivity, lack of teamwork, and lack of consensus building and shared goals." This can result in high employee turnover and lack of motivation among employees.

The three factors, emotional intelligence, transformational leadership, and managerial leadership, although very similar, play contributing roles in an employee's motivation and desire to stay in his or her employment.

Application of Emotional Intelligence, Transformational Leadership, and Managerial Leadership

The most notable example of experiencing different leadership types and their influence upon my motivation and others' motivation was when I competed during college on the cross country and track teams. While at UAB, I experienced several changes in coaching staff and team dynamics. This resulted different coaching and leadership styles. Upon entering my freshman year, I ran under Coach 'A'. Coach 'A' fit under the autocratic leadership style and lacked the characteristics of a transformational leader. The autocratic leadership style is where the leader "tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation (Shriberg, 2011). His response to certain situations would be "my way or the highway." As such, our workouts were not tailored to the individual, but rather to the fastest runner

on the team regardless of the individual's ability to run the prescribed pace. This left workouts difficult to complete and athletes lacking in motivation.

As freshman year turned into sophomore year and despite having success and winning a conference championship, few distance athletes returned the following year. Most would see this and know something needs to be changed. Yet, nothing was done. Practice was run in the same manner as the previous years, athlete motivation was as low, and tension among athletes and coach was high. Coach 'A' failed to acknowledge when we performed well and reacted negatively when we performed poorly. This is an example of an instance when Coach 'A' lacked social awareness, an important aspect of emotional intelligence. Shriberg and Shriberg (2011) state, "Leaders with emotional intelligence are empathetic and can sense the unspoken emotions in the group. […] Emotionally intelligent leaders are able to inspire people and help mobilize a shared mission."

Sophomore year then turned into junior year, injuries became abundant, team morale sunk lower, and several more athletes left the team. Despite all of this, change still did not exist. Communication was lacking, along with teamwork and collaboration. Ever more so, the characteristics of a transformational leader and managerial leadership were not present.

At the end of junior year, Coach 'A' retired and was replaced by Coach 'B'. Coach 'B' is an example of a transformational leader and managerial leader who possessed emotional intelligence. When he arrived, we were a team with no mission, vision, or drive. Coach 'B' held team meetings where we were able to voice our opinion and share our thoughts. We also created our own team goals, instead of not defining a desired outcome. Coach 'B' emphasized teamwork and collaboration and was a catalyst

for change. After several months from his arrival, we transformed into a team with a positive mindset and regained our motivation. Through transformational leadership and managerial leadership, Coach 'B' challenged the process; he inspired a shared vision, enabled others to act, modeled the way, and encouraged the heart (Shriberg and Shriberg, 2011, p. 140). The following year, every single athlete returned to compete and play her role on the team.

Acknowledging that there are many more factors that play a roll in this situation, emotional intelligence and the characteristics of a transformational leader and managerial leader do affect the athletes' motivation and whether the athlete will return the following year.

Conclusion

There are many theories of management and leadership styles and not one is always best. From my experience, I noticed the difference in management and leadership styles between Coach 'A' and Coach 'B'. Coach 'A' was unsuccessful in athlete retention and his management practices severely decreased athlete motivation, whereas, Coach 'B' exhibited the transformational leader. Athletes were motivated and began to actively participate in leadership positions within the team environment. After reviewing the literature and translating from my own experience, I believe transformational leadership and emotional intelligence promises motivation and retention among employees and staff.

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