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## Alternative Approaches to Understanding Motivation and Leadership

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## CURRENT EMPIRICAL RESEARCH

# Alternative Approaches to Understanding Motivation and Leadership

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In this issue, we present three empirical articles with contrasting topics and methodology. Despite their differences in research setting and analyses, each explores aspects of human feeling and motivation. The first article helps us understand factors that motivate us to meet our goals, the second explores the importance of employer benefits in life planning, and the third reveals the heartfelt emotion that drives those who live their lives on the sea.

In “The Interactive Effects of Self-Esteem, Goal Instructions, and Incentives on Personal Goals and Goal Attainment,” Faten M. Moussa explores person–situation interactions as they relate to goal-setting theory. Using an experimental methodology, Moussa finds that self-esteem, monetary incentive type, and self-set goal level instructions affect the goals that individuals set and their attainment of those goals. The results inform our understanding of the complicated relationship between self-esteem and monetary incentives, demonstrating that personal goals influence outcomes.

“Impact of Older-Worker-Friendly Organizational Policies on Retirement Attitudes and Planning,” by Jeremy Cochran, Kerri Anne Crowne, and Caryl E. Carpenter, examines the

role of retirement-related policies and benefits on employees’ retirement plans. The study utilized data from a statewide survey of Pennsylvania residents. The authors found that “older-worker-friendly policies,” including particular perks, defined benefit plans, and retiree health insurance, were related to employees’ plans to retire earlier. They discuss the implications of these policies on recruitment and retention of older workers, and the need for succession planning.

The third article provides a unique glimpse of leadership on board merchant marine ships. In “Relational Aesthetics and Emotional Relations: Leadership on Board Merchant Marine Ships,” Nana Gharibyan-Kefalloniti and David Sims examine the importance of aesthetics to ship captains, first officers, and chief engineers. Using data drawn from interviews and photographs, the authors paint a picture of life at sea that is emotionally touching and beautiful. Their presentation illuminates the role of aesthetic beauty and harmony that is so vital to life at sea. This article expands our perspectives on ways in which data can be gathered and analyzed to help make sense of organization management.

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