”Empowerment as a tool for increasing followers contribution and dedication”

- A qualitative study about what motivates followers

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Abstract

Background: Empowerment is a leadership style where the leader gives away power and therefore provides freedom to the follower to successfully do what they want to do instead of what the leader want them to do (Whetten & Cameron, 2014). It is said that leader often fail when they have the incapability to motivate and manage their followers.

Purpose: This thesis tend to examine what motives followers in order to locate if empowerment is a potential leadership style that can increase follower’s dedication and contribution within their workplace.

Method: This research contains of a qualitative study with direct questions with an influence of open ended questions in order to capture the respondent’s personal opinions. The authors uses an abductive reasoning with an interpretivism philosophy as well with an exploratory approach.

Conclusion: The author’s conclusion is that the respondents of the research were not aware of the leadership style empowerment. However, all respondents had a positive attitude to the description of empowerment. This could show an indication that there is always a search for new leadership styles and empowerment is a style that could help followers to improve their contribution and dedication at their workplace.
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I Introduction

This thesis is about what motivates followers and if empowerment could be used as a motivational tool. The introduction section will introduce the reader to the research topic of this thesis which is empowerment. Background, problem formulation and purpose will be provided in this section. The purpose of the thesis will be explained followed by definitions of the key concepts used in this research.

1.1 Background

“Empowerment means providing freedom for people to do successfully what they want to do, rather than getting them to do what you want them to do”

- Whetten & Cameron (2011, p443)

Put yourself in this situation: you are freshly graduated from college, uncertain with what opportunities are ahead of you, where you will work, but also who you will work under. You may or may not have done your research about your potential employer, but as soon as you have signed your employment contract, you have allowed yourself to become a follower. This is where the “leader – follower” process begins (Padilla, 2012). As a follower, you are now in the situation of how you will adapt and process working under leaders, and moreover what actions your leaders will take to make you feel commitment towards your job.

From an organizational point of view, it is key to enabling and enthusing followers so that they feel willing to perform well and develop commitment towards their leaders and the company (Cooper, 2011).

The follower is a term describing a person who will acknowledge its leader as the primary source of guidance and information (Yukl, 2013). The status of followers have historically been neglected and underestimated, but has changed in recent decades as leaders have started to include followers in decision making (Padilla, 2012). The role of followers in terms of organizational development has increased the last couple of decades as organizations have realized the benefits of making the followers feel empowered and an asset to the organization (Padilla, 2012; Yukl, 2013; Chaleff, 2009). To encourage the active role of followers, leadership styles where the leader includes the follower have emerged, this in order to make the follower feel independent and important (Yukl, 2013). A follower that feels important and committed towards their leader are likely to help the leader and the organization develop (Chaleff, 2009; Yukl, 2013).

It is argued that reasons why leaders often fail is because of their incapability to build, manage and motivate their followers (Padilla, 2012). Empowerment has arisen as a result of the move towards leadership styles where the aim is to increase the participation of followers (Yukl, 2013). Empowerment relies upon the leader providing the follower freedom to do what they want to do, instead of strictly delegating them what to do (Whetten & Cameron, 2011).
1.2 Problem

The topic of followers importance for organizations have emerged as leaders adopt new leadership styles that tend to be more inclusive of followers as an asset (Yukl, 2013). The authors deem this research topic, from a follower’s perspective, to be interesting, especially when considering the dynamic between the followers and leaders in the context of how followers can contribute to their workplace. The authors want to study whether leader’s efforts to motivate followers lead to higher commitment.

Empowerment has been the subject of research the last couple of decades (e.g. Bass, 1999; Yukl, 2013; Wilson, 2010). Moreover, Padilla (2012) develops the discussion by arguing for that although there are observable benefits by empowering followers, there are still question marks that can be addressed that has not been fully researched, especially from a follower’s perspective (Padilla, 2012). The authors will, from a follower’s perspective, try to go in depth with how the effects of empowerment motivates followers to commit themselves to the workplace and their leaders.

A problem when approaching the topic of empowerment is the risk to put more emphasis on leaders, rather than followers. This has to do with that followers have been less emphasized in academia than leaders and leadership (McCallum, 2013; Kellerman, 2007; Uoregon.edu, 2009). Leadership as a research topic is vast and extensive, whereas research on followers is either limited or explained in the context of leader’s development rather than the follower itself (Kellerman, 2007). Padilla (2012) continues in this direction as he explains how the existing literature and studies within this field is limited and have a larger focus on leader attributions than followers, which is strange, since according to him, followers influence leaders more than people imagine.

1.3 Purpose

The purpose of this thesis is to locate how followers perceive their current job situation in order to see if there is potential for empowerment that would lead to increased motivation for the followers at the workplace. The thesis is written from a follower’s perspective. The following question works as the chosen research question for this thesis.

- Is empowerment a tool in order to increase employee's dedication and contribution to the workplace?
1.4 Definitions

1.4.1 Follower
A follower is a person who acknowledges the focal leader and recognizes the leader as the primary source of information and guidance about work and authority to the leader (Yukl, 2013). Chaleff (2009) makes a distinction between a follower and a subordinate. A subordinate is someone who directly reports to an individual with higher rank, whereas a follower is someone who shares a common purpose with the leader (Chaleff, 2009). Moreover, a follower wants both leaders and organization to succeed and have belief in what the organization is trying to accomplish (Chaleff, 2009).

1.4.2 Leader
A leader is someone who possesses a role in which he or she is expected to perform a leadership role (Yukl, 2013). Distinctions can be made of what differs the role of a leader and a manager. Yukl (2013) defines that a leader can lead without being a manager and a manager can work without leading (Yukl, 2013).

1.4.3 Leadership
Leadership has through times been confused, mislead and associated with terms such as management, power, control and administration. However, the most common and used definition of leadership is defined by a process whereby influence is transferred to other people to structure, guide and encourage relationships and activities within organizations and teams (Yukl, 2013).

1.4.4 Empowerment
Empowerment is about giving influence rather than having influence (Amundsen & Martinsen, 2015). Empowerment involves a leader’s decision to give other people in the organization, such as followers, the opportunity to obtain influence (Yukl, 2013). An aspect within empowerment is psychological empowerment (Wallace et al., 2011). Psychological empowerment focuses on meaningfulness, competence, self-determination and impact as well as the follower’s accountability (Wallace & Johnson., 2011).

1.4.5 Motivation
The concept motivation is “an internal state...giving rise to a desire or pressure to act” (Westwood, 1992, p. 288). Motivation is usually linked to people’s’ creativity, which means that motivation creates creativity and the urge of new thinking. The term motivation is used to separate what someone can do and what someone will do (Bartol & Zhang, 2010).
1.4.6 Motivational factors

Motivational factors is defined as having to do with satisfaction in the work environment (Wilson, 2010). Factors such as recognition, achievements, advancement, growth and responsibility are major motivational factors that can contribute to a person’s overall satisfaction (Wilson, 2010).

1.4.7 Hygiene factors

Hygiene factors are fundamental factors within a workplace that contributes to the foundation of a job (Wilson, 2010). The definition of hygiene factors are administration, interpersonal relationships, company policy, working conditions, security, status and salary (Wilson, 2010).

1.4.8 Job satisfaction

Locke (1969) defines the overall job satisfaction as “the sum of the evaluations of the discriminable elements of which the job is composed”, while Amundsen & Martinsen (2015, p3, citing Locke, 1976) refers job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”.

1.5 Delimitations

As the authors have mentioned, the spectra of leadership is vast and has a large research covering it in endless directions. The thesis does not intend to answer the very complex nature of empowerment as a whole, but it will rather stay focused to answer if there exists positive links for using empowerment as a motivational factor for dedication and commitment among followers. Furthermore, another delimitation of this thesis is the fact that interviews will be conducted among Swedish citizens, working for Swedish companies that are all located on the Swedish market. This delimits the conducted research to the Sweden.
2 Theoretical Framework

The section theoretical framework intends to describe the chosen and most useful theories and concepts for this thesis according to the authors. The relevance of each theory and concept are further explained as well as criticized in order for the reader to sense credibility and understanding.

2.1 Followers

As mentioned in definitions, a follower is described as a person who acknowledges the focal leader and also regard their leader as the primary source of guidance (Yukl, 2013). Another description of a follower is a person who is committed to act with courage, intelligence, responsibility and self-reliance to accomplish the organization’s purpose and goals (Cooper, 2011, citing Jacobson, 2000). Chaleff (2009) mentions how a follower is not synonymous with a subordinate, but rather as someone who shares a common purpose with the leader, have trust in what the organization is trying to accomplish and will do the best to accomplish the wanted result.

Literature on followers emphasize their important role for organizations (Chaleff, 2009; Cooper, 2011; Padilla, 2012; Yukl, 2013). Motivated and competent followers are of utmost importance for the successful performance of work carried out by the followers (Yukl, 2013). For example, Cooper (2011) explains how the traits of a committed follower includes enthusiasm, responsibility, dependability, accountability, self-discipline and dedication. According to Cooper (2011), it is the key to enabling and enthusing followers to feel committed and important from an organizational point of view. Padilla (2012) continues in the same track as he argues how historically, the importance of followers seem to have been neglected, and only in recent decades followers status have started to yield more interest among leaders and organizations. Furthermore, Padilla (2012) argues how the motivation and behaviors from followers are of greater interest than the single leader, because without the followers the leader would hardly accomplish its goals. Chaleff (2009) takes an angle of describing the necessity of courageous followers. By that he speaks about how it is important for organizations to have followers that feel acknowledged and also understand that they as followers are as important for their leaders, as their leaders are for them (Chaleff, 2009). That means that the follower needs to have an established relation and mutual respect with their leaders, thus having the commitment needed to support the leader’s efforts to overcome obstacles in the organization (Chaleff, 2009). Yukl (2013) supports this view as he argues for the importance of followers taking initiatives to both learn from the leader what is expected of them, as well as having the courage to stand up and question leader decisions when necessary. However, it should be the leaders and the organization who take the first steps in encouraging these sorts of initiatives from the followers, because the followers need to feel confident and motivated to pursue with taking a participative role (Cooper, 2011; Padilla, 2012; Wilson, 2010). For this to happen, the relationship between leaders and followers need to be mutual and developed with respect for both the leader and the follower. (Chaleff, 2009; Padilla, 2012)
2.2 Empowerment

Cameron & Whetten (2011, p443) defines empowerment as “...providing freedom for people to do successfully what they want to do, rather than getting them to do what you want them to do”. The word power has different meanings, it can be authority, capacity or it can also have the meaning of energy (Thomas & Velthouse, 1990). Employee empowerment could be explained as ‘the giving of power’ where one person is sharing the power and control with someone who has less power (Wilson, 2010). Participation and employee involvement are two common terms within leadership and follower perspectives where empowerment takes it even further, by being a way of developing conditions at the workplace where power is shared and circulated (Wilson, 2010). Research about empowerment has indicated positive development for individuals as well as organizations (Amundsen & Martinsen, 2015). A work environment where empowerment is used in, is where employees make their own goals, decisions, receive rewards and accomplish results (Cameron & Whetten, 2011).

Bartol & Zhang (2010) describes how important empowerment is to make followers feel confident about their capabilities and performance. Amundsen & Martinsen (2015) continues in the same track as they speak of empowerment and its link to psychological leadership. Amundsen & Martinsen (2015) describe how empowerment has a link to intrinsic task motivation, and that can be linked with how people (in this context, the follower) learn to lead themselves in order to keep motivated and accomplish tasks more effectively. An intrinsic motivation can be explained as to what extent a person is motivated and puts effort into finish a task for the sake of the task itself. In other words, it is the difference between what a person can do and will do (Bartol et.al, 2010). In this way it could be said that intrinsic motivation would be a “pull” of the task rather than the “push” from the leadership which in turn would give the follower a sense of meaningfulness toward performing the task (Thomas et al, 1990).

Strategically speaking, empowerment is an intrinsic way of motivating followers (Amundsen & Martinsen, 2015). In the ever growing competitiveness among businesses in today’s society, empowerment has become “...the key to unlocking the potential of a successful workforce in an era of chaotic change and escalating competitive conditions” (Cameron & Whetten, 2001, p 445). Wilson (2010) also mentions motivation and involvement and states that ‘high involvement’ occurs when the employee with lowest involvement get a sense of involvement at the workplace, since the information on performance is shared and where followers have both the skills and power to act and go beyond their positions and get rewarded for it (Wilson, 2010).

An empowering leadership style will lead to a state of psychological empowerment among followers (Bartol et al, 2010). Psychological empowerment can be said to be an experienced psychological state of cognitions or heightening feelings of employee’s self-efficacy (Bartol et al, 2010). Within psychological empowerment there are four elements that needs to be fulfilled in order for psychological empowerment climate to increase (Bartol et al., 2010). These elements are meaningfulness, competence, self-determination and impact. The increase in performance depends on the fulfilment of these elements for the followers (Wallace & Johnson, 2011). In other words, followers that feel that they have the capability to perform in a way that can have an impact on the organization are motivated to do so. Em-
powerment and the state of psychological empowerment climate seems to provide this feeling (Allen, Chen, Kanfer, Kirkman, 2007).

Risks with using empowerment is something that need to be taken into account. Some of the issues faced when using this type of tool is that as followers get empowered, they can take wrong decisions when facing new problems. (Wilson, 2010) Also, do the accountability of the decisions taken create insecurity for the followers in the bottom of the hierarchy, thus making them feel less positive towards empowerment? This since they usually are less likely to feel the positive effects of empowerment (Wilson, 2010). On the other hand this is usually the opposite when it comes to followers higher up in the hierarchy, as they usually feel more inspired by empowerment since they also experience the positive effects by using it. (Wilson, 2010). It can be time consuming and expensive to implement empowerment and it is not unusual to face resistance from the middle managers since they can feel that their prerogatives is threatened (Wilson, 2010).

2.3 Motivation

The term motivation is a theoretical construction related to understand people’s behavior based on characteristics such as willingness and volition (Cameron & Whetten, 2011). Theories covering motivation are most often built on assumptions that motivation is based on needs. This means that if there is a need, one will get motivated to fulfill the need (Wilson, 2010). Motivation and more specifically human behavior are complex. According to Wilson (2010), motivation is where a human, as a rational person, will weigh up the extra effort for the greater reward, whether or not the reward is worth it. Motivational factors and job satisfaction are closely related since they affect each other. In order to be successful, it is important for companies to be able to motivate subordinates to contribute to company growth. Therefore, to be able to motivate subordinates and understand what motivates them is of great importance for leaders (Cameron & Whetten, 2011).

When talking of motivation, there are two general branches to the subject; intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to task enjoyment, something that people engage in for their own sake and not for an external reward. In other words it is an internal motivation that is not affected from the outside. Extrinsic motivation on the other hand are governed by gain or loss from external sources (Wiley, 1997).

Intrinsic outcomes are connected to successful task performance that will give the follower a sense of accomplishment and self-esteem (Cameron & Whetten, 2011). There are three forms of intrinsic motivators (Frey & Osterloh, 2002); the first is that the activity itself is the source of satisfaction that creates an enjoyable experience. The second has to do with ethical standards, meaning the feeling of meeting standards for their own sake. The third form relates to achieving goals which one has set oneself. Here it is not about the journey but getting over that finish line that is the motivational factor (Frey & Osterloh, 2002).

As mentioned, extrinsic motivation is related to external influences not related to the individual itself. The extrinsic motivation strives to satisfy an indirect need, such as money
(Frey & Osterloh, 2002). When it comes work tasks, extrinsic motivation derives from satisfying non-work related needs or wants, and the job itself is simply the mean to an end (Frey & Osterloh, 2002). A question to ask oneself could for example be where does people get motivated, and in the context of this thesis, this is where a focus will be omitted.

There are several theories to take into account when talking and researching about motivation, this because of the large extent of research available. The nature of the thesis has led to the choice of using theories that goes in depth with what influences followers and how it affects their motivation towards their jobs and tasks.

### 2.4 Job satisfaction

Job satisfaction is an old and well familiar term associated with leadership and motivation (Locke, 1969). Job satisfaction can be defined as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969, p.316). Locke means that one cannot discuss job satisfaction without looking at emotions and values. It is “the function of the perceived relationship between what one wants from one’s job and what one perceives as offering or entailing” (Locke, 1969, p.316).

Without looking deeper into how a person functions and what factors are influencing their choices, it is not possible to predict what causes job satisfaction or dissatisfaction. “It can be argued that individuals with positive core evaluations would be attracted to challenging jobs because they see the potential for greater intrinsic rewards, whereas individuals with a negative self-concept could be expected to focus on the difficulty and potential for failure of challenging work, thus avoiding it” (Bono & Locke, 2000, p.238). A person with an overall positive self-evaluation could therefore see their job as more challenging simply because they have a positive perception of all the aspects of their job. Locke (1969) argue for the importance of measurable values when trying to evaluate job satisfaction. “Evaluation, the making of value judgments, is a process of subjective, psychological measurement in which a value is the standard” (Locke, 1969, p.315).

Job satisfaction is closely related to motivation since a follower that is not motivated will not have the sense of job satisfaction and that in turn will give a negative outcome for the company’s results. Cameron & Whetten (2011, p.332) states “... We now know high performance leads to high satisfaction if workers believe that their organization reinforces high performance by contingently linking it to valued rewards”. Followers that experience job fulfillment are likely to generate high-quality work performance and high employee satisfaction (Cameron & Whetten, 2011).

### 2.5 Herzberg’s theory
When it comes to motivation, Frederick Herzberg is a well-regarded researcher in the subject and his work has been widely accepted and quoted over the years (Wilson, 2010). Herzberg’s main purpose with his research was to explore what people want from their jobs in order to see if they succeeded or failed at their work (Fransson & Berg, 2007).

In the motivation theory, Herzberg located that there are motivational factors that triggers a person's dedication and contribution in the workplace to reach success or failure (Wilson, 2010). Motivational factors is defined by Herzberg as; achievements, the work itself, recognition, advancement and growth (Fransson & Berg, 2007). Herzberg’s theory has to do with job satisfaction and the urge for employees to reach what they want. However, job satisfaction and motivation is necessarily not the same thing according to Herzberg, because those two factors are distinct from other factors that contributes to job dissatisfaction. Dissatisfaction and satisfaction are two different events that is not each other’s opposite, but rather they work as their own opposites (Wilson, 2010). The distinction between dissatisfaction and satisfaction is important to notice when speaking about motivation, because according to Herzberg’s theory, motivation can be divided into two categories; hygiene factors and motivational factors (Wilson, 2010).

It is crucial to remember these distinctions when speaking about motivation, because according to Herzberg’s theory, motivation can be divided into motivational factors and hygiene factors (Wilson, 2010). Hygiene factors are about the fundamental base at a workplace. It includes factors such as company policy, supervision and interpersonal relationships (Wilson, 2010). Holidays, good payment (salary) and general good working conditions are also included in hygiene factors that set the base for an employee at work (Fransson & Berg, 2007). Hygiene factors can lead to dissatisfaction in the workplace because a person’s basic needs within a business are not settled. Herzberg argue that it is important for leaders and managers to create opportunities for the motivational factors to occur in the first place, in order to make employees explore and get motivation which leads to higher job satisfaction (Wilson, 2010).

Critique of this theory covers issues such as confusion on the level of what divides satisfiers and dissatisfiers, and that external factors can give different outcomes (e.g. work policies)(Wilson, 2010). Locke (1969) is critical towards Herzberg’s theory of how measurement is being used in his research, specifically how frequency is used more than the actual factors. Another aspect that is brought up is what people actually consider as fundamental hygiene factors. It has to do with one’s upbringing, race and other factors that can influence the basic standards in the workplace (Wilson, 2010).

2.6 Maslow’s hierarchy of needs

Maslow’s hierarchy of needs is a classical theory when it comes to the field of organizational behavior and is often used as a base when talking about motivation theory (Wilson, 2010). In the theory, there are five sets of needs that are universal and are therefore some-
thing all people possess. The theory is often depicted as a pyramid shaped model where one has to gradually “climb” to reach the next level. If the basic physiological need is not met, all energy will be put in fulfilling this need before striving higher up in the hierarchy (Hagerty, 1999).

At the bottom of the hierarchy is the physiological need for survival, such as food, water, housing etc. This is followed by safety/security needs, which means safety from chaos, or physical and psychological harm. Social/belonging includes family, friends and the feeling of having “roots”. Achievement has to do with being valued as a human being, having a certain confidence and status. At the top of the pyramid is self-actualization, where a person makes the most of it self and his or her “gifts” and interests (Hagerty, 1999). The self-actualization need can take a large range of ways both inside and outside of the work place. The self-actualization stage is said to be a compulsive thing, something a person feels they “have to do”. An example could be a musician who “has to” play the instrument (Wilson, 2010). Explaining the need as something someone “has to do”, can be described as a way of being able to maintain and defend the behavior towards negative reactions or reactions about the worth of the behavior (Wilson, 2010). Maslow’s hierarchy of needs implies that everyone has an urge to satisfy the needs and that the needs serves as factor for taking action (Wilson, 2010).

When it comes to working life, the hierarchy of needs could been seen as a way to predict behavior since, if one can figure out where the followers are in the hierarchy, it would be possible to foresee this need in order to make followers grow and climb to the next level (Sadri & Bowen). Motivated followers work harder, are dedicated and have less of a tendency to leave the company (Sadri & Bowen, 2011). Followers will try to satisfy both the intrinsic as well as the extrinsic needs in order to have the feeling of job satisfaction (Sadri
& Bowen, 2011). For the company, Sadri and Bowen (2011) mean that finding out what intrinsic and extrinsic need the followers of the company has, would have a positive effect on how the company could increase their revenue effectiveness and reduce expenses.

Maslow’s theory was published in the 1940’s and was de facto adopted with only marginal research testing and analyzing its validity (Wilson, 2010). More recent studies has shown various outcomes of the actuality of the theory. Depending on one’s type of role and personal ambitions within an organization, some needs have been considered as less important than other, thus delimiting the validity of the theory (Wilson, 2010). To some extent, the theory has been as useful when it comes to predict individual development but the experiment made has only given a moderate support of this (Hagerty, 1999). Furthermore the theory has been criticized for not considering things like profession and class influence if one would aim for self-actualization. It is important to realize the pitfalls of the theory. However, the theory itself is academically well accepted and popular to use when covering the subject of motivation. The strength of Maslow’s theory lies with the fact that it encourages leaders. It encourages them to practice and encourage the independence and personal growth of followers since this will make it possible for them to satisfy the needs (Wilson, 2010).

2.7 Summary of theoretical framework

The main research topic of this thesis is empowerment and its implications on followers. To give this thesis a theoretical frame, Herzberg’s theory and Maslow’s hierarchy of needs have been chosen. Herzberg’s motivational theory deals with understanding motivational factors that triggers a person’s commitment to a workplace. Maslow’s hierarchy of needs is a theory which tries to explain the universal needs of human beings. Both Herzberg’s and Maslow’s theories have been accepted in academia when it comes to explaining people’s needs and what motivates them. Moreover the theories can be linked to the research field of this thesis which is empowerment. Empowerment is a tool that has gained interest in recent decades as organizations have realized the need to restructure how power should be delegated. Empowerment is linked with leadership and the process of how leaders empower followers to take initiatives and influence the organization. This thesis undertakes an angle in exploring whether empowerment is a tool that motivates followers, thus in the long run leading to increased job satisfaction. A follower is a person who acknowledge their leader as the primary source of guidance and authority. Research shows that organizations and leaders tend to increase their focus on follower’s roles in organizations as committed followers speaks in favor of performing well. There is vast research covering leadership, but rather limited research when it comes to empowerment, especially from a follower’s perspective. The authors therefore target this gap and conduct this thesis from a follower’s perspective where the research purpose is linked to explore whether empowerment is a motivational tool that leads to increased dedication and commitment to the workplace.
3 METHOD & DATA

In this part, the authors present the process of research within the thesis; this describing matters such as design, layout as well as conduction of the research. Furthermore, the following sections will describe how information and data was collected as well as the underlying argumentation of the chosen methods.

Methodology can be separated from the term method since they take on two different approaches of research studies. Method is regarded as the practical and concrete way of gathering, organizing and analyzing data (Williamson, 2002). Methodology is related with how the research should be undertaken in regards to the assumptions and implications of theories and philosophies (Saunders, Lewis, & Thornhill, 2009).

Both Saunders et al., (2009) and Williamson (2002) argue for the importance of researchers being able to identify the important aspects of the research design. Depending on what type of study the research has, the researcher must be able to take into account variables related to purpose and methods in order to be able to select a design that is suitable for the research. Saunders describes three approaches that researchers may use for the purpose of their research design; exploratory, descriptive and explanatory (Saunders et al., 2009).

Exploratory research is an approach in which the research has the aim of taking a problem and through research clarify and seek new insights to the problem (Saunders et al., 2009; Williamson, 2002). This is often the case when the nature of the specific issue is not fully secure for the researchers, and therefore the study itself is often conducted by using tools, such as interviews and focus groups (Saunders et al., 2009). Furthermore, exploratory research may be undertaken by implementing existing literature and theories (Saunders et al., 2009). Exploratory approach is the approach that suits this thesis because it allows the researcher to be adaptive and modify the direction of the research as a result of new insights and data. Accordingly with the exploratory approach, a method with interviews as well as existing literature, will be implemented as the tool for collecting the data of the thesis.

3.1 Methodology

3.1.1 Research Philosophy

Saunders et al. (2009) argues for the importance of choosing a suitable research philosophy that will work in accordance with how the researcher consider the nature of the research. This will affect how the knowledge for the rest of the research is gained and interpreted. There are two common research philosophies used in social science; interpretivism and positivism. The interpretivism philosophy is focused at the complexity of the humans when specifying their roles as social actors (Saunders et al., 2009). An underlying rule when applying interpretivism philosophy is to not generalize human’s opinions with any preset assumptions that are “law-like” (Saunders et al., 2009). Positivism philosophy is instead related with being able to study such observable realities, almost “law-like” in nature, and then apply this data to search for regularities and causal relationships (Saunders et al., 2009).
Usually, but not exclusively, the majority of research that are conducted with a qualitative approach is linked with interpretivism, and quantitative research with positivism (Williamson, 2002). As a mean of mixing interpretivism and positivism, pragmatism philosophy was introduced (Saunders et al., 2009). Pragmatism philosophy was developed because sometimes the nature and complexity of the research does not make a particular philosophy more suitable than the other (Saunders et al., 2009).

This thesis will mainly draw its research based on interpretivism philosophy. Interpretivism is suitable because in order to answer the research purpose of this thesis, it is important to recognize the human’s aspect and role as social actors (Saunders et al., 2009). This will be done through interviews. Another argument for this chosen approach is that by implementing this philosophy, the authors will be able to interpret the respondent’s role in what motivates followers. As mentioned, research indicates that the research is vast within leadership, but rather limited when it comes to empowerment and followers (Kellerman, 2007). This calls for the authors to be pragmatic when interpreting the theoretical framework, but also the interviews, so that nothing potentially useful risk the chance of being excluded. That is why the interpretivism philosophy with a pragmatic angle of analyzing is deemed most suitable for this thesis.

3.1.2 Research Approach

Once the philosophy has been identified, the researcher should define the appropriate approach by which the stated purpose of the research can be achieved (Saunders et al., 2009). The main idea with the approach should be so that it lays the foundation for which the rest of the thesis is conducted, this in order to answer the examined research question or topic.

According to Williamson (2002), there are three approaches of reasoning for the researcher to consider; deductive, inductive or abductive point of view. Deductive reasoning works as such that you use general and existing theories to reach a conclusion (Williamson, 2002). Inductive reasoning is the opposite of deductive reasoning. It focus on an empirical view of the topic and strategically move on towards finding a theory (Williamson, 2002). This approach is regarded with forming hypotheses that will later turn into one or another form of a presented theory (Burney, 2008). An abductive approach takes into account both theory and data when interpreting material, and can start from either end of theories and observations depending on the specific research (Seale, Gobo, Gubrium, Silverman, 2004). Abductive approach may start with the researchers using a theory, which is followed by observations based on the theory or theories. From this, the researcher will be able to draw conclusions consistent with the theory (Seale et al., 2004). However, abductive approach may also start the other way around, with an observation that is followed up with a search for theories. This is then derived and interpreted into a conclusion that acts as the likeliest explanation of the observations made (Seale et al., 2004; Butte College, 2008). Regardless of which way the abductive approach is used, it will relate an observation to a theory and result in interpretation from where conclusions can be drawn (Seale et al., 2004).

Saunders et al. (2009) argues that it is advantageous to include both inductive and deductive approaches, thus leading to an abductive approach. Hyde (2000) argues for that a balance between deductive and inductive reasoning is sometimes appropriate in order to avoid the
extreme outcomes of either inductive or deductive reasoning. This could lead to either having an approach where the researcher could lose the development of new theory with deductive reasoning, or disregard important concepts and perspectives through inductive reasoning (Hyde, 2000). The conclusions of an approach where abductive reasoning has been undertaken can be one of several possible results that may lead to the development of new understandings of the topic that has been researched about (Seale et al., 2004). It is dependent upon which specific theories have been adopted in the research (Seale et al., 2004).

The authors deem abductive reasoning conducted through interviews as the suitable approach to obtain the most fulfilling data. Abductive reasoning allows the authors to modify existing theories in a setting where new concepts can be developed (Saunders et al., 2009; Seale et al., 2004). As mentioned in theoretical framework, research covering empowerment from follower’s perspective is rather limited, that makes abductive reasoning suitable as it allows the authors to draw conclusions from theories related to leadership. It also allows the authors to take an abductive approach and develop concepts based on interpretation of the data collected in the interviews.

3.2 Method

Method is defined as the process of how to gather and analyze data, and is conducted by using tools such as interviews, observations and questionnaires (Saunders et al., 2009). While conducting a thesis, choosing a suitable research approach is of utmost importance. The authors deem that a qualitative study with interviews will result in more in depth knowledge about the topic motivation, than a quantitative study (e.g. survey) would. Therefore, the authors have deemed it compelling to use interviews as the primary source of collecting data for this thesis. The theoretical framework and literature on research methods will be used to shape and analyze the interviews that are to be conducted. The figure below depicts a layout of how the method part is divided; in which each heading is described more in detail.

3.1 Disposition of the method
3.2.1 Data Collection

Within the field of research there are two ways to collect data; secondary and primary data (Saunders et al., 2009; Williamson, 2002). Primary data is collecting data that has not been collected previously for the purpose of the specific research. Primary data can be collected through interviews, surveys, focus groups or other primary observations made by the researcher (California State, 2012). In this thesis the primary data will be collected through interviews. Existing data, commonly known as secondary data, is data conducted by other researchers in previous studies (Saunders et al., 2009). Saunders et al. (2009) continues to argue for that although the secondary data may have been written for other purposes, even within other fields, it can still be useful and help the authors in conducting the research.

Since the authors are conducting this thesis from a follower’s perspective the authors needed to be careful when selecting the sources of the thesis. As has been mentioned in the problem section, research of empowerment is vast from leader’s perspectives, thus making much material irrelevant. Another issue the authors recognized was the fact that many sources within empowerment, especially scientific articles, were conducted and focused within the healthcare industry. However, this thesis is conducted within the service and retail industry (See interview sample 3.2.1.2). This called for the authors to be cautious with what sources were to be accepted as part of the theoretical framework in terms of relevance with the topic of empowerment.

Books, academic journals, academic websites and scientific reports were used for the collection of the literature of this thesis. Most of the literature and research within research methods, empowerment, leadership and followers came from electronic sources. A majority of the sources was accessed through the online search engine of Jönköping University, called Primo. Printed books covering, also covering the abovementioned topics were collected for this thesis. A majority of the books were retrieved directly at the library of Jönköping University.

The primary data of this thesis has been collected through qualitative interviews made with respondents working within service and retail industry. This decision has been made because the authors deem that it will be the best method to collect specific and in depth data to analyze the topic of empowerment in this research (Saunders et al., 2009). In the two upcoming sections, the sampling method and the interview sample will be described.

3.2.1.1 Sampling

Sampling is used when it is not possible to include the entire population in a research because of constraints such as time, population size and resources available (Williamson, 2002; Saunders et al., 2009). There are a couple of terminologies that needs to be addressed when speaking of sampling; Population is a term for describing how certain groups share at least one common characteristic (e.g. Swedes, females, IKEA employees etc.). A single unit within a population is called a case or element. If one scales down a population into a defined subset, a sample is created (Williamson, 2002).
Saunders et al. (2009) and Williamson (2002) recognize two major sampling techniques; Probability sampling and Non-probability sampling. Probability sampling is a method of collecting answers randomly from all relevant elements of a population, thus probability sampling should be considered as results reflecting the whole population (Saunders et al., 2009; Williamson, 2002). Non-probability sampling is the opposite of probability sampling. In this technique, the chance or probability of each element being selected is unknown, thus increasing the chance of misjudging factors such as biases and inclusiveness (Williamson, 2002). Both Saunders et al., (2009) and Williamson (2002) argue for that probability sampling is the preferred way of sampling because of the academic validity, however in some instances of qualitative research, probability sampling is not available. This has to do with that for example with interviews, a very large sample population would be needed in order to have a sample that is sufficient enough to represent the entire population (Williamson, 2002). Williamson (2002) therefore argues for that in those cases, it is important to realize the limitations in trying to generalize the sample population’s answer, and put focus on the relation between the sample population and the research topic instead.

The authors of this thesis have adopted a non-probability sampling approach. The time needed to conduct, organize and analyze an extensive research, as well as the authors limited experience of conducting interviews, restricts the authors to use non-probability sampling as the main technique. As previous paragraph discusses, the limitations with non-probability sampling makes it important to analyze the logic between the sample population and the chosen research topic. The authors have taken a couple of steps to ensure that the sample population consists of respondents that can represent and contribute to the research. The section below will discuss the approach the authors have used in order to collect representable samples.

3.2.1.2 Interview sample

The area in which the actual sample of interviews will be conducted is in the service and retailing industry. Service and retailing has been chosen because it is an industry where all the authors work within and find interesting. As the nature of this research is narrow and limited in time and resources, there is a risk of choosing a population sample that will be biased. With that in mind, the authors have decided that the conduction of the interviews needs to take place in at least 3 different workplaces for the sake of diversity in the answers. In order to ensure that only the followers opinion are collected, the authors include the requirement that the respondent need to have no other position than being a follower in the workplace. A respondent having another position than only a follower, can potentially lead to the respondent providing answers that are not solely from a follower’s perspective. This is something the authors want to avoid, hence the chosen requirement. Another requirement implemented is that the interviews must be conducted at a neutral site, that is, another site than the actual workplace of the respondent. This is chosen in respect with the integrity of the respondents, so that factors such as colleagues, leaders or discomfort with being at the worksite will not negatively influence the respondent whilst conducting the interview. The authors deem that this will yield as honest answers as possible from the respondents. The requirements for choosing the sample population and conducting the interviews are also presented below in bullet point form.
• The respondent must work within a service and retail store in Sweden
• The interviews must be conducted in at least 3 different workplaces
• The respondent must have no other position than being a follower
• The interviews must be conducted at a neutral site

The thesis has the purpose of examining the motivational perceptions of followers in regards with the use of empowerment. Therefore, in order to assure the answers of the respondents are being honest and valid for academic reasons, complete anonymity is deemed as most appropriate for the sample population. Anonymous respondents is appropriate because neither organization nor current work status for the respondent is of interest for the purpose of this thesis. What the authors are striving to collect is only the respondent’s, not the respondents leader or any other managers opinions of what motivates them, which is why anonymous answers are deemed appropriate. The sample population will remain unknown to everyone apart from the authors. However, the respondent’s age, gender and experience in the industry will be noted for the sake of categorizing the data set and being able to analyze the interviews. The respondents will remain anonymous to the extent that neither their current job, personal information nor anything they say can be traced back to them in the thesis.

Ten interviews at six different workplaces were conducted to collect the primary data of this thesis. The nature of limited time and resources to conduct this research delimits the authors to this number. However, the authors regards this as positive, since the initial requirement was to conduct the interviews in at least three workplaces for the sake of diversity in the answers. For that reason the authors deem that the requirement has been sufficiently fulfilled with six workplaces. Furthermore, it should be enough to collect sufficient data for interpretation in order to draw conclusions of the research.
3.3 Interviews

Interviews can undertake a formal and structured approach, but also an approach where they are informal and have questions that vary in nature (Saunders et al., 2009; Williamson, 2002). Between these two extremes of interviews, there is also a third option that works as a mix of structured and unstructured interviews; semi structured interviews. Here one use a list of predetermined questions, but contrary to structured interviews, one allows the respondent to elaborate their opinions to gain deeper knowledge within the topic (Saunders et al., 2009). A structured interview is dependent on having a predetermined set of questions for the respondent. This method is mostly applied when collecting quantifiable data, thus, it is considered as quantitative research (Saunders et al., 2009). Unstructured interviews are the opposite type of interviews. The only “tool” you have for conducting this type of interview is a general area or topic (Saunders et al., 2009; Williamson, 2002).

The chosen approach for the interviews will be of a structured nature with open ended questions as the thesis is conducted qualitatively. As the research topic is to study what motivates followers, the authors deem it compelling to gain in depth knowledge from the respondent. This calls for a qualitative approach. The reason to why the interviews are structured is so that the authors will be able to collect answers from all the respondents in a quantifiable manner. This will help the authors to get an initial overview of the findings and be able to categorize the data. The questions themselves are open ended and the respondents are free to express their opinion. This will yield answers that are open for interpretation by the authors.

Ritchie & Lewis (2003) argues for that it is important for the researcher and respondents to use language in the same way, and that it needs to be done in a way that makes the respondent feel comfortable. As the native language of the authors and the respondents is Swedish, the interviews were conducted in Swedish in order to avoid the possible chance of a language barrier that would hinder the authors to collect important data. The interviews were first transcribed in Swedish shortly after the interviews, and thereafter translated into English. The Swedish transcripts were transcribed by the actual words the respondents use, whereas in the English transcripts the authors instead focused to capture the fundamental meaning of the respondents answers. Ritchie & Lewis (2003) states that the researcher must be responsive to the language used by the respondents, and also that it is important for the respondent and researcher to use the same language and terms to avoid misunderstandings. For this reason the English transcripts were formed so that the fundamental meanings would reflect the respondent’s opinion rather than the literal word. This was applied in order to avoid potential language confusion. When necessary, the authors went back to the Swedish transcripts to interpret what the respondent said in order to avoid misunderstandings. Another step the authors have taken to comply with Ritchie & Lewis (2003) statement of being responsive to language and terms, is the question of what term to address the respondents by. The reason for this is that throughout the thesis, the term followers has been used to define the title of an employee who acknowledges a focal leader. However, when conducting the interviews, the respondents will be addressed by their title as an employee of their workplace and not the term follower. This is because the title employee is the word by which the respondent are addressed by on a daily basis, hence it is the language by whom they should be most comfortable with addressed at in the interviews.


3.3.1 Interview Guide & Design

The interview will consist of a preset numbers of questions (see interview questionnaire 9.2). Since this is a structured form of interviews with some open ended questions, the underlying idea is to allow the respondents the freedom of speech to elaborate their opinions about empowerment and motivation. The interview is divided into two parts, with one part consisting of questions that are direct in nature, whereas in the second part the questions are indirect and requires explanation for the respondent. Moreover, when using this approach, the authors are interested in capturing the respondent’s perspectives on certain matters that could be of interest for this thesis.

The authors developed an interview guide that was used when conducting the interviews (See appendix 9.1). The guide starts with the authors explaining for the respondents that they are there as voluntary participants and have the right to refuse continuation of the interview at any time, for no reasons given. All respondents are beforehand asked if they are genuinely willing to participate in the interviews. Furthermore, the authors clearly state that there are no right or wrong answers, as well as the author’s status as independent researchers. To ensure complete honesty from the respondents in terms of answers and credibility of the study, the authors also explain for the respondent about the anonymous and confidential approach for the interviews. This means that the authors promise the respondents complete confidentiality and that no answers from the research can be traced back to a specific individual. An unconditional right to revoke and delete any answers from the study is also implied and given to the respondents. By using this approach, the authors have managed to find a method that will yield neutral answers from the respondents in the context of anonymous answers.

3.4 Data Analysis

After conducting and collecting the findings from the interviews a process of an analysis begins in order to indicate the strengths of the qualitative data. The process contains three different flows of activities; (1) Data condensation (2) Data display (3) Conclusion drawing/verification (Miles, Huberman, Saladana, 2014). Data condensation is one of the activities when performing the analysis, and it refers to simplifying, selecting and transforming the data from the empirical findings, in order to strengthen and make the data accurate (Miles et al., 2014). Throughout the data collection there might occur further stages of data condensation such as coding, creating themes and categories, it is important to remember that the data collection will have an effect upon how to analyze the data. Because data condensation is a process that organizes and sharpens the findings (Miles et al., 2014).

The first step of data condensation for the authors of this bachelor thesis will be to transcribe the conducted interviews to make it more accessible and be helpful when analyzing the data (Williamson, 2002). Coding the data is also a way of analyzing (Marshall & Rossman, 2006) and therefore, the authors will use codes which is a form of labels to describe the meanings from the collected data (Miles et al., 2014). By using codes the authors will get an in depth level of the findings (Williamson, 2002) and will be able to categorize the data that will lead to a development of keywords and themes that are related to the research question (Miles et al., 2014). When using codes there are multiple application and
one of the most suitable coding approach for this research is descriptive coding due to that short phrases from the interviews are translated in to a descriptive concept (Miles et al., 2014). By using descriptive coding the authors will be able to create key concepts with appurtenant keywords which will result in one of the categorizations that is going to be applied upon the analysis.

Another application when using codes is value coding which indicates a person's value, attitude and belief, which is an appropriate approach when exploring participant’s experiences (Miles et al., 2014). These codes will make it possible for the authors to create themes. Themes is a way of locating patterns which the authors will be able to do by pulling together the findings from the interviews (Miles et al., 2014). Overall the themes will function as the author’s interpretation of the findings and the keywords will be a summary of the findings and the interview questions.

The second step is through a data display, which is applying the findings into graphs, tables and figures (Miles et al., 2014). The authors will be able to develop two different tables showing the keywords and themes that will lead to analytical activities (Miles et al., 2014) which will be helpful for the authors when analyzing the data.

The last step for the authors will be drawing a conclusion from the analysis activities, which will lead to verification through the data and combined into a final concluded section. It is important for the authors to stay and maintain skepticism as well as openness (Miles et al., 2014) in order for the authors to make accurate conclusions.

![Figure 3.2 Miles & Huberman (1994) Components of data analysis: Interactive model](image)
3.5 Quality of Study

When conducting a research, the validity and reliability of the study is of utmost importance. When speaking in terms of consistency of the research, one speaks about reliability (Saunders et al., 2009). Reliability covers the spectra of the researcher’s transparency, namely how truthful they have been in how the data was collected and implemented in the research. Validity is connected with whether the chosen approach for the research was appropriate for obtaining the result (Saunders et al., 2009).

To the authors knowledge, all known measures have been taken to ensure a reliable and valid research. As has been mentioned, shortly after each conducted interview, the data was transcribed. This was done so that the authors would be able to clearly remember what was said during the interviews. Moreover, the authors acknowledged their role as independent researchers for the respondents, as well as clearly stating the voluntary role of the respondents to provide the authors with data. To ensure the validity of this thesis, an appropriate design for the questionnaire as well as an interview guide has been created. The authors acknowledge the possible bias in their limited expertise and experience in conducting interviews, combined with the limited time and resources available. However, to ensure a research of high academic quality, the authors undertook a large framework of literature in research methods (Saunders et al., 2009; Williamson, 2002; Miles et al., 2014; Seale, 2004, Ritchie & Lewis, 2003) as guidance for this thesis. To the author’s knowledge, the sources that have been used in this thesis are of good quality. This opinion is embedded in the fact that a majority of the sources used have been obtained through the online database and library of Jönköping University. For the primary data, the authors have been transparent for the purpose of the research, meaning how honest they have been when collecting the data and analyzing the results.

3.6 Summary of Method & Data

This thesis takes on an exploratory approach with an interpretivism philosophy. A qualitative study with interviews is undertaken as it is deemed the most suitable approach to obtain data for interpretation. The existing literature and research within leadership is vast, whereas it is not as extensive when it comes to empowerment and followers. The authors therefore need to be pragmatic when interpreting the literature and the interviews so that no material risk the chance of being excluded. This thesis is based on abductive reasoning, which means that the researcher combines theory and data in order to interpret material. The interviews of the thesis were conducted at six different workplaces in Sweden within the industry of service and retailing. The research purpose is to explore whether empowerment is a motivational tool that makes follower feel committed and dedicated. This calls for an anonymous set of interviews as it will be the most reliable way of obtaining honest answers. The limited time and resources available calls for using a non-probability sampling in this thesis. The interviews are structured with open ended questions as it is deemed as the most appropriate way of obtaining in depth data about the research topic of empowerment. The interviews is conducted in two parts, where one is containing direct questions and the other indirect questions. All the data collected from the interviews will be transcribed, categorized and analyzed in accordance with a data analysis model presented by the
authors. The authors have used digital library resources as well as literature when searching for appropriate research for this thesis, a majority of them being exclusively collected through the databases of the library of Jönköping University. The main area of search has been within the field of empowerment and leadership from a follower’s perspective. This was a deliberate approach by the authors to sort out relevant research. The authors does reserve the right, due to the large extent of data available and the limited time and resources available, to argue for that there might be a chance that relevant material within empowerment and leadership that might have been missed.

4 Empirical findings

Following section will explain the findings from the conducted interviews. The empirical findings collected from the interviews will be presented in themes. The themes are developed through the respondent’s answers. The findings have also been categorized into concepts with appurtenant keywords. The data analysis will further assist the authors when presenting the findings.

4.1 Keywords

The first part that will be explained in the empirical findings is the main concepts with appurtenant keywords. These concepts has been developed through the interview questions as well as the answers from the respondents. By looking at the concepts the authors were able to locate keywords that summarize the concepts easily for the reader. This is the first step of interpreting the findings conducted from the interviews. The concepts with appurtenant keywords enables the readers as well as the authors to get an overview over a summary from the interviews. All concepts contains its own keywords which has been extracted from the respondent’s answers and what have been said repeatedly. Furthermore the authors have interpreted the interviews and developed themes. The themes do not have any
A direct link to the keywords and the concepts and will therefore be used as two different tools for the analysis in the next section.

<table>
<thead>
<tr>
<th>Concept</th>
<th>Keywords</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation:</td>
<td>Work environment, Leadership, Colleagues, Advancement (Develop &amp; Growth)</td>
</tr>
<tr>
<td></td>
<td>Competence, Goals, external factors (e.g. music)</td>
</tr>
<tr>
<td>Empowerment:</td>
<td>Recognition, Initiative, Respect, Advancement</td>
</tr>
<tr>
<td>Expected Rewards:</td>
<td>Encouragement, Feedback, Respect, Increased Salary</td>
</tr>
<tr>
<td>Preferred Delegation:</td>
<td>Structured, Distinct, Competent</td>
</tr>
<tr>
<td>Expectation of Leadership</td>
<td>Trust, Commitment, Participation, Distinct, Supportive, Good conflict management</td>
</tr>
<tr>
<td>Motivation towards Tasks:</td>
<td>Confirmation/Feedback, Commitment, Importance, Intrinsic factors, Customer Satisfaction</td>
</tr>
</tbody>
</table>

*Figure 4.1 Keywords identified from interviews*

### 4.2 Themes

During the interviews there were multiple factors and elements that were recurrent which made it possible for the authors of this thesis to create and discover themes. These themes (see figure 4.2) are accurate throughout all interviews and will make it clear for the reader to locate the findings and the interpretation of the interviews. As previously mentioned, the themes that has been developed is an interpretation made by the authors in order to make the findings more accessible and understandable for the readers. Once again the authors want to emphasize that the themes that has been developed is independent from each other, but will be used for the same purpose as analytical tools in the analysis. Below figure 4.2 one can find the nine themes presented one by one with the author’s interpretation of each theme.
Themes

<table>
<thead>
<tr>
<th>Growth</th>
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<tbody>
<tr>
<td>Trust</td>
</tr>
<tr>
<td>Rewards</td>
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<tr>
<td>Dedication</td>
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<tr>
<td>Initiative</td>
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<tr>
<td>Competence</td>
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<tr>
<td>Personal characteristics</td>
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<tr>
<td>Interpersonal Relationship with the leader</td>
</tr>
<tr>
<td>Colleagues</td>
</tr>
</tbody>
</table>

Figure 4.2 Themes identified from interviews

4.2.1 Growth

Growth is defined as promotion within this thesis, which is a definition taken from the respondent’s answers from the interviews. Promotion is a result of a person growing within a company according to the respondents of the interviews. Throughout the interviews all respondents showed indications of an urge to grow. Growth is a concept that was partly difficult to explain for their respondents since they could not always argue why the urge of growing existed. Growth in general was something all respondents talked about when talking about working. However, even though the urge of getting a promotion existed it was not necessary that the respondents particularly wanted to be promoted within the job they have today. Therefore it can be stated that through the interviews all respondents talked about the possibility to be promoted and what it could lead to but if it was a stated fact at their current job or a fictitious situation was unclear.

Another aspect that indicated that growth was something all respondents were striving after was the fact element of being goal oriented. All respondents implied a certain urge of reaching goals and an inner motivation and the general response to that urge was a promotion. Promotion in a sense of a higher salary was not a component of the urge and strive for a promotion according to the respondent. However, a higher salary was not a factor mentioned at all and therefore the authors could believe that a higher payment could be a factor for growing since most promotions lead to a higher payment.
4.2.2  Trust

The theme trust was one of the most crucial and stressed themes throughout the interviews since all respondents thought that trust is something influencing most aspects within a company as well as within relationships. Trust was implied being an important attribute from both the leader as well as from the employees.

Trust is something that can be looked at from two perspectives which the respondents explained was something that makes trust both important as well as fragile. The leader possesses what could be indicated as a kind of power when it comes to trust, which means that if the leader is not willing to give up power to the employees there cannot exist trust among the leaders and employees. However, trust needs to be mutual and therefore important for a leader to earn from the followers. This fact is something that all respondents through the interviews indicated is a way for them to show and get responsibilities within their job. Trust is both something that is relationship based as well as environment based due to how trust is something both leaders and followers possess but usually is most influenced by the leaders. Earned trust was further not discussed or developed, but it was something that was brought up and was therefore one of the components that lead to the theme trust.

4.2.3  Rewards

Rewards was a theme that was both asked directly in the interviews as well as brought up during further discussion about other topics when conducting the interviews. However, rewards was a topic that the respondents had a difficult time explaining or describe their expectations towards rewards. In general all respondents talked about intrinsic or extrinsic rewards which shows indications of how rewards can be personal. Meanwhile everyone were not expecting any types of rewards for their work, it was a neutral set of expectations towards their work tasks. However, throughout the interviews the authors of this thesis could see multiple indications of types of mentioned rewards, it had to do with education, training, more responsibilities and lastly promotion. Even though these factors were mentioned by the respondents the respondents implies a sense of that rewards was not something crucial.

When it comes to getting feedback and be notice, rewards were important. Confirmation and affirmation were something that the respondents were talking about when indicating how they wanted to be rewarded at their jobs. Those two factors, confirmation and affirmation, could indicate how important the leader’s role play for the followers and in this case the respondents. Therefore the authors could interpret that all respondents talked about feedback which could lead to improvement and advancement within their job instead actual short-term rewards.

4.2.4  Dedication

Dedication was something that the authors through the interviews were noticing as a common component for all the respondents when talking about their jobs. Accomplishing work tasks was something that is considered being something important. However, dedication does not necessary has to do with what the employee contributes with their accomplishment. Dedication is something that the respondents implied is how and why someone
is performing and accomplishing a task. Meanwhile, according to the respondents contribution is what effect the accomplishment has. Throughout the interviews the authors could interpret that when the respondents talked about components leading to dedication is was an indication that dedication is a component leading to possibilities within their job. Possibilities in this context is focusing on the possibilities for an individual to develop as a person within a certain job or field. This is something that leads up to how dedication is something intrinsic, because when using the word component/components it is individual and something that comes from within. All respondents were indicating different components that were all leading up to the concept of dedication.

Dedication is something that the respondents considered being a reflection of oneself, which could indicate how a person want to be perceived when having a job, even though the job itself is not an element that affects how dedicated an employee is.

4.2.5 Initiative

Initiative is something that throughout the interviews was something that all respondents talked about naturally. It was a feeling within them and within their work environment that made them take their own initiatives. This is something that could imply that initiative taking people are people that feel the intrinsic urge to do so. It is individual and influenced by factors around oneself. The respondents mentioned several factors influencing them to take initiatives. First of all it is important to be able to separate the definition of initiative, according to the respondents there can be daily initiative that is a result of a situation, for example cleaning up a room and taking out the trash. Meanwhile there can be a problem solving initiative taking which refers to someone taking initiative that would lead to a solution or to an improvement.

The respondents were focusing on the fact that initiative could be an indication of seeing the whole picture and therefore contribute to an action which could have to do with the work environment. One’s expectations or a company’s expectations of the neatness of a company is also something that the respondents mentioned as an influence on their initiative taking. In general all respondents indicated that being able to take initiative is within them all and thrives them to look out for themselves as well as their job.

4.2.6 Competence

The use of one's competence or to gain competence in order to further grow within the company was mentioned by several respondents. Competence was regarded as a way of determine the respondents current position. When asked about responsibilities, having the right competence or the opportunity to achieve competence, was important for earning responsibilities. Competence is seen as a key factor in order to get more responsibilities. Competence was mentioned being everything from growth through small steps of responsibilities to the company educating followers for certain positions. However, this was stressed by multiple respondents as an important factor in order to be able to be motivated and keep motivation within in their workplace. Further was their competence something they wanted to feel affirmation towards and that their competence would be something the company would regard as something useful.
4.2.7 Personal characteristics

The characteristics of the different respondents possess, has an influence on all their responses in the interviews. Some of the respondents are not working at a place they felt was a place they wanted to grow and develop within. The respondents still went to work every day and did their very best, since this as they said was their personality. The personal characteristics impact why someone is performing and have the attitude they have towards their tasks and work. Personal characteristics is an important theme that was discovered in the interviews since the author’s notice that the effect personal characteristics have is both important and wide. Personal characteristics is something that affects people’s answers which all respondents were indicating throughout the interviews. Something that were not conducted in the interviews were a deeper view into what lay behind people’s personal characteristics. However, since it was an underlying theme due to that all respondents thinks that personality and one’s characteristics affects answers and beliefs it is important to stress how crucial personal characteristics are.

4.2.8 Interpersonal Relationship with the leader

The relationship with the leader is a theme that was identified since the authors could recognize that this seemed to be a crucial part that affected both the work environment as well as the attitude toward the workplace and tasks. The relationship towards the leader seems to both inhibit and encourage the personal ambitions at the workplace. To be noticed and get affirmation from one’s leader seems important for the respondents. Being able to get feedback from the leader of one’s efforts seems to be expected and important by the respondents. Both in the sense of being able to develop yourself but also to get motivated. Without feedback and affirmation from the leader, several of the respondents felt that they would not have the possibility to grow. The leader is the one delegating and promoting, and to not be noticed would mean in the long run that the respondents would not get further in their development or career. If confirmation and feedback was not given, several of the respondents felt less satisfied at their workplace and emphasized that the way the leader acts shapes how the general work environment is perceived. The interpersonal relationship and the leadership was mentioned several times through the interviews as important for the respondents. This applies for both the closest leader as well as how they perceive the leadership higher up in the hierarchy, the company culture and how leaders in higher positions act gives indication on how the followers feel about their work effort and whether they felt appreciated for their effort and dedication.

4.2.9 Colleagues

The topic colleagues were mentioned throughout all interviews multiple times in different settings. Therefore, it was clear that one of the common themes from the interviews were colleagues. Colleagues is something that the respondents indicated is a big influence within different areas when achieving or accomplishments something at their job. Overall the respondents indicated that colleagues is a component of motivation which could improve and affect their job positively. According to the respondents, colleagues is something that is influencing a major part of their work and therefore is similar to how leader affect employ-
ees as well as the effect on the work environment since the respondent think interpersonal relationships is a major motivational factor. Having a positive attitude towards one’s colleagues is something that contributes to an overall positive attitude towards the work, at least this is something implied by the respondents. The work environment was mentioned multiple times throughout the interviews and a recurrent factor was colleagues and their influence on performance as well as contribution.

### 4.3 Summary of themes and keywords

Looking and interpreting the interviews nine different themes were created and further explained. These nine themes exist due to how the respondents have answered throughout the interviews. By using the author’s assumptions of the findings the themes were located and therefore able to use as a tool of coordinate the findings. As mentioned in the data analysis, themes were developed in order to interpret the findings. Meanwhile the located concepts and keywords were created from the respondent’s relatively answers and could therefore create a summary of the findings. Growth, trust, rewards, initiatives, dedication, relationship with the leader, competence, colleagues and personal characteristics where the themes that could be identified and interpreted by the authors. Looking at the keywords that been developed from the interviews one can see the connection between the components of the themes as well as the concepts and their keywords. The authors state that the keywords is an accurate summary of the findings and the themes is the interpretation of the findings in order to be able to make sense of the findings in a presentable way. The themes represent the entirety of the findings conducted from the interviews that were made.

### 5 Analysis

In the following section an analysis of theory and the author’s interpretation of the empirical findings will be provided. The extracted themes and the keywords from the empirical findings will be interchangeably analyzed together with the theoretical framework of the thesis. An analysis of Maslow and Herzberg, needs, motivational factors, interpersonal relationships, intrinsic and extrinsic motivation and empowerment will be provided.
5.1 Maslow’s Hierarchy of Needs and Herzberg’s motivation theory

The authors have created a model to use as a tool when analyzing the findings where Maslow’s hierarchy of needs is compared and applied together with Herzberg’s motivation theory. Maslow’s hierarchy of needs is often used when talking about needs and motivation in order to foresee actions (Wilson, 2010). Herzberg’s aim with his theory was to explore what followers expect from their jobs in order to succeed or fail (Fransson & Berg, 2007). This is why Maslow’s hierarchy of needs can be connected with Herzberg, as they both cover aspects of motivation, need-fulfillment and self-actualization (Wilson, 2010; Fransson & Berg, 2007; Hagerty, 1999). The model below depicts the author’s interpretation of how respective needs and factors from Maslow and Herzberg’s theories are correlated to each other.

Maslow’s Hierarchy of Needs

![Diagram showing the correlation between Maslow and Herzberg’s theories]

Figure 5.1 The author’s interpretation of the correlation between Maslow and Herzberg’s theories

The first three steps of Maslow’s hierarchy of needs; physiological needs, safety and social/belonging, can be equated with Herzberg’s hygiene factors such as salary, security, company policies and work conditions. If these three needs from Maslow and the hygiene factors from Herzberg are not met, it is likely that a follower will feel dissatisfaction (Wilson, 2010). The authors recognize similarities from Herzberg’s hygiene factors with Maslow’s three first steps in the hierarchy. If the hygiene factors of salary, security and interpersonal relations are not met, one is lacking what Maslow categorizes as the physiological, safety and social/belonging needs. In practice it means that one is working without an income, under uncertain working conditions, thus creating a feeling of not belonging. Sadri & Bowen (2011) argues for that the follower therefore strive to ensure that these needs are fulfilled. According to both Maslow and Hertzberg, followers have an urge to strive for
self-actualization, to reach for what they want and the dissatisfaction or the feel of having an unfulfilled need, and in order to fulfill the need of job satisfaction, this triggers an action in order to fulfill this need (Wilson, 2010; Hagerty, 1999).

5.2 Interpretation of needs

Maslow’s hierarchy of need is a motivation theory built on needs where the need itself pushes and motivates people to fulfill them, and in that sense they move upward in the hierarchy (Wilson, 2010). In the analysis, Maslow’s hierarchy of needs is applied as a tool to try to locate on what stage the respondents deemed themselves to be. This will give the authors an idea of what needs the respondents have to fulfill in order to move upwards in the hierarchy. The two lowest levels of Maslow’s hierarchy of needs, physiological and safety needs, that also correlates with being hygiene factors in Herzberg’s motivation theory, are not analyzed here. There was not any themes or keywords identified in the interpreted interviews that suggested that the two needs or correlating hygiene factors were unfulfilled.

The respondents in the interviews that stated to have ambitions within their workplace mentioned the keywords responsibility, growth and advancement in the workplace. If talking of growth on a deeper level than only promotion, the respondents repeatedly talked about having the urge of striving forward and being goal oriented. This was perceived for them as having an inner motivation to grow and being goal oriented. They also mentioned that companies that are challenging, creative and flexible is an appealing workplace. The authors interpret that the respondents need motivation and a need to fulfill in order to move forward. This would indicate that they would attain Self-actualization and Job satisfaction.

Several of the respondents from the interviews mentioned that they wanted feedback and confirmation from both colleagues and leaders. In other words, they want to be recognized in order to be able to get responsibilities and advance within their workplace. Responsibility for several of the respondents would imply that their leaders and colleagues have trust in them, which in turn would build up their confidence in their position. This could indicate several of the respondents to be in the higher stages of the hierarchy such as self-esteem stage trying to fulfill the need of recognition and being respected in their workplace from leaders and colleagues. It could also indicate that there exists motivation for some of the followers to climb up the next stage in the hierarchy of needs, which is self-actualization, since the need in the self-esteem level of the hierarchy is not fulfilled yet.

The authors identified trust as a theme since this was something the respondents seemed to regard as something crucial, both when it comes to the interpersonal relationships between follower and leader but also between colleagues. Responsibilities could be seen as a way of giving away or share power and several of the respondents viewed having responsibility was a sign of trust from one’s leader. Trust was a fundamental concept for many of the respondents in order to do a good job and feel satisfied at their workplace. Trust has to do with interpersonal relationships in the workplace and is a hygiene factor according to Herzberg’s motivation theory that can lead to dissatisfaction if not fulfilled. This is correlated with the stage of social/belonging in Maslow’s hierarchy of needs (see figure 5.1). Since hygiene factors according to Herzberg’s motivation theory is the base in the workplace, it is crucial for the followers that the interpersonal relationship both with the leaders as well as the colleagues is met in order to feel satisfaction (Wilson, 2010).
In the self-actualization stage of the hierarchy, there is a sense for the one in that stage that they “have to do it”, as a writer “has to write” (Wilson, 2010). Several of the respondents described this as something they were doing at their workplace. They described that they are a person that takes on a decision making and responsibility role and are always planning, even though they might not have been delegated this responsibility. Even though this could indicate the respondent to be in the self-actualization stage, the need itself is not fulfilled as the leaders has not given them the responsibility yet. The need is therefore still unfulfilled and working as a motivation for the respondent to fulfill, in order to move upwards in the hierarchy where they can make the most of themselves.

5.3 Intrinsic and extrinsic motivation

Intrinsic motivation means task enjoyment or to perform the task as good as possible simply for the task itself (Wiley, 1997). An intrinsic form of motivation was something many of the respondents described (see figure 4.1). This indicate that if the company they work for would learn about their followers intrinsic motivation factors and encourage the behavior, it could become a good foundation in order to increase effectiveness in the workplace. Effective can be considered as related to company growth which is mentioned by Cameron & Whetten (2011). Furthermore intrinsic motivation creates a sense of accomplishments and gained self-esteem (Cameron & Whetten, 2011) which the authors believe could create a positive spiral that would gain both the follower as well as the company as it could generate dedicated followers.

Extrinsic motivation relates to external influences and are governed by gain or loss from external sources (Wiley, 1997; Frey & Osterloh, 2002). Even though few respondents mentioned an extrinsic motivation factor such as money (see figure 4.1), it still is an important factor to consider, since the factors that motivates people differ from all individuals.

Since this thesis will address what motivates followers to feel dedication in the workplace, job satisfaction is closely related with the subject (Cameron & Whetten, 2011). In order to predict what causes job satisfaction or dissatisfaction, one would need to look into how a person function and what kind of factors influences their actions (Bono & Locke, 2000). Therefore, the authors believe that it is important to take into consideration the aspect of different personal characteristics in order to analyze and interpret the findings correctly.

One theme that could be identified throughout the interviews were personal characteristics due to the respondent’s answer to several questions where they related their action to personal features. However, when analyzing the aspect of personal characteristics it is important to remember that characteristics are something that will affect employee’s attitude and personal beliefs. As an example, there were some respondents that liked to take initiatives and lead in the workplace only because, as they themselves described, it “was a part of their personality”. Furthermore, some of the respondent's mentioned that they did their best because they expected some kind of reward in the long run, for example promotion, while others mentioned that they always do their best no matter what since this a personal characteristic they possesses.
The personal characteristic can influence how a follower is experiencing the leader, the work environment as well as work tasks which will influence what kind of leadership styles the follower is preferring. The authors therefore believe it is important to raise the important aspect of how the personal characteristic influences of how a person feels motivated and satisfied in their workplace.

Dedication and initiative was two identified themes from the interviews. Initiative as well as dedication was something that several of the respondents talked about as something that comes from within themselves. The authors therefore believe it could be regarded as intrinsic motivation factors, as the task is performed for the enjoyment of the task itself (Wiley, 1997). It could also be intrinsic motivation factor for the search of meeting standards for themselves and getting over the finish line (Frey & Osterloh, 2002). Dedication was regarded by the respondents as something that could result in opportunities for the future as being able to develop in their work role. Dedication does however not automatically mean contribution. In the context of the respondent’s opinion, dedication is something that is showing how and why someone is performing a certain task. The respondents spoke about dedication as a reflection of oneself, as a feature that they considered as something positive and how they wished to be perceived, no matter if their current job was motivating.

Initiative could be divided in two parts when interpreting the interviews. One part was to take initiative as a result of the respondents seeing the “whole picture” and take action since they felt it was expected of them. Examples expressing why, was that they wanted to keep the workplace clean and neat. No one needed to tell them to clean or keep the store tidy, it was expected so they took initiative whenever they felt there was a need for it. The other part of initiative, was taking action that would result in problem solving or improvement outside of what was expected of them. This, as well was a feeling of wanting to take own initiative that for example would solve problems, several respondents referred to as coming from within. The authors therefore believe this can be seen as an intrinsic motivation factor since the respondents did not always expected a certain outside reward for the initiative taken, but rather stated that this is them looking out for themselves as well as their workplace, and this is something that is within their character.

5.4 Motivation and hygiene factors

A high degree of emphasis was put on motivation in the interviews in order to see what drives people forward in their everyday life as well as in their work life. Herzberg’s theory describes motivational factors as something that triggers a person’s dedication as well as contribution in the workplace (Fransson & Berg, 2007). For the questions about motivation, keywords as work environment, leadership, colleagues and advancement (develop and growth) could be identified (see figure 4.1).

Motivational factors according to Herzberg’s theory are achievements, the work itself, recognition, advancement and growth (Fransson & Berg, 2007). Herzberg mean that if motivational factors are met, this would contribute to success as well as job satisfaction for the follower (Wilson, 2010; Fransson & Berg, 2007). Therefore, being able to identify these
factors and meet the needs would create high performance from the followers and bring a positive outcome for the company (Cameron & Whetten, 2011).

One of the keywords identified through the interviews for motivation factors is found in Herzberg’s motivation theory as a hygiene factor. The keyword, interpersonal relationships, indicates that several of the respondents believe that relationship among colleagues is an important motivation factor. This indicates that if the relationship is not good, it creates dissatisfaction. This since interpersonal relationships is a hygiene factor that is regarded as a fundamental base that needs to be fulfilled in order to feel satisfaction (Wilson, 2010). Since this was one of the keywords the authors identified from the respondents, the authors deem to find this as an important factor for feeling motivated and in the long run increasing the job satisfaction.

If the fundamental elements of the hygiene factors are not achieved, then it will be even more difficult to achieve the motivational factors (Wilson, 2010). The authors therefore believes that this matter demonstrates the fact that hygiene and motivational factors are influencing each other more or less depending on the work and job itself, as well as physiological factors within Maslow’s hierarchy of needs. Physiological factors could further be connected with Maslow’s hierarchy of needs which in turn could be helpful when explaining in depth how the respondents think and why. Therefore, the authors cannot stress enough how Maslow’s hierarchy of needs indirect and direct show the effect motivational factors has on followers. With more time and resources at hand when pursuing the research, more extensive interviews could have been conducted, which would yield the possibility to draw further conclusions and a deeper analysis on the findings.

5.5 Interpersonal relationships

Leadership and the relationship towards the leader were something that was mentioned multiple times throughout the interviews and therefore, thus becoming a theme. It was regarded as something that was motivating for the respondents and indicated how critical and crucial a good leadership is. Leadership is something that could affect a follower’s performance, since the respondents mentioned that leaders are a part of how they get motivated. Therefore, the authors interpret this as an indication of what an important role a leader have for the followers. The authors believe this is one of the reasons why the field of leadership is wide and why new research within the field of leadership is always possible. The relationship with a leader could make a follower accomplish better or worse depending on how they perceive the motivation and feedback they get from the leaders. This is reflected in the multiple factors that the authors extracted from the interviews, that are included in the concept leadership (See figure 4.1) and the relationship the follower have with a leader. This is also the reason why leadership was developed as a theme from the empirical findings (See figure 4.2).

Reward was also identified as a theme and when in interpreting the answers from the respondents, the authors could identify connections with both motivation as well as the urge to be noticed and get confirmed. The respondents talked about different factors that motivates them and several of these such as getting feedback or get noticed by the leader was one thing. This feedback or affirmation was at the same time considered as a reward for
performing well and the lack of this reward would decrease their motivation. A third theme developed that is related with interpersonal relationships is colleagues. Colleagues influences multiple aspects of a follower’s job according to the respondents. As mentioned empowerment has to do with how a leader gives away trust and responsibility to the followers (Wilson, 2010). However, even though trust among the follower and leader is important, the authors could identify indications that trust among the colleagues are equally important. The respondents talked of how colleagues were affecting their mood as well as motivation and dedication, which could affect their work performance. This fact found support in Herzberg’s motivation theory where interpersonal relationships is placed as a hygiene factor (Wilson, 2010). This theme is in other words a fundamental need in the workplace and can therefore lead to dissatisfaction if the relationships is not good (Wilson, 2010). In a workplace there will always be issues from time to time regarding the interpersonal relationships, but if poor interpersonal relationships among colleagues is something unsolved and lasting, this will affect both the follower’s dedication, motivation and in the long run also contribution.

5.6 Empowerment

Since empowerment is a concept within leadership styles that the respondents was not aware of, the authors of this thesis could only analyze the respondents opinion as well as their opinion of the explained concept from part 2 in the interviews (See interview questionnaire 9.2). As shown in figure 4.1 keywords have been identified in order to interpret what the respondent’s answers means.

The respondents overall opinion about empowerment was that it would lead to recognition for one’s accomplished performance. Recognition is an intrinsic motivation factor used both in Herzberg’s theory as well as in Maslow’s hierarchy of needs (Wilson, 2010). The authors interpret this as an indication that empowerment will have a positive effect on motivation for the followers, and in the extension also on the feeling of job satisfaction. Therefore, the concept empowerment is something that can be linked to Herzberg’s theory, because another keyword from figure 4.1 is advancement, which is another motivational factors in Herzberg’s theory. The keywords recognition and advancement are the respondent’s belief and expectations of what empowerment as a leadership style could contribute for them at the workplace.

Empowerment is furthermore something that is supposed to contribute to follower’s confidence and capability to perform (Bartol & Zhang, 2010). Initiative was another keyword identified from the respondents answers, explained as the follower’s ability to take imitative at their workplace. Being able to take initiative could be linked with having confidence in oneself in order to perform. Therefore one can recognize a direct link between how empowerment is defined as something that should raise confidence, and how the respondent’s considers empowerment as something that could contribute to their ability to take initiative.

Empowerment is a concept that has to do with the leader giving away responsibility to a follower which could indicate a trust among the follower and the leader. One of the themes identified from the interviews were competence which the respondents implied had an im-
important role when they accomplish their work. Competence is a factor that can contribute to trustworthiness and therefore more responsibility. The author’s interpretation is that empowerment is partially letting followers have more responsibility when working, performing and accomplishing tasks. Having competence could indicate that the trust and reliability is getting higher because knowledge shows within what one contributes to the workplace. The respondents spoke about having fields within their job that would match their competence and in a way that would help them develop as employees and get higher competence. Higher competence is something that could imply that empowerment would be easier performed and executed if the leaders show faith in the follower’s competence.

The authors would like to emphasize that lack of experience of the usage of empowerment within organizations and companies, makes it difficult to analyze how empowerment works in a practical manner. However, an analysis of current leadership styles can be made by the answers from the respondents. The respondents overall perception of the leadership style empowerment was positive and this is furthermore indicated by several of the keywords and themes. This since several of these keywords and themes that explains what motivates the respondents reveals indications that empowerment can be used in the respondent's workplace with a positive outcome.

This could indicate that empowerment is something that could fulfill a possible gap no matter what leadership style is currently being used at the respondent's workplace. The authors recognizes a connection between that interpretation and the theoretical framework of this thesis. When combining the definition and concept empowerment with other parts of the theoretical framework, indications show how motivational factors has a key role in expectations of leadership styles that can create job satisfaction.

When it comes to having anonymous interviews, the authors still asked the respondents for their age, gender and work experience in order to in the analysis being able to identify how the usage of empowerment have motivated the respondents in regards with the abovementioned factors. Based on the interviews, the authors of this bachelor thesis state that age, gender and age of experience within the field did not have any significant indication of effect towards the answers. The respondents of the interviews did not reveal any patterns that the implication of empowerment would be differently perceived because of their age, sex and work experience. This indicates that even when taking these factors into consideration, empowerment is a motivational tool that can be positively used to increase follower’s commitment and dedication to the workplace. However, it is important to remember that practice and theory are not always the same thing, therefore it is hard to defend the validity of the statement about age, sex and work experience without further research in the topic. This is a reason why the authors once again would like to indicate that more time and resources would have been necessary for this research. This would have made it possible to collect more data where factors such as gender, age, and work experience among others could have been more extensively collected and analyzed.
6 Discussion

The discussion part is where the authors will critically examine the research paper in order to find gaps and gain knowledge to further researches.

6.1 Contributions

When conducting the findings from the interview, as well as matching them with appropriate theoretical framework, this thesis has been developed and created. Since empowerment is within the field of leadership and leadership styles, the author’s findings and research could either contribute to that field or lead to further questions and research. According to the authors of this bachelor thesis, they consider that the contribution provided by this thesis as limited. Limited in a sense of the gaps of further research needed and development of the thesis. One aspect of limitation is the interviews that should have been more extensive in order to yield a more comprehensive data set. However, the authors do consider this thesis to contribute to raise and create interest within the fields of empowerment and motivation that is brought up within the thesis. In a sense, creating an interest even though the overall contribution is limited, can still contribute to further research and other researchers to create and search their own angles. Empowerment is a concept and leadership style that has most research conducted from a leader’s perspective which makes the field within empowerment a relatively unexplored if you look upon from the follower’s perspective. This makes the authors of this thesis hopeful that this research paper can create a certain interest among other researchers. This research paper is written from a follower’s perspective which could be classified as a rare angle regarding empowerment research. The fact that the research paper is written from a follower’s perspective makes the paper contributes to diversity of the topic empowerment and creates further possibilities for future research.

6.2 Interviews

Through the conducted interviews, the authors realized that the respondents were not aware of the concept empowerment, which could indicate that empowerment is a fairly new concept within leadership styles. The respondents in this research had an overall positive attitude towards empowerment. However, it is important to take into account that everyone is not suitable for empowerment since there is people due to certain factors that prefer other leadership styles. It is important to take into consideration that the preference of leadership styles will affect the outcome of a research about empowerment.

Regarding the empirical choice for this research paper the authors consider that the qualitative research approach with interviews were the most appropriate approach, due to that open ended answers were required in order to obtain data. Since empowerment is a concept influenced by motivation and thereby psychological factors, open ended questions are required in order for the respondents to have the possibility to answer freely. However, something that was missing in the interviews were further explanations towards the respondent’s choice of words. Definition to certain words could have explained the reason to their answers even more. Another aspect missing is more sub questions in order to reach
full understanding of the respondent’s answers. The authors could have asked the respondents to further explain their answers as well as their choice of words.

6.3 Literature

When looking at the literature being used for this research paper the authors want to discuss the fact why original authors have not been used throughout the paper. When using literature regarding Herzberg and Maslow the authors have chosen literature that is accurate in a time perspective which indicate research closely to the year of when the thesis is written, 2015. Both Maslow and Herzberg theories are well known and established theories from the 1940’s and 60’s.

Since there is multiple research areas that include both Maslow and Herzberg the authors believe that the credibility is still accurate even though the original authors of the theories isn’t being used. Viewing both Herzberg and Maslow in new researches, it show indications how the theories are still trustworthy and usable which is an indication for the authors of this thesis to use literature that contains those theories.

6.4 Limitations

The limitations of this research paper has to do with how the interviews where performed and conducted which resulted in little data to analyze, and a minor sample population that is regarded as non-probable (i.e. not a representable towards the population as a whole). This is something that could indicate weaknesses of the study as well as the findings and the summary of the conducted interviews. Regarding the interviews and the age spectrum it could be defined as a limitation due to how the age range varied among the respondents. Since the authors have stated that age was not a factor relevant to the findings when looking through what the respondents had answered, it might be confusing to say that age was a limitation. However, the research should have been more extensive in order to conclude multiple psychological factors, which means that age is a possible factor that could have affected the outcome if the research would have been more extensive.

Another limitation within this research is the fact that the conducted interviews were made in Sweden. It could be a factor that contributes to a limitation of the research. One might question if nationality had an effect on the findings. A case study might have resulted in more accurate summaries of the findings and could also be stated as a limitation of the research paper.

6.5 Suggestions for future research

Future research within the field of leadership and empowerment should consider the fact of how most current research is done from a leader’s perspective which means that there is limit findings from a follower’s perspective. Since the conducted interviews were a limitation and could have been more extensive in order to reach a higher trustworthiness, the authors suggest that a case study could be an appropriate approach for further research.
case study could further explain how empowerment is being used at a certain company and how the current employees perceive that particular leader style.

7 Conclusion

This section contains the author’s final conclusions drawn through the connections with empirical findings, method and analysis.

Empowerment is a part within the major topic of leadership. That means that the research that can be done about empowerment is extensive, either from a leader’s perspective, or as in this research paper, from a follower’s perspective. An extensive field can result in research about topics within leadership is time consuming and requires extensive time for data collection. Throughout this research paper, time is a recurring factor that cannot be emphasized enough. The authors believe that the psychological factors that affect motivation and therefore a follower’s contribution and dedication, is individual and complex. The complexity of the individual follower’s answers towards motivation as well as empowerment, makes the research extensive. This is due to that an understanding for how a respondent is answering, is the key to the psychological factors according to the authors of this thesis.

Once again the authors would like to emphasize that the follower’s own perception of the work environment, as well as the leadership styles being used is individual and varies. It is important to take that into consideration when analyzing the findings of the research in order to have a trustworthy conclusion. Therefore it can be stated that the individualism of followers will affect the follower’s contribution and dedication towards a job. However, the authors of this thesis believe that through their current research, they have proven indications on follower’s positive belief and attitude towards empowerment. Empowerment is a relatively new phenomena, and through the interviews it showed that the respondents were not aware of the concept empowerment but was positive to the definition itself. The authors therefore believe one could state that there is always a search for new leadership styles, and the perception of leadership styles is something that the followers possesses. Within the findings of this research, it is shown despite the fact that the respondents were aware of the leadership styles used by their leaders, there is room for the leaders to improve.

As seen both through the empirical findings as well as through theory, a clear link can be drawn between the need for fulfilling a need that motivates an action that triggers a follower to be dedicated. Dedication was one of the themes interpreted from the interviews and the respondents talked about different kinds of dedication. One common thing was that the job itself does not affect how dedicated they are. Their motivation in that case comes from elsewhere. Followers all have different needs they wish to fulfill, as seen in Maslow’s hierarchy of needs, people will be triggered to fulfill the needs in order to strive self-actualization. Herzberg’s motivation theory also talks about factors that trigger satisfaction or dissatisfaction. Conclusion can be drawn that if the organization and especially the closest leader, recognize the needs of the followers and find ways to fulfill these needs, a higher
contribution will occur. The concept of power sharing and mutual trust is one way to achieve this. Trust is a theme from the interviews and something the respondents stressed. When sharing power and increasing influence of the followers, as the leadership style empowerment is about, there need to be trust. The trust could therefore foster an intrinsic motivation that leads to dedicated followers with stronger contributions.

The authors of this thesis would like to indicate that there is a positive prospect for the use of empowerment within organizations. Even though the research about empowerment in practice is limited, there is a possible need, as well as willingness to perform and execute it. The prospects for the use of empowerment looks what the authors would call promising in a sense that there is gap of research conducted within empowerment. This could indicate that empowerment, as well as the attitude towards empowerment is a field that is open for further research. Empowerment is an interesting field within the major field of leadership and the authors believe that the overall conclusion of this thesis is that there is often a need and search for new leadership styles.
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9 Appendices

9.1 Interview Guide

Interview guide

Start by presenting yourself and why you are interested in interviewing this particular respondent. Mention (if not already known to the respondent), that you are a part of a group of three business students from Jönköping International Business School that are conducting interviews for the sole purpose of their bachelors thesis.

Present the nature of the research and the rights of the respondents. These are;

- That the respondent is there voluntarily
- Describe briefly how the interview will be conducted
- That complete confidentiality is undertaken for this research
- Nothing said can be traced back to a specific respondent.
- Audiotaping will be conducted (by permission of the respondent), for the purpose of gathering and categorizing data, but that the record will be deleted as soon as the data is filed on a computer
- That the respondents have the right to withdraw from the interview or revoke specific answers, at any time, for no reasons given.
- That there are no right or wrong answers
9.2 Questionnaire English version

Interview questionnaire

Part 1:

1. Can you tell me why you are working within this particular industry?
2. What are your personal ambitions at your job within this industry?
3. How do you plan on reaching these goals?
4. How can your workplace help you reach these goals?
5. What are your expectations of the leadership at your workplace?
6. What affects your attitude towards your job?
7. Describe you as a person when you are working (For example, what role do you take within a group/team)
8. What makes a job interesting to apply for?
9. What drives you to accomplish tasks as good as possible at your job?
10. What long-term rewards do you expect when you have completed tasks?
   How important is it for you to have responsibility at your job?

Part 2:

“An internal state...giving rise to a desire or pressure to act” (Westwood, 1992, p. 288). Motivation is usually linked to people’s' creativity, which means that motivation creates creativity and the urge of new thinking.

1. How do you get motivated?

Company culture in this thesis, the authors’ state as how a particular company is being run and what leadership styles that are being used.

2. How do you perceive the company’s culture? (Delegation & management)
   With delegation we as authors of this bachelor thesis means how work/tasks is being divided among workers.

3. How is delegation used at your job?
4. How would you like delegation being used at your job?

Empowerment is about giving influence rather than having influence which means that the employee feels more supported by its leader. Empowerment is related with attitude and behavior among the followers, as well as increase motivation among the followers. Psychological empowerment focuses on meaningfulness, competence, self-determination and impact as well as the follower’s accountability

5. Is empowerment being used at your job?
6. If YES: How do you think empowerment is working at your job/ how do you perceive empowerment?
7. What do you think about the concept empowerment? (general thoughts)
9.3 Questionnaire Swedish version

Intervjufrågor

Part 1:

1. Varför jobbar du inom denna bransch?
2. Vad är dina ambitioner/mål med ditt arbete inom denna bransch?
3. Hur ska du uppnå dessa mål?
4. Hur kan din arbetsplats hjälpa dig nå dina mål?
5. Vad är dina förväntningar av ledarskapet på din arbetsplats?
6. Vad påverkar din attityd till ditt arbete?
7. Beskriv dig som person på jobbet. (ex. Vad har du för roll i en grupp?)
8. Vilka faktorer gör ett jobb intressant att söka?
9. Vad påverkar din attityd till ditt arbete?
10. Vilka långsiktiga belöningar förväntar du dig när du utfört en arbetsuppgift?
11. Hur viktigt är det att ha ansvar för dig på din arbetsplats?

Part 2:

Motivation är oftast en del av kreativitet, vilket innebär kraften i att vara nytänkande och agera nytt. Men med ordet motivation så menas kraften att känna en press att utföra och agera.

1. Hur blir du motiverad?

Med företagskultur så syftar författarna för denna uppsats på hur ledarskapet på företaget ser ut och hur det styrs.


Med delegering menar vi som författare av denna uppsats uppdelning av arbetsuppgifter och ansvar över dessa uppgifter.

3. Hur delegerar man arbetsuppgifter på din arbetsplats?
4. Hur vill du helst att delegering ska se ut på din arbetsplats?

Empowerment handlar om att ge andra/följare/anställda ge möjligheten att inflytande istället för att vara en ledare som inflytande andra/följare/anställda. Empowerment handlar om att kunna motivera sina följare för att få dom utföra arbetsuppgifter med egna initiativ och känna kompetens och att arbetet är meningsfullt.

5. Används empowerment på ditt jobb?
6. Om JA: Hur tycker du det fungerar/upplever du det?
7. Vad tycker du om begreppet/ledarstilen empowerment?