THE IMPORTANCE OF LEADERSHIP IN THE GROCEY SECTOR

The effects of transformational, transactional and passive leadership behaviors in Norwegian grocery stores

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Abstract

Transactional leadership, passive leadership behaviors and especially transformational leadership have received great scholarly attention over the years, and the aim of this thesis is to uncover the effects these leadership styles might have on effectiveness in the grocery sector. The overall research questions for this thesis are; *"Do leadership behaviors correlate with effectiveness in grocery stores?"* and *"Do grocery store managers and their employees score the store managers` leadership behaviors in the same way?"*

Some scholars uphold that transformational leadership is always superior to transactional leadership, and that transformational leadership is a universal theory. Previous studies have found that the transformational leadership style had positive and significant effects on followers` effectiveness, willingness to produce extra effort and overall performance. To gain the necessary data in this study I have carried out a quantitative research method consisting of 15 participating stores. 15 store managers, 2 assistant managers and 109 employees filled out the multifactor leadership questionnaire developed by Bass and Avolio (2004).

The findings suggested that managers perceived themselves mostly as transformational leaders. How the employees perceived their manager on the other hand, were much more varied, and scores on transactional leadership were almost as high as the scores given on transformational leadership. The findings in this study suggest that store managers themselves and the employees do not score the store managers` leadership behaviors in the same way. On the other hand, the sample does not offer a conclusion on whether there is a stronger tendency of overestimation or underestimation, as this varies from store to store. According to the results obtained from the managers, passive leadership behaviors and transactional leadership showed a stronger relationship with effectiveness than what transformational leadership did. The results collected from the employees showed stronger significance for the relationship between the three leadership styles and effectiveness than what the results from the managers did. Lastly, results from the managers showed no significant relationships between the key figures and the three leadership styles. results from the employees on the other hand, showed a positive and significant relationship between transformational leadership style and turnover per labor hour with a correlation of 0,62. The results from the employees also showed a positive correlation between transformational leadership and employee absence with a correlation of 0,58. Although the differences in how managers score themselves and how the employees score them makes it a little more difficult to reach a final conclusion, it is fair to say that leadership behaviors correlate with effectiveness in grocery stores.

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Preface

This thesis was written as the final part of the Master of Business Administration at the University of Stavanger Kenneth R. S. Løyning. This research was conducted during the spring of 2018 and is a quantitative study which constitutes 30 ECTS.

Although, the completion of this thesis has been both time-consuming and challenging, I find that the process has been highly rewarding and has provided me with further knowledge about leadership in practical contexts. Additionally, the choice to write this thesis in English has given me valuable practice, which I can benefit from in the future.

I wish to state my gratitude towards the three region managers for their help and support during this project. They helped me with informing store managers about the study, as well as providing me with sufficient data regarding key figures such as turnover per labor hour, percentages of employee absence and measures of customer satisfaction. In addition, I would also like to thank my supervising professor Aslaug Mikkelsen for her supportive guidance throughout this process.

As a final remark, I would also like to state my greatest gratitude towards all the grocery stores for participating and sharing their personal knowledge and experience. The completion of this thesis would not have been possible without their contributions.

15.06.2018.

Kenneth Reidar Sandane Løyning.

1 Introduction

Transactional leadership, passive leadership behaviors and especially transformational leadership have received great scholarly attention over the years, and the aim of this thesis is to uncover the effects these leadership styles might have on effectiveness in the grocery sector.

There is less research to be found about leadership in a Norwegian context in comparison to many other countries. Nevertheless, there are some relevant studies conducted in Norway, one is by Berit Sunde (2016). With a sample of 42 respondents, her study suggests that Norwegian leaders have a tendency to care more about the general well-being of their employees or followers, than leaders in many other countries. Norwegian leaders, more often than foreign leaders, gives their followers more freedom in the work environment and shows a higher degree of trust in their followers. Furthermore, the study also displayed some results for transformational leadership behaviors. One crucial behavior for transformational leadership, developing visions for the future, was found to be a rarity in Norwegian leadership style. On the other hand, transformational related behaviors were found actively in use when it came to building trust between leader and follower (Sunde, 2016). Another relevant study is conducted by Breevaart et al. (2013), and with their sample of sixty-one Norwegian cadets undergoing leadership training, they found that both transformational leadership and transactional leadership behaviors were positively related to followers` work engagement and to a favorable work environment.

There is little previous research to be found about leadership in the grocery sector. Based on this, and the desire to study the importance of leadership and how it may affect performance or effectiveness, I have formulated the following research questions to be answered throughout this thesis:

> ### A. Do leadership behaviors correlate with effectiveness in grocery stores?

> ### B. Do grocery store managers and their employees score the store managers` leadership behaviors in the same way?

Research question B emerged as an interesting topic during the data analysis and is therefore included as a secondary issue in this thesis.

This thesis is divided into five chapters. The first chapter, introduction is about the overall purpose of this study. The second chapter presents an overview of the grocery sector. The third chapter presents the relevant literature and theory towards my research and provides a framework for the further analysis. The fourth chapter is about the methodology, and I will here briefly explain and further justify the chosen methods of this thesis. The fifth chapter, Results, presents the results and analyses from the research. Finally, chapter six includes a discussion of the findings in this study, as well as conclusions to research questions.

2 The grocery sector

The grocery sector is an important contributor to the Norwegian economy. In 2017, 1 out of 7 businesses was a grocery store, the sector employed 14 % of Norway`s total work force and created 9 % of Norway`s overall wealth creation (Virke, 2017).

In 2017 there were a total of 3814 grocery stores in Norway, which is a reduction from 3899 in 2013 (dagligvarehandelen.no, 2017). Net sales on the other hand, increased over 9 percent from 2013 to 2016. Norwegians are one of the nationalities who go shopping the most often in the world with an average of 3,4 times per week. The competition between the grocery chains for market share is still thickening (The Nielsen Company, 2017). Figure 2.1 shows the market shares in Norway.
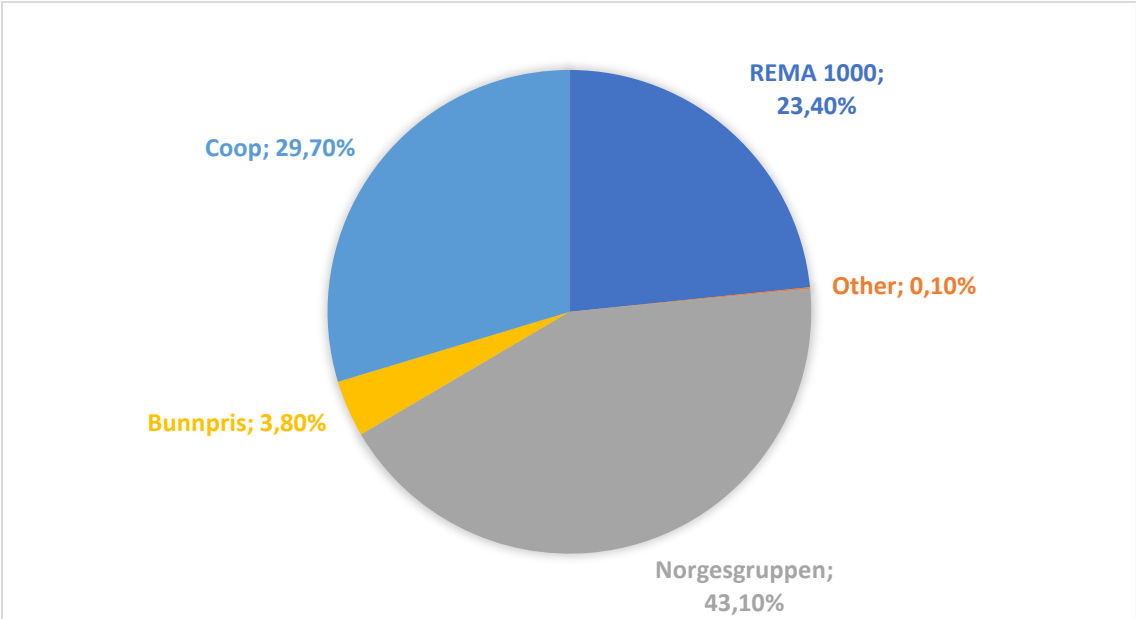
Figure 2.1: Market share between the Norwegian grocery chains (adapted from the Nielsen Company, 2018)

The market for grocery stores has suffered a decline in the number of competitors the last 10 years. Figure 2.1 shows that there are only three major actors in the market, which have a combined share of 96,2 percent. The major actor Norgesgruppen, is the parent company of the store brands Meny, Kiwi, Joker and Spar. Figure 2.2 shows the different grocery chains` marked share at the end of 2017. As figure 2.1 and 2.2 suggests, the competition between the major actors has never been fiercer.
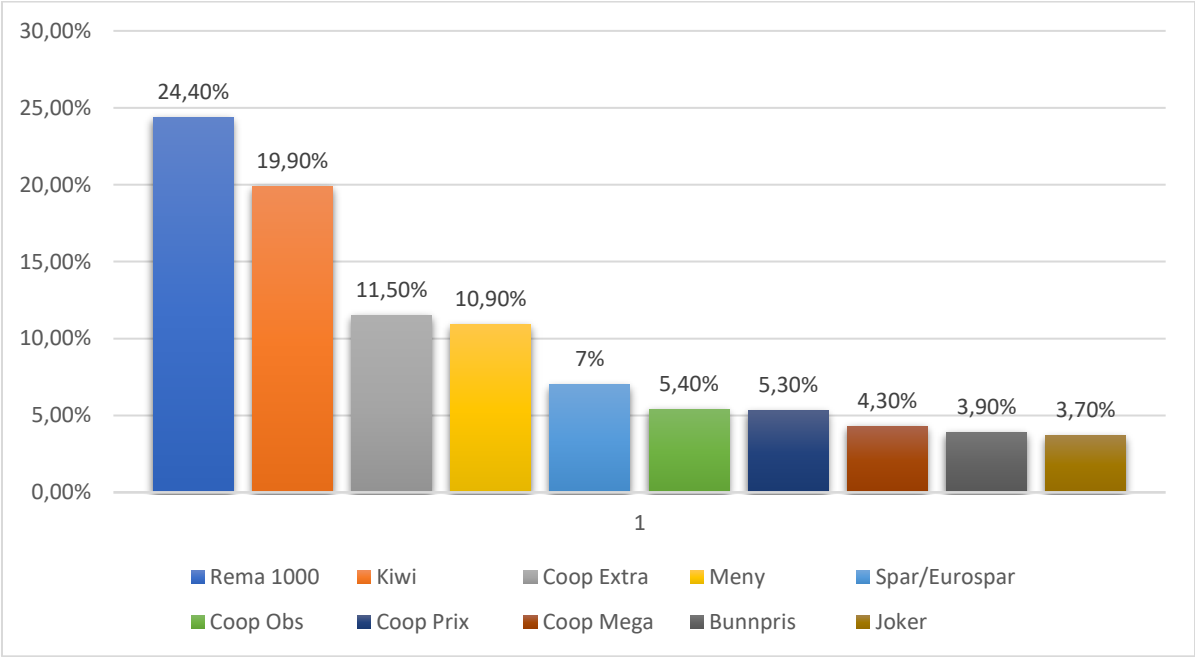
Figure 2.2: Market share between the biggest stores (Adapted from Dagligvarehandelen.no, 2017)

71 % of the Norwegian consumers checks the price of goods before buying, and 44 % of us always choose the cheapest good (Virke, 2017). The fact that Norwegians are very price conscious have resulted in most grocery stores battling each other on price. Furthermore, low price- or discounter chains had a market share of 65,1 % in 2017 (Virke, 2017). These low-price chains in Norway consists of Kiwi, Coop Extra, Coop Prix and Rema 1000. Furthermore, figure 2.3 below suggests that the location of the store is becoming less important over the years.
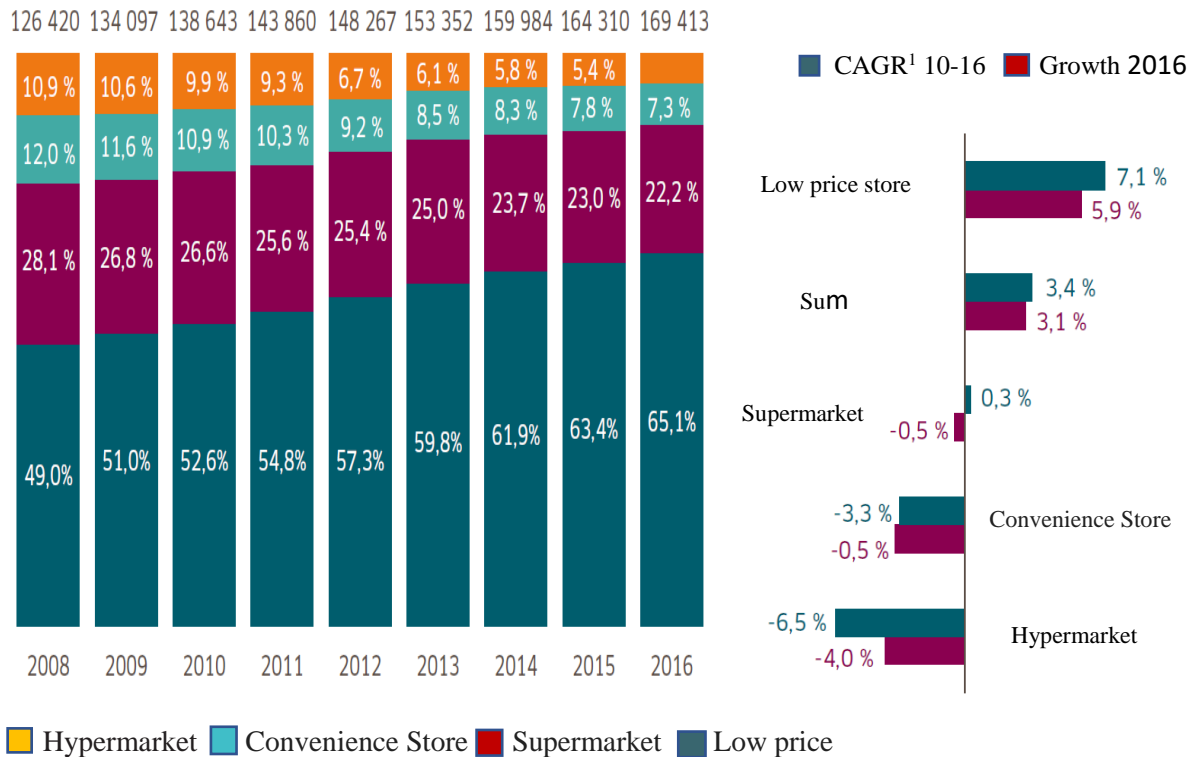
Figure 2.3: Annual average growth rates for the largest grocery concepts (Virke, 2017)

Consumers are willing to travel to stores further away to gain better prices, as we can see from the figure that low-price stores are gaining growth and convenience stores, in this case meaning stores closest to the consumer, are losing its market share. Moreover, the reduction of market share attained by hypermarket and supermarket also indicates that bigger selection of goods is becoming less important for the Norwegian consumer.

Norway has Europe`s biggest grocery density, which suggests that Norwegians are not loyal customers. Norwegians have 4,2 stores within reach on average. 24 % of Norwegian consumers shops at 3 different stores and 26 % shops at 4 different stores on average (The Nielsen Company, 2017). This might suggest that price is more important than location, selection of goods and quality of goods. Additionally, all the loyalty programs developed by the different chains seems to have little impact on loyalty.

Based on the above paragraphs one could surely conclude that the market for grocery goods is highly competitive. The actors are pushing each other's margins, and it is almost impossible

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[1] **CAGR**: Compound annual growth rate, is a term for annual growth rate of an investment over a specified period of time (Virke, 2017).

to stay on top for one of them. To do so it might come down to other factors than price, such as new innovations, strategic advantages, leadership advantages, distribution channels, alliances etc. This thesis will examine how store managers impact factors such as effectiveness, employees' willingness to do more than what is expected, turnover per labor hour, employee absence and customer satisfaction. Additionally, I will investigate how store managers score their leadership skills and behaviors in comparison to how their employees score them, as well as which leadership style that is most often displayed in grocery stores.

3 Theory

3.1 Transformational and transactional leadership

James MacGregor Burns (1978) was one of the first who talked about leadership as either transactional or transformational. Transactional leaders are those who lead through social exchange. One of Burns (1978) examples of transactional leaders are politicians, because they lead by "exchanging one thing for another: jobs for votes, or subsidies for campaign contributions" (p. 4). One could also say the same thing about most transactional business leaders when they offer financial rewards for productivity or deny rewards for lack of productivity. Contingent reward and active management-by-exception are leadership behaviors characterized by a transactional leader (Kirkbride, 2006). Bass (1985) argued that transactional leadership builds the foundation for relationships between leaders and followers in terms of specifying expectations, clarifying responsibilities, negotiating contracts, and providing recognition and rewards in order to achieve the expected performance. Exhibiting transactional leadership means that followers agree with, accept, or comply with the leader in exchange for praise, rewards, and resources. On the other hand, followers might also comply with the leader in order to avoid disciplinary action (Bass, 1985). Rewards and recognition are provided contingent upon followers successfully carrying out their roles and assignments (Bass and Riggio, 2006; Podsakoff, 2006).

Specifically, a transactional leader is one who operates within an existing system or culture (instead of trying to change it) by:

• Attempting to satisfy the current needs of followers by focusing on exchanges and contingent reward behavior; and

• Paying close attention to deviations, mistakes, and irregularities as well as taking action to make corrections (Bass, 1985).

Transactional leadership tends to be based on an exchange process whereby followers are rewarded for accomplishing specified goals (House, 1971; Hollander, 1978; Walumbwa et al., 2008). As such, team members are not expected to go beyond their team leaders' initial expectations, nor are they motivated to try out creative solutions to change the status quo. Bass (1985) also portrays the transactional leader as a leader who operates within the existing system or culture, has an inclination toward risk avoidance, and focuses on time constraints, standards, and efficiency. Transactional leaders may deal with deviations with harsh criticisms, which often results in the followers taking the well-trodden path of approaching problems rather than trying new methods for fear of reproach (Lee, 2008).

Transformational leaders, according to Burns (1978), are those who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, advance their own leadership capability. Transformational leaders help followers grow and develop into leaders by responding to the individual needs of followers by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization (Burns, 1978).

Gary Yukl (2013) developed a set of twelve taxonomies which explains the behaviors of a transformational leader. Yukl`s taxonomies are a setup of four main dimensions of leadership, which in turn could be divided into various behaviors related to the dimension. The first dimension of behaviors is about decision making. This dimension has four behaviors; planning and organizing, problem-solving, consulting and delegating. These can be considered as four different behaviors for different contexts in which a leader must make decisions. The first behavior is about determining strategies and how to improve performance, while the second is more about solving emerged problems and act decisively. The last two

behaviors, which are consulting and delegating, are about the leader allowing involvement from his or her followers in decision making.

The second dimension of leadership behaviors is about influencing the followers, it is behaviors or skills which are needed to encourage and motivate them. The first behavior here, out of three, is about the leader's ability to appeal to emotions and/or logic and in that way, generate enthusiasm among the followers. The other two is about the leader being able to make the followers feel valued through rewarding or recognizing.

The Third dimension of behaviors is called building relations, which in many ways seems like a natural extension of the dimension above. Here it is about the leader developing and maintaining important relations, as well as encouraging relations between the followers through team-building for example. Developing and mentoring is about helping followers reach their potentials, through coaching for example. The leader is also expected to be friendly and considerate in this dimension`s last behavior, which is about supporting.

Lastly, we have the dimension; give/seek information. The dimension is about ensuring a sufficient flow of information both from leader to follower and from follower to leader, which in turn will help making the right decisions. This dimension is in general about decreasing uncertainty and increasing clarity for both leader and followers.

These twelve taxonomies remind of the transformational leadership behaviors; individualized consideration, intellectual stimulation, inspirational motivation and idealized influence, and could considered as the critical behaviors a leader must possess to be or become an effective leader. An effective leader must be both task-oriented and relationship-oriented (Yukl et al., 2002). Problem solving, planning, organizing and monitoring are examples of task-oriented behaviors, and behaviors such as supporting, team-building and consulting is relationship-oriented. These behaviors are also very dependent on the context and the people the leader is leading, because not every type of leadership behavior will be relevant in every situation (Yukl 1999). Denis et al., 2012 also argues that effective leadership could occur when two or more leaders work together in the form of dual leadership. An example of dual leadership could be a leader handling more task-oriented activities and another leader handling more relationship-oriented activities.

It could also be argued for some shortcomings in Yukl`s taxonomies. Firstly, the taxonomies do not seem to consider the need for deeper characteristics rooted in the personality. Emotional intelligence could be an example which, among other things, is about the ability to carry out decision making activities efficiently through a high tolerance for stress and uncertainty (Bar-On 2000). This means that a leader must be strong enough to actually carry out Yukl`s behaviors, it is not enough to just know how a leader is supposed to behave. Another example could be that a leader must have interpersonal skills to be able to influence his or her followers (Mandell and Pherwani 2003). Meaning, a leader must have charismatic traits that can allow the leader to actually carry out Yukl`s second and third dimensions which are about motivating and building relationship. Finally, according to Allio (2016) these are traits which can only be perfected through sufficient practice and experience. This means that practice makes perfect, and just following a list of behaviors might not be enough to be considered a good and efficient leader.

There are some criticisms in transformational and transactional leadership to account for. Firstly, transformational leadership covers a wide range of activities and behaviors, which makes it difficult to define exactly the parameters of transformational leadership (Yukl, 2013). Another criticism revolves around how transformational leadership is measured. Many researchers have used some version of the Multifactor Leadership Questionnaire (MLQ). Although it has proven high degrees of validity in some studies, there are also some studied where this validity has been challenged (Tejeda et al., 2001; Judge and Piccolo, 2004). These studies argued that some transformational factors correlate with the transactional and laissez-faire factors, which means they may not be unique to the transformational leadership. Furthermore, some studies have shown that transformational and transactional leadership does not always result in higher organizational performance. A meta-analysis conducted by judge and Piccolo found that transformational leadership failed to predict leader job performance. Transactional leadership was found to have a stronger validity than transformational leadership, but also failed to predict leader job performance. Prenkert and Ehnfors (1997) found that both transformational and transactional leadership had low and insignificant relationships with organizational effectiveness in hospital organizations. Lastly, Delegach et al. (2017) found that transactional leadership had an insignificant relationship with organizational commitment in their study with 175 participating graduate students from different disciplines.

3.2 Full range leadership

Figure 3.1 shows the full range leadership model developed by Paul Kirkbride (2006).
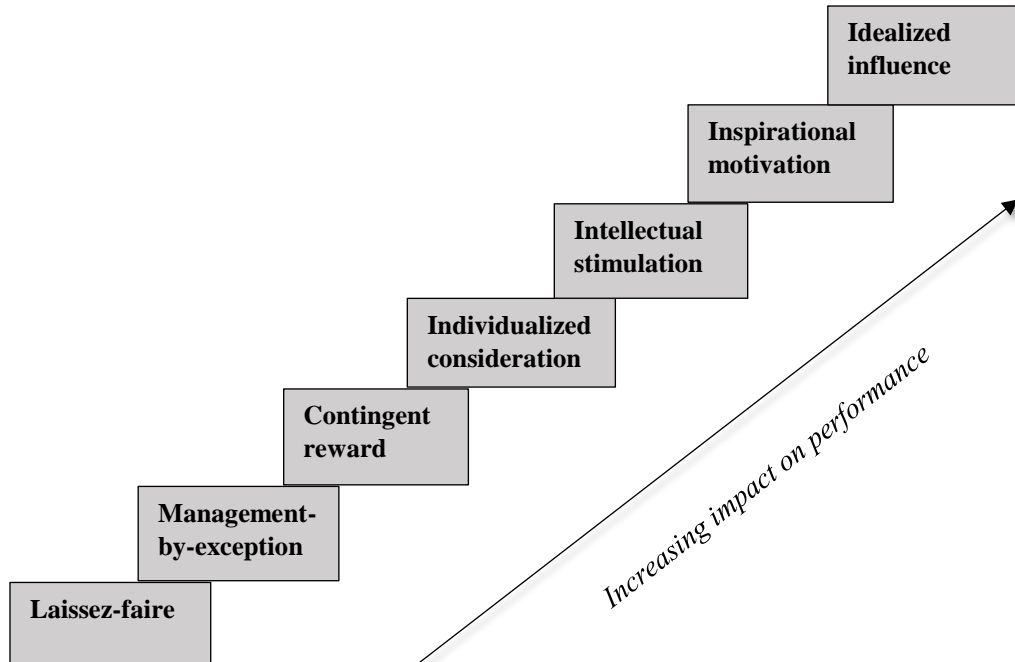
Figure 3.1: The full range leadership (adapted from Kirkbride, 2006)

The model attempts to show the whole range of leadership styles. It starts with the laissez-faire leadership style or non-leadership and moves upwards toward more performance-increasing leader qualities. According to the model, the further a leader moves upward in this model the more would a leader resemble a transformational leader.

The Laissez-faire leader could in most cases be interpreted as a non-leader. This type of manager shies away from the leadership role and offers little to nothing in terms of direction, consideration or support (Kirkbride, 2006). They are often absent when needed and shows little care of their followers needs and goals. This often results in followers conflicting with each other when it comes to roles and responsibilities in the workplace. Followers often seek direction and vision elsewhere in the organization under this kind of leadership (Kirkbride, 2006). Several studies have found laissez-faire leadership to be associated with negative outcomes in terms of stress, motivation and organizational outcomes (Bass and Avolio, 1994; Skogstad et al., 2007). According to Kirkbride (2006), key characteristics of Laissez-faire leadership are often:

- action is not taken until a critical problem arises
- shuns away from making decisions
- forgoes responsibilities
- avoids taking sides in a dispute
- shows little interest in what is going on

From this point forward, I will mostly refer to Laissez-faire leadership behaviors as passive leadership behaviors for simplicities sake.

The Management-by-exception leadership style involves corrective criticism, negative feedback, and negative reinforcement (Northouse, 2010). Management-by-exception takes two forms: active and passive. A leader using the active form observes followers closely for mistakes or other violations and thereafter takes corrective action. An example of an active management-by-exception leader could be a supervisor who daily monitors how employees approach customers. The leader in this case would quickly correct employees who are slow to approach customers in the prescribed manner for example. A leader using the passive form, on the other hand, would only intervene when standards have not been met or problems arise (Northouse, 2010). Both the active and passive management types use more negative reinforcement patterns than the positive reinforcement pattern which will be described in the following leadership dimension about contingent reward.

Contingent reward is an exchange process between leaders and followers in which effort by followers is exchanged for specified rewards (Bass, 1985). This means that the leader tries to obtain agreement from followers on what must be done and what the payoffs will be for the people doing it. An example of this type of transaction could be a dean negotiating with a college professor about the number and quality of publications he or she needs to have written in order to receive tenure and/or promotion.

Consideration for others has emerged as a consistently important aspect of the leader-subordinate relationship (Thompson and Li, 2010). Leader who displays individualized consideration considers followers as individuals and not as a part of a group. They provide a supportive climate in which they listen carefully to the individual needs of followers. Individualized consideration includes behaviors such as encouraging a two-way exchange in communication, acting as coaches and advisors, delegation, assist individuals in becoming fully actualized, and practicing a "managing by working around" leadership style (Bass and Avolio, 1994). According to Lowe, Kroeck and Sivasubramaniam (1996), leaders who practice strong individualized consideration behaviors were perceived as more effective, with better work outcomes, and their followers were more motivated to transcend their own self-interest for the good of the organization.

Intellectual stimulation includes inspiring followers to be creative and innovate by questioning assumptions, reframing problems, and approaching old situations in new ways (Thompson and Li, 2010). The leader encourages followers to challenge their own beliefs and values, as well as those of the leader and the organization. Furthermore, followers are encouraged to think things out on their own and engage in problem-solving (Bass and Avolio, 1994). Leaders who demonstrate intellectual stimulation and empower followers often results in followers developing a stronger sense of commitment and belonging towards the organization (Kraimer, Seibert and Liden, 1999). Barling, Weber and Kelloway (1996) conducted a field experiment in a bank to find any effects of training managers to use more transformational leadership characteristics. The experiment showed that managers who underwent training in transformational leadership and especially intellectual stimulation, generated more commitment among their followers than managers who had no additional training.

Leaders who exhibit inspirational motivation behaviors act with enthusiasm and optimism, raising the level of team spirit (Thompson and Li, 2010). Furthermore, behaviors include speaking optimistically and enthusiastically about the future and what needs to be accomplished, articulating a compelling vision of the future, and expressing confidence that goals will be achieved. Transformational leadership has been found to have a positive impact on follower commitment to the organization, and when it comes to inspirational motivation articulating a vision has especially shown positive effects on employee general satisfaction, attitudes, role clarity and extra-role behaviors (House, 1996).

At the stage of idealized influence, leaders are admired and trusted, willing to take risks, consistent rather than arbitrary, and they are therefore holding great power and influence over their followers (Thompson and Li, 2010). Leaders act as a role model, instill pride through association, maintain very high standards of moral and ethical conduct, inspire followers to act beyond self-interest for the good of the group, motivate and inspire by providing meaningful and challenging work, speak optimistically about the future, and articulate a compelling vision of the future (Bass and Avolio, 1994). Furthermore, Bass (1998) states that inspirational leaders instill faith in a better future for the followers in terms of their self-expression, self-evaluation, and self-consistency. Through inspirational leadership followers will more likely attribute their own extra effort to internal self-related causes rather than to extrinsic rewards, which often adds to a stronger follower commitment to the "cause" (Bass, 1998).

3.3 The transactional leader versus the transformational leader

Transformational leadership has been presented as both a universal as well as a contingency theory (Andersen, 2015). In other words, some scholars uphold that transformational leadership is always superior to transactional leadership (Bass, 1985; Burns, 1978; Birasnav, 2014), while others argue that different leadership styles may be required under different circumstances (Yukl, 2013). This is obviously problematic as a theory cannot possibly be universal and contingent, but the fact that transformational leadership has received approximately five times more scholarly attention than transactional leadership, lends support to the notion of transformational leadership being a universal theory (Dinh et al., 2014). Some studies has also shown that there are only minimal differences between the effects of transactional leadership behaviors and transformational leadership behaviors on employees proactive performance (Chiaburu et al., 2014; McMurray et al., 2012).

Prior studies have called for research to clarify how and why leadership influences followers' outcomes (Yukl, 1999; Avolio and Yammarino, 2002). The contingency perspective of leadership suggests that leadership is a social construct that cannot be fully understood when examined in isolation from the context in which it occurs (Podsakoff et al., 1993; Yammarino et al., 1998). Moreover, a wide range of internal and external

contingency factors may affect the choice of leadership style (Brandt et al., 2016). This includes the external environment, organizational performance and organizational maturity (Osborn et al., 2002; Waldman et al., 2001; Vera and Crossan, 2004). Specifically, transformational leadership has been linked to a dynamic external environment, insufficient organizational performance and times of revolutionary change, while transactional leadership has been associated with stable and predictable environments, satisfactory organizational performance and established organizations. In other words, transactional leadership is useful for institutionalizing, reinforcing and refining existing knowledge, whereas transformational leadership is useful for challenging the existing state of affairs (Jansen et al., 2009). Transactional leaders generally favor closed cultures, mechanistic structures and formal systems and procedures (Vera and Crossan, 2004). Transformational leaders, on the other hand, generally favor open cultures, organic structures, adaptable systems and flexible procedures (Berson et al., 2006). Liu et al. (2011) also found a negative relation between high emotional labor and transactional leadership. Emotional labor involves managing emotion and refers to the extent an employee is required to display appropriate emotion in order to perform the job efficiently. they found that transformational leadership was most suited for work related to high emotional labor, such as jobs involving frequent contact with clients and customers (Liu et al., 2011).

Figure 3.2 shows the difference of the two leader styles on the variable about employees showing extra effort in their work. These scores are found in a study done in a big entrepreneurial company, where 58 leaders and their 228 employees participated (Martinsen, 2015).
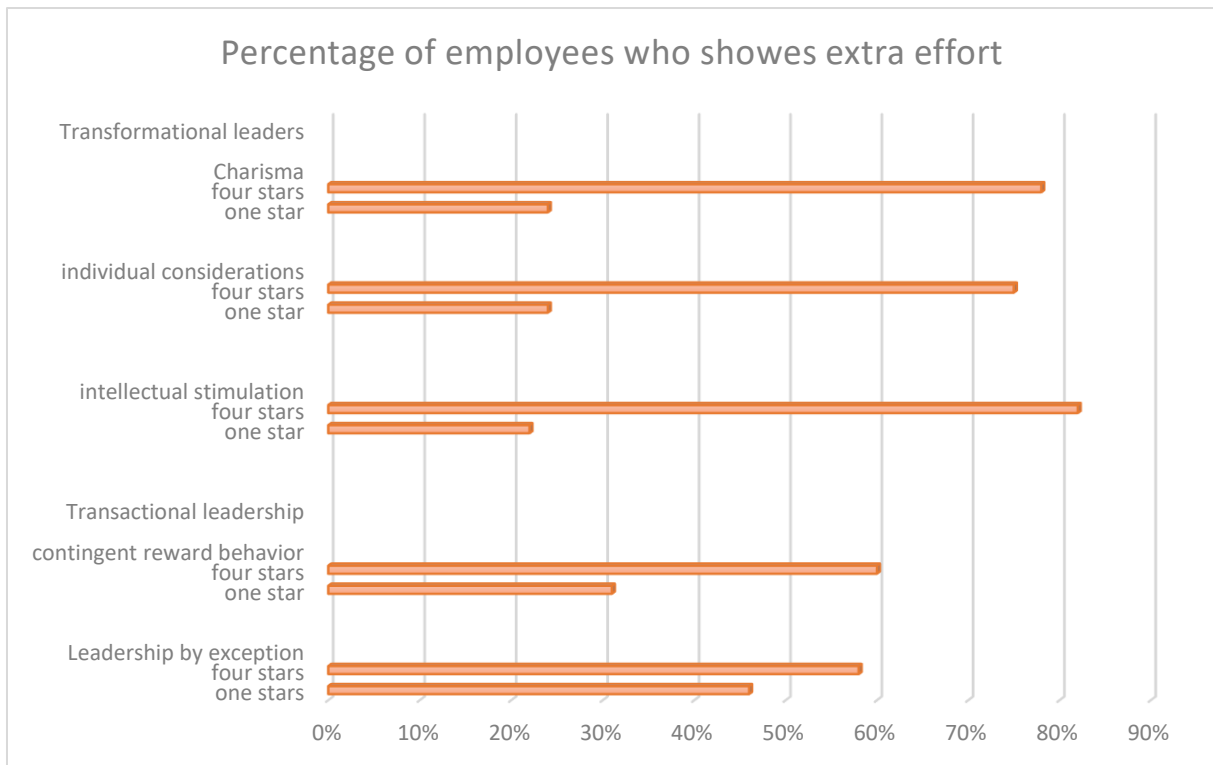
Figure 3.2: Employees` efforts under different leadership styles (adapted from Martinsen, 2015)

Figure 3.2 shows the different outcomes of produced extra effort among followers, in regard to various scores in transformational and transactional leadership. Charisma in this case is mostly referred to idealized influence as explained under the full range leadership theory. The study showed that 75-82 % of the employees having a leader who scored high in transformational leadership produced extra effort in their work. Moreover, the leaders who scored low on transformational leadership had significantly fewer employees who produced extra effort (22 – 24 %). Furthermore, the leaders who scored high in transactional leadership had more employees displaying extra effort, but still at least 15 % less than the transformational leader. According to Dobre (2013) other factors influencing employees willingness to produce extra effort are; how well employees are getting paid, special allowances and the employee`s individual characteristics.

Peterson et al. (2009) conducted a study in high-technology start-up and established firms. Their goal was to find a connection between positive psychological traits, transformational leadership, and firm performance. The sample contained 105 CEO`s from technological firms located in the south-western region of United States. Firm performance was measured as performance-to-plan and represented the degree to which an executive targeted net income goals for the year. Results from their study showed there was a positive correlation between

firm performance and transformational leadership both in start-up firms (r= .59) and established firms (r= .52). Results also showed a stronger significance of transformational leadership in start-up firms than in established firms. Meaning, transformational leadership had a bigger effect in start-up firms than in established firms (Peterson et al. 2009). There are not many others who have studied this connection between transformational leadership and performance, where key figures such as goals for net income are parts of the meaning of performance (Andersen, 2015). One of the few other studies concerning this topic was conducted by Lim and Ployhart (2004) who also reported a positive correlation (r) of .60 between transformational leadership and team performance in maximum contexts.

A study conducted by Baškarada et al. (2017) found that the transactional leadership style was preferred in their sample of senior leaders in the Australian defense. One reason for this was found to be because of the limitations of time when making decisions. Decisions/actions are often time-sensitive and will therefore have to be made quickly and will often be based on past experiences and lessons learned. Another reason for preferring transactional leadership was because of the relatively low risk-appetite (when human lives are at stake for example). Although transformational leadership is most suitable for unstable and/or uncertain environments which is often the case in military operations, this study suggested differently in this case mostly grounded in the organizational risk-appetite. On the other hand, it was also found in this study that transformational leadership style was the preferred one when various changes were to be implemented and tasks/missions were not too time-sensitive (Baškarada et al., 2017). This study suggests a balance between these two leadership styles to be most effective, at least for military operations, and is called Ambidextrous leadership.

Edwards and Gill, (2012) conducted a study on transformational leadership across hierarchical levels in UK manufacturing organizations. The sample was 432 managers from 38 organizations in the manufacturing sector. The material consisted of questionnaires inspired by the "multifactor leadership questionnaire" (MLQ). They found that Transformational leadership was equally effective across hierarchical levels in organizations, whereas transactional leadership was not effective at the uppermost hierarchical levels in organizations but effective at levels lower down. Passive leadership behaviors were ineffective at all hierarchical levels (Edwards and Gill, 2012). The study also suggested that superiors tend to focus on technical managerial skills, such as decision-making and problem

solving, whereas subordinates are more concerned with interpersonal skills, sensitivity, empowerment and visionary leadership.

Their study also showed that managers at lower levels was more oriented towards a steady workflow and had a greater focus on maintaining effective operations. Higher-level managers, in comparison, focus more on change and on the creation and communication of new organizational policies. Indeed, another study conducted by Stewart and Johnson (2009) suggests that as teams become increasingly diverse, as would happen as a manager rises in the organization hierarchy, leadership may need to adapt approaches that successfully manage interpersonal relationships and clearly establish roles to ensure effective performance. This could mark the shift from transactional to transformational behaviors found by Edwards and Gill`s (2012) study. In summary, this study provide evidence to suggest that transformational leadership is more prevalent at upper levels than at lower levels, and transactional leadership is more effective at middle and lower levels than at upper levels in an organization.

Based on this review of theory and previous studies, and in relevance to my overall research questions I will examine following issues;

1a. Which leadership style do store managers perceive themselves of having?

1b. Which leadership style do employees perceive their managers of having?

2. Do grocery store managers and their employees score the store managers` leadership behaviors in the same way?

3a. In the sample of managers, what relationship is there between leadership style and effectiveness?

3b. In the sample of employees, what relationship is there between leadership style and effectiveness?

4a. In the sample of managers, what relationship is there between leadership style and extra effort?

4b. In the sample of employees, what relationship is there between leadership style and extra effort?

5a. In the sample of managers, what relationship is there between transformational leadership and turnover per labor hour, employee absence and customer satisfaction?

5b. In the sample of managers, what relationship is there between transactional leadership and turnover per labor hour, employee absence and customer satisfaction?

5c. In the sample of managers, what relationship is there between passive leadership behaviors and turnover per labor hour, employee absence and customer satisfaction?

6a. In the sample of employees, what relationship is there between transformational leadership and turnover per labor hour, employee absence and customer satisfaction?

6b. In the sample of employees, what relationship is there between transactional leadership and turnover per labor hour, employee absence and customer satisfaction?

6c. In the sample of employees, what relationship is there between passive leadership behaviors and turnover per labor hour, employee absence and customer satisfaction?

7. Is there a difference between how fulltime and part-time score their store manager?

4 Methodology

The purpose of a method is to present the approach a researcher would go about to acquire the needed data. The methodology chapter will describe how I have collected the data.

4.1 Research design

Research design is about developing a plan in how to solve a research question. The chosen design in this study is descriptive design. Descriptive design is often used when the intention is to describe or find connections between concepts or variables (Johannessen, Christoffersen, & Tufte, 2011). A quantitative approach is an often-used approach when conducting a descriptive research design, and this is also the chosen approach in this thesis. When relying

on a quantitative approach the researcher tries to organize characteristics of a phenomenon, so they can be counted. Quantitative method is about gathering data from the population, or a selection of the population, often through questionnaires. It is about finding trends or predictions of outcomes through analyzing data with the help of various statistical tools or techniques (Johannessen, Christoffersen and Tufte, 2011).

I have decided to use quantitative method because the sector of research is very time-pressed, meaning the leaders in grocery stores as well as their employees are very pressed on time. Respondents therefore required an easy and flexible way of providing me with the data I needed. A comprehendible questionnaire developed to give the chance of completion with a bigger time frame and at the same time provides good validity, seemed sensible.

4.2 Sample

There are nearly 4000 grocery stores in Norway and conducting this research on all of them would prove impossible given the time frame I have been given. As there are mainly three major actors in the grocery sector it was important to ensure participating stores from these grocery chains. Furthermore, store managers and their employees are often very pressed on time, and this means that non-pressing issues through digital communications would often be ignored. In acquiring a good share of participating stores, I therefore had to reach store managers face to face in many cases. To make this possible I chose to focus on the Stavanger region. This means that the method I have chosen also resemble convenience sampling (Johannessen, Christoffersen, & Tufte, 2011). This method was preferable because I wanted to ensure quantity as well as a good share of quality. Furthermore, when it comes to creating an approximate representation of the population it was important to have a good combination of both bigger and smaller stores, as well as discovering possible differences and/or deviations between smaller and bigger stores.

In summary, the selection criteria for this study is;

● Stavanger-region

● Grocery stores from the 3 major actors

● Smaller store, under 20 employees

● Bigger store, over 20 employees

● Participation from both store managers and employees

I contacted 30 grocery stores regarding this study and participation. Participation in the study was voluntary, and so I only obtained 19 grocery stores to participate in the study. Four stores were not able to provide me with sufficient number of completed questionnaires and are therefore excluded in the final sample of this study. This translates to an effective response rate of 50%. six stores had with more than 20 employees and nine stores had less than 20 employees. The number of managers or leaders was 17, where 15 were chief managers and 2 were assistant managers. Moreover, 115 employees completed the MLQ and are included in the study. Which results in an average of 7,67 employees who completed the questionnaire.

Table 4.1 shows the participant characteristics.

Store managers				
Gender		Male	Female	
Number		12	3	
Percentage		80 %	20 %	
Age	18-25	26-35	36-50	50+
Number	0	3	11	1
Percentage	0 %	20 %	74 %	6,67 %
Percentage of employment		Fulltime	Part-time	
Number		15	0	
Percentage		100 %	0 %	
Employees				
Gender		Male	Female	
Number		48	59	
Percentage		42 %	51 %	
Age	18-25	26-35	36-50	50+
Number	43	28	18	15
Percentage	37,3 %	24,3%	15,6 %	13 %
Percentage of employment		Fulltime	Part-time	
Number		56	41	
Percentage		48,6 %	35,6 %	

Table 4.1: Participant characteristics

Table 4.1 shows that there is a majority of men in the position as store manager, and over half of them were at the age between 36 and 50. In the sample of participating employees, there is more female respondents than male, the largest number of respondents were at the ages between 18 and 25 and the number of participating part-time employees were a little less than participating fulltime employees. Lastly, there were some respondents who chose not to share their gender, age and/or percentage of employment. 8 respondents did not share their gender, 11 did not share their age and 18 did not share their percentage of employment.

Eventually, the achieved number of respondents, 15 store managers and 2 assistant managers from 15 grocery stores, provides a diverse and satisfying final sample size and composition. Overall, I therefore believe that my implementation of a quantitative approach has ensured representative data; providing good and extensive answers for my analysis and discussion.

4.3 Measurements

Throughout this thesis, I have relied on quantitative research methodology through questionnaires based on the renowned "Multifactor Leadership Questionnaire" (MLQ) developed by Bass and Avolio (2004). Furthermore, some questions from the QPS Nordic 34+ are added to the final questionnaire (Skogstad, et al., 2001). These are more general questions about the respondent's relationships with their job and are included in the questionnaire because of the possibility of leadership style being correlated with some general opinions related to the work environment. Further explanations about the MLQ and information regarding which questions are linked to which leadership style can be found in appendix 8.1. The final questionnaires for both managers and employees can be found in appendix 8.2 and 8.3, and a summary of the results obtained from the two assistant managers is found in appendix 8.4.

As a part of an estimation regarding a store`s goals for effectiveness and/or performance this thesis will present key figures such as employee absence, turnover per labor hour and customer surveys. These are chosen because they seem to be of most importance when store managers discuss their performance. Turnover per labor hour is what most Norwegian stores call OPAT, which in turn is an abbreviation for "omsetning per arbeidstime" in Norwegian. For simplicity sake, key figures are displayed in a 0-4 score-scale similarly to the score-scale from the MLQ. For example, A low score such as 2 or below is meant to indicate that the store has a lower turnover per labor hour in comparison to the other stores in the sample.

Turnover per labor hour is obtained for the period from first of January until the first of April 2018. Employee absence is the percentage of how many hours an employee is absent in comparison with the total budgeted labor hours for 2017. A high score such as 3 or more indicates a high percentage of employee absence. Customer satisfaction are the average scores each store has received through customer surveys in 2017.

Results from the MLQ will be presented in a summary of scores from all the leadership behaviors presented in the full range leadership model. Because of high correlations between each of the leadership behaviors, all the relevant leadership behaviors going into one leadership style are presented as one final average score under the relevant leadership style. For example, the leadership behaviors idealized influence, intellectual stimulation, inspirational motivation and individualized consideration are presented as a total average score under transformational leadership.

4.4 Data collection

Primarily, I identified suitable stores through personal knowledge and experience, as well as internet research. I contacted region-managers before approaching any of the stores, and they provided help in terms of informing store managers about my project, as well as motivating them to participate. Furthermore, during meetings with region-managers I asked them to suggest other store managers I might have failed to consider in the initial phase. This often led to me benefitting from their professional and/or personal network, which might be considered a type of purposive sampling; known as snowballing or chain referral sampling (Mack et al., 2005).

When approaching the store managers, I first contacted them through e-mail, where I informed them about my research, and why I contacted them, how they would participate and how much time it would take. Unfortunately, I did not receive answers from every store manager I contacted, so I decided to show up in person. This approach, although more advancing, proved very effective in achieving a sufficient number of participating stores. When store managers agreed to participate we scheduled a short meeting where I handed over the questionnaire for them to fill out, as well as the questionnaire I wanted to make accessible for their employees to fill out. I decided to focus on handing over questionnaires in paper form and ask to make them available in faculty rooms. This way they get reminded of the questionnaire fairly often. According to many store managers, employee surveys over the

internet had provided weak participation in the past, so this idea was met with positive responses from most store managers. They argued that employees might find it more favorable to fill them out while having lunch or some free time while at work, rather than filling them out in their free time on a computer. In addition to handing over the questionnaires I also provided them with envelopes for employees to seal their answered questionnaires inside. This was to give an additional protection from the answers being looked at by anyone else.

4.5 Reliability and validity

Choosing a suitable method for the given topic and research questions is critical for its validity and reliability. Meaning, the method must provide valid and reliable results (Johannessen, Christoffersen and Tufte 2011). Validity stresses the importance of conclusions and measurements being well-founded and corresponds to the reality. Reliability means that the data collection must be conducted in a professional and credible way. Throughout this thesis, I have therefore given the requirements of validity and reliability great importance when making methodology choices.

In order to have a feasible thesis, considering available time and resources, some decisions have been made in order to narrow the overall scope. Firstly, the scope has been limited in regard to the number of stores included. This includes, stores are only from the Stavanger region and are stores which have been in business for several years. Secondly, this study is limited to the research of the three above-mentioned leadership styles as testing of additional leadership styles would result in too extensive time-consuming tasks or questionnaires for both researcher and respondents.

When using quantitative method, questionnaires are fixed, and the same set of questions are given to everyone. Thus, some questions are obvious and easy to understand for some people but for others they might be less obvious. This becomes a factor especially when some store managers were not born Norwegian and struggled a bit more in the Norwegian language. In these cases, they answered the questionnaires with me nearby, and asked me for a quick explanation whenever they were a bit unsure about a question. Others who struggled to understand the meaning of a question always saved it for me to explain when our next meeting was scheduled. Many store managers also ensured that their employees understood all the questions in hope of minimizing misinterpretations. Nevertheless, the possibility for

some answers being based on misinterpretations is still present. Another possible error might be that some respondents have rushed a bit through the questionnaire thinking it not being of much importance for them individually. Meaning, some might not care as much and are only doing it as a favor for the researcher or the store manager. In an effort of minimizing such way of thinking I placed a short information letter together with the MLQ`s explaining that participation in the project could possibly help in increasing their job satisfaction.

Table 4.2 shows the Cronbach`s alpha values for transformational, transactional and passive leadership behaviors.

Leadership behavior	Cronbach`s Alpha	
	Managers	Employees
Transformational leadership	,837	,920
Transactional leadership	,940	,820
Passive leadership behaviors	,708	,882

Table 4.2: Cronbach`s alpha values

Cronbach`s alpha is a tool for estimating the reliability of a sample. If all items are measuring the same thing, without error, Cronbach`s alpha is equal to one (Hinton, 2004). Table 4.2 shows strong values for all three leadership styles for both managers and employees` responses. The lowest value is 0, 708 for passive leadership behaviors based on the managers responses, but the passive leadership behaviors variable is still useable.

During my conduct of research, the response and motivation for the project was very varied from store to store. Some stores showed strong excitement and interest, and provided more help than expected, others were just about interested enough to help and provided data to the minimum of what was needed to include them in the study. Some store managers were also highly motivated and was very excited to read the results and learn more through a reading of this final paper. Overall, I got many positive feedbacks both from regional managers and store managers on my topic and that it was both interesting and important for the grocery sector. Regarding the implementation of the chosen method, I consider the methodology to be very

useful in relation to the research question. Moreover, I am satisfied with the representativeness of the sample as I believe it to provide both reliability and validity. The sample consists of individuals who have worked in a relevant sector for many years, and most of them have been a manager for several years. Thus, I believe it to provide a solid foundation for further analysis and discussion of the topic.

Although I believe that the quantitative method has worked well for this research, there are some weaknesses regarding the choice and implementation of methodology that should be considered. My quantitative approach can be thought of as a way of looking in from the outside. This may cause some incorrect conclusions, meaning that without physical participation in the various work environments over periods of time may cause some misinterpretations of reality (Johannessen, Christoffersen and Tufte 2011). In other words, for those who act, the actions mean more than the purely physical action as seen from the outside. To understand the meaning behind human actions the researcher has to participate in the environment, talk with the relevant people and interpret various events (Johannessen, Christoffersen and Tufte 2011). In this case, I think the many meetings with all the store managers helps to strengthen the understanding of the questionnaire, the differences between stores and their work practices. The MLQ has proven valid many times over in the past without considerable physical participation in the relevant environments (Bass and Avolio, 1994; Zohar 2002; Martinsen, 2015).

A second weakness of quantitative methodology is the fact that questionnaires are compiled before the data collection and cannot be altered in the aftermath. A questionnaire could of course be tested with a test selection of some kind before the actual survey is implemented, but in my case that was not possible due to the time frame of both me and possible selections for such a test run. In a scenario where I conducted a test of the questionnaire I might have added a few questions in the final questionnaire, such as; how they define effectiveness, and how much they communicate with part-time employees working evenings and weekends. Furthermore, I might have excluded a few questions because a few questions where perceived as almost identical to each other. Lastly, I would have considered changing the tone of some questions as some respondents thought they were a bit negatively formulated.

Another aspect which could be considered a weakness is that I failed to gather stores from all the big grocery chains in Norway. In my sample there are only stores from two of the four

biggest grocery chains. On the other hand, I have a fair amount of diversity when it comes to sizes, competitiveness and localizations within the Stavanger region. This means that there are participating stores in my sample which would in many cases resemble most stores from the non-participating grocery chains. Furthermore, the sample of store managers primarily consist of men, which suggests that women may be underrepresented within the area of research.

4.5 Ethical Aspects

During the course of this research process there have been some ethical aspects to consider. Ethical aspects include especially privacy, but also risk and safety. It is important that a project does not violate generally accepted values (Yin, 2014). The MLQ requires employees to assess or grade their leader, and that is something that could be experienced as a little scary for many individuals, especially if there is a feeling of the leader having access to the answers as well as trace it back to each individual. Keeping the MLQ anonymous was important, especially for the employees. Furthermore, regional managers and most store managers expressed a wish for remaining anonymous through the project and in the final paper. This is mostly due to the fierce competition in the grocery sector, and the stores do not wish to share any viable information. In respect of their wishes I will not share specific information about any of the stores included in this study. I have therefore decided to refer to each store as a number or code name, for example store 1, store 2 etc. The order of stores is also made random, the solution is approved by both regional managers and store managers.

5 Results

Figure 5.1 shows the MLQ scores for transformational, transactional and passive leadership behaviors obtained from the managers in each store.
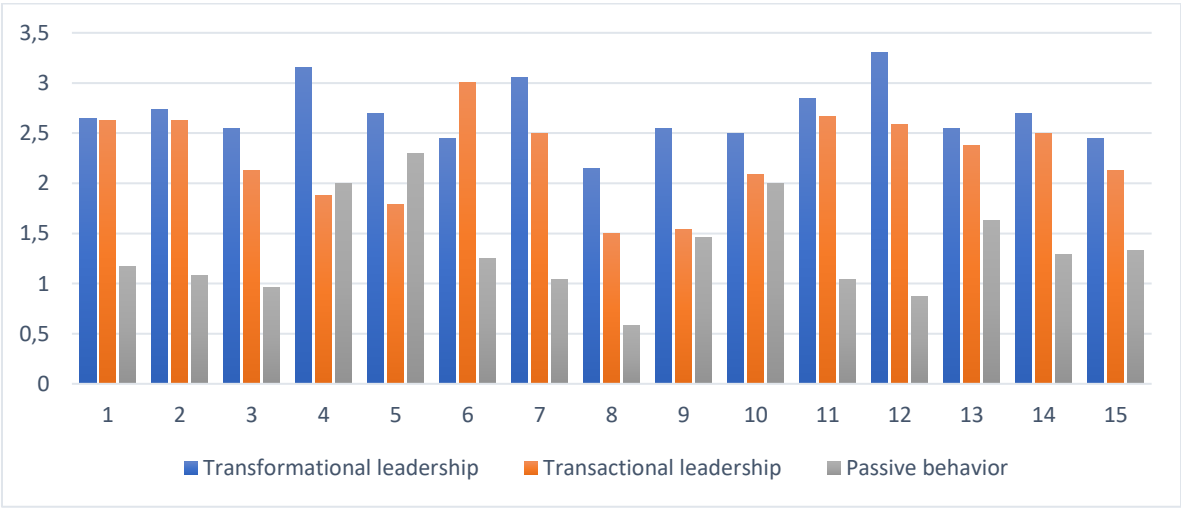
Figure 5.1: Managers` mean scores on MLQ leadership styles

Figure 5.1 shows the scores the managers have given themselves on the three leadership styles. Store twelve shows the highest score in transformational leadership, followed by store four. Store six shows the highest score in transactional leadership, and store five shows the highest score in passive leadership behaviors. The mean score for transformational leadership is 2,7 and the mean score for transactional leadership is 2,25. This means that the majority of managers perceive themselves as exhibiting more behaviors related to a transformational leadership style than behaviors related to a transactional leadership style. Transformational leadership has the least variation from the mean score with a standard deviation equal to 0,29. Passive behavior has a mean score of 1,3 and the largest variation from the mean score with a standard deviation equal to 0,47.

Figure 5.2 shows the mean scores on transformational, transactional and passive leadership behaviors according to how the employees score their managers.
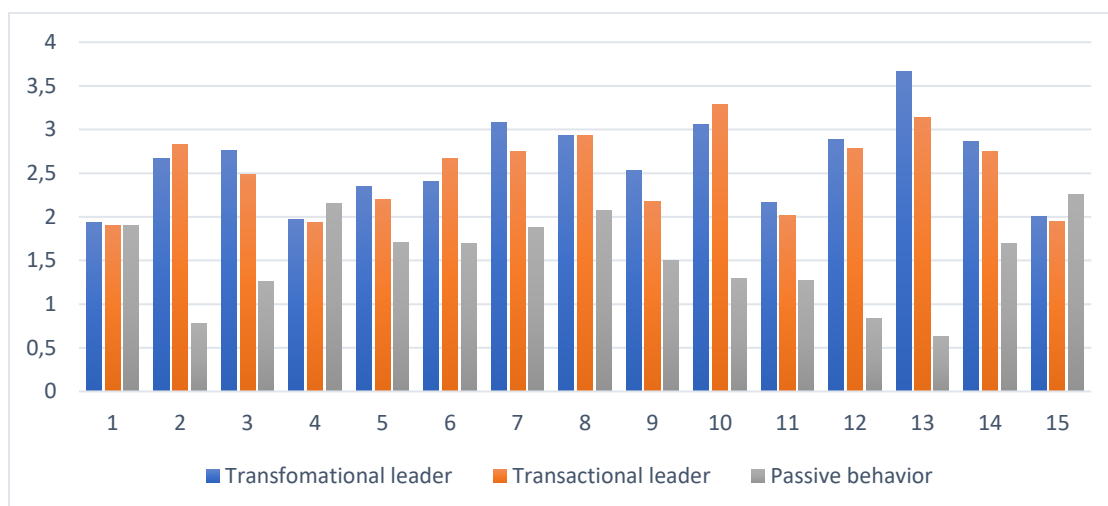
Figure 5.2: Employees mean scores on MLQ leadership styles

Figure 5.2 shows how much the employees perceive that their managers are displaying each of the leadership styles. Store thirteen has the highest score on transformational leadership, followed by store seven. The mean score of transformational leadership is 2,6 and the mean score on transactional leadership is 2,5. This means that the employees perceive their managers as transactional leaders almost as much as they perceive them as transformational leaders. Passive leadership behaviors has the biggest variation from mean scores with a standard deviation equal to 0,51. Transactional leadership has the least variation with a standard deviation equal to 0,45, which is considerably more variation than the variation found in the sample of managers.

Figure 5.3 shows a comparison of how the managers themselves and their employees score the managers in terms of transformational leadership.
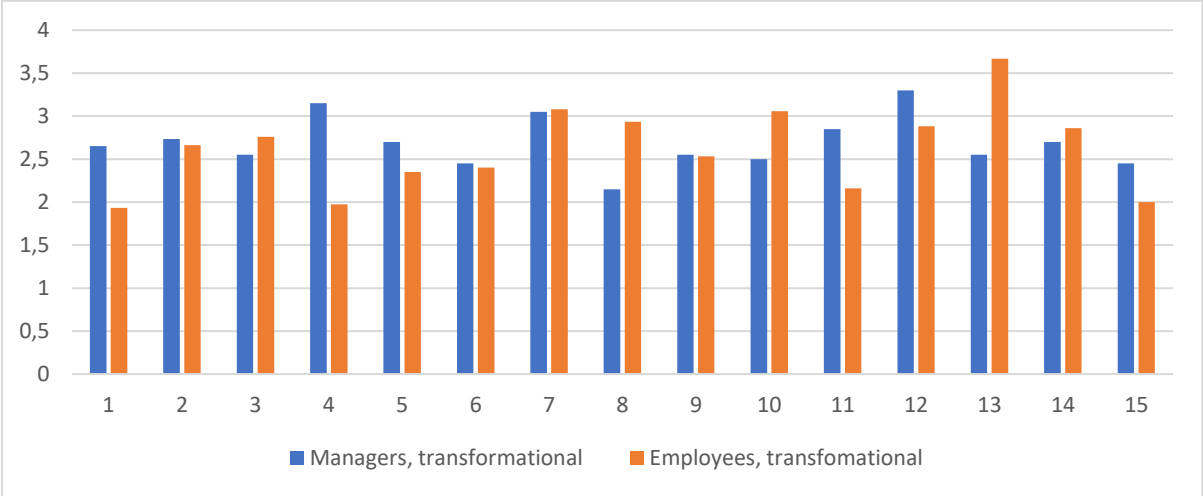
Figure 5.3: A comparison between managers and employees mean scores in the transformational leadership style

Figure 5.3 shows that there are many store managers who score their transformational leadership style differently than what the employees do. Especially the manager in store thirteen score his/her transformational leadership style considerably below the score given by his/her employees. Moreover, the manager in store four score his/her display of transformational leadership behaviors more than 1 point higher than the score given by his/her employees.

Figure 5.4 shows a comparison of how the managers themselves and their employees score the managers in terms of transactional leadership.
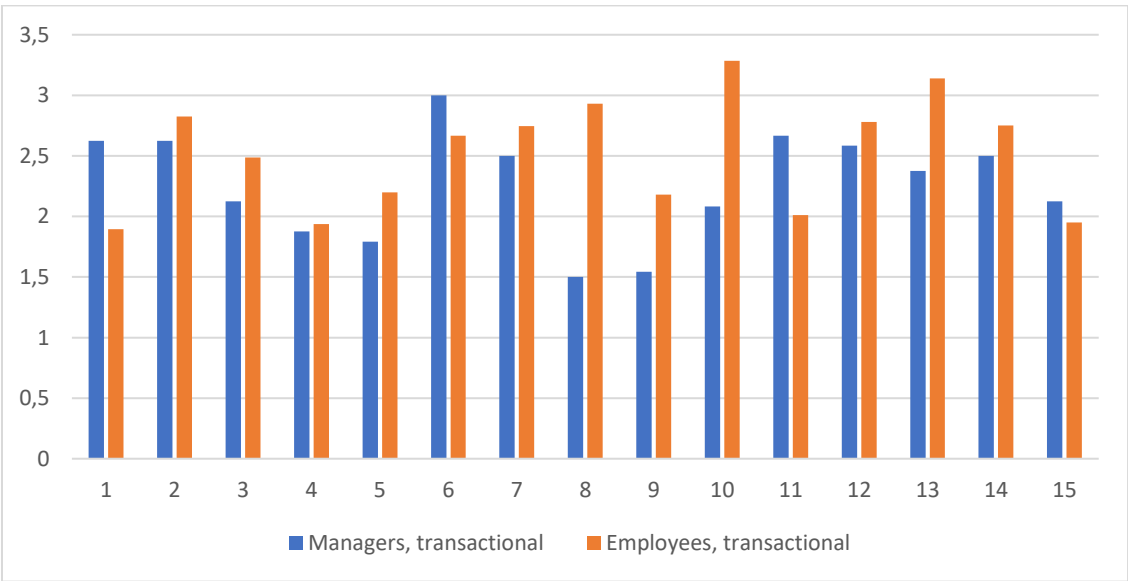
Figure 5.4: A comparison between managers and employees mean scores in the transactional leadership style

Figure 5.4 shows that there is a majority of stores where the employees score their managers higher in transactional leadership than what the managers themselves do. Stores eight, ten and thirteen show the largest gaps between the scorings in transactional leadership. The figure also shows that some stores, especially one and eleven, have employees scoring their managers higher than their managers are scoring themselves in transactional leadership. The managers themselves and the employees have almost scored the managers display of transactional leadership in the same way in stores four and fifteen.

Figure 5.5 shows a comparison of how the managers themselves and their employees score the managers in terms of passive leadership.
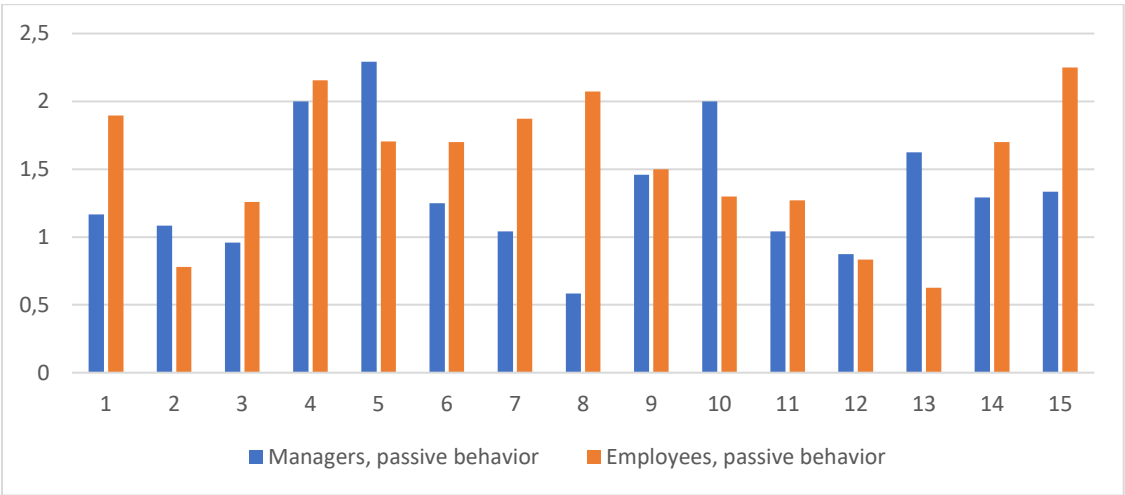
Figure 5.5: A comparison between managers and employees mean scores in the passive leadership style

Figure 5.5 shows that there are only two managers who agree with their employees in terms of displaying passive leadership behaviors. The figure shows some large gaps in the scoring between how the employees scores their manager in displaying passive leadership behaviors and how the managers themselves do. The biggest difference between scores is in store eight, where the employees score their manager close to 1,5 points more than what the manager does. Moreover, there are some managers who score themselves higher than what their employees do in terms of displaying passive leadership behaviors. Especially stores five, ten and thirteen have employees scoring their managers much less than what their managers do.

Figure 5.6 shows how effectiveness correlate with the three leadership styles based on the managers responses to the MLQ.
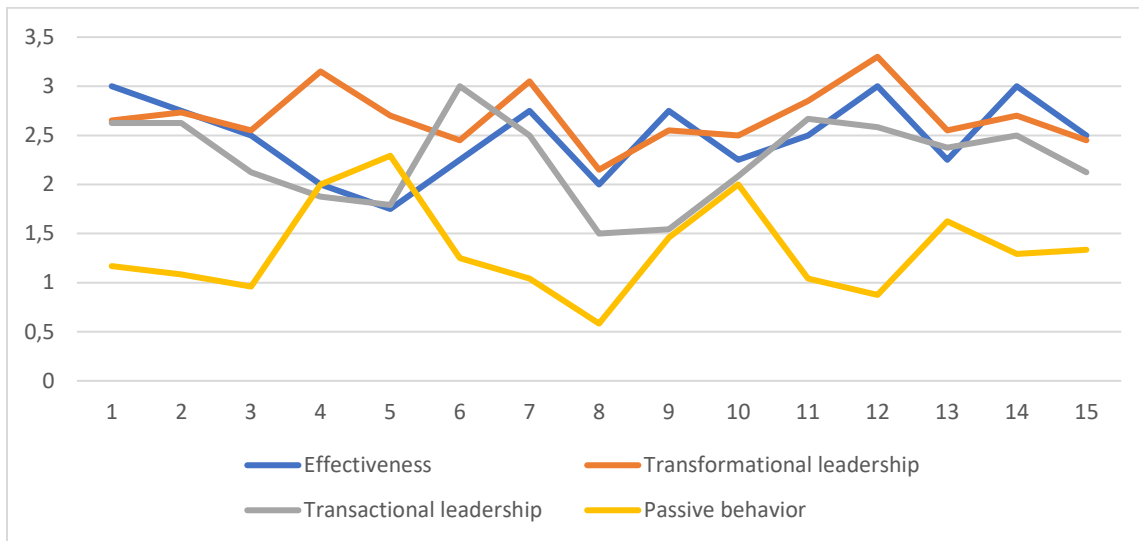
Figure 5.6: The relation between managers scores for effectiveness and the three leadership styles

Figure 5.6 shows that the line for effectiveness tends to follow the line for transformational leadership. The figure also shows a tendency for effectiveness moving downward when the line for passive behaviors is moving upward, as in stores four, ten and thirteen. The average score for effectiveness in this sample is 2,5 with a standard deviation equal to 0,4. This means that there is moderate variation between the stores in terms of effectiveness.

Table 5.1 shows correlations between the three leadership styles and effectiveness, according to the managers.

	Effectiveness	Transformational leadership	Transactional leadership
Transformational leadership	0,321		
Significance (2-tailed)	0,242		
Transactional leadership	0,486	0,310	
Significance (2-tailed)	0,066	0,261	
Passive behaviors	-0,513	-0,088	-0,281
Significance (2-tailed)	0,050	0,755	0,309

Table 5.1: Correlation between leadership styles and effectiveness, results from managers

Table 5.1 shows that both the transformational and the transactional leadership style has a positive correlation with effectiveness. Transformational leadership does not have a significant correlation with effectiveness at either the 0,01 level or at the 0,05 level. The transactional leadership style is almost significant at the 0,05 level, and a one-point rise in transactional leadership would result in a 0,48 rise in effectiveness. Passive leadership behaviors has a negative correlation of 0,51 with effectiveness with a significance of 0,05.

Figure 5.7 shows the relationship between the three leadership styles and effectiveness based on employees' responses.
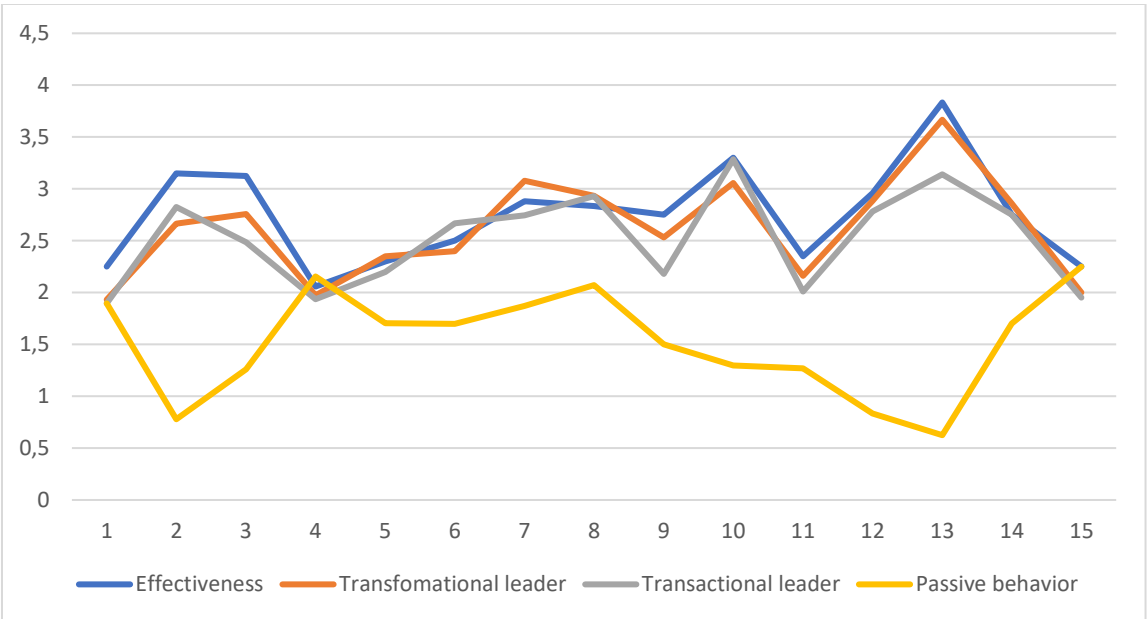
Figure 5.7: Connection between employees score of effectiveness and the managers` leadership style

Figure 5.7 shows how effectiveness is connected to the leadership styles, according to employees` scores. Store four has the lowest score in effectiveness and store thirteen has the highest score in effectiveness. Figure 5.7 show that whenever lines for transformational and transactional leadership moves upward or downward, the line for effectiveness shows a strong tendency to follow. Moreover, where passive leadership behaviors move downward the line for effectiveness tends to move upward, as in stores two and thirteen. The total average score on effectiveness in this sample is 2,7 and the standard deviation is equal to 0,48. This means that both the average effectiveness and the variation of scores on effectiveness his higher in the case of employees` scores compared with the managers scorings.

Table 5.2 shows correlations between the three leadership styles and effectiveness, according to the employees` scoring.

	Effectiveness	Transformational leadership	Transactional leadership
Transformational leadership	0,922**		
Significance (2-tailed)	0,000		
Transactional leadership	0,849**	0,896**	
Significance (2-tailed)	0,000	0,000	
Passive behaviors	-0,747**	-0,575*	-0,518*
Significance (2-tailed)	0,001	0,025	0,048

**. Correlation is significant at 0,01 level (2-tailed)

*. Correlation is significant at 0,05 level (2-tailed)

Table 5.2: Correlation between leadership styles and effectiveness, results from employees

The correlation table 5.2 shows that the transformational leadership style correlate positively with effectiveness and is significant at the 0,01 level. If transformational leadership scores go up by one score-point then the score for effectiveness would go up by approximately 0,92. Transactional leadership, as well shows a positive and significant correlation with effectiveness, with a correlation of 0,85. Passive leadership behaviors correlate negatively with effectiveness, which means, if the score for passive behavior goes up by one score-point then effectiveness would go down by approx. 0, 75 points, and this correlation is also significant at the 0,01 level. Furthermore, the three leadership styles correlate with each other as well. Transactional leadership has a positive and significant correlation with transformational leadership, and passive leadership behaviors has a negative and significant correlation with both transformational and transactional leadership.

Figure 5.8 shows the relationship between how managers score the three leadership styles and extra effort.
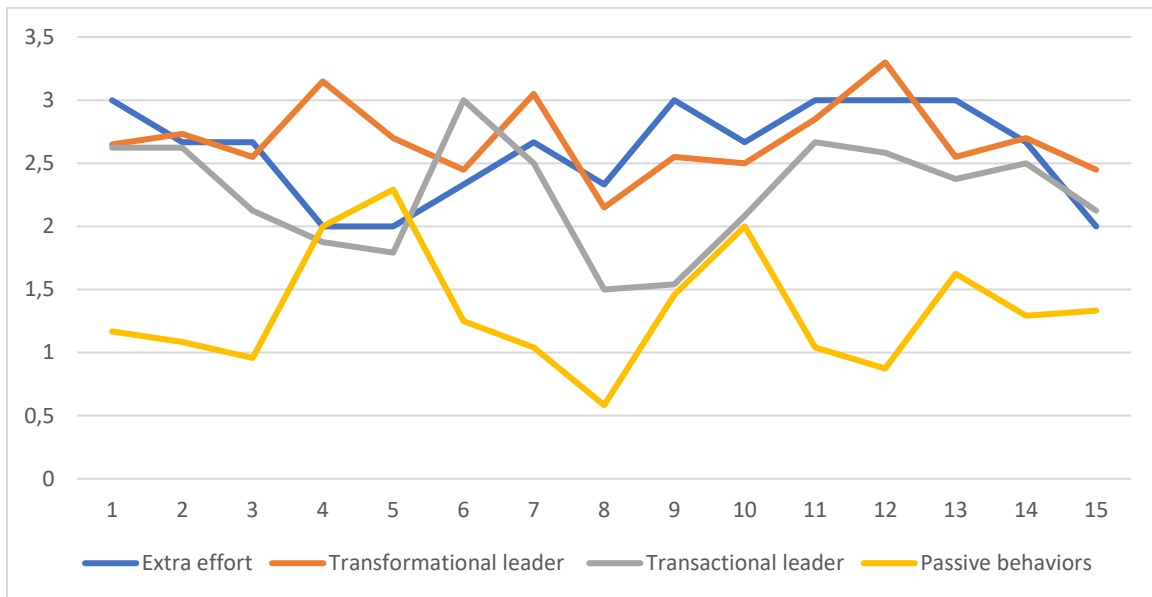
Figure 5.8: Relationships between managers` scores on the three leadership styles and extra effort

Figure 5.8 shows that the relationship between extra effort and the three leadership styles is not very present. There are only a few cases where the line for extra effort is moving similarly to the lines for transformational and transactional leadership, as in stores two, eleven, fourteen and fifteen. Furthermore, when scores for passive leadership behaviors are high the score for extra effort tends to be lower. On the other hand, there are also a few stores where this tendency is not observed, as in stores nine, ten and thirteen. The mean score on extra effort is 2,6 and the standard deviation is 0,38.

Table 5.3 shows the correlations between the three leadership styles and extra effort, according to the managers.

	Extra effort	*Significance (2-tailed)*
Transformational leadership	0,160	0,468
Transactional leadership	0,350	0,150
Passive behaviors	-0,387	0,104

Table 5.3: Correlation between leadership styles and extra effort, results from managers

Table 5.3 shows that transactional leadership has a more significant correlation with extra effort than transformational leadership, but neither transformational leadership or transactional leadership are deemed significant at either the 0,01 level or the 0,05 level. Passive behaviors are found to have the most significant relationship with extra effort, with a significance of 0,10, and a rise in passive behaviors would result in a 0,38 decline in extra effort produced.

Figure 5.7 shows the relationship between the three leadership styles and extra effort based on the employee` responses on the MLQ.
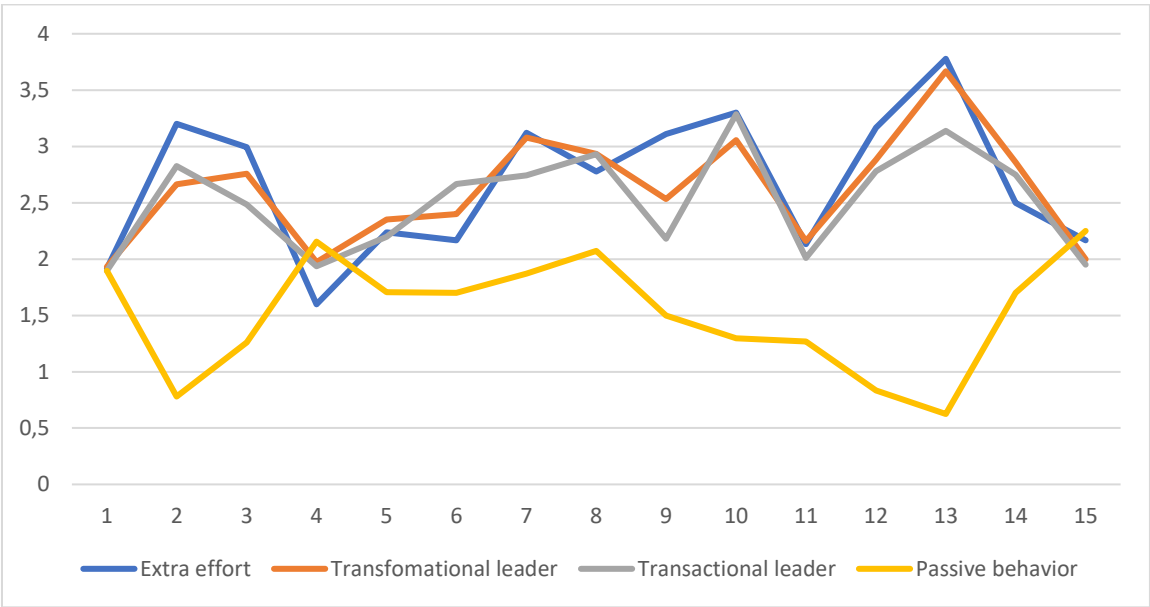
Figure 5.9: The relation between employee` scores on extra effort and the three leadership styles

Figure 5.9 shows that store thirteen has the highest score of extra effort and store four has the lowest score of extra effort. Figure 5.9 shows that the line for transformational leadership moves very much in the same directions as the line for extra effort, as well does the line for transactional leadership. The biggest difference is store nine where both the line for transformational leadership and the line for transactional leadership are below the extra effort line and moving downward. Furthermore, the line for effectiveness tends to move downward as the line for passive behaviors moves upward, as in stores four, eight and fifteen. According to the employees` scores, the average score for produced extra effort is 2,7 and the standard deviation is 0,62. This means that managers` and the employees` scores on extra effort are almost the same, but the employees` scores suggest much more variance in the scoring of extra effort.

Table 5.4 shows the correlations between the leadership styles and the amount of exhibited extra effort, according to the employees.

	Extra effort	Significance (2-tailed)
Transformational leadership	0,891**	0,000
Transactional leadership	0,782**	0,001
Passive behaviors	-0,712**	0,003

**. Correlation is significant at 0,01 level (2-tailed)

*. Correlation is significant at 0,05 level (2-tailed)

Table 5.4: Correlation between leadership styles and extra effort, results from employees

Again, there is a positive and significant correlation between transformational leadership and extra effort, as well as between transactional leadership and extra effort. The impact of the three leadership styles is a bit lower for extra effort than for effectiveness, but they are all significant at the 0,01 level.

Table 5.5 shows a summary of a regression analysis for the three leadership variables predicting effectiveness and extra effort. The table is based on managers responses.

	Effectiveness			Extra effort		
	Beta	SE B	β	Beta	SE B	β
Transformational leadership	0,369	0,315	0,279	0,157	0,364	0,122
Transactional leadership	0,241	0,220	0,270	0,189	0,255	0,218
Passive behaviors	-0,388	0,198	-0,462	-0,273	0,229	-0,336
$R^2 =$		0,658			0,426	

Table 5.5: coefficient table, managers` responses

Table 5.5 shows some important values to examine. First the unstandardized beta represents the slope of the line between the predictor variable and the dependent variable. In this case that would mean that for every unit increase in transformational leadership for example, effectiveness increases by 0,369 or extra effort increases by 0,157. Standard error for the unstandardized beta (SE B) is quite low for all the leadership variables, which means that the

numbers are not largely spread out, and significance is more likely to be found. The values for standardized beta (β) works similarly to the correlation coefficient, and in this case, passive leadership behaviors have the strongest relationship with both effectiveness and extra effort. R-squared (R^2) gives the percentage variation in the dependent variable explained by the independent variables. Table 5.5 shows that 65,8 % of the variation in effectiveness is explained by the three leadership styles. Moreover, 42,6 % of the variation in extra effort is explained by the three variables.

Table 5.6 shows a summary of a regression analysis for the three leadership variables predicting effectiveness and extra effort. The table is based on employee's responses.

	Effectiveness			Extra effort		
	Beta	SE B	β	Beta	SE B	β
Transformational leadership	0,628	0,193	0,639	1,009	0,342	0,797
Transactional leadership	0,114	0,197	0,109	0,116	0,349	0,086
Passive behaviors	-0,307	0,097	-0,324	-0,365	0,171	-0,298
$R^2 =$		0,923			0,855	

Table 5.6: Coefficient table, employees' responses

Table 5.6 shows that an increase of one point in transformational leadership would result in a 0,628 increase in effectiveness, and a 1,009 increase in extra effort. The unstandardized beta for transactional leadership is 0,114 for effectiveness and 0,116 for extra effort. The values for SE B are lower here than in table 5.5, except for transactional leadership. The standardized beta is strongest for transformational leadership with 0,628 for effectiveness and 0,797 for extra effort. The relationship between transformational leadership and effectiveness, as well as its relationship with extra effort, is significantly stronger in this case than in table 5.5. 92,3 % of the variation in effectiveness is explained by the three leadership styles, and they explain 85,5 % of the variation in extra effort.

Figure 5.10 shows the three leadership styles together with the three key figures obtained from each store. The figure is based on managers responses to the MLQ.

Figure 5.10: Measures of key figures together with managers` mean scores on the leadership styles

Figure 5.10 shows the key figures in pillars and the scores on the three leadership styles in lines. Store thirteen has the highest turnover per labor hour, followed by store four and fourteen. Store six has the highest percentage of employee absence and store thirteen has the highest score in terms of customer satisfaction, followed by store four. Figure 5.10 suggest that there are few relationships between the key figures and the three leadership styles. Some store managers who score themselves low in transactional and transformational leadership also have lower values in the key figures. For example, stores one, five and fifteen has much lower turnover per labor hour than what the scores on the three leadership styles are. Store thirteen shows stronger measures of the key figures than what the scores on the three leadership styles are.

Table 5.7 shows correlations between the three leadership styles and the key figures obtained from each store. The table is based on managers responses to the MLQ.

	Turnover per labor hour	Employee absence	Customer satisfaction
Transformational leadership	0,166	-0,252	0,060
Significance (2-tailed)	0,484	0,336	0,830
Transactional leadership	0,040	-0,418	0,188
Significance (2-tailed)	0,889	0,100	0,494
Passive behaviors	-0,050	-0,087	-0,013
Significance (2-tailed)	0,860	0,757	0,945

Table 5.7: Correlations between managers scores on the three leadership styles and key figures

Table 5.7 shows that there no significant correlations between any of the three leadership styles and turnover per labor hour. The strongest correlation is found between transformational leadership and turnover per labor hour with the correlation value of 0,16. In the case of employee absence, the table shows that there are no significant correlations between the three leadership styles and employee absence. Transactional leadership has the most significant relationship with employee absence but is not significant at either the 0,01 level or the 0,05 level. Transactional leadership has a negative correlation with employee absence, which means a one-point increase in transactional leadership would result in a 0,42 decrease in employee absence. There are also no significant relationships between customer satisfaction and the three leadership styles. The relationship is most significant between transactional leadership and customer satisfaction, but the correlation is not significant at either the 0,01 level or the 0,05 level.

Figure 5.11 shows the three leadership styles together with the three key figures obtained from each store. The figure is based on employees` responses to the MLQ.
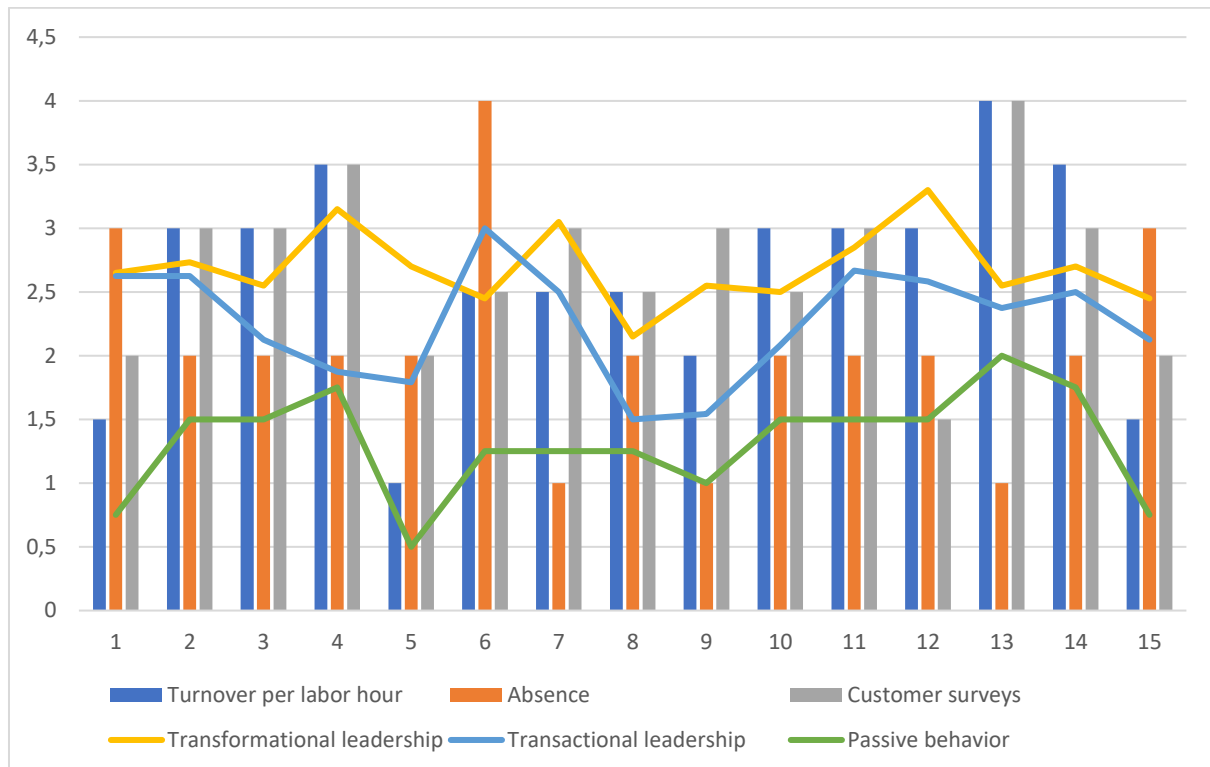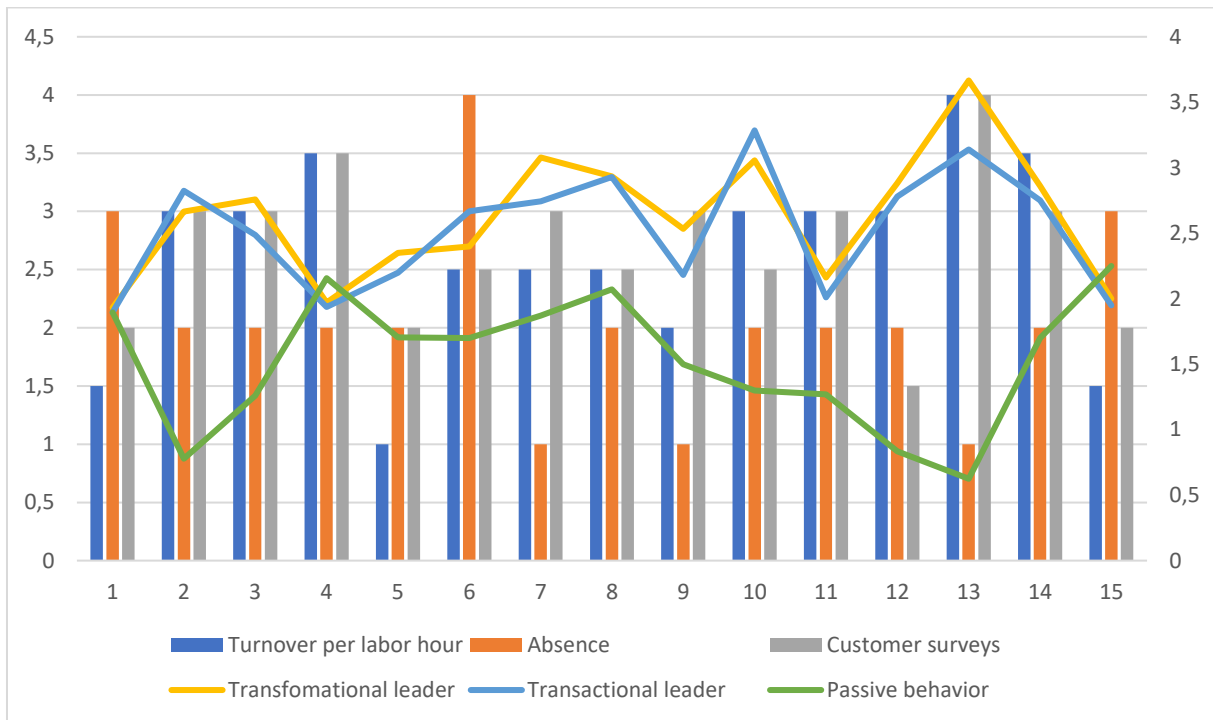

Figure 5.11: Measures of key figures together with employees` mean scores on the leadership styles

Figure 5.11 shows that turnover per labor hour tends to be higher when transformational and transactional leadership is scored high, as in stores one, two, ten and thirteen. The biggest exception in this case is store four, where the score on passive leadership behaviors is high and the other two leadership styles are low, but turnover per labor hour is high. Again, store five has much lower turnover per labor hour in comparison to the scores on transformational and transactional leadership, but the score on passive leadership behaviors is also higher in this case. The level of employee absence seems to be higher when scores in transformational leadership is low, especially in stores one and fifteen. The figure also show that some stores have higher scores of customers satisfaction when scores on transformational leadership is high, as in stores seven and thirteen. Store thirteen shows the highest scores in terms of key figures with the highest score in transformational leadership in this case.

Table 5.8 shows correlations between the three leadership styles and the various key figures obtained from each store. The table is based on employees' responses to the MLQ.

	Turnover per labor hour	Employee absence	Customer satisfaction
Transformational leadership	0,626*	-0,578*	0,365
Significance (2-tailed)	0,013	0,024	0,171
Transactional leadership	0,581*	-0,273	0,188
Significance (2-tailed)	0,023	0,305	0,493
Passive behaviors	-0,404	0,356	-0,229
Significance (2-tailed)	0,135	0,183	0,401

*. Correlation is significant at 0,05 level (2-tailed)

Table 5.8: correlations between employee scores and the various key figures

According to correlation table 5.8 there is a positive and significant correlation between both the leadership styles, transformational leadership and transactional leadership, and turnover per labor hour. Transformational leadership has a slightly stronger correlation with turnover per labor hour than transactional leadership with a correlation value of 0,62. There is a negative correlation between passive leadership behaviors and turnover per labor hour but is not significant at the 0,05 level. Furthermore, transformational leadership has a negative and significant correlation with employee absence. If the transformational leadership variable goes up by one the level of absence would reduce by approx. 0,58 in this sample. Transformational leadership has the strongest relationship with customer satisfaction with a correlation value of 0,36 but is not significant at either the 0,01 level or the 0,05 level.

Figure 5.10 shows the differences in how fulltime and part-time employees score their manager.
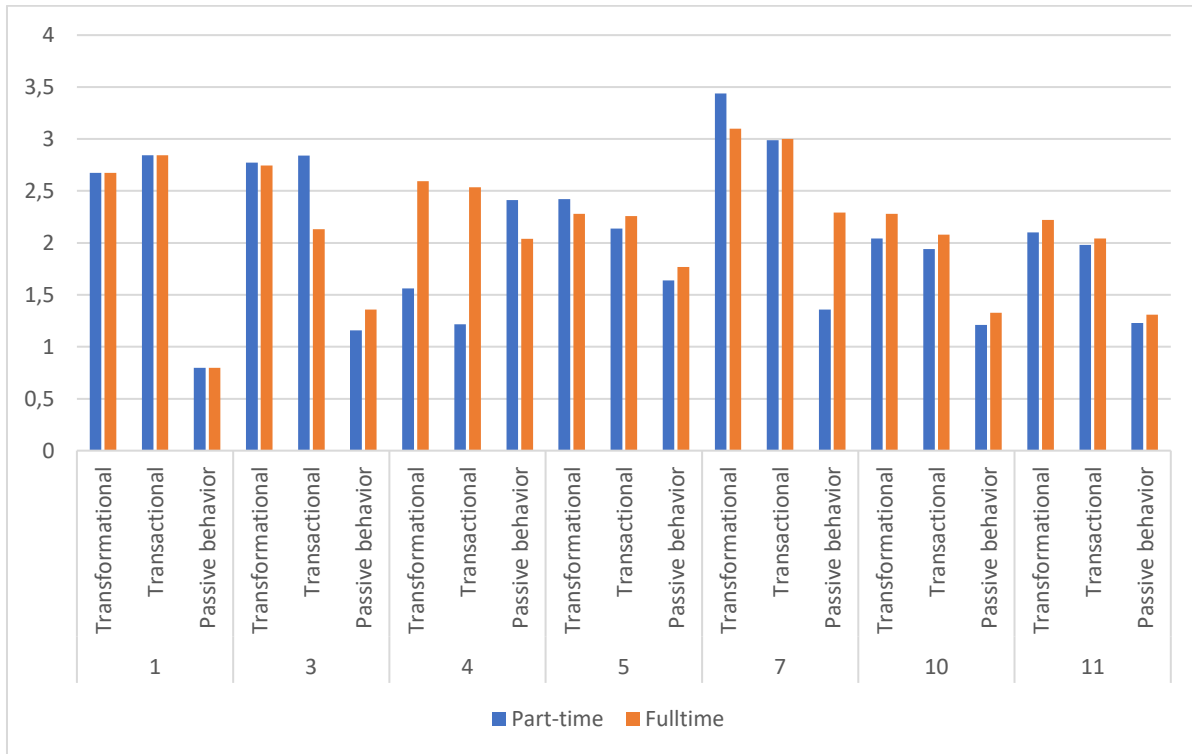
Figure 5.12: Differences in how fulltime and part-time employees score their manager

Figure 5.12 shows that there are some stores where the part-time and the fulltime employees score their manager differently. the biggest differences are found in store four where the fulltime employees score their manager higher than the part-time employees on both transformational and transactional leadership. In store seven, the part-time employees score their manager higher in transformational leadership than what the fulltime employees do. Part-time employees in store three score their manager higher than the fulltime employees in transactional leadership.

6 Discussion

The scores obtained from the managers suggests that the transformational leadership style is the most displayed leadership style in this sample. According to the scores obtained from the employees, it is more varied between the stores as to what leadership style is most displayed. The results also show that there are many disagreements regarding the scores on the three leadership styles. Most store managers score their transformational leadership behaviors

higher than what their employees scores them. Furthermore, the results showed a moderate relationship between managers scores on transactional and passive leadership behaviors and effectiveness, as well as extra effort. According to the scores obtained from the employees, there was a stronger relationship between all the leaderships styles and both effectiveness and extra effort. It was also found that the scores obtained from the managers showed weak relationships between the three leadership styles and the key figures. The scores obtained from the employees showed a positive and significant correlation of 0,625 between transformational leadership and turnover per labor hour. Lastly, the results showed some differences between how fulltime and part-time employees scored their managers` leadership style. This was especially the case in store 4.

When regarding the scores obtained from the managers, the results show that most managers perceive themselves more as a transformational leader than a transactional leader. There are some store managers who score themselves almost as high on transactional leadership behaviors, but the average score on transactional leadership style is considerably higher than the average score on transactional leadership style. Overall, this means that the transformational leadership style gains the most favor according to the managers` scorings in this sample. When it comes to the scores obtained from the employees it is harder to find a reoccurring leadership style in the same way. The average score for the transformational leadership style is slightly higher than the score for the transactional leadership style. This means that the employee scorings slightly favor that the transformational leadership style is the most displayed leadership style in this sample. On the other hand, there are more scorings going in favor of transactional leadership style in this case, and in a few stores, it is also shown that passive leadership style is the dominant style, as in stores four and fifteen. Moreover, the grocery sector could be considered as a work environment where the emotional labor is high, because it requires frequent contact with customers. According to Liu et al. (2011) transformational leadership was found to be more suitable for work environments involving high emotional labor. The results from this study are consistent with these findings, because the sample of both managers and employees suggests that transformational leadership is the most displayed leadership style.

There are some stores where the managers themselves and their employees score the managers in the same way on one or two of the leadership styles, but no scores are the same on all three of the leadership styles in any of the stores. One of the reasons why managers and

employees do not score the leadership styles in the same way could be the fact that people perceive things differently. Berg et al. (2010) argue that higher-rank employees, or store managers in this case, perceive things from higher up in the organization and handle challenges with their own expectations of how they and others should spend their time. The employees, on the other hand, perceive things from lower down in the organization and handle challenges in accordance to what is expected of them by higher-rank employees. Another explanation could be the question of how well the employees know their manager. There were a few responses from various stores which stood out, giving their manager better or worse scores than the majority of responses. If this is the case, it could also indicate shortcomings in the manager`s leadership skills in the sense of failing to interact with everyone (Brown and Dodd, 1999).

Both results from the managers and the employees showed positive correlations between transformational and transactional leadership and effectiveness. According to the scores obtained from the managers, transactional and passive leadership has a more significant correlation with effectiveness than what transformational leadership has. Although the managers perceive themselves as more transformational leaders, the correlations suggest that the managers believe in rewards in exchange for favorable performance works better in terms of motivation and effort than behaviors included in transformational leadership. The results from the managers, therefore contradicts several scholars and studies suggesting that transformational leadership is superior to transactional leadership (Burns, 1978: Bass, 1985; Birasnav, 2014). In contrast, there are also cases where transactional leadership style is found to be more effective than transformational leadership. An example is a study conducted in public sector universities (Ali et al., 2014). Results from two hundred and twenty-four teachers and professors suggested a stronger relation between transactional leadership and perceived performance than what transformational leadership did. Furthermore, the results obtained from the managers seems to lend support to the study conducted by Edwards and Gill (2012). They found that managers at lower levels was more oriented towards a steady workflow and had a greater focus on maintaining effective operations and was therefore characterized as transactional leaders. Lastly, scorings from the managers also suggest that passive leadership behaviors damage the effectiveness more than transformational leadership behaviors increases it.

The employees results suggest a stronger relationship between transformational leadership behaviors and effectiveness, than what the managers results do. According to the employee's

scores, transformational leadership style has the strongest relationship with effectiveness, with a positive and significant correlation of 0,92. This lends support to the study conducted by Hetland et al. (2015) where it was found that transactional leadership was associated with positive job attitudes, which is directly related to followers` effectiveness and motivation (Bass and Riggio, 2006). The results obtained from the employees also support several previous studies suggesting that a transformational leadership style is more effective than a transactional leadership style (Bass and Avolio, 1994; Waldman et al., 2001; Dumdum et al., 2013). The results from the employees also show strong and significant relationships between effectiveness and transactional leadership and passive leadership behaviors. This might suggest an importance of the full range leadership model. Bass (1998) and Avolio (1999) argues that effective leaders are likely to use a whole palate of leadership styles ranging from non-transactional, through transactional to transformational. The results obtained from the employees therefore lends support to this notion about the importance of all three leadership styles, rather than only regarding transformational leadership as important. In other words, the results from the employees suggests that transformational leadership behaviors alone are not enough to obtain higher effectiveness, there might also be a need for the manager to display transactional behaviors and a minimal display of passive leadership behaviors if the employees are to be more effective. In fact, other studies has shown that there are only minimal differences between the effects of transactional leadership behaviors and transformational leadership behaviors on some employee outcomes (Chiaburu et al., 2014; McMurray et al., 2012). Furthermore, the high correlation value between transformational leadership and effectiveness could suggest that these two variables measure the same thing. In other words, it could be that transformational leadership directly measures effectiveness. There is also a high correlation found between transformational leadership and transactional leadership when regarding the scores obtained from the employees, which is consistent with the findings by Tejeda et al. (2001). They found that the correlations between transformational leadership and transactional leadership and passive leadership behaviors made the influences of transformational leadership less unique for transformational leadership. On the other hand, Yukl`s (2013) taxonomies of transformational leadership suggest that gestures such as rewarding and recognizing are behaviors included in transformational leadership. This could mean that transformational leadership behaviors are dependent on some transactional leadership behaviors to be regarded as transformational leadership. Based on this, the results from this study could also lend support to the notion of full range leadership rather than the findings of Tejeda et al. (2001).

Transformational leadership has been proven to have a stronger impact on employees` willingness to produce extra effort than what transactional leadership have (Martinsen, 2015). Martinsen (2015) argues that this is because transformational leadership behaviors enable leaders to influence followers in such a way that an internal motivation to do more than what is expected is created. The results from the managers MLQ contradict Martinsen`s (2015) representation of the impacts of transactional leadership on extra effort. This is because transactional leadership and passive leadership behaviors showed a more significant relationship with extra effort than what transformational leadership did in this sample. This might imply that managers think rewarding their employees in exchange for effort accelerates the willingness to produce extra effort more than transformational characteristics such as encouragement, inspiration and coaching. Moreover, it could be that grocery stores are associated with stable and predictable environments, satisfactory organizational performance and established organizations, which is a more suitable environment for a transactional leader (Jansen et al., 2009). Furthermore, the results might also imply that managers think of passive leadership behaviors such as not caring or only seeking to punish unsatisfactory work behaviors as doing more harm to the willingness to produce extra effort, than what transformational behaviors do to support it. Furthermore, it was found that the results obtained from the managers suggest that the three leadership styles provide a weak explanation of the variance in extra effort. This may indicate that managers might consider other factors or variables more significant for employees` willingness to produce extra effort. According to Dobre (2013) Such factors could be how well employees are getting paid, special allowances and individual characteristics.

According to the employees` scores, the result supports the notion presented by Martinsen (2015), where he argues that leaders with high scores in transactional leadership behaviors tend to have employees producing less extra effort than leaders with high scores in transformational leadership behaviors. Moreover, there is a strong and significant correlation between the other two leadership styles and extra effort in this case as well. In terms of extra effort, it is again relevant to mention the importance of the full range leadership model, rather than highlighting only transformational leadership. Baškarada et al., (2017) found that a mixture of both transformational and transactional leadership was best suited in military operations. The results from this study seems to suggest that this is the case as well in grocery stores. Furthermore, the results suggest that scores on passive leadership behaviors are higher when the score for extra effort is low, as in stores one, four and fifteen. This is consistent with

previous studies suggesting that passive leadership behaviors resulting in negative outcomes in terms of motivation and overall performance (Bass and Avolio, 1994; Skogstad et al., 2007). The same argument could be made for effectiveness, because the scores obtained from the employees show similar results for effectiveness and extra effort, which could also suggest that effectiveness and extra effort are closely related.

The data collected from the managers showed mostly weak relationships between the three leadership styles and the key figures. The most significant correlation was found between transactional leadership and employee absence, with r= -.418. Dan Farrell (1988) suggests that the most influencing factors on absence are job involvement, task significance, task variety and pay. This could mean that grocery store managers believe that the pay is the most influencing factor, because job involvement, task significance and variety are factors very much linked with transformational leadership (Bass and Avolio, 1994). Furthermore, the quality of the interaction between employee and customer is critical in determining customer satisfaction (Bowan and Waldman 1999). Because the managers scores suggest that they mostly display transformational leadership styles, there should be a stronger significant relationship between customer satisfaction and transformational leadership. The reason is that transformational leadership influence employees to go beyond their self-interests for the good of the group and/or organization, which means that employees in a grocery stores should be motivated to help customers to the best of their abilities under a transformational leader (Bass and Avolio, 1994). On the other hand, it could be other factors more influencing on customer satisfaction in the grocery sector, such as price.

A comparison of employees` scorings on the MLQ and the key figures shows that transformational leadership has the strongest relationship with all three variables for key figures. This lends support to the previous study where transformational leadership showed a positive correlation with performance, and performance was measured as whether the targeted net income goals were reached or not (Peterson et al., 2009). In technological start-up firms the correlation was .59, and established firms .51. Lim and Ployhart (2004) also reported a correlation of .60 in their studies about transformational leadership and team performance in typical maximum contexts. In terms of turnover per labor hour, which is closely related to performance, it is found to have a correlation of .625 with transformational leadership in this study. Moreover, transactional leadership is found to have a strong relationship with turnover per labor hour as well, which might be surprising, especially because of the overwhelming beliefs about transformational leadership style being a universal theory and always being

superior to a transactional leadership style (Burns, 1978; Bass, 1985; Birasnav, 2014). On the other hand, when it comes to employee absence and customer satisfaction there is a bigger gap between transformational leadership and transactional leadership in terms of their significance. Transformational leadership shows a much stronger relationship with employee absence and customer satisfaction than what transactional leadership does, which lends more support to the notion about the transformational leadership style being the superior leadership style.

The assistant manager at store 4 provides some additional insight, where the chief manager scores quite low on transformational leadership and high on passive leadership behaviors. In contrast, the assistant manager scores higher on transformational leadership and on both effectiveness and extra effort. This might mean that the chief manager is good at task-oriented leadership behaviors such as Problem solving, planning, organizing and monitoring, and the assistant manager is better at relationship-oriented behaviors such as supporting, team-building and consulting (Yukl, et al., 2002). this might suggest a successful case of dual leadership. Dual leadership is defined as two or more leaders working as co-leaders (Denis et al., 2012). In this case, it might serve as one of the explanations of why this store produce a strong figure for turnover per labor hour as well as obtaining high scores in terms of customer opinions.

A last issue that needs to be discussed is the differences in how the managers are being scored between fulltime and part-time employees. The biggest difference is found in store four. In this store the manager overestimates his/her transformational leadership skills to a high degree in comparison to the overall scoring obtained from the employees. interestingly, the part-time employees score the manager much below what the full-time employees score him/her. In this case, this means that if the study only contained full-time employees, the manager in store four would not be over-scoring his transformational leadership skills by as much. A possible reason could be that the part-time employees mostly work evening shifts, and the manager might not be as often present in the evenings. It might be that the part-time employees do not know their manager as well as the fulltime employees. When employees do not know their managers well it might influence how they view the manager in negative way (Gardner et al., 2005). In contrast, the part-time employees score the manager higher in transformational leadership than fulltime employees in store seven. Moreover, the part-time employees score their manager higher in transactional leadership than the fulltime employees in store three. This might imply that these managers focus more on communicating with the part-time

employees than some of the other managers. Overall, there is not many considerable differences to be found between the part-time and fulltime employees, there is however a small tendency for fulltime employees to score their manager higher in transactional leadership than what the part-time employees do. The reason could be that fulltime employees are more often exposed to transactional leadership behaviors such as handling problems, clarifying responsibilities and providing recognition.

The results from this study suggest that the three leadership styles influence effectiveness, extra effort and overall performance, but before drawing any conclusions there are some factors that needs further discussion. The scores obtained from the employees suggest high correlations between the leadership styles and according to Judge and Piccolo (2004), a factor analyses show that the four dimensions of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, are highly correlated, thus making it difficult to separate the unique effects of construct that correlate at such high level. The results from the employees suggest very high correlations between transactional leadership and effectiveness, and this might raise doubts about the construct validity of transformational leadership dimensions given each transformational behavior includes diverse components which could make the definition of transformational leadership ambiguous (Yukl 2013). On the other hand, in the case of grocery stores, there could be a case of the full range leadership model in display, which could work as reason for the high correlations between the leadership styles (Avolio, 1999; Kirkbride, 2006). Furthermore, Transformational leadership emphasizes the influence of leaders on their subordinates, but Yukl (2013) suggests that more attention needs to be focused on reciprocal influence processes such as shared leadership and mutual influence among subordinates themselves. This could mean that the scores obtained from the employees on effectiveness and extra effort is not given as result of how the manager alone is influencing them but also as a result of how their other colleagues influence them. On the other hand, the results obtained from the managers gives some support to the results obtained from the employees, because the scores given by the managers also suggest that there is a relationship between the three leadership styles and effectiveness, which could suggest that the employees have given their scores on effectiveness mostly based on how their managers influence them. Some scholars also believe that the notion of transformational leadership being more effective lacks support, especially when effectiveness is measured objectively. The relationship between leadership and effectiveness will always depend on how effectiveness is defined and measured

empirically (Andersen, 2015). Moreover, some studies have claimed to provide evidence of this. For example, when performing a meta-analytic test, Judge and Piccolo (2004) found that transformational leadership failed to predict leader job performance. Prenkert and Ehnfors (1997) have also found that transformational leadership could not explain effectiveness (degree of goal achievement) in hospital organizations. However, the subordinates regarded transformational leaders to be more effective than other leaders, but this did not reflect much on the degree of goal achievement. This raises the question about whether the measures of goal achievement used in this thesis are sufficient. In that regard, the three key figures in this study which works as performance goals are the three most important figures for goal achievement according to the regional managers and are therefore deemed sufficient measures for goal achievement in the case of grocery stores. Nevertheless, when results such as those found in the case of the employees suggest overwhelming support for leadership behaviors being an influencing factor on employees` job performance, there is a chance for insufficient measures of effectiveness and overall performance, and there is also a chance for other factors influencing the employees` performance (Yukl, 2013). On the other hand, the results from this study shows that when the employees score their managers high in transformational and transactional leadership they also score both effectiveness and extra effort high, and these scores are often followed by favorable scores on key figures. This means that transformational and transactional leadership is not only correlating with one or two factors but several factors within the same time-period, which suggests that leadership behaviors are indeed influencing employees and the overall store performance in this study.

6.1 Conclusion

The findings in this study suggest that store managers themselves and the employees do not score the store managers` leadership behaviors in the same way. On the other hand, the sample does not offer a conclusion on whether there is a stronger tendency of overestimation or underestimation, as this varies from store to store.

During the discussion of leadership theory and previous studies I found a broad consensus about transformational leadership being the superior leadership style. The results obtained from employees in this study lends support to this notion, in the sense that transformational leadership was found to have a positive and significant correlation with effectiveness, extra effort, turnover per labor hour and absence in Norwegian grocery stores. The results from the

managers on the other hand, showed weaker significance of all the leadership styles, but did show a stronger significance of transactional leadership than transformational leadership. The big differences between the results from the managers MLQ and the employees MLQ makes it a little more difficult to reach a final conclusion. The results from the employees are very clear on the importance of especially transformational leadership and supports the notion of full range leadership. The results from the managers, on the other hand, showed that transactional leadership and passive leadership behaviors were more significant for both effectiveness and extra effort than what transformational leadership were. In conclusion, it is fair to say that leadership behaviors correlate with effectiveness in Norwegian grocery stores.

The findings in this study is useful for Norwegian grocery stores, as they are in a competitive sector where the battle for customers is vital. By studying the given theory in this thesis, as well as the findings from this study the grocery stores can develop a better understanding of how leadership can improve their competitive advantage.

As there is far less research conducted about leadership in Norwegian grocery sector than other sectors it would be valuable to look further into additional leadership styles which could prove suitable to the way grocery store managers behave. This study only contains research on the three leadership styles transformational, transactional and passive or Laissez-faire leadership. Although they are considered universal and have received much attention in many countries, there are other leadership styles which could be in use among grocery store managers. Examples of other leadership styles could be servant leadership, soft leadership and dual leadership.

A bigger sample may further strengthen the level of validity and the level of significance on various variables. Adding more assistant managers might also help to explain performance in terms of various key figures such as those mentioned in this study.

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8 Appendices

8.1 Summary and explanations of the MLQ

Transactional leadership

Idealized influence, inspirational motivation, intellectual stimulation and individual consideration are behaviors belonging to the transformational leadership dimension. The questions belonging to these categories are;

Idealized Attributes

10. Jeg innplanter stolthet i andre for å være assosiert med meg

17. Jeg går utover egeninteresse for gruppens gode

20. Jeg opptrer på måter som bygger andres respekt for meg

24. Jeg viser en følelse av makt og selvtillit

Idealized Behaviors

6. Jeg snakker om mine viktigste verdier og meninger

13. Jeg spesifiserer betydningen av å ha en sterk følelse av hensikt

22. Jeg ser på de moralske og etiske konsekvensene av beslutninger

32. Jeg legger vekt på betydningen av å ha en kollektiv følelse av oppdrag

Inspirational Motivation

9. Jeg snakker optimistisk om fremtiden

12. Jeg snakker entusiastisk om hva som må oppnås

25. Jeg formulerer en overbevisende visjon om fremtiden

34. Jeg uttrykker tillit til at målene vil bli oppnådd

Intellectual Stimulation

2. Jeg vurderer kritiske forutsetninger for å spørre om de er hensiktsmessige

8. Jeg søker forskjellige perspektiver når jeg løser problemer

28. Jeg får andre til å se på problemer fra mange forskjellige vinkler

30. Jeg foreslår nye måter å se på hvordan en kan fullføre oppdrag

Individual Consideration

14. Jeg bruker tid på undervisning og coaching

18. Jeg anser andre som individer istedenfor som et medlem av en gruppe

27. Jeg anser et individ som å ha ulike behov, evner og ambisjoner fra andre

29. Jeg hjelper andre til å utvikle sine styrker

Transactional leadership

Contingent reward and active management-by-exception are behaviors belonging to the transactional leadership dimension. The questions belonging to these categories are;

Contingent Reward

1. Jeg gir andre hjelp i bytte for deres innsats

11. Jeg diskuterer spesifikt hvem som er ansvarlig for å oppnå resultatmål

15. Jeg klargjør hva man kan forvente å motta når resultatmål oppnås

33. Jeg uttrykker tilfredshet når andre møter forventninger

Active management-by-Exception

4. Jeg fokuserer på uregelmessigheter, feil, unntak og avvik fra standarder

21. Jeg konsentrerer meg om å håndtere unøyaktigheter, klager og feil

23. Jeg holder styr på alle feil

Passive/avoidant behavior

Passive management-by-exception and Laissez-Faire are behaviors belonging to the passive leadership dimension. The questions belonging to these categories are;

Passive management-by-Exception

3. Jeg unnlater å blande meg inntil problemer blir alvorlige

16. Jeg viser at jeg er en fast tro på: "Hvis det ikke er ødelagt, ikke fiks det."

19. Jeg demonstrerer at problemer må bli kroniske før jeg tar tiltak

Laissez-Faire

5. Jeg unngår å bli involvert når viktige problemer oppstår

7. Jeg er fraværende når jeg det trengs

26. Jeg unngår å ta avgjørelser

31. Jeg forsinker med å svare på presserende spørsmål

OUTCOMES OF LEADERSHIP

The following questions regards extra effort, effectiveness and satisfaction.

Extra Effort

37. Jeg får andre til å gjøre mer enn de forventet å gjøre

40. Jeg øker andres ønske om å lykkes

42. Jeg øker andres vilje til å prøve hardere

Effectiveness

35. Jeg er effektiv i å møte andres jobbrelaterte behov

38. Jeg er effektiv i å representere andre til høyere autoritet i organisasjonen

41. Jeg er effektiv i å møte organisatoriske krav

43. Jeg leder en gruppe som er effektiv

Satisfaction with the Leadership

36. Jeg bruker metoder for lederskap som tilfredsstiller

39. Jeg jobber med andre på en tilfredsstillende måte

Multifaktor lederskap spørreskjema

Stilling: _____   Butikk: _____

Sett sirkel,

Stillingsprosent: deltid   heltid   Kjønn: Mann   Kvinne

Aldersgruppe: 18-25   26-35   36-50   50+

Meningen med dette spørreskjemaet er å beskrive din lederstil som du oppfatter det. Vennligst svar på alle elementene på dette svararket. Hvis et element er irrelevant, eller hvis du er usikker eller ikke ønsker å svare, la svaret være tomt.

Det er først 9 beskrivende uttalelser om deg og ditt forhold til jobben etterfølgt av 44 uttalelser om ledelse oppført på de følgende sidene. Døm hvor ofte hver uttalelse eller påstand passer til deg og sett sirkel.

Bruk følgende skala:

Ikke i det hele tatt	Sjelden	Av og til	Ganske ofte	Ofte, om ikke alltid
0	1	2	3	4

a. Er det fastsatt klare mål for din jobb?... 0 1 2 3 4

b. Vet du hva som er ditt ansvarsområde?.. 0 1 2 3 4

c. Vet du nøyaktig hva som forventes av deg i jobben?.............................. 0 1 2 3 4

d. Jeg får en opplevelse av at jeg gjør noe verdifullt i jobben……………….... 0 1 2 3 4

e. Jeg opplever arbeidet som konfliktfritt og velordnet……………………... 0 1 2 3 4

f. Er du fornøyd med din evne til å ha et godt forhold til dine kolleger?......... 0 1 2 3 4

g. Denne organisasjonen inspirerer meg til å yte mitt beste………………….. 0 1 2 3 4

h. Alt i alt, jeg trives i jobben min?.. 0 1 2 3 4

i. Har du planer om å slutte i jobben?... 0 1 2 3 4

1. Jeg gir andre hjelp i bytte for deres innsats…………………………………. 0 1 2 3 4

2. Jeg vurderer kritiske forutsetninger for å spørre om de er hensiktsmessige 0 1 2 3 4

3. Jeg unnlater å blande meg inntil problemer blir alvorlige…………..……..... 0 1 2 3 4

4. Jeg fokuserer på uregelmessigheter, feil, unntak og avvik fra standarder... 0 1 2 3 4

5. Jeg unngår å bli involvert når viktige problemer oppstår………..………….. 0 1 2 3 4

6. Jeg snakker om mine viktigste verdier og meninger….……..…..…........... 0 1 2 3 4

7. Jeg er fraværende når jeg det trengs….……………..…………………….. 0 1 2 3 4

8. Jeg søker forskjellige perspektiver når jeg løser problemer……………….. 0 1 2 3 4

9. Jeg snakker optimistisk om fremtiden………………………………………. 0 1 2 3 4

10. Jeg innplanter stolthet i andre for å være assosiert med meg…….……….. 0 1 2 3 4

11. Jeg diskuterer spesifikt hvem som er ansvarlig for å oppnå resultatmål….. 0 1 2 3 4

12. Jeg snakker entusiastisk om hva som må oppnås…………………………... 0 1 2 3 4

13. Jeg spesifiserer betydningen av å ha en sterk følelse av hensikt……..….... 0 1 2 3 4

14. Jeg bruker tid på undervisning og coaching……………………………….. 0 1 2 3 4

15. Jeg klargjør hva man kan forvente å motta når resultatmål oppnås……….. 0 1 2 3 4

16. Jeg viser at jeg er en fast tro på: "Hvis det ikke er ødelagt, ikke fiks det." .. 0 1 2 3 4

17. Jeg går utover egeninteresse for gruppens gode…………………….......... 0 1 2 3 4

18. Jeg anser andre som individer istedenfor som et medlem av en gruppe …. 0 1 2 3 4

19. Jeg demonstrerer at problemer må bli kroniske før jeg tar tiltak………….. 0 1 2 3 4

20. Jeg opptrer på måter som bygger andres respekt for meg…..……………... 0 1 2 3 4

21. Jeg konsentrerer meg om å håndtere unøyaktigheter, klager og feil …...… 0 1 2 3 4

22. Jeg ser på de moralske og etiske konsekvensene av beslutninger ….…..... 0 1 2 3 4

23. Jeg holder styr på alle feil….……………………..……………………….. 0 1 2 3 4

24. Jeg viser en følelse av makt og selvtillit.…………….…………………… 0 1 2 3 4

25. Jeg formulerer en overbevisende visjon om fremtiden……….............…… 0 1 2 3 4

26. Jeg unngår å ta avgjørelser………………………………..……………….. 0 1 2 3 4

27. Jeg anser et individ som å ha ulike behov, evner og ambisjoner fra andre . 0 1 2 3 4

28. Jeg får andre til å se på problemer fra mange forskjellige vinkler…….......... 0 1 2 3 4

29. Jeg hjelper andre til å utvikle sine styrker………………………………….… 0 1 2 3 4

30. Jeg foreslår nye måter å se på hvordan en kan fullføre oppdrag………….. 0 1 2 3 4

31. Jeg forsinker med å svare på presserende spørsmål……..……………….. 0 1 2 3 4

32. Jeg legger vekt på betydningen av å ha en kollektiv følelse av oppdrag ….. 0 1 2 3 4

33. Jeg uttrykker tilfredshet når andre møter forventninger…….…………........... 0 1 2 3 4

34. Jeg uttrykker tillit til at målene vil bli oppnådd………….……………….….. 0 1 2 3 4

35. Jeg er effektiv i å møte andres jobbrelaterte behov…….…………..……..… 0 1 2 3 4

36. Jeg bruker metoder for lederskap som tilfredsstiller……….…….………..… 0 1 2 3 4

37. Jeg får andre til å gjøre mer enn de forventet å gjøre………..…………….. 0 1 2 3 4

38. Jeg er effektiv i å representere andre til høyere autoritet i organisasjonen.. 0 1 2 3 4

39. Jeg jobber med andre på en tilfredsstillende måte……….……………........ 0 1 2 3 4

40. Jeg øker andres ønske om å lykkes…………………………….…............... 0 1 2 3 4

41. Jeg er effektiv i å møte organisatoriske krav…………….……………….… 0 1 2 3 4

42. Jeg øker andres vilje til å prøve hardere………..………………….……….. 0 1 2 3 4

43. Jeg leder en gruppe som er effektiv………………………………………… 0 1 2 3 4

44. Er du fornøyd med din evne til å løse problemer som dukker opp?.............. 0 1 2 3 4

Takk for din besvarelse!

Multifaktor lederskap spørreskjema

Stilling: _____   Butikk: _____

Sett sirkel,

<u>Stillingsprosent</u>:   deltid   heltid   <u>Kjønn</u>:   Mann   Kvinne

Aldersgruppe: 18-25   26-35   36-50   50+

Meningen med dette spørreskjemaet er å beskrive din butikksjefs lederstil som du oppfatter den. Vennligst svar på alle elementene på dette svararket. Hvis et element er irrelevant, eller hvis du er usikker eller ikke ønsker å svare, la svaret være tomt.

Det er først 9 beskrivende uttalelser om deg etterfølgt av 44 uttalelser om din butikksjef oppført på de følgende sidene. Døm hvor ofte hver uttalelse eller påstand passer til først deg og etterpå din leder (butikksjef) og sett sirkel.

Bruk følgende skala:

Ikke i det hele tatt	Sjelden	Av og til	Ganske ofte	Ofte, om ikke alltid
0	1	2	3	4

a. Er det fastsatt klare mål for din jobb?.. 0 1 2 3 4

b. Vet du hva som er ditt ansvarsområde?.. 0 1 2 3 4

c. Vet du nøyaktig hva som forventes av deg i jobben?................................ 0 1 2 3 4

d.   Jeg får en opplevelse av at jeg gjør noe verdifullt i jobben…....……........ 0 1 2 3 4

e.   Jeg opplever arbeidet som konfliktfritt og velordnet………….......………... 0 1 2 3 4

f.   Er du fornøyd med din evne til å ha et godt forhold til dine kolleger? 0 1 2 3 4

g.   Denne organisasjonen inspirerer meg til å yte mitt beste……....…............. 0 1 2 3 4

h.   Alt i alt, jeg trives i jobben min?... 0 1 2 3 4

i.   Har du planer om å slutte i jobben?... 0 1 2 3 4

Min leder…

1.   Gir meg hjelp i bytte for min innsats………………………………………… 0 1 2 3 4

2.   Re-vurderer kritiske forutsetninger for å spørre om de er hensiktsmessige . 0 1 2 3 4

3.   Unnlater å blande seg før problemer blir alvorlige…………….…………... 0 1 2 3 4

4.   Fokuserer på uregelmessigheter, feil, unntak og avvik fra standarder….…... 0 1 2 3 4

5.   Unngår å bli involvert når viktige problemer oppstår………………….…... 0 1 2 3 4

6.   Snakker om hans/hennes viktigste verdier og meninger ……....………….... 0 1 2 3 4

7.   Er fraværende når det er nødvendig å være tilstede………………….…... 0 1 2 3 4

8.   Søker forskjellige syns-perspektiver når man løser problemer….…………. 0 1 2 3 4

9.   Snakker optimistisk om fremtiden…………………………………………… 0 1 2 3 4

10. Innstiller stolthet i meg for å være assosiert med ham / henne……….……. 0 1 2 3 4

11. Diskuterer spesifikt hvem som er ansvarlig for å oppnå resultatmål……..... 0 1 2 3 4

12. Snakker entusiastisk om hva som må oppnås…………………………….... 0 1 2 3 4

13. Angir betydningen av å ha en sterk følelse av hensikt……………………. 0 1 2 3 4

14. Tilbringer tid på undervisning og coaching……………………………….. 0 1 2 3 4

15. Gjør klart hva man kan forvente å motta når resultatmål oppnås…………. 0 1 2 3 4

16. Viser en fast tro på; "Hvis det ikke er ødelagt, ikke fiks det." ……………...0 1 2 3 4

17. Går utover egeninteresse for gruppens gode………………………...……. 0 1 2 3 4

18. Behandler meg som et individ i stedet for bare som et medlem av en gruppe 0 1 2 3 4

19. Demonstrerer at problemer må bli kroniske før man tar tiltak…………..…. 0 1 2 3 4

20. Handler på måter som bygger min respekt…………………..…………... 0 1 2 3 4

21. Konsentrerer seg på å håndtere unøyaktigheter, klager og feil…...……..... 0 1 2 3 4

22. Vurderer de moralske og etiske konsekvensene av beslutninger…...……..... 0 1 2 3 4

23. Holder oversikt over alle feil………………………….…………………... 0 1 2 3 4

24. Viser en følelse av makt og selvtillit………………..…………….....……. 0 1 2 3 4

25. Formulerer en overbevisende visjon for fremtiden..………..……………... 0 1 2 3 4

26. Unngår å ta avgjørelser…………………………………………..………... 0 1 2 3 4

27. Anser meg for å ha forskjellige behov, evner og ambisjoner fra andre….....… 0 1 2 3 4

28. Får meg til å se på problemer fra mange forskjellige vinkler……..……….... 0 1 2 3 4

29. Hjelper meg til å utvikle mine styrker…………………..………………….. 0 1 2 3 4

30. Foreslår nye måter å se på hvordan du fullfører oppdrag………..…………. 0 1 2 3 4

31. Forsinker med å svare på presserende spørsmål…………….…..………….. 0 1 2 3 4

32. Understreker viktigheten av å ha en kollektiv følelse av oppdrag……..…… 0 1 2 3 4

33. Uttrykker tilfredshet når jeg møter forventningene………..……………….. 0 1 2 3 4

34. Uttrykker tillit til at målene vil bli oppnådd…………………..…………….. 0 1 2 3 4

35. Min leder er effektiv i å møte mine jobbrelaterte behov………..………….. 0 1 2 3 4

36. Min leder bruker metoder for lederskap som tilfredsstiller………..……….. 0 1 2 3 4

37. Får meg til å gjøre mer enn jeg er forventet å gjøre…………….………….. 0 1 2 3 4

38. Er effektiv i å representere meg til høyere autoritet i organisasjonen …….. 0 1 2 3 4

39. Min leder jobber med meg på en tilfredsstillende måte……………..……… 0 1 2 3 4

40. Min leder øker mitt ønske om å lykkes……………………….…………….. 0 1 2 3 4

41. Er effektiv i å møte organisatoriske krav……………………..…………... 0 1 2 3 4

42. Øker min vilje til å prøve hardere.……………………..…….…………... 0 1 2 3 4

43. Butikksjef leder en gruppe som er effektiv……………………….….......... 0 1 2 3 4

44. Er du fornøyd med din leders evne til å løse problemer som dukker opp? … 0   1   2   3   4

Takk for din besvarelse!!

8.4 Assistant store manager MLQ scores

Store 4	Transformational	Transactional	Passive behaviors	EFF	EE
The ass. Store manager	3	2,625	1,25	3	3
The employees	3,2	2,5	1,167	3,1	2,9
Store 5					
The ass. Store manager	2,6	1,8	1,8	2	2
The employees	2,4	2,2	1,7	2,2	2.1