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Forfatter(e): Jone Aabø Lorentzen, Simon Belay

Fagansvarlig: Sigbjørn Landazuri Tveteraas

Veileder(e): Dina Zhenisovna Kairbekova

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“Leadership is not about being in charge. It’s about taking care of those in your charge”

Simon Sinek

Abstract

This study examines how leaders in customer service can effectively influence their employees with limited resources. Using a mixed-methods approach, including surveys and interviews, the research investigates the non-financial factors that impact employee motivation and engagement in customer service and the leadership practices that facilitate this process. Data was collected through an online survey and analyzed in the statistical program SPSS.

The findings suggest that creating a positive work environment is crucial for leaders, as it was identified as the most important non-financial factor for customer service agents. Additionally, regular feedback, open communication, and tailored feedback strategies was found to be important aspects of effective leadership. The study highlights the significance of effective communication, self-awareness, influence, and learning agility in leadership. Leaders who exhibit these skills are more likely to impact their employees' motivation and engagement positively. The study concludes that leaders should prioritize creating a supportive work environment, providing regular feedback, and setting appropriate goals to influence their employees with limited resources.

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Contents

Abstract	iv
Acknowledgements	vi
1 Introduction	1
1.1 Motivation	1
1.2 Problem Definition	2
1.3 Background and Goal of the Study	2
1.4 Customer Service Sector	3
1.5 Usecases	3
1.6 Limitations	4
1.7 Definitions	5
1.8 Outline	5
2 Literature Review	7
2.1 Historical perspective	7
2.2 Leadership	8
2.2.1 Definition of leadership	8
2.2.2 Leadership in the Customer Service Sector	9
2.2.3 Leadership styles	9
2.2.4 Autocratic Leadership	10
2.2.5 Democratic Leadership	10
2.2.6 Participative leadership	10
2.2.7 Laissez-faire leadership	10
2.2.8 Transactional Leadership	11
2.2.9 Transformational Leadership	11
2.2.10 Servant Leadership	11
2.2.11 Authentic Leadership	11
2.2.12 Charismatic leadership	12
2.2.13 Leadership in Norway	12
2.2.14 Leadership Skills	13
2.3 Communication	14
2.3.1 Definition of communication	14
2.3.2 Effective Communication	14

2.3.3	Importance of two-way communication	15
2.3.4	Ways of communication	16
2.3.5	Feedback frequency	17
2.4	Motivation	18
2.4.1	Definition of Motivation	18
2.4.2	Outcome of Motivation	18
2.4.3	Influence on Motivation	19
2.5	Literature theory	20
2.5.1	Expactancy theory	20
2.5.2	Goal Setting Theory	20
2.5.3	Skinner’s Incentive Theory of Motivation	21
2.5.4	Brief Analysis of the Impact of Material Incentives and Non- Material Incentives On the Performance of Enterprise Employees .	22
2.6	Case Study Review	23
3	Case Study Methology	25
3.1	Introduction	25
3.2	Research Design	26
3.2.1	Mixed-method research design	26
3.3	Participants	26
3.3.1	Sampling method	26
3.3.2	Participants’ characteristics	27
3.4	Data Collection	27
3.4.1	Quantitative survey	27
3.4.2	Qualitative interviews	28
3.5	Data Analysis	29
3.5.1	Quantitative analysis	29
3.6	Ethical considerations	29
4	Empirical findings	31
4.1	Interviews	31
4.1.1	Participant 1	31
4.1.2	Participant 2	33
4.2	Survey	34
5	Discussion / Analysis	39
5.1	Discussion	39
5.1.1	Non-financial factors	39
5.1.2	Leadership styles	40
5.1.3	Leadership skills	41
5.1.4	Leader communication	42
5.1.5	Feedback frequency	43
5.1.6	Motivation	43
6	Conclusion	45
6.1	Future directions	46

List of Figures	50
List of Tables	53
A Survey	55
B Interview	57

Chapter 1

Introduction

1.1 Motivation

The customer service industry is a competitive and important sector. It requires skillful leadership to find the perfect balance between maximum productivity while still preserving excellent customer service. As Industrial Economy graduate students specializing in Project Management and currently employed within the customer service industry, we desire to gain knowledge on how leaders impact this field, mainly when the leaders in Norway must often operate with limited resources.

Throughout the thesis, it will be investigated how a leader constrained in resources can increase workplace efficiency. Our study will examine how leaders can influence their subordinates to perform at levels exceeding expectations. The results of our study are relevant for professionals within the customer service sector as it provides an understanding of how to improve productivity with limited resources. Our research will also inform policymakers, employers, and employees on better managing their organizations for maximum productivity.

1.2 Problem Definition

In Norway, most leaders have limited resources within their organizations. Norwegian workers have a unique set of laws that protect their rights. Therefore, employees will not have an overhanging fear of losing their job if they do not perform well. Also, the process of termination of a contract requires several notifications. The Norwegian salary system is also a constraint for leaders. To address this issue, the research question posed in this paper is, "How can leaders in customer service influence their employees with limited resources?"

1.3 Background and Goal of the Study

The customer service industry in Norway faces significant challenges due to limitations posed by both laws and norms. These limitations consist of not being able to give individual pay raises randomly or terminate employees without proper reasoning. Hence, managers must find other methods of inspiring and conserving their employees, which can significantly impact the productivity and competence of these services. Consequently, this study aims to identify approaches to developing and implementing effective leadership strategies that can increase the efficiency of customer service operations in Norway despite the limitations.

The master's thesis aims to comprehend leadership enhancement for the customer service industry, particularly in Norway, where leaders are subject to limited resources. In order to accomplish the research objectives, this study will examine effective management techniques aimed at enhancing customer care operations and their impact on business performance and productivity, as well as evaluating their effect on employee morale.

The study will employ different means of research to attain its targets. The means contains interviews, surveys, and evaluations of previous case studies. By obtaining such data, it is expected that valuable knowledge about enhancing management performance can be acquired for customer service leaders in their workplaces. The findings of this research will provide valuable insights into how to increase the effectiveness of a customer service team as a leader.

1.4 Customer Service Sector

The customer service sector is one of the most critical sectors in the world[1]. Given the constant improvements and changes in the industry, enterprises must keep themselves updated with the latest trends and technologies to deliver excellent customer service. The customer service sector comprises various businesses and organizations, including retail stores, hotels, airlines, restaurants, call centers, banks, and healthcare facilities, among others. Each entity performs an essential part in the business as they help organizations keep their customers happy by being able to answer their questions and concerns.

The customer service industry is known for its high degree of competitiveness. This involves ensuring that customers receive exceptional services while keeping up-to-date with recent trends and advancements in this sector. Moreover, it's crucial that companies extensively educate their employees to create an atmosphere where clients can receive optimal support from professional staff members.

Any prospering business must prioritize its customer service sector. Ensuring a pleasant and satisfactory interaction is fundamental to keeping customers contented and devoted. A good customer service strategy can help build customer trust and loyalty, increase customer satisfaction, and ultimately increase sales and profits.

1.5 Usecases

In the customer service sector, various businesses can benefit from the discoveries. A framework aimed at improving efficiency and effectiveness in customer support operations is offered by considering aspects such as leadership style, attitudes of personnel involved, and other non-financial factors.

The thesis is relevant for businesses in the banking industry that operate within customer service. By incorporating the leadership tactics described in this thesis, managers can generate a conducive workspace that prioritizes delivering top-notch client assistance and heightening high-quality customer support, increasing customer loyalty and retention.

In the banking industry, the customer service team can be provided with guidance and support. As laid out in this project, coaching will equip the team members handling inquiries to obtain effective support and proper guidance, thereby solving issues arising from consumer inquiries. This can improve the efficiency of customer support operations and reduce the time it takes to resolve customer inquiries, ultimately resulting in higher customer satisfaction.

Alongside the skills to coach, one can implement insights from this project in other customer service areas. Exploring training and development programs for leaders to allow companies to advance their client support operations overall through leader development programs.

To summarize, these conclusions have vast applicability in numerous businesses in the customer service sector. By positioning into practice the leadership methodologies itemized in the project, enterprises can enhance their level of customer assistance while upping gratification levels among clients, subsequently facilitating income generation and expansion.

1.6 Limitations

Throughout the data collection process, this study encountered some limitations that could have affected the generalizability and reliability of the findings. Primarily speaking, only 49 subjects responded to our questionnaire, and only two getting interviewed. This limited sample size may restrict the generalizability of the findings to other populations or contexts. Future research should strive for more significant sample sizes to increase statistical power while heightening representativeness levels.

Another aspect to consider is how participants were recruited as they participated through convenience sampling. The result may be an unrepresentative sample due to potential differences between those who willingly took part and those who refused participation, leading them to possess varying characteristics or outlooks. Future studies could benefit from utilizing more meticulous methods for gathering samples, like random or stratified samplings, which can improve the overall representativeness of the sample.

Time constraints were a factor of the limitations in this study, for it constricted the window during which data could be collected. The time limitations influenced the sample size, quality, and completeness of the data collected. Though the research it was attempted to ensure the thoroughness and correctness of the data, the time constraints may have limited the depth of the data collected.

The study was constrained to a geographical area and could not be applied universally across regions or nations with different cultural or social contexts. For future studies to better address this issue, they may benefit from assessing identical research questions in alternative social contexts to augment the generalizability of their results.

Despite these limitations, this research offers important insight into the experiences and viewpoints of those who participated, thereby contributing to the existing literature on the topic.

1.7 Definitions

Effectivity in the workplace is a term that has different meanings depending on the context. Generally, it refers to a workplace where employees are productive, efficient, and effective in their roles. The Oxford English Dictionary defines effectivity as “the state or quality of being effective; the capacity to produce a desired result [2]. This definition focuses on the outcome of the employee’s performance rather than the process or means by which they achieved it.

In the book *The Principles of Scientific Management*, Frederick Taylor discusses the concept of effectivity in the workplace, noting that it is “the combination of the best possible methods with the best possible personnel under the best possible conditions of labor, so as to secure the highest degree of efficiency” [3]. This definition emphasizes optimizing the process and environment to achieve maximum productivity.

1.8 Outline

The thesis is outlined as follows:

Chapter 2 introduces the literature review about leadership and previous studies on the same topic.

Chapter 3 details how the case study was conducted and the methodology used.

Chapter 4 will showcase the empirical findings of the study.

Chapter 5 is the discussion part, where results are analyzed and discussed.

Chapter 6 will include the conclusion, and the possibility for further development will be discussed.

Chapter 2

Literature Review

This section introduces the ideas that serve the basis for the thesis. It will be divided into five categories: leadership, motivation, communication, literature theory and previous case studies. The main objective is to ensure readers thoroughly comprehend these concepts before analyzing the study's findings.

2.1 Historical perspective

In recent years, Human Resource Management has gradually replaced traditional personnel administration, emphasizing the need for new leadership styles to execute effective leadership. According to Kenneth and Heresy [4], a skilled leader must be a good diagnostician and be able to adjust their style based on what the situation requires. The amount of guidance, empowerment, and decision-making authority given to employees changes depending on the leadership style. Failure to provide proper direction or utilize effective leadership may contribute negatively to the performance delivered by the workforce in any given organization.

Past studies have examined how leadership style, organizational structure, and how leaders' attitudes may impact employees' effectiveness. There is extensive research on leadership, despite this, little attention has been paid to examining a leader's impact in the customer service sector on their subordinate's performance levels at work.

2.2 Leadership

2.2.1 Definition of leadership

For centuries, scholars and individuals have examined the subject of leadership. Over time, the discussions have evolved while definitions continue to be changed. According to Bass [5], the first definitions of leadership were based on the characteristics of the leader, such as traits, behaviors, and motivators. Bass would define leadership as the influence leaders have on their followers. Through influence, leaders can inspire others to reach goals, making leadership more of a process than person-centered. Later, Burns [6] defined leadership as a mutual process where the leader and the followers both have an influence on each other. He described leadership as "transforming" and "involving" and suggested that it was a relationship between the leader and the followers.

In recent decades, there has been a transformation in the definition of leadership. The focus has shifted from the individual leader towards the relationship between the leader and their followers. According to Yukl's [7], leadership is a process of influencing people to achieve goals in a particular situation. He stressed how leader-follower connections are important for successful administration and stated that this involves dynamic interactions between both parties. More recently, Avolio et al.'s definition [8] proposed a definition of leadership that focuses on the leader's ability to create a shared vision and to inspire and motivate followers to achieve it. They argued that effective leadership involves not just the leader but also the followers, the organizational context, and the environment in which the leadership takes place. Northouse's more general description provides us with "a process whereby an individual influences a group of individuals to achieve a common goal" [9].

Leadership, as a concept, has undergone significant changes through the ages and is still constantly changing to keep up with evolving social and organizational landscapes. Leaders must be familiar with these transformations to lead competently within different contexts.

2.2.2 Leadership in the Customer Service Sector

Customer satisfaction is a crucial factor in business success. According to Moshavi and Terborg's [10], customer satisfaction primarily relies on employees' job fulfillment and motivation to perform excellent customer service. Therefore, it becomes crucial for leaders in charge of customer support teams to motivate them to provide good customer service to make the business thrive.

The customer service sector differs from any other sector due to its concentration on satisfying clients through client-centric leadership rather than focusing solely on profits or sales figures hence effective management plays a critical role in fulfilling customer expectations while simultaneously delivering a pleasant, efficient, and effective experience.

Leadership in the customer service sector revolves around creating a culture that prioritizes delivering great service to clients. This includes creating well-defined procedures and criteria for handling customers and equipping workers with the necessary education and resources while regularly monitoring their performance. Leaders in this industry must be capable communicators who can clearly convey the company's mission, set employee standards and serve as role models for customer service excellence.

Leaders in the customer service industry must also be able to manage difficult customer situations and ensure that customer disputes are resolved in a timely manner. Leaders must be able to provide feedback to employees on their performance and identify areas for improvement. Leaders must also be able to identify customer trends and develop innovative strategies to improve customer service.

2.2.3 Leadership styles

As noted by Fiedler's leadership contingency model, an employee's performance depends on the proper match between the leader's ability to lead and the situational factors, including the leader's capabilities, preferred style, behavior, and the competency of employees [11]. Fiedler proposed that leaders should adopt the style best suited for the situation to stimulate employee performance immediately. To follow Fiedler's theory, every leader should know about the different leadership styles.

Leadership comes in diverse types, such as autocratic leadership, democratic leadership, laissez-faire leadership, participative leadership, and more. It is critical for leaders to recognize the suitable style needed per situation and when it ought to be implemented. Every circumstance requires a different approach, one method may work impeccably, while another might not achieve the desired result. Any single style cannot apply uniformly across all situations, what works in one scenario will likely not yield success elsewhere.

2.2.4 Autocratic Leadership

The autocratic style is characterized by its focus on the leader's authority. It employs a top-down technique wherein choices are taken without team consultation. They may use terror or aggression to hold dominance, as exemplified by an "I dictate" policy that demands complete compliance from followers. Although this leadership approach can be advantageous in scenarios requiring prompt action, it often causes low job contentment resulting in frequent employee turnover rates [12].

2.2.5 Democratic Leadership

The process of democratic leadership entails involving team members in the decision-making phase. Such leaders value and actively seek opinions and ideas from their teams, with decisions made through group consensus. By allowing team involvement in this crucial management aspect, job satisfaction levels can increase alongside organizational commitment. Such inclusion makes individuals feel valued within a business's success [12].

2.2.6 Participative leadership

Leaders who practice participative leadership ask their followers for feedback and opinions but have the final say in decision-making. The leader respects followers viewpoints without being bound to adopt them. Collaborating among members is encouraged by this style of leadership while retaining full responsibility for decisions made [12]. Participative leaders operate differently from democratic ones, as they have greater authority over decision-making than distributing power equally amongst group participants such as those in democratic leadership styles.

2.2.7 Laissez-faire leadership

Laissez-faire is a style of leadership in which leaders provide little direction or support, instead giving their followers a high degree of autonomy and freedom to make decisions. Laissez-faire leaders typically delegate responsibility and authority to their followers and provide minimal guidance or oversight. While this style can be effective in certain contexts, such as when working with highly skilled and experienced employees, it can also lead to confusion, lack of direction, and poor performance [12].

2.2.8 Transactional Leadership

Transactional leadership is a style that focuses on using rewards and punishments to motivate followers to achieve specific goals. The leaders in this category establish specific targets and demand accountability from their teams, promoting exceptional performance through incentives like bonuses or promotions. On the other hand, they may impose consequences such as criticisms or rank demotions for poor performance. Although it can be advantageous in attaining short-term goals, there are doubts about its ability to facilitate long-term growth [8].

2.2.9 Transformational Leadership

The approach of a transformational leader is to inspire and urge their team towards achieving a collective goal. Leaders with exceptional communication skills possess a clear vision that resonates with their group members. They encourage autonomy among those they lead while still providing necessary support, fostering growth for each individual's abilities and empowerment through skill development. Evidence suggests that adopting such leadership methods may increase job satisfaction levels, organizational commitment, and overall performance [13].

2.2.10 Servant Leadership

Servant leadership is a style that focuses on putting the needs of team members first. Leaders who employ this style make it their priority to prioritize team members' growth and well-being while cultivating a collaborative, supportive environment for work. Research has concluded that using such an approach can lead to better job satisfaction and commitment from organizations as well as enhanced teamwork performance [14].

2.2.11 Authentic Leadership

Leadership that is authentic centers around remaining truthful to one's self as well as their beliefs. Authentic leaders show honesty and transparency with their team members while emphasizing the importance of cultivating trust and mutual respect among all parties involved. This leadership style has been discovered to enhance employee contentment and dedication to the organization, in addition to improving overall performance for a given group or project, this may occur due to an individual feeling motivated by witnessing firsthand their leader's integrity alongside visionary capabilities [15].

2.2.12 Charismatic leadership

Charismatic leadership is a style in which leaders inspire and motivate their followers through charisma and charm. Leaders with charisma can express a vision and generate an atmosphere of eagerness and passion among their supporters. According to Avolio, Walumbwa, and Weber [8], charismatic leaders are often seen as transformational leaders who can inspire and motivate followers to achieve a common goal.

2.2.13 Leadership in Norway

The Norwegian approach to leadership is defined by an equal dynamic between managers and staff, active employee participation, collaboration, consensus-building, and a high level of trust. Management style in Norway is geared towards both achieving goals and nurturing relationships. In contrast, as an example, the German management culture is known for being rigid, hierarchical, and authoritative, with a noticeable gap between leaders and employees. Priorities in Germany include achieving targets, maintaining control, ensuring quality, and delivering results. Management style in Germany is task-driven, straightforward, and prone to conflict. While Norwegian management embodies a system of "upward management", where employees have significant influence, German management reflects a "downward management" philosophy, where leaders maintain a firm grip on decision-making [16].

Examining these various management styles makes it clear that effective leadership requires different approaches depending on the situation. Ledarana conducted a study in 2017 [17], including interviews with 1,559 leaders from Norway, Sweden, and Denmark regarding Scandinavian leadership methods. The researchers concluded that these styles have a distinct and recognizable phenomenon. As per the survey's results [17], three distinct values are shared among Danish, Norwegian, and Swedish leaders that define Scandinavian methodology: employee participation during decision-making processes enabling them a significant degree of influence. Fostering stable relationships between superiors and subordinates based on honesty and trustworthiness. And promoting freedom with responsibility gives employees increased independence while encouraging initiative-taking abilities for optimal outcomes leading to enhanced efficiency and resulting in committed workforce performance levels. The downside stems from potential inertia caused by consensus building across the chains of command. An unclear structure coupled with high expectations can create a stressful work environment. Nevertheless, Danish, Norwegian, and Swedish methodologies have characteristic differences worth noting. The study also found that Norwegian leadership places significant emphasis on

Influence involves aligning the efforts of others, building commitment from people, presenting logical and compelling arguments, and inspiring learning in others.

Learning agility involves valuing and seeking out experiences to fuel leadership development, learning from mistakes, asking insightful questions, being open to feedback, learning new skills quickly, and responding well to new situations.

These core leadership skills need to be continuously improved, adapted, and strengthened throughout your career to be effective, and their focus and emphasis shift as you move into higher levels in the organizational hierarchy and encounter new challenges[18].

2.3 Communication

2.3.1 Definition of communication

Communication originated from the Latin word "Communicare" which means to share [19]. Communication is transferring information, ideas, or emotions from one place, person, or group to another. It involves a sender, a message, and a recipient [20]. The sender expresses the message using a mixture of verbal and non-verbal communication, which is transmitted through a medium and then interpreted by the recipient. The complexity of communication means that the transmission of the message can be affected by many factors, including emotions, cultural situations, and location. Employers highly value good communication skills because accurate, effective, and clear communication is difficult. Communication can take many forms, including spoken or verbal, non-verbal, written, and visualizations.

2.3.2 Effective Communication

The art of successfully exchanging information is an act where people share and comprehend verbal and nonverbal symbols, commonly called effective communication. It requires a diverse set of skills, such as listening attentively, communicating using non-verbal gestures or body language, and handling stressful situations proficiently while being emotionally aware at all times. Maintaining the balance between intellect and emotion is the ultimate target in achieving successful communication [19].

Both in personal and professional situations, effective communication is essential. Establishing trust and creating solid relationships are helped by clear and brief communication with loved ones, colleagues, or customers. Ineffective communication can create misinterpretations among people, which effective communication prevents from occurring

while resolving conflicts simultaneously. Productivity results from efficient idea sharing since participants communicate using organized methods while enhancing active listening amongst team members helps achieve goals necessary for teamwork success, especially when collaborating on work projects within business environments.

Leaders must communicate effectively to develop and maintain strong team relationships. Through effective communication, these leaders ensure comprehension of company goals, team objectives, and individual responsibilities within the group. This helps to create a cohesive and collaborative work environment, which in turn boosts productivity and morale.

Leaders with practical communication skills can inspire and motivate their teams to achieve success. By articulating the company's vision and goals clearly and enthusiastically, leaders can create purposeful meaning that makes engaged employees more satisfied with their work [19]. Furthermore, such leadership effectively resolves group conflicts or concerns while providing valuable feedback so staff members grow professionally.

2.3.3 Importance of two-way communication

Professionals can build relationships and enhance interactions with others in work-related settings through two-way communication. This type of communication occurs when both parties engage in a conversation and provide feedback. By utilizing two-way communication, professionals can experience several advantages, such as team building, problem-solving, and increased engagement with others [21].

Trust and loyalty are the two key drivers of employee satisfaction, as per research by the University School of Management at Innsbruck [22]. The study suggests that trust and loyalty positively impact motivation and morale, ultimately influencing the quality of performance. Notably, trust in peers is equally significant in team-based environments as trust in management.

The primary concern in the study is how companies can establish trust among employees. Most business leaders acknowledge that effective internal communication is critical to building a trusting work environment. However, 91 percent of employees feel that their managers lack practical communication skills [23].

2.3.4 Ways of communication

Each individual possesses a distinct communication approach reflecting how they engage and exchange ideas. Four basic communication styles exist: passive, aggressive, passive-aggressive, and assertive [24]. Understanding the rationale behind the use of each communication style is crucial. The assertive style has been proven to be the most successful as it combines the advantages of all the other styles. Analyzing these four styles will enable leaders to grasp their features, common expressions, and distinctive qualities.

Individuals who adopt the passive communication style often exhibit an attitude of indifference, yielding to others. They frequently refrain from expressing their feelings or needs, enabling others to do so instead. A passive communicator's lack of external communication can result in misunderstanding, pent-up anger, or resentment. However, passive communicators can be more approachable during conflicts as they avoid confrontation or defer to others.

Passive communicators often display inadequate eye contact, poor body posture, and an inability to decline requests. Their actions often convey the sentiment that their feelings are disregarded. Despite these shortcomings, passive communicators are generally easy to get along with as they tend to conform to others and go along with the crowd. It is typically evident when an individual communicates aggressively. The signs are unmistakable. It is shown in the tone, body language, and even sense of it [25].

Aggressive communication is marked by a forceful and demanding vocal delivery, unyielding eye contact, and an inclination to dominate or control others by blaming, intimidating, criticizing, threatening, or attacking them. Aggressive communicators often issue commands, pose questions disrespectfully, and disregard the opinions of others. Despite this, they may be regarded as leaders and command respect from those around them.

Individuals who employ the passive-aggressive communication style may seem passive on the surface, but internally they may feel powerless or stuck. This can lead to resentment that erupts in subtle, indirect, or covert ways. Passive-aggressive communicators typically mutter to themselves rather than directly confronting an individual or issue. They have difficulty acknowledging their anger and may use facial expressions that do not match their genuine emotions or even deny that there is a problem.

Passive-aggressive communicators are more likely to express themselves through body language or by withholding communication, such as giving someone the silent treatment, spreading rumors behind their back, or undermining their efforts. While they may appear cooperative, they may be silently working against the goals of others. Ultimately,

passive-aggressive communicators are aware of their needs but often struggle to express them openly[24].

Considered the most effective form of communication, the assertive communication style involves maintaining an open communication link without being overbearing. Assertive communicators can express their own needs, desires, ideas, and feelings while also taking into account the needs of others. They strive to achieve a win-win situation that balances their rights with the rights of others. One key aspect of assertive communication is using "I" statements, such as "I feel frustrated when you are late for a meeting" or "I don't like having to explain this repeatedly." This approach indicates ownership of one's feelings and behaviors without placing blame on others[24].

2.3.5 Feedback frequency

The frequency of feedback conversations between leaders and their employees is critical to employee engagement and motivation. Research suggests regular feedback can improve performance, enhance employee satisfaction, and foster a healthy work environment [26] [27].

Aguinis [26] argues that effective performance management should include frequent, specific, and timely employee feedback. Providing feedback consistently allows employees to adjust their behavior or work methods in real-time, which can lead to improved performance and increased motivation.

Buckingham and Goodall [27] recommend that leaders engage in feedback conversations at least once a week to maintain open communication channels, enhance employee engagement, and foster a sense of progress. These conversations can be informal and brief, focusing on discussing recent achievements, addressing challenges, and offering support. Weekly feedback sessions can also help leaders stay informed about their team's progress and identify potential issues early on.

In addition to weekly check-ins, leaders need to provide more formal, in-depth feedback on a quarterly or biannual basis [28]. These comprehensive feedback sessions should cover employees' performance, accomplishments, areas for improvement, and goals for the upcoming period. By incorporating informal weekly discussions and more formal performance evaluations, leaders can balance providing real-time feedback and offering a broader perspective on employees' overall performance.

While the research supports the importance of regular feedback, it is also crucial for leaders to be adaptable and consider their employees' unique needs and preferences. Some employees may benefit from more frequent feedback, while others prefer less frequent,

more in-depth conversations [29]. Leaders can foster an environment that supports employee growth and development by maintaining open communication with employees and being responsive to their needs.

2.4 Motivation

2.4.1 Definition of Motivation

Motivation refers to the factors originating from inside and outside of oneself that push people to participate in specific actions, maintain a particular performance standard, and seek specific goals [30]. This is an essential aspect of human behavior since it affects one's behavior, influencing an individual's decisions, attitudes, and actions. Motivation can be intrinsic or extrinsic.

Motivation grouping can also be categorized based on the necessity it satisfies, including physiological, safety, social, self-esteem, or self-actualization needs. The power of motivation can shift depending upon a person and circumstance, with certain persons showing more motivation than others.

2.4.2 Outcome of Motivation

Motivation is the driving force behind individuals taking action toward their goals, performing at a high level, and conquering obstacles, making it an essential factor. Those who possess this trait are more likely to work with dedication, overcome hardships, and maintain positivity despite setbacks. This trait greatly benefits the workplace when embodied by employees and enhances productivity levels for organizations. Additionally, those motivated tend to experience higher job satisfaction and greater well-being as a sense of purpose is attached to achieving one's aspirations through hard work. It should be noted that without motivation, people may lose interest or become stagnant as tasks fail to hold any meaning for them, leading to decreased performance and subsequently, lower productivity levels overall, thus highlighting how crucial it is not only promoting personal growth but maintaining success within oneself or others.

2.4.3 Influence on Motivation

Numerous external and internal factors can influence motivation. Values, preferences, and targets are considered intrinsic motives that drive an individual to work more intensely with personal satisfaction or self-gratification involved. Meanwhile, extrinsic motivation, such as incentives for personal enjoyment, meaning, or fulfillment in their work, may affect an employee's behavior toward their job. For instance, receiving a bonus for doing well in one's tasks is deemed very effective when it comes to material rewards-based motivators, whereas acknowledgment from colleagues could have far-reaching effects on improving morale within teams at the workplace.

The work setting, corporate atmosphere, and administration methods are all considered external factors. A good environment with empathetic colleagues and unambiguous communication can lead to an augmented determination on the individual's part. Conversely, a negative situation filled with tension and inadequate resources may produce the contrary effect. Corporate culture is another enduring aspect that plays a role in motivation, where an organizational ethos emphasizing employee grooming alongside feedback while maintaining professional-life equilibrium will increase worker engagement levels. Lastly, leadership practices, such as providing clear expectations, regular feedback, and opportunities for growth, can positively impact employee motivation.

Factors within individuals, including their personality traits, personal beliefs, and aspirations, can significantly influence how motivated they feel. For example, individuals with an open mindset who believe in the potential of developing new competencies through hard work are much more likely to engage in efforts aimed at learning and self-improvement. Conversely, those who believe their abilities are fixed think there is no room for development and will be less motivated to improve or acquire new knowledge[31].

2.5 Literature theory

2.5.1 Expectancy theory

The Expectancy Theory of motivation, developed by Victor Vroom in 1964 [32], proposes that individuals are motivated by their belief that their efforts will lead to good performance, leading to desirable outcomes. According to the theory, people are rational and will put in effort only if they are convinced that their efforts will lead to desired outcomes, such as recognition, a promotion, or a bonus.

The Expectancy Theory includes three key components: Expectancy, Instrumentality, and Valence. Expectancy is the belief that if an individual exerts effort, it will lead to improved performance. Instrumentality is the belief that if an individual performs well, it will lead to specific outcomes, such as a promotion or a bonus. Valence is the value an individual places on the potential outcomes or how desirable they are.

According to the Expectancy Theory, individual motivation is at its peak when they sense their efforts will cause good performance and their performance will result in desirable outcomes. Consequently, organizations can enhance employee drive by guaranteeing workers understand the relationship between effort, performance, and output. Additionally, establishments must provide valuable results that employees desire, such as acknowledgment of a job well done or chances for advancement through meaningful tasks.

The Expectancy Theory has been widely used in the field of organizational behavior. It has been applied to various workplace settings, such as employee performance, training and development, and goal-setting. Overall, the theory emphasizes the importance of understanding individuals' beliefs about the relationship between their effort, performance, and outcomes to promote motivation and positive outcomes [32].

2.5.2 Goal Setting Theory

Locke and Latham have made valuable contributions to the study of motivation and leadership. Their research highlights the significance of establishing specific, demanding goals to motivate individuals while boosting their productivity. According to them, goals provide a clear path for individuals, increase their focus and attention, and help them prioritize their efforts. Locke and Latham suggest that leaders can influence motivation by setting challenging goals, providing feedback and recognition, creating a supportive work environment, and providing resources for individuals to achieve their goals. Their

work has significantly impacted the understanding of motivation and leadership in organizations and continues to be widely cited in the field of organizational behavior [33].

2.5.3 Skinner's Incentive Theory of Motivation

Skinner's Incentive Theory of Motivation, also known as the operant conditioning theory of motivation, is a behavioral theory. Burrhus Frederic Skinner writes the theory and suggests that people are motivated by rewards or incentives. The theory is based on the idea that behavior is shaped by its consequences and that people will continue to engage in behaviors that are followed by favorable consequences or rewards.

In theory, Skinner argued that positive reinforcement strengthens a behavior by providing a reward or incentive that increases the likelihood of repeated behavior. An example of this is if a student receives a good grade on an exam, they are more likely to continue studying and performing well on future exams. Similarly, suppose an employee is rewarded for meeting the sales target. In that case, they are more likely to continue to work hard to achieve similar results in the future to get more benefits.

Skinner also argued the opposite scenario, where punishment weakens a negative behavior. Providing a negative consequence or disincentive decreases the likelihood of that behavior being repeated. For example, if a student is reprimanded for misbehaving in class, they are less likely to engage in that behavior in the future. Similarly, if an employee is criticized for being late to work, they are less likely to arrive late in the future.

Skinner's Incentive Theory of Motivation is applied in many different settings, for example, education, business, and therapy. It is suggested that by providing positive reinforcement for desired behaviors and punishment for undesired behaviors, individuals can be motivated to engage in the behaviors that lead to success and avoid the opposite. However, it is essential to note that the effectiveness of the theory depends on the type and timing of the rewards and punishments used, as well as the individual's personal preferences and values [34].

2.5.4 Brief Analysis of the Impact of Material Incentives and Non-Material Incentives On the Performance of Enterprise Employees

The article "The Impact of Non-Material Incentives on Employee Performance" was written by Xiyuan Mu [35], a student at Thomas Senior High School located in Jinan, Shandong, China. The article explores the differences between material and non-material incentives in their impact on the performance of employees in the workplace. Specifically, the author delves into how non-material incentives, such as spiritual encouragement and recognition, can affect employee performance and vary depending on individual needs and circumstances. Through this analysis, the article highlights the importance of understanding the diverse needs of employees and tailoring incentives accordingly to promote better performance and organizational success.

The article discusses how material and non-material incentives affect the performance of employees. Material incentives, such as financial rewards, influence the material aspects of employees' lives. In contrast, non-material incentives, such as praise and recognition, affect the spiritual aspects of employees' lives. The effectiveness of non-material incentives varies depending on the employee's values and needs. For employees who prioritize money or have urgent financial needs, non-material incentives may not be as effective. On the other hand, for employees who value spiritual enjoyment and have sufficient material resources, non-material incentives can be more impactful.

While non-material incentives can effectively motivate employees in the short term, their impact may decline over time as employees become accustomed to them. However, there are diverse forms of non-material incentives, such as competitive competition and setting an example, which can remain effective over a longer period and foster employee creativity. Overall, the impact of non-material incentives on employee performance also differs from person to person, as opposed to material incentives.

In conclusion, material and non-material incentives play a crucial role in employee performance, with material incentives affecting the material aspects of employees lives and non-material incentives impacting their spiritual well-being. The effectiveness of each type of incentive varies depending on the needs and values of individual employees, and the duration of the impact may also differ between material and non-material incentives [35].

2.6 Case Study Review

A review of two case studies examining the effects of non-financial rewards on employees has been conducted to gain insights into the existing literature on the topic.

An investigation was carried out at multiple universities in Karachi to explore the offering of non-financial incentives to employees and their impact on employee mindset and efficiency [36]. The research consisted of a sample size comprising 300 workers, with nine different institutions being represented through selection via random means. These selected participants completed a fifteen-question questionnaire utilizing Likert scales for measurement purposes. Data analysis involved the implementation of SPSS version 15.0 software using correlation as an analytical tool, leading to findings that employee feedback, freedom, career development opportunities, along with recognition provided by employers were all factors that contributed significantly toward improving overall job satisfaction. It is recommended that companies focus more closely on these factors, which can enhance employee performance, create a positive work environment, and increase productivity[36].

The research suggests that establishing connections with staff and their participation in executing changes can generate a positive work atmosphere. The findings showed how employee appreciation positively affected attitude and performance within the workplace, indicating recognition of employee worth as necessary. Furthermore, it was discovered from this investigation that those who did not receive non-financial incentives showed less positivity towards their profession and performance at the Business Institutes of Karachi compared to those who received them frequently.

In January 2015, Kumar, Hossain and Nasrin [37] conducted a study in Bangladesh titled "Effect of Rewards Beyond Finance on Worker Inspiration" which examines how rewards beyond financial compensation affect employee motivation within the banking sector along with insurance business. The research is also extended to include employees from an educational industry to gain further evidence that non-monetary incentives help increase job satisfaction among workers and encourage stronger dedication toward their work. As revealed by this paper's findings, utilizing such rewards has proven effective for prompting inspiration amongst staff and cultivating unwavering commitment levels toward organizational objectives.

It has also been discovered through the research that non-monetary incentives like recognition, promotion, and training opportunities have a significant impact on employee motivation. In particular, it was found that recognition from superiors and opportunities for promotion was the most effective in increasing employee motivation. Furthermore, it was found that employee motivation was positively correlated with job satisfaction

and employee commitment, indicating that motivated employees are more likely to be satisfied with their job and committed to their organizations.

There are a few limitations related to the research papers. The studies were conducted in South Asia, specifically Pakistan and Bangladesh; hence it is difficult to generalize the findings for other countries as cultural differences can affect results significantly depending on location. Employee Attitude and Performance at Work variables are solely based on participant perceptions and attitudes, which could affect the data interpretation. Specifically, this study applies solely to Karachi's business institutes. Another limitation of the second study is that it only focused on the banking, insurance, and educational sectors of Bangladesh, which may limit the generalizability of the findings to other sectors or countries.

In general, the research papers offer essential perspectives on how non-monetary incentives affect employee drive and emphasize the possibility of companies utilizing these incentives as an economical means to enhance employee motivation, job satisfaction, and commitment. It is a clear connection between the two case studies: non-financial rewards like recognition, career development plans, and learning programs impacted motivation and productivity.

Chapter 3

Case Study Methodology

3.1 Introduction

In order to examine the characteristics of a successful leader with limited resources, this case study seeks to investigate what makes effective leadership. To collect satisfactory data and provide more meaningful context, mixed-method research was used, which combines qualitative and quantitative approaches. The primary goal of the first method involves using structured surveys to gather information on how leaders and different factors have impacted their workers' levels of motivation or productivity. This survey will consider different aspects, such as insights from employee perspectives about factors influencing job performance, while also aiming at understanding perceptions concerning an individual's ability/influence on output quality among employees under them.

The following approach in the case study involves conducting qualitative interviews with leaders to understand the leaders' viewpoints better. This can be used to better understand how these individuals perceive their actions and identify which leadership styles they believe are most effective.

Examining the outcomes from the two methodologies, possible associations between subordinates' and leaders' beliefs will be investigated. The intent of the analysis is to use empirical evidence and guidance from experts in the field to receive helpful counsel to leaders. The ultimate objective is to increase leadership effectiveness and foster a work environment where the workers are motivated and productive.

3.2 Research Design

3.2.1 Mixed-method research design

For this analysis, a mixed-mode research framework is chosen due to its ability to triangulate data from multiple sources, enhancing the validity and reliability of results [38]. Gathering input from subordinates is executed through quantitative surveys, while qualitative interviews with leaders will provide added insights. This approach is advantageous as it allows for a comprehensive examination of the leadership practices and their effects on the motivation and performance of the team.

According to Johnson [39], the complexity of the research question, which involves examining how a leader's behaviors affect team effectiveness in a resource-limited setting, is best addressed through a mixed-method research design allows for in-depth exploration. The quantitative survey provides data that can be analyzed using statistical methods to determine which factors influence the employees the most. In contrast, the qualitative interviews will provide data on the leader's perceptions and beliefs about what they think is most important to create a good team and their leadership style and effectiveness.

All in all, the mixed-method research design is suited to this study's research question. It will provide comprehensive and trustworthy information to amplify our understanding of leadership practices in resource-constrained settings.

3.3 Participants

3.3.1 Sampling method

To gather participants, a combination of convenience sampling and purposive sampling methods were used in selecting participants for the study on the customer service industry.

For the survey, convenience sampling is used. A survey was distributed to employees in the customer service industry. The participants were contacted online via email, Messenger, or Teams. There was provided a brief explanation of the purpose of the survey together with a link to the survey for them to complete. To be eligible to participate in the survey, individuals had to be currently employed in the customer service industry. While convenience sampling has limitations regarding representativeness, the researchers believed it would provide a good starting point for gathering data on the topic.

For the interviews, purposive sampling is used. Leaders were selected from customer service teams with relevant experience and expertise from the industry. The individuals

were contacted by email with an explanation of why they were found interesting and what the interview would contain. Their knowledge and experience were believed to provide valuable insights into the research topic.

Using this method, there are some hazards. The potential biases may be introduced by using purposive sampling. It has taken steps to address this limitation by clearly explaining the rationale for selecting these particular participants and acknowledging any potential limitations to the generalizability of the findings.

3.3.2 Participants' characteristics

The ages of the survey respondents span from the early twenties to early forties, and they consist of individuals who work in customer service on both a full-time and part-time basis. They also possess different educational backgrounds, from attaining only their high school diploma to completing graduate-level degrees. The decision was made purposely for convenience sampling to assemble information about an extensive range of participants to understand how people experience working within the customer service industry.

The present study involved selecting leaders with extensive expertise and experience in the customer service industry. To achieve this objective, only leaders with over ten years of experience in leadership were pursued during the recruitment process. The aim behind these prerequisites is to gather valuable perspectives on the topic at hand.

3.4 Data Collection

3.4.1 Quantitative survey

The survey was distributed to customer service agents currently employed in various organizations. The survey was administered online using a survey software tool. The survey participants were provided with a unique link to access the survey.

The survey was divided into two main segments, one for demographic questions and the other was Likert scale questions. Personal details such as age, gender identification, and educational background were gathered from the respondents about their demographics.

Questions were formulated on a Likert scale to measure individuals' views regarding leadership, motivation, and performance. The respondents were asked to provide their input by rating answers on a five-point Likert scale. For example, the participants were asked, "You are motivated to perform above expectations." and had to rate their level of agreement ranging from strongly disagree to strongly agree.

The Likert scale questions were designed based on previous research in the field of organizational behavior and management [40] [41]. The survey also featured an open-ended question in which participants could share their views on the qualities that define an ideal leader.

3.4.2 Qualitative interviews

The interview process involved interviewing two leaders from the customer service sector, who were selected based on their positions and experience in the industry. According to Mone and London [42], selecting participants based on their expertise and experience is crucial in ensuring that the research findings are credible and reliable. The interviews were conducted using a semi-structured interview format with pre-determined questions designed to gather information on leadership and motivation. This approach is consistent with the recommendations of Creswell [43], who suggests that pre-determined interview questions can help ensure participant consistency.

The questions used in the interviews were designed to be neutral and open-ended to avoid biasing the participants' responses. As recommended by Marshall and Rossman [44], the approach suggests that neutral questions can reduce the likelihood of biased responses. The interviews were conducted professionally and respectfully, and informed consent was obtained from the participants to ensure they knew the study's purpose and the potential risks and benefits of participating.

Reliability and validity were used to assess the quality of the interview data. Reliability was assessed by analyzing the consistency of the responses across the different participants. Analyzing the consistency of responses can help ensure the reliability of qualitative data [45]. Validity was assessed by comparing the responses to established theories of leadership and motivation [46]. This approach can help ensure that the findings are credible and can be generalized to the broader population of customer service leaders.

3.5 Data Analysis

3.5.1 Quantitative analysis

The statistical analysis was carried out by using SPSS version 28 and Excel. The data was thoroughly analyzed through the usage of descriptive statistics, inferential statistics, as well as correlation analyses via different methods in order to obtain a comprehensive understanding. The survey data's main features were summarized and described using descriptive statistics. Frequency distributions, measures of central tendency that determined the mean value, and measures of dispersion by calculating standard deviation were included in these calculations.

A correlation analysis was conducted while exploring potential connections between non-financial elements. Pearson's coefficients were computed to measure the linear links between pairs of perpetual factors. The extent of these values extended from -1 (a negative correlation) to 1 (a favorable relationship), with a zero value denoting no connection whatsoever.

The gathered qualitative data from an open-ended question underwent a thematic analysis. To distinguish dominant words and themes, responses were coded and grouped. A word cloud was then generated with the most used words based on frequency, where bigger font sizes indicated more mentions in responses.

3.6 Ethical considerations

It is crucial to guarantee the anonymity and secrecy of data for participants in research so that their privacy remains protected. The participants were supplied with details regarding the study and informed about their right to withdraw from participation without repercussion at any given point during the research. Clear directions on how this can be done were also made available so that individual freedom is respected throughout studies.

Initially, the survey was distributed via an online platform, enabling anonymous data collection. The participants' identifiable information was not collected, and their replies were encoded to ensure anonymity. Furthermore, access to the collected information required a password and was only accessible by the researchers.

Likewise, while interviewing participants, the importance of confidential answers was emphasized. They were presented with consent forms explaining the research study's advantages and disadvantages. The conversations took place at a secluded location

where privacy could be maintained. Audio recording equipment was used to capture the responses accurately, and the recordings were stored securely to ensure confidentiality.

Chapter 4

Empirical findings

4.1 Interviews

The purpose of this section is to provide unprocessed information, given as a brief review of the interviews that have not been altered or scrutinized. As highlighted in Chapter 3, the participants are given the names Participants 1 and 2.

4.1.1 Participant 1

The interviewee is one of Norway's most experienced customer service and culture-building leaders. The interview object has held several leadership positions in large companies and is one of the people who gets called when something is not working in customer management. Currently, the interview object is a consultant helping clients with insight-driven sales, analysis, marketing, customer journeys, customer experience, CRM implementation, and management based on reputable cloud solutions and intelligent platforms.

The interview took place over Teams and lasted for 43 minutes. The most central topics discussed included leadership, motivation, engagement, the mood of the leader and concrete goals. The insights given from the interview are presented in the rest of this chapter.

Participant 1 stressed the critical importance of effective leadership, emphasizing that a good leader should possess specific traits such as developing people, enabling those who want more, being proactive, being involved, building trust and planning. According to Participant 1, a leader's style should complement their strengths and abilities. A

trust-based leadership style that focuses on developing people and a democratic leadership style can be effective.

In terms of motivating employees with limited resources, participant 1 suggested that leaders can create a culture that fosters motivation by showing up every day, taking responsibility for their employees, setting a good example, being a secure person, providing structure and predictability, having a good feedback culture, offering recognition, and providing continuous development opportunities. A leader's engagement and mood can significantly impact employee performance, and Participant 1 stressed the importance of having a good working environment, providing good training, recognition, concrete goals, available resources, flexible working hours and excellent working conditions. Sharing information and involving employees in goal planning can also create a positive culture that motivates employees.

Participant 1 also emphasized the crucial role of concrete goals in the success of any organization and the importance of involving employees in goal planning and adapting to their needs. Regarding feedback, participant 1 believes that every 14 days are the optimal frequency, and effective communication with employees is crucial. A leader should take the time to talk to their employees about their lives and how they are doing and split the conversation into two parts, one where the person talks about themselves and another where they talk about results. Most of the conversation should involve the leader listening to the employee.

In conclusion, the valuable insights shared by Participant 1 suggest that effective leadership can motivate employees with limited resources by creating a culture that fosters motivation, providing feedback, recognition and continuous development opportunities. Concrete goals are crucial for the success of any organization, and leaders should adapt to different employees and involve them in goal planning. Effective communication with employees is also vital, and a leader should take the time to listen to their employees.

4.1.2 Participant 2

The second interview was 25 minutes long and was conducted in person. Participant 2 has over 13 years of experience as a leader for customer service teams. The participant believes that a leader should clearly understand that their main task is to make the team perform, be able to facilitate, create a sense of team, be curious about employees, respect individual differences, listen actively, empathize and communicate clearly. She described her leadership style as far from authoritarian and trying to be democratic where possible, focusing on inclusivity and supportiveness. When it comes to motivating employees with limited resources, the participant suggests demonstrating enthusiasm for the job, involving employees in decision-making, maintaining regular conversations, and showing trust and support, especially in times of difficulty, which will help motivate the employees to do their best.

The participant believes that a leader's commitment and mood can significantly impact employee performance and morale, with negative behaviors potentially leading to ripple effects across the team. For employees to do a good job, the participant emphasizes the importance of clear goals, adequate tools and resources, and a supportive working environment. She suggests adopting goals and expectations for different employees is needed, but there should be clear fixed goals from the start that are the same for everyone. Regarding feedback conversations, the participant recommends regular check-ins at intervals of a month to just over a month, stressing the importance of employees knowing they can expect a conversation. Participant 2 describes the ideal manager as involving employees in decisions that affect their work, providing regular feedback, showing curiosity and trust, setting a positive example, and being emotionally stable and supportive.

4.2 Survey

The majority of participants in this survey are between the ages of 21-23 and 24-26, representing 44.9% and 38.8% of the total participants, respectively, and a combined percentage of 16,5% of participants being 27 years old or older. The table shows that the gender distribution among participants is relatively balanced, with 65.3% identifying as male and 34.7% identifying as female. The majority of participants work part-time (69.4%) rather than full-time (30.6%).

Age			Sex			Work type		
Years	n	%	Gender	n	%	Type	n	%
21-23	22	44.9	Male	32	65.3	Part-time	34	69.4
24-26	19	38.8	Female	17	34.7	Full-time	15	30.8
27-29	3	6.1						
30-32	2	4.3						
32+	3	6.1						
Total	49	100.0		49	100.0		49	100.0

Table 4.1: Demographical Variables

Table 4.2 shows the education level of the survey participants, presented in terms of the number and percentage of respondents in each category. The education levels included in the table are high school, bachelor's degree, and master's degree. According to the data in the table, the largest proportion of respondents, 49.0% (n=24), had completed high school as their highest level of education. This was closely followed by 46.9% (n=23) of respondents who had completed a bachelor's degree. A small proportion of respondents, only 4.1% (n=2), had completed a master's degree.

Education level	n	%
High school	24	49,0
Bachelor	23	46,9
Master	2	4,1

Table 4.2: Education level of the participants

The table presents the non-financial factors in the workplace that the survey participants were asked to rank on a Likert scale. The non-financial factors included in the table are career advancement, recognition of leader, available manager, good working environment, good work training, available resources and professional pride. The table shows the number of votes and percentage of respondents who strongly disagree, disagree, are neutral, agree, and strongly agree with each statement.

Looking at the results, the factor that received the highest percentage of "strongly agree" responses was "Good working environment" with 55.1% (n=27) of respondents indicating strong agreement. This was followed by "Good work training" along with "Available resources" where both had 38.8% (n=19) strongly agreeing.

On the other hand, the factor that received the lowest percentage of "strongly agree" responses was "Career advancement" with only 28,6% (n=14) of respondents strongly agreeing with the statement. "Career Advancement" also has the highest number of respondents strongly disagreeing with 12,2% (n=6). Following comes "Professional pride" with 6,1% (n=3) that voted "Strongly disagree".

Non-financial factors	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	n	%	n	%	n	%	n	%	n	%
Motivation to overachieve	2	4,1	3	6,1	7	14,3	23	46,9	14	28,6
Career Advancement	6	12,2	6	12,2	9	18,4	14	28,6	14	28,6
Recognition of leader	1	2,0	3	6,1	11	22,4	16	32,7	18	36,7
Available manager	2	4,1	3	6,1	9	18,4	18	36,7	17	34,7
Good working environment	1	2,0	0	0,0	3	6,1	17	34,7	27	55,1
Good work training	1	2,0	0	0,0	11	22,4	18	36,7	19	38,8
Available resources	1	2,0	1	2,0	3	6,1	25	51,0	19	38,8
Professional pride	3	6,1	4	8,2	18	36,7	10	20,4	14	28,6

Table 4.3: Frequencies and percentages of agree/disagree ratings of 8 non-financial reward factors about employee motivation (N=49)

The information presented in Table 4.3 regarding non-financial factors within the workplace was collected through a Likert scale survey which assigned values of 1, meaning strongly disagree, 2 meaning disagree, 3 for neutral responses, and 4 for agree until a score of five that represents strong agreement with specific statements. The figures

outlined by Table 4.4 indicate the statistical mean and standard deviation linked to this data set without any direct replication or usage of previously employed verbiage."

The statistical mean is a measure of central tendency that represents the average response score for each non-financial factor. Inspecting the table, it's clear that "good working environment" had the highest mean value amounting to 4.45, while "available resources" had an impressive rating with a mean score of 4.22. The lowest mean value is for "Professional pride" with a mean of 3.57.

An indicator of how far the data values are dispersed from their average is measured by standard deviation. If a minor dispersion exists, then responses have clustered tightly around the mean value; conversely, if larger dispersion exists in response to that particular statistic, they've spread out more broadly than usual.

Upon examination of the statistical data, it is evident that among all non-financial factors analyzed and evaluated, "Good working environment" experienced the least variation with a standard deviation measurement of 0.792. Following closely behind was "Available resources" with a slightly higher spread calculated at 0.823. Surprisingly enough, the metric for "professional pride" showed high variability compared to other non-financial contributing elements, observed by its remarkably wide range distribution representing itself as having the most significant variance measure recorded, which equates to 1.173.

Non-financial factor	Mean	Std. Deviation
Motivation to overachieve	3,90	1,03
Career Advancement	3,49	1,36
Recognition of leader	3,96	1,02
Available manager	3,92	1,08
Good working enviroment	4,45	0,79
Good work training	4,10	0,90
Available resources	4,22	0,82
Professional pride	3,57	1,17

Table 4.4: Descriptive Statistics of 8 Non-Financial Rewards (N=49)

Table 4.5 shows the correlation analysis of the relationship between the non-financial factors in the workplace. The values of the correlation coefficient range from -1 to 1. The value 1 indicates a perfect positive correlation, 0 indicates no correlation, and -1 indicates a perfect negative correlation.

It is shown by the analysis that there are significant positive correlations between many of the factors. The largest correlation coefficients were found between "Good working environment" and "Recognition by leader" ($r = .623^{**}$), and the second highest correlation is between "Recognition by leader" and "Good work training" ($r = .586^{**}$). "Career advancement possibilities" and "Recognition by leader" ($r = .434^{**}$) also had positive correlations, as well as "Career advancement possibilities" and "Available leader" ($r = .325^*$).

On the other hand, "Professional pride" had no or weak significant correlations with the rest of the non-financial factors. This indicates that the factor is not as closely related to the other non-financial factors examined in this study.

	1	2	3	4	5	6	7	8
Motivation to overachieve	1	.386**	.136	.263	.142	.324*	.309*	.353*
Career Advancement		1	.434**	.325*	.197	.297*	.309*	.316*
Recognition by leader			1	.512**	.548**	.378**	.520**	.216
Available leader				1	.360*	.428**	.374**	.252
Good working environment					1	.451**	.623**	.302*
Good work training						1	.586**	.140
Available resources							1	.192
Professional pride								1

Table 4.5: Correlation matrix for eight factors

* Correlation is significant at the 0.05 level

** Correlation is significant at the 0.01 level

(NB: 1= Motivation to overachieve, 2 = Career Advancement Possibilities, 3 = Recognition by leader, 4 = Available leader, 5 = Good working environment, 6 = Good work training, 7 = Available resources and 8 = Professional pride)

A pie chart illustrates in Figure 4.1 displays the preferred frequency of feedback conversations among the survey respondents. The predominant preference is monthly feedback, with 76.6% of participants selecting this option. an additional 17% of the respondents favor less frequent feedback conversations occurring less than once a month. A minority of 6.4% of participants expressed a desire for more frequent feedback, opting for conversations once every 14 days.

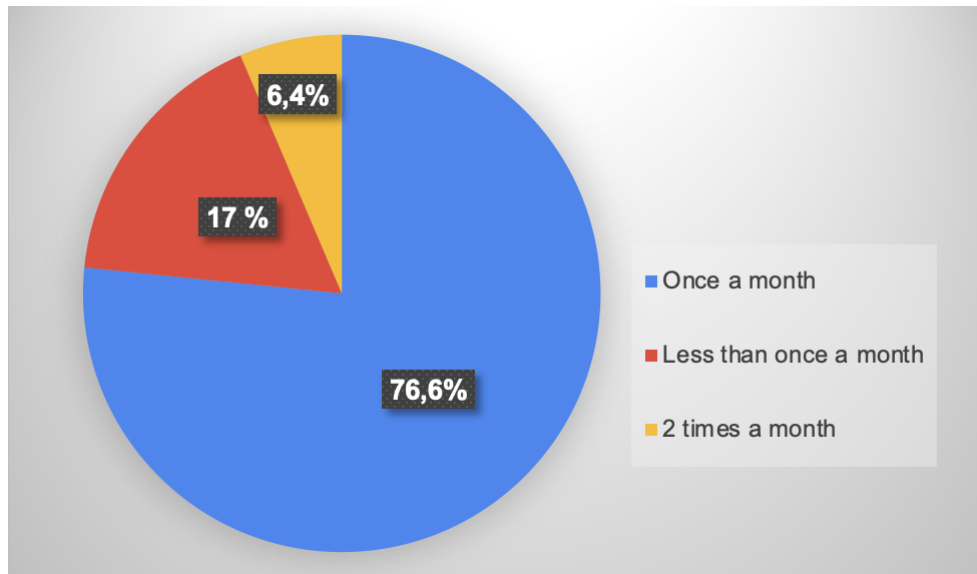


Figure 4.1: Pie chart of the frequency of feedback conversation

In Figure 4.2 there is created a word cloud based on the responses to open-ended question where the participants are asked to describe the perfect leader. The most commonly used words are expressed in the word cloud. Words that stand out in the word cloud are, for example, "available", "positive", "open", and "motivating" which are highlighted with bigger font sizes.



Figure 4.2: An illustration of the used word to describe a perfect leader in the survey

Chapter 5

Discussion / Analysis

5.1 Discussion

5.1.1 Non-financial factors

According to the survey data, customer service employees value a good working environment more than any other non-financial aspect, with an average rating of 4.45. This outcome corresponds with the analysis conducted by Kumar, Hossain and Nasrin ([37]), "Impact of Non-Financial Rewards on Employee Motivation," which similarly describes the significant importance of a positive working environment when considering factors influencing employee satisfaction.

Per the survey results, career progression is not a crucial non-financial factor for customer service employees, with a mean score of 3.49. This discovery supports Kumar, Hossain and Nasrin's research paper [37] that identifies career progress as one of the least vital non-monetary factors in their study. Perhaps several call center representatives regard their position as temporary rather than something where a long-term commitment might be beneficial, which could explain why it ranked so low compared to other factors in our findings.

The research took place in distinct nations, Norway and Bangladesh, where each has different cultures, regulations or norms. However, some similarities were revealed, suggesting that certain factors may be universally relevant to the phenomenon being studied and highlighting the potential for the findings' cross-cultural generalizability.

Upon examination of the survey outcomes, it is evident that a leader's top priority must revolve around constructing an optimal working environment. Thusly, leaders ought to prioritize developing positive workspaces where collaboration is encouraged alongside

communication and mutual support among team members. Career progression may not be customer service employees leading concern; nevertheless, it remains vital for staff retention and encouraging motivation. As such, managers can tackle this challenge more comprehensively by providing avenues through which employees hone new skills in alignment with their personal and professional objectives.

5.1.2 Leadership styles

Participants 1 and 2 believe a leader should facilitate the team's performance by clearly understanding their primary task. In Norwegian leadership, it is crucial to prioritize collaboration, trust and employee participation, which aligns with Participant 1's democratic and trust-based leadership style and Participant 2's focus on inclusivity and supportiveness. These styles align with the participative and transformational leadership styles, emphasizing collaboration and empowering employees. Both participants also recognize the importance of clear goals, resources and support for employees to perform well, which is a typical transactional leadership style. In Norwegian leadership, creating a culture and structure that fosters employee development is essential, a characteristic of the servant leadership style mentioned by Participant 1.

In contrast, neither participant advocates for an autocratic or laissez-faire leadership style, which does not align with Norwegian leadership styles. Autocratic leaders may stifle employee creativity and initiative, while laissez-faire leaders may create confusion and lack direction. In terms of motivating employees with limited resources, both participants suggest involving employees in decision-making and demonstrating enthusiasm and support, which aligns with the authentic and charismatic leadership styles prioritizing transparency and emotional intelligence.

Regarding feedback, both participants stress the importance of regular check-ins, with Participant 1 recommending a frequency of every two weeks, while Participant 2 suggests monthly check-ins. This aligns with participative and transformational Norwegian leadership principles, prioritizing open communication and feedback to promote employee motivation and engagement.

In summary, both participants exhibit leadership styles that prioritize collaboration, supportiveness, and employee development, essential characteristics in Norwegian leadership. These styles align with the participative, transformational, and servant leadership styles proven effective in the Norwegian workplace. Additionally, the importance of clear goals, resources, and feedback aligns with the transactional leadership style. In contrast, Norwegian leadership does not advocate autocratic and laissez-faire styles due to their potential negative consequences.

5.1.3 Leadership skills

The literature highlights four core leadership skills essential for every role, industry, or location: self-awareness, communication, influence and learning agility [18]. These skills are vital for effective leadership and must be continuously improved, adapted and strengthened throughout one's career. The focus and emphasis of these skills shift as individuals progress through organizational hierarchies and face new challenges [18].

Some correlations and potential gaps can be observed upon comparing the data from Figure 4.2 with the literature. The word "open" in the cloud may correspond to the self-awareness and communication skills highlighted in the literature. Being open often involves assessing one's strengths, weaknesses, and biases, active listening and expressing ideas. Similarly, "available," "accessible," and "visible" can be associated with effective communication, as these attributes imply that the leader is approachable and maintains open channels of communication with their team.

However, there is less explicit evidence in the word cloud for the other skills, such as influence and learning agility skill, which involves valuing and seeking out experiences to fuel leadership development, learning from mistakes, asking insightful questions, being open to feedback, learning new skills quickly and responding well to new situations. While some words in the word cloud, such as "receptive" and "charismatic," may suggest a leader who is open to feedback and can adapt to new situations, the data does not directly address this core leadership skill.

Self-awareness is evident in the responses of both participants, as they discuss the need for leaders to possess critical traits such as the ability to develop people, enable those who want more, be proactive, involved, and plan. Additionally, Participant 2 highlights the importance of leaders being curious about employees, respecting individual differences and empathizing. These qualities align with the literature's emphasis on self-awareness as a crucial leadership skill [18]. There is a strong correlation between the other essential skills, including communication, influence, and learning agility. Both participants emphasize the significant importance of these skills in being an effective leader.

Upon analyzing the data gathered from the interviews with Participants 1 and 2, it becomes clear that their insights demonstrate a more substantial alignment with the existing literature than the survey data. There may be various explanations as to why the alignment between the literature on effective leadership and the leaders' perspectives is closer than that of the employees. Employees and leaders may have different perceptions of what constitutes effective leadership. Employees might focus on aspects directly affecting their day-to-day work, while leaders may have a more comprehensive understanding of leadership theories, strategies and best practices.

5.1.4 Leader communication

One of the most important aspects of being a leader is having efficient and mutual communication, which can lead to both advantageous and disadvantageous results. The significance of clear communication and frequent evaluations was highlighted by Participant 1 and Participant 2 when describing their methods for leadership.

The beneficial effects of good communication lead to increased employee engagement, improved motivation, increased productivity, and higher levels of job satisfaction. Employees feel gratified and encouraged when regularly receiving feedback and being included in decision-making processes; this increases motivation and performance. Furthermore, rational communication can prevent misinterpretations or disputes, leading to a friendly work atmosphere.

It is important to acknowledge that successful correspondence depends on the frequency of dialogues as well as the quality of communication. Take Participant 2's viewpoint, for instance; the participant underscored how essential it is to be emotionally steady and supportive when managing a team since this can profoundly affect collaboration between managers and their employees. Alternatively, Participant 1 highlighted creating a conducive setting wherein personnel looks up to you as an excellent example towards establishing an optimistic environment-which, which consequently enhances effective dialogue among teams.

To sum up, the two individuals highlighted the importance of strong and interactive communication in their ways of leading. The advantages are several, including increasing involvement from workers, higher job satisfaction that can be earned by implementing continuous feedback mechanisms, integrating subordinates into decision-making, and providing emotional support. On the other hand, negative results such as reduced output levels or misunderstandings might occur due to lackluster interaction skills. Hence it becomes crucial for leaders to not only communicate frequently but also give priority to quality interactions so that positive consequences are achieved consistently.

5.1.5 Feedback frequency

The data presented in Figure 4.1 somewhat aligns with the literature on the importance of frequent feedback conversations between leaders and their employees. In the survey, most respondents (76.6%) preferred monthly feedback conversations, while a smaller proportion (6.4%) desired bi-monthly discussions. Participants 1 and 2 also preferred bi-weekly and monthly feedback conversations, respectively. These findings have similarities with the research suggesting that regular feedback can improve performance, enhance employee satisfaction and foster a healthy work environment [26] [27].

Buckingham and Goodall [27]. advocates for weekly feedback conversations to maintain open communication channels, enhance employee engagement and foster a sense of progress. Here is where the data does not directly correlate with this recommendation, but it does highlight the preference for regular communication, with most respondents opting for monthly feedback sessions.

Lastly, Goler, Gale and Grant [29] emphasize the importance of adaptable leaders considering their employees' unique needs and preferences. The data from Figure 4.1 showcases the diversity of preferences among respondents, with some favoring less frequent conversations and others desiring more frequent feedback. This reinforces the idea that leaders should tailor their feedback strategies to meet the diverse needs of their workforce.

5.1.6 Motivation

A major discovery of the investigation reveals that those who took part in the survey asserted they were just partially driven to exceed expectations at their workplace. To some extent, this outcome might be clarified by Vroom's Expectancy Theory on Motivation [32], which suggests that individuals are motivated by their belief that their efforts will lead to good performance and good performance will lead to desirable outcomes. Workers unable to pinpoint an explicit connection between hard work and beneficial outcomes may possess less enthusiasm for surpassing expected results.

Another relevant theory to the study is the Goal Setting Theory [33]. This theory sheds light on how setting specific and challenging goals can stimulate individuals and increase their efficiency. Our analyses indicate that Career Advancement is not particularly important as compared to other motivational factors. This may suggest that leaders should focus on setting other types of goals that are more aligned with employees' needs and preferences. For instance, our results show that a good working environment is the most important motivational factor, which implies that leaders should prioritize

creating a supportive work environment where employees have the necessary resources and support to achieve their goals.

Finally, Skinner's Incentive Theory of Motivation [34] suggests that people are motivated by rewards or incentives, such as positive reinforcement for desired behaviors and punishment for undesired behaviors. While the survey did not directly investigate the effectiveness of incentives in motivating employees, the results suggest that leaders may need to be creative in finding ways to incentivize their employees, especially when they have limited resources. For instance, leaders may need to explore non-monetary incentives, such as providing recognition, feedback, and opportunities for personal and professional growth.

Chapter 6

Conclusion

This study aimed to explore how leaders in customer service can influence their employees with limited resources. The research findings indicate that creating a positive work environment is of utmost importance for leaders, as it was identified as the most important non-financial factor for customer service agents. Additionally, regular feedback, open communication and tailored feedback strategies emerged as crucial aspects of effective leadership.

Although career advancement was considered the least important factor, it should not be disregarded. Leaders should approach this aspect by providing learning opportunities that align with employees' personal and professional goals. The findings also suggest that leaders should prioritize setting specific and challenging goals based on employees' needs and preferences, emphasizing the importance of creating a supportive work environment.

The study highlights the significance of effective communication, self-awareness, influence and learning agility in leadership. Leaders who exhibit these skills are more likely to impact their employees' motivation and engagement positively. Furthermore, the findings emphasize the need for adaptability and the consideration of individual employee preferences and needs.

In conclusion, to influence their employees with limited resources, leaders in customer service should prioritize creating a positive work environment, providing regular feedback and setting appropriate goals. Additionally, leaders should exhibit effective communication, self-awareness, influence and learning agility skills. By incorporating these elements into their leadership styles, leaders can successfully motivate and engage their employees, fostering a productive and supportive work environment.

6.1 Future directions

Future research in leadership in customer service, particularly when resources are limited, can explore several valuable avenues. Investigating the role of different leadership styles in customer service settings would enable more concrete recommendations for leaders to adapt their approaches based on specific team needs and work environments.

Expanding the cultural and geographical scope of research would be beneficial to understand the influence of cultural and geographical factors on employee motivation and leadership practices. Comparative studies in a broader range of countries and cultural contexts could provide insights into the universality or specificity of motivational factors and leadership strategies.

Examining the long-term effects of non-financial incentives on employee motivation, engagement and retention is also essential. This knowledge would help leaders make informed decisions about the most effective ways to maintain employee motivation over time.

Lastly, exploring the role of individual differences, such as personality traits, values, and preferences, in shaping employee motivation and the effectiveness of various leadership practices would help leaders tailor their approaches to better align with the diverse needs of their workforce.

Addressing these areas in future research will deepen the understanding of employee motivation in customer service, ultimately contributing to improved customer service outcomes and organizational success.

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List of Figures

2.1	An illustration of the most used words to describe a Norwegian leader from the study	13
4.1	Pie chart of the frequency of feedback conversation	38
4.2	An illustration of the used word to describe a perfect leader in the survey	38

List of Tables

4.1	Demographical Variables	34
4.2	Education level of the participants	34
4.3	Frequencies and percentages of agree/disagree ratings of 8 non-financial reward factors about employee motivation (N=49)	35
4.4	Descriptive Statistics of 8 Non-Financial Rewards (N=49)	36
4.5	Correlation matrix for eight factors	37

Appendix A

Survey

This is a survey for our master thesis to explore effective leadership with limited resources. All questions in the survey are related to your current workplace. All responses will be anonymous. Thank you for contributing!

Survey Questions:

1. How old are you?

Answer: Write age

2. Which gender are you?

Answer: Male, female or other

3. Are you a student?

Answer: Yes or no

4. What is your highest completed education?

Answer: Higher education, Bachelor's, Master's or PhD

5. Do you work full-time or part-time?

Answer: Full-time or part-time

6. How much do you agree that these factors motivate you to do a good job? Options:

- Career opportunities within the company
- Recognition by leader
- Available leader
- Good working environment
- Good training

- Available help
- Professional pride

Answer: Strongly disagree-Disagree-Neutral-Agree-Strongly agree

7. How much do you agree with this statement? You are motivated to perform above expectations.

Answer: Strongly disagree-Disagree-Neutral-Agree-Strongly agree

8. How much do you agree with this statement? My manager has an influence on my performance.

Answer: Strongly disagree-Disagree-Neutral-Agree-Strongly agree

9. How much do you agree with this statement? My manager's commitment and mood affect my deliveries.

Answer: Strongly disagree-Disagree-Neutral-Agree-Strongly agree

10. How much do you agree with this statement? Continuous feedback is important for your effectiveness.

Answer: Strongly disagree-Disagree-Neutral-Agree-Strongly agree

11. How often do you think people should be called to performance interviews?

Answer: 1 time a week, 2 times a month, 1 time a month or Less than 1 time a month

12. How would you describe the perfect leader?

Open answer

Appendix B

Interview

1. How many years of experience do you have as a leader?
2. What would you say are the most important qualities of a leader?
3. What kind of leadership style would you say you have?
4. How do you think you can motivate your employees with limited resources?
5. How do you think your commitment and mood affect deliveries to employees?
6. Which of these factors do you think must be in place for employees to do a good job?
 - Working environment
 - Good training
 - Recognition
 - Concrete goals
 - Available resources
 - Working hours
 - Working conditions
 - Activities
7. What is the importance of specific goals and adaptation to different employees?
8. What frequency is best when it comes to feedback conversations?

