Employee Engagement
Sporting goods retail stores in Gävle.

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Second Cycle

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Foreword / Acknowledgement

This thesis has been conducted on behalf of University of Gävle during the spring of 2013, and it constitutes the final assignment for the authors’ Master Degree in Business Administration.

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Abstract
Title: Employee Engagement - Sporting goods retail stores in Gävle.

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Purpose: This study examines employee engagement. For that matter, we investigate the factors that influence employee engagement in sporting goods retail stores, and the impact of relationships interactions between the team and the manager.

Method: This study was conducted through a deductive approach. The data was collected from two sporting goods retail stores: Stadium and Intersport, located in Gävle, Sweden; through questionnaires for both store’s employees, and face-to-face interviews to the store managers and employees. Finally, data was analyzed with the programs Microsoft Excel and SPSS.

Result & Conclusions: We found out that sporting goods retail store’s employees were mainly motivated by personal factors, job satisfaction factors and intrinsic factors, such as belongingness to the team. It appears that employees give significance importance to the relationship they have with their manager and coworkers. We also found out that the relationship with the customers has a huge impact on employee engagement.

Suggestions for future research: This research was conducted in a geographic area in a specific country (Sweden). Additionally, it is based on the sporting goods retail market. Thus, it could be interesting to extend this research to others sectors and markets, or to do the same research in another country.

Contribution of the thesis: While theories about employee engagement consider the relationship between employees and co-workers, and employees and manager as important for employee engagement, we empirically discovered that the relationship between employees and customers influences employee engagement significantly.

Key words: Job satisfaction, employee engagement, sporting goods retails, motivation, relationships.
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1. INTRODUCTION

This Chapter consists of five sections. The main purpose of this introduction is to expound the background of the study and issues ensued from the research questions explaining the importance of this research. This chapter also mentions the limitations of the study and introduces the subsequent disposition for this study.

1.1 Background of the study

Nowadays, businesses are continuously evolving in a global environment more and more competitive, complex and changing. The globalization, increasing of innovation, diversifying markets, and complexities of social and political environment, can be considered as equal threats or opportunities for companies. In this context, we consider customers are going to prefer solutions more adapted to their specific needs, and they may require more specific services of high quality with customized products. We also assume this phenomenon increases the uncertainty for companies when operating in a global market.

In this competitive environment, we think businesses should give important value to enhance human resources. The costs generated by the loss of human resources, through their abilities, time devoted to hiring and training a new employee can be very high. Furthermore, human resources are occupying a main position in businesses due to the necessity of a continual adaptation, more fast and reagent about technological, economical, political and social environments, to reach the goals fixed by the competitiveness, and its influence on financial performance and productivity (Huselid, 1995, p.636). On the labor market, the first exigency is to hire employees that are qualified, and on the other hand to motivate them, which lead to reducing absenteeism behavior among the employees, attract and retain the competences, inciting people to act for the companies’ interests. With the rise of a new perspective in human resources management, managing human resources appears as an advantageous medium since it allows finding and setting common goals for both employees and businesses, and guide them to success (Louart, 1991).

The management of the human capital on the organization is strategically important, and this approach can define the efficiency of the strategy and its implementation in relation with the organization’s overall goals (Oraman et al., 2011, p.413; Ind, 2007), due to it allows the use and combination of the organization’s human resources which is translated in knowledge,
skills and competences that may have a positive effect on the profitability of the company’s results (Ind, 2007).

“Human Resource plays an important and strategic role in supporting organizations. Employees are the most important assets of an organization that is very strategic instrument for a company’s market competition” (Oraman et al., 2011, p.413).

Consequently, interest in leadership is increasing since it is strongly associated with the economic wealth and its significance in changing and maximizing individual and business performance (Kuhnert, 1994; Cleaver, 2002 cited in Duckett and Macfarlane, 2003). However, it appears that those changes are sometimes perceived by several managers as a loss of power because of the increasing of negotiation about wages, responsibilities and tasks for instance (Moss Kanter, 1989).

In fact, besides the manager’s roles, employee’s behavior and motivation play a significant role in the growth and sustainability of the company. Several studies about employee’s motivation have been conducted and it emerges that human motivation could be classified in two different classes (Petrescu & Simmons, 2008, p.653). First of all, the intrinsic motivation, which supports the idea that individuals have inherent need for a work life, if they do not consider their job as meaningful, their motivations will come from survival needs (Maslow, 1971; Deci et al 1999). Secondly, the extrinsic motivation refers to doing something because it leads to a separable outcome (Deci & Ryan, 2000). For instance, according to Georgopoulos et al., (1957, p.346), it appears that employees’ productivity is directly related to the company’s productivity. Meaning that the higher the companies’ productivity is, the more employees will be motivated or/and productive, and conversely. Hence, the more employees obtain autonomy, task identity and significant feedback about their work, the more they would be satisfied and happy (Hackman & Oldham, 1980 cited in Houkes et al, 2003). Therefore, job characteristic and job satisfaction are closely related (Petrescu and Simmons, 2008), and as stated by Harter et al., (2002, p.276) employee satisfaction and employee engagement are related to the organization effectiveness and meaningful of positive business results.

Those researches and theories about job satisfaction and motivation are in high correlation with employee engagement as the main component of it. It has become a popular subject between companies, practitioner literature and consulting firms, however there is still a lack
of scientific research and theories about employee engagement and the theoretical and managerial implication of this subject (Saks, 2006, p.600; Little and Little, 2006, p.111). A study in United States reports that the majority of workers today are not fully engaged or considerably disengaged with the company they work for. This has been estimated as a gap that is “costing US businesses $300 billion a year in lost productivity” (Kowalski, 2003 cited in Sacks, 2006, p.600).

Summarizing, this thesis is part of the final assignment for Master Degree in Business Administration and the topic of study, employee engagement, is directly related with business administration, specifically, in the human resources field.

1.2 Retail market sector

The retail market is an interesting market to analyze due to the dynamism of the sector which has been influenced the last few years by global market forces. According to Gagnon and Chu (2005, p.16) different customers are trading up and trading down within the same product category and companies face a lack of differentiation which increases their challenges to compete. That is why retailers have been putting more interest in human resources management and its influence on organizational effectiveness. As Shim et al. (2002, p.186) state, it is getting more clear that to be successful on the retail industry it is necessary to be competent dealing with human resources and leadership issues, not just like traditionally be focused on technical and managerial skills.

Significant changes have been happening in the retail sector over the last 20 years (Shim et al., 2002, p.186), such as demographic changes, the complexity of consumers’ decision patterns, performance expectations or potential leadership skills deficiency. Those changes have redefined and reshaped the industry, and highlighted the importance of human resources management (Cairns et al., 2010, Gagnon and Chu, 2005 & Shim et al., 2002). However there is still a lack of scientific research about retail in other different fields than economics and marketing (Voithofer, 2013), like in leadership or human resources for instance. The scientific research of retailing in general has a predominant focus on marketing, economics and geography, when coordination of internal functions and exchange of experiences within retail industry remain still considerably less explored according to Alexander and Doherty (2010, pp.932-933). A quick view to the Journal of Retailing available on Science Direct, (2013, http://www.sciencedirect.com/science/journal/00224359) shows the predominance of scientific research within retail industry focused on marketing, consumers and sales, having
six to seven articles from an Issue of ten articles centered on this subject, which gives us the possibility to examine human resources management related issues in the retail sector; as employee engagement and motivation, concentrating our analysis on the employees and the internal effects within the organization rather than as a factor for customer satisfaction.

1.3 Case study

This thesis analyzes employee engagement in the retail sector, specifically on the Swedish sporting goods retail market, studying two particular companies, Stadium and Intersport.

1.3.1 Swedish sporting goods retail market

The Swedish sporting goods retail industry is one of the sectors in retail that has been increasing constantly the last few years, presenting the most potential development in sales and consumption in 2009 (14.9 per cent) and, in 2012 (24 per cent) according to Statistiska Centralbyrån (2011, 2013), being an exception in the retail industry that has been facing difficulties with the weak economic climate and recession in the European countries, taking a step back in the Swedish market and acting cautiously.

In an interview with the CEO of Team Sportias for the Swedish newspaper Dagens Industry, Fredrik Andreasson gives an overview about the Swedish sporting goods retail market and talks about the current situation of the principal actors in the sector. According to Andreasson, the sector is on war position, with new actors coming to the Swedish market such as XXL, Decathlon and Usports, the sector has become more competitive after ten years of strong developing. There is not enough space for everyone in the industry, and the three biggest sport retailers in Sweden will face challenges and may have to change their strategies in a long term perspective in order to maintain their market share. Stadium occupying the first position, Intersport in the second place and Team Sportia as third have not been affected yet by new companies in the market, but it is clear that this is the time to change the strategies and it will mark the future of the sector and the actors who will lead it (Lindblad, 2013).

We considered this conjuncture as a good opportunity to write about the sporting goods retail sector, due to the challenges they are facing, and the importance of human resources management and employee engagement in order to compete, and improve the company’s productivity.
1.3.2 Case companies

For this case study, two retail chain companies with presence on the Swedish market have been analyzed, in particular, the stores located in Gävle County, and they are the providers of the primary data. The companies are such as following:

Stadium: The first unit of analysis for the case study is the company Stadium, a Swedish sport retail chain. We studied a particular store of Stadium which is located in Gävle, Valbo köpcentrum.

“Stadium is Sweden’s largest sports chain with more than 110 stores in Sweden, Denmark and Finland” (Stadium, 2012).

Intersport: The second unit of analysis is the company Intersport, unlike Stadium; Intersport is not a Swedish company, and it is originally from Switzerland. The company is the second biggest sport retail in Sweden and acclaims to have the worldwide leading position in the sporting goods retail market. We analyzed the store located in the center of Gävle.

“INTERSPORT is a multinational organization, our work starts and ends at local level. Our individual entrepreneurs know our customers’ needs, which differ from country to country” (Intersport, 2013).

Both companies are direct competitors in the Swedish market, due to that reason, it has been interesting to investigate the findings of the empirical research and analyze how they manage to achieve employee engagement enhancing job satisfaction and motivating the employees; which may be ultimately reflected on the organizational effectiveness.

In order to collect the primary data, a qualitative methodology has been applied in form of questionnaires and interviews to the sales employees and store managers of both stores from Stadium and Intersport, located in Gävle, Sweden.

1.4 Aim of the Study and limitation

We analyzed this subject, due to we consider employee engagement as a relevant topic in the business field, within human resources in particular. Despite the popularity of employee engagement as a subject for research, we found our opportunity in the fact that most of the existent research was made by practitioners and consulting firms, having a lack of scientific research in the subject. Furthermore, there was a predominance of scientific studies in the
that was focused on marketing (Voithofer, 2013), economics and Geography; this does not necessary imply a lack of research on employee motivation, but it may suggest a predominant focus on the potential influence of motivation on customer satisfaction and organizational effectiveness, which we reflected on as a gap and a chance for our research which is focused on the employee and the internal environment of the organization. Finally, giving the current conjuncture of the sporting goods retail sector in Sweden, specifically the increased competence and the entry of new actors as the challenges the sport retail chains were facing, we considered these fact as a possibility for analysis, where the management of the human capital could have been be the differentiating factor within the direct competitors. That is how we found our gap and main subject of this study: employee engagement in the sporting goods retail sector.

The aim of this study is to analyze in which degree the employees are engaged working in a retail store. For that matter, we have focus on two main characteristics of employee engagement, job satisfaction and motivation, and we have formulated two research questions:

Ø Which factors have an impact on employee engagement?
Ø How are the employees influenced by the leaders and co-workers?

The limitations of this study are the sample size and the geographic concentration, analyzing one store of two sport retail chains located in one city of Sweden.

Furthermore, we consider relevant to mention that the target audience of this paper are students of Master Degree in Business Administration, business professors, others academics and persons interested on the subject and with previous knowledge on business and human resources, for what we expect are familiar with the topic and the terminology used in this study.

1.5 Disposition of the Study

This work follows a structured line of argumentation divided in six chapters. The disposition of the study is as it follows:

Chapter 1 – Introduction: is an introductory chapter that introduces the background of the field of study, as well as, motivates the importance of the research, including the aim of the study, research questions, limitations and disposition of the report.
Chapter 2 – Literature Review: provides the theoretical foundation necessary for the study, making a review of the theory and authors existent in the field of study, in particular about employee engagement and the leadership behavior. A theoretical reflection is prepared and a theoretical framework is developed.

Chapter 3 – Methodology: this chapter explains how the study was done and which kind of approach was followed. Everything from the primary and secondary data collection is explained, as well as, the design of the study and how the data is analyzed. The companies which participate in the case study are presented along with the interview questions. Validity and reliability are discussed.

Chapter 4 – Empirical Findings: reports the results of the qualitative study, along with the procedure and interpretation of the primary data collected.

Chapter 5 - Analysis and Discussion: translates the findings from the empirical research into the theoretical framework developed from the literature review and make a critical analysis.

Chapter 6 – Conclusions: This last chapter presents the final comments of the study and the implications it may have in the business field. The important results of the study are highlighted and suggestions for future research are presented.
2. LITERATURE REVIEW

This chapter presents the literature and existent scientific research necessary to understand the topic of this study, employee engagement. This chapter is subdivided in three parts: the first part includes employee engagement along with the traditional and modern theories. The second part refers to job satisfaction theories, and finally the third part presents a reflection of the theory in the form of a theoretical framework formulated by ourselves.

2.1 Employee engagement

Before explaining deepened about employee engagement and the scientific research related to it, we consider important to mention the significance of Human Resources management in order to measure the employee performance and manage the human assets of the organization. People should be considered as the most important asset of the company (Oraman et al., 2011, p.413). They are the key and differentiating factor in making a strategy successful, adding value to the customers, and acting differently than the competitors (Oraman et al., 2011, p.414). Employee engagement is a huge notion within human resources, which requires an explanation. Several theories have been written to explain this concept based on motivation and job satisfaction as theoretical foundation and it appears necessary to expose those theories to understand better the notion of employee engagement.

2.1.1 Definition

The term employee engagement was first presented by the Gallup Organization, a consulting company, as a result of years of investigation in a particular company, which purpose was to have a concept that measures and evaluates an organization’s human capital attitude and performance (Little and Little, 2006, p.111). For that matter, the concept was created by practitioners with direct application to the company. Employee engagement is a wide notion rather recent, and it has been created by human resources consultancy firms, but academics are sluggishly joining this concept (Macey and Schneider, 2008, p.3). Hence it appears as the existence of several definitions of employee engagement can create misunderstanding; for instance, Macey and Schneider (2008, pp.4-5), suggest the folk theory as a good foundation to define employee engagement. This theory states that employee engagement ensues from the common intuitive sense that employees have concerning work motivation, as passion, enthusiasm, involvement and so forth. This implies a dualistic component, attitudinal and
behavioral. While, Macey and Schneider (2008) explain that engagement is at the same time a psychological state, a performance construct, and a disposition such as positive affect.

As for employee engagement, Allen and Meyer (1996, p.252) define it as a psychological link between the employee and his/her organization which is related and influenced by job characteristics and job satisfaction (Shin et al., 2002, p.189). Moreover, personal engagement is defined by Kahn (1990, p.700) as personal presence, active role performances (physical, cognitive and emotional) and individual behavior to promote connections to work. Therefore, the motivated employees take initiative and participate actively, so engaged employees have a high level of activity, initiative and responsibility (Dvir et al., 2002, p.737) and it induces that motivated employees prefer to work in a company where people has a positive behavior such as taking initiatives (Colbert et al, 2004, p.603). In consequence, a negative perception of the work environment could influence employees’ behavior in a bad way (Colbert et al., 2003, p.599).

2.1.2 Employee engagement factors

It was long thought that the fundamental interest of employees was high salary and wages (Taylor, 1914, p 9); however, more recently, academics found that job characteristics in general, not merely the remuneration, are impacting on motivation and employee engagement. The founder of the human relation movement, Elton Mayo (1945) found in his study that employee’s engagement and performance are correlated with social environment and job characteristics. He states that there is an emotional dimension in work which impacts on employees’ motivation. Furthermore, Maslow (1943) defines a hierarchical approach of human motivation, by constructing a pyramid largely known, from the top to the bottom, such as, self actualization, esteem, love, safety, and immediate psychological needs (Kenrick et al., 2010). Through this pyramid, he shows the full range of individual needs, and he joins the Mayo’s approach by explaining that human beings look for something else at work than money. Thus, as motivation means to be moved to do something (Deci and Ryan, 2000, p.54) it is necessary to define that job characteristics, such as responsibility, advancement, growth, salary or relationships, for instance, can affect the job attitude (Herzberg, 1987, p.91) and employee engagement.
2.1.3 Classical theories of employee engagement

Several authors and academic researchers have been trying to define which factors influence employee engagement. For that matter, we consider important to mention the classical theories that serve as a foundation to understand the modern concepts.

First of all, the concept of the scientific management was stated by Taylor (1914, p.9), and, according to him, the management has dualistic objectives which are the maximization of prosperity for both employers and employees. The main idea of the scientific management suggests that the real motivation for employers and employees is the same, in fact “prosperity for the employer cannot exist through a long term of years unless it is accompanied by prosperity for the employee and vice versa” (Taylor, 1914, p.9). This hypothesis induces that the first motivation for employees is wages; consequently, Taylor did not consider any other factor as relevant when analyzing employees’ motivation.

Secondly, Mayo (1945) has conducted a study commonly named the Hawthorne Effect, this experiment sustains that motivation increases productivity and performance. According to Mayo (1945), the determination of optimum working condition for employees is mainly built on tradition and dogma, or close to a philosophical thought in a modern large scale industry, management faced three problems. First of all is the shift between the employee’s skills and the materials; secondly, employees are not responsible and do not take any initiatives, and finally, the last one which concerns the team work, which induces a narrow cooperation between employees. By analyzing those problems, Mayo has discovered, and then suggested, that employees became more motivated when their managers expected more from them. This assumption means that the more responsibilities and liberties the employee obtains, the more he/she will be motivated to be efficient in his/her work and reach the objectives expecting from him/her. Moreover, it appears that employee’s motivation takes on emotional aspects from the recognition of their work, skills and knowledge.

Around the same period, Maslow (1943) created the concept of the pyramid of needs. According to Kenrick et al. (2010) this model has been largely used as foundation for other motivational theories within behavioral science. Maslow created a several rank of human motives, thus, he defined a hierarchical approach of human motivation. The basic postulated is the following, superior needs could not be satisfied while the inferior needs are not satisfied. However, this approach should be considered with wariness, because as Maslow
(1943, p.374) explains “Human organism when is dominated by a certain need is that the whole philosophy of the future tends also to change”. Thus, through this pyramid, he showed the full range of individual needs, and he joined the Mayo’s approach by explaining that human beings are looking for something else at work than money.

Finally Atkinson (1964) starts his theory of achievement motivation by the principle: to be motivated, human beings need to satisfy their needs. Therefore, Atkinson does not classify the different needs; there is not any hierarchical order between the various needs. There are four main needs, first of all, the need to succeed; it can be in both private life and within the working sphere. Secondly, the need for affiliation, it means the necessity of belongingness to a group; it can be in the family, a group of friends, etc. Then the need for autonomy which leads people to keep some control over the working place, and can decide the way how they are organizing their own job; and finally, the need of power, which is inherent to the desire of influencing and controlling the others. However, those needs hold different place depending on the job, in some jobs some needs are more developed than in others.

2.1.4 The modern factors of employee engagement

Nowadays, the attitude towards human resources management has changed, and the human focus is occupying a central position in the organizations. Several academic researchers have point out criteria which have an impact on the employee engagement. Most of the theories consider motivation as a unitary phenomenon; it appears that people and more especially employees have different levels and orientations of the motivation (Deci and Ryan, 2000, p.54). In the self determination theory (SDT), Deci and Ryan (1985, p.112) distinguish different types of motivation, the main distinction is about intrinsic and extrinsic motivation (Deci and Ryan, 2000; Petrescu and Simmons, 2008, p.653). The intrinsic motivation suggests a motivation to do something which is pleasant, while the extrinsic motivation is dominated by the idea of doing something because “it leads to a separable outcome” (Deci and Ryan, 2000, p.55).

Intrinsic motivation is related to the funny part of an activity, which means, there is no interest or advantages to do something except the pleasure encountered. This phenomenon was exposed in several researches, but one experiment is especially interesting which was done on animal behavior, and the reason about the tendency to explore the place where they are. White (1959, p.298) explains that exploratory behavior could be the consequence of
avoiding uncertainty and reducing anxiety, but it could be as well an independent motive. Related to human beings, it appears that people are naturally creative, active and curious but this natural tendency is ensued from their skills and knowledge, and this phenomenon states that all people are not intrinsically motivated by the same things (Deci and Ryan, 2000, p.56). Furthermore, Deci and Ryan (1985, p.62) developed a theory related to the intrinsic motivation, named the Cognitive evaluation Theory (CET). This theory considers the social variables determining the intrinsic motivation, and focus on the necessity for people to obtain competence and autonomy (Deci and Ryan, 2000, p 58), which refers to the other aspects of motivation, as the extrinsic motivation.

Extrinsic motivation is as well an important factor about employee engagement. People are sometimes acting without any intrinsic motivation, however, according to Deci and Ryan (2000, p.60), the same activities can be done through an extrinsic motivation, but with different objectives and autonomy.

In addition, Skinner (1953, p.183) highlights that several behaviors are motivated by the expectation of receiving rewards. Hence, the approach of reward strategy differs between organizations and it is not a typical or perfect reward practice (Armstrong, 2007, p.3). Thus Nohria et al., (2008, p.3), defines the reward system as a part of the organizational levels of motivation. According to them, human beings got four drives and every drive is associated to levels of motivation, firstly, the reward system is associated with the need to acquire and it implicates that only good workers could expect opportunities for advancement. Then, the need of bond implies a good environment through cooperative team for instance. Thirdly, individuals need to realize that their contribution at the workplace is useful, thus to motivate employees, it is important to make their tasks understandable and explain clearly the way they contribute to the company. And finally, to avoid employees’ fear and voluntary departure as a consequence of a poor engagement ensuring from the uncertainty, it is important to describe the whole process clearly.

Furthermore, several researchers join the scientific management theory, by explaining the importance of the wages in employee motivation even if “professionals are likely to seriously underestimate the motivational potential of the salary” (Rynes et al., 2004, p.382). In fact, remuneration could be classified as an extrinsic motivation, reward could be verbal (Deci et al., 1999, p.629), but could be financial too. According to Rynes et al., (2004, pp.382- 383) it occurs that researchers found out that people are ranking salary as the first motivator at work.
That finding is in an equation with the Taylor’s theory; pay may be the first motivator, but not the only one.

For this reason, according to Kenrick et al., (2010) there are several needs which can motivate employees. To build their theory they start with the Maslow’s pyramid of need and enhance it to be applicable to the contemporary economy and business organization. By using a functional analysis, they added to the pyramid several criteria such as mate acquisition, mate retention and parenting in the top sphere of the original Maslow’s pyramid. As stated by Kenrick et al. (2010), Maslow’s hierarchical pyramid is not sufficient to determine the issues related to human survival as reproduction. Thus, they suggest combining the Maslow’s approach with the biological life-history approach, which compare several animals’ motivational behavior to provide a better understanding of the human motives evolution. The Figure N°1 shows the link and the importance of all the factors. It explains that people classify their needs through an importance order, but all the needs are interrelated with each other. For instance, self protection has an impact on parenting. The pyramid is divided in seven parts. First of all, the **immediate physiological needs** which represents the human being needs such as eat, drink, breath, sleep and so on, then the **self protection** which represents the need to feel safe. Afterwards, the **affiliation** which refers to the need to feel accepted to a group (family, friends…). Subsequently, people take into consideration the **status/esteem**, that means to feel recognize by the society, the family, etc. Then appears the **mate acquisition and retention** which refers to the need to find a partner to live and try to build something with that person. Finally, human being needs to be **parent** by having children and a family.

**Figure 1: An updated version of Maslow’s pyramid of needs**

(Source: Kenrick et al., 2010, p292-314.)
2.2 Job satisfaction

Job satisfaction factors have a wide impact on the employee engagement. Thus, it is important to develop the theories related to that topic to investigate deeply why employees are more or less engaged with their job and the company they work for.

2.2.1 The dual factor theory

The dual factor theory was cited by Herzberg (1987) and Herzberg et al. (1959); his research points out primary that human beings have two major needs. On one hand, people need to avoid the pain, as animals, this idea refers to the hygienic aspect; on the other hand, human beings need to grow psychologically (House and Wigdor, 1967, p.369). The Herzberg’s research, conducted by studying approximately one thousand employees, highlights that dissatisfaction motives are mainly linked with the context or part of it that employees cannot control directly, while the satisfaction motives depend on the work’s task. It appears that the dissatisfaction comes from hygienic factors and the satisfaction comes from the job factors; to contextualize the theory it is important to mention some examples of the factors, for that matter, hygienic factors according to Herzberg (1987, p.8) are the salary, supervision, personal life, status, security, relationship with subordinates and supervisor, company’s policies and administration, etc; while the motivators are considered as achievement, recognition, work itself, responsibility, growth and advancement.

2.2.2 The bottom-up theory

The bottom-up theory supports that the individual implicitly measures work role outputs and summate the positive and negative factors to determine whether he or she is happy and satisfied with the job (Oraman et al., 2011, p.419). The bottom-up approach helps to analyze the various ways in which relationships and variables interact, resulting in allocation of different levels of importance to different types of relationships and interactions (Bititci and Muir, 1997, p.367). Nowadays, people spend a lot of time in business organizations, and it allows them to satisfy their material and socials needs. Thus, they become easily dependent on their organization to satisfy some of their needs (Oraman et al., 2011, p.419).

2.2.3 The role of leadership in motivation

Even when most of the theories focus on the factors that may influence the engagement and motivation of the employees, the role of the leader is crucial and has a direct impact on the
employee performance and his/her degree of satisfaction (Tietjen and Myers, 1998, p.229). As Sarros and Santora (2001, p.387) state, leaders have to balance in caring for the employees and coaching them to achieve results, but also taking direction and being focused on effectiveness when the occasion demands.

The Life cycle theory analyses the diverse dimensions of management and the relation between tasks and relationship-oriented, simultaneously gives a framework to managers to understand how they should adjust their leadership style according to the situation and maturity of the employee (Tietjen and Myers, 1998, p.229).

2.3 Theoretical framework

After analyzing the theories and scientific research existent about the subject, we consider that theories as Maslow and Mayo are the foundation of motivational models, which help us to explain the main reasons of the human being behavior. However, we also consider that those theories are not enough in trying to understand employee engagement within the employees in sporting goods retail stores. That is the reason why we have taken into consideration theories and models about employee engagement and job satisfaction as directly related variables, in particular, the self determination theory (SDT) formulated by Deci and Ryan (1985, p.112) which make a distinction between intrinsic and extrinsic motivation. We have identified three important aspects, related with our research questions, that may influence the engagement among the employees: job factors, personal factors and relationships interactions, the first two parts respond to the first research question and use concepts of the dual factor theory cited by Herzberg (1987), the bottom up theory (Oraman, et. al., 2011), the updated version of Maslow’s pyramid of needs (Kenrick et al., 2010), scientific management theory (Rynes et al., 2004, p.382) and the self determination theory (Deci and Ryan, 1985, p.112). While the last point of relationships interactions answers to the second research question. It also takes into consideration the life cycle theory (Tietjen and Myers, 1998) which examines the role played by the leader on the employee engagement, and Nohria et al., (2008, p.3) and Atkinson (1964) that highlights the importance for employees to have a good relationship with the team. We consider both interactions of great relevance for our study.

We have considered that the theories presented on the literature review are relevant for the study which has the purpose to analyze in which degree the employees are engaged working on a retail store. The theoretical framework we have developed contains our comprehension of the theories and has been formulated using our own words to denominate the various
factors that constitute it. The figure N° 2 below present the theoretical framework which tries to find a response to the research questions formulated. That is the reason why we focus the first two parts on describing the possible factors that may influence the employee engagement, and the third part on relationship interactions.

**Job Factors** are related with extrinsic motivation (Deci and Ryan, 2000; Petrescu & Simmons, 2008, p.653) which refers to the idea that employees are motivated in doing something because it will give an outcome as a result for the work done. In this context, factors mentioned in diverse theories by Herzberg (1987), Kenrick et al. (2010), Rynes et al. (2004) and Skinner (1953), such as: *financial compensation* (salary), *authority*, *promotion*, *complexity of the job* (is the job position correctly described and understand by the employee), *task variety* (the job position is diverse and allows the employee to learn different things), *autonomy*, *benefits* (working time, vacations, compensations, etc) and *safety* (physical work environment).

**Personal Factors** are related with intrinsic motivation (Deci and Ryan, 2000) which affirms that an employee is motivated because he/she is doing something pleasant, and job satisfaction factors. However it is also related to the extrinsic motivation. In fact some personal factors are done by expecting a separable outcome such as the recognition. Moreover, the factors mentioned here are also related with Herzberg (1987), as well as take into consideration the base concepts and factors of the theories stated by Maslow and Mayo, Kenrick et al. (2010), and Atkinson (1964). The factors we consider important to analyze are: *sense of control* (does the employee have control over his/her work), *feeling of accomplishment* (achievement and advancement on the carrier), *feeling of contribution* (is the employee doing something relevant with his/her work that contributes with something at a certain level), *belongingness* (social affiliation) and *recognition* (is the work done by the employee that is recognized). Additionally, according to Colbert et al., (2003, p.599), the perception the employee has about the work environment influence directly the employees behavior and his/her motivation and engagement.

The last part, which refers to **Relationship Interactions**, is associated with the second research question formulated, that wants to determine how employees are influenced by the leader and co-workers. The items considered are based on the life cycle theory (Tietjen and Myers, 1998) and Nohria et al., (2008, p.3), which highlights the importance of a good relationship with the team, stating that employees need to positively bond with a cooperative
team, which implies a good work environment. They examine the interactions between the employee and the leader, and, the employee and co-workers.

**Figure N° 2: Theoretical Framework as a reflection of the literature review**

- Financial Compensation
- Authority
- Promotion
- Complexity of the job
- Task variety
- Autonomy
- Benefits
- Safety

- Sense of control
- Feeling of accomplishment
- Feeling of Contribution
- Belongingness / Social Affiliation
- Recognition

Relationship between:
- The leader
- Employee
- Co-workers

*Source: (Own construction / adapted of Atkinson, 1964; Colbert et al., 2003; Deci and Ryan 1985, 2000; Maslow, 1943; Kenrick et al., 2010; Herzberg, 1987; Nohria et al., 2008, Oraman, 2011; Rynes et al., 2004; Skinner, 1953; Tietjen and Myers, 1998)*
3. METHODOLOGY

This chapter is divided in six parts. It presents how the research and the theories are linked, the research approach. Then it explains the methods we chose to conduct the research, the framework we followed, the collection of data and how this is analyzed and presented. Finally we highlight the validity and the reliability of the study and the limitations we encounter during the writing process of this paper.

3.1 Research approach

Conducting a research implies to consider two important elements which are the research approach and theories used to build and conduct the research, and the data collection (Bryman and Bell, 2007, p.7). To link the research to the theory, two approaches could be used: the deductive approach and the inductive approach (Bryman and Bell, 2007, p.11).

The commonest approach to link the theory and the research is the **deductive approach** (Bryman and Bell, 2007, p.11). The researcher in a deductive approach takes into consideration several theories and builds hypotheses or research questions about a specific subject on it. This conducts the methods of the collection of data. Then the data is analyzed and determined if the research questions formulated are confirmed or rejected. In other words, researchers follow theories to prove or demonstrate the validity of the theory on particulars subjects (Bryman and Bell, 2007, p 11). The Figure N°3 below shows the process of deduction explained above.

**Figure N°3: The process of deduction**

![The process of deduction diagram](Own construction / adapted of Bryman & Bell, 2007, p.11)
The inductive approach aimed for the theories. In other words, the process of induction starts by the collection of data about a particular topic, from which ensure several findings, and the purpose of the researchers is to link theories to this findings (Bryman and Bell, 2007, p.14).

This study follows a deductive approach because we started by collecting several theories about employee engagement and job satisfaction to conduct our research, and could find a gap within business field, in particular in human resources, where we had the opportunity of research. After have found our gap and motivated our study, we formulated two research questions related to the aim of the study. Focusing on the theories collected, we developed a theoretical framework as a reflection of the theory. With this theoretical foundation we were able to formulate the different questions for the interviews to the store managers and sales employees, and create the questionnaires to the employees, linking the questions to the theories used but specifically to the different aspects of the theoretical framework. Finally we analyzed the data collected by comparing the empirical findings to the literature and theories reviewed.

3.2 Research strategy

The study uses a qualitative and quantitative approach. On that matter, the empirical research is based on semi-structured interviews that allow us to investigate deeply on employee engagement and understand thoroughly the answer provided (Harrell and Bradley, 2009, p 27). Moreover, we used self-structured questionnaire, which means that the questions are presented in a determined order (Voithofer, 2013, p 23).

The initial idea was to only apply a qualitative approach, due to the relative small size of the sample, two store managers and twenty one sales employees in total. However, after speaking with the contact persons on the respective organizations, Stadium and Intersport, we realized that it would have been difficult to interview all the employees because it would have implied to do it during the working time, and thus, it would also imply a cost for the retail store. That is why, in order to analyze and get the opinions of all the employees we considered necessary to use also a quantitative approach in the form of questionnaires, and still have the interviews as a way to capture and collect detailed, open and specific information that cannot be collected in a questionnaire.
For the secondary data, the information collected is mostly composed by scientific articles and books from data bases as Emerald and Discovery, or that have been found in searchers as Google scholars which are generally related with employee engagement, motivation and retail sector.

**3.3 Data collection**

In this section, the data collection process is explained in detail, from the selection of the participants to the structure and formulation of the questionnaire and interviews to the store manager and employees.

**3.3.1 Selection of participants**

Our study focus on employee engagement in sporting goods retail market, for that matter we decided to contact companies from that sector. We presented our research proposal to the stores located in Gävle and two of them accepted our petition to do our research, Stadium and Intersport.

We focused our analysis in two stores, one store of each retail chain located in Gävle, examining the employee engagement of the sales employees in each store, as well as, the interactions with the managers and the co-workers within the team. To ascertain the information we interviewed the both sides: the store managers and the employees. Additionally, we supported the qualitative study with complementary information collected from the questionnaires addressed only to the employees.

We do not make any differentiation concerning age or gender, thereby we interviewed both male and female employees. Moreover, we gave the questionnaires to the store managers, asking them to distribute the questionnaires to their employees, which imply that we could not have control over those who answer to it. We finally obtained ten questionnaires from Stadium’s employees, and seven from Intersport’s employees. And we interviewed the store manager and four employees of Stadium, and the Intersport’s store manager and six employees of his employees.

**3.3.2 Structure of the questionnaire**

Taking into consideration that most of the employees have Swedish as their native language, and for requirement of the contact persons in both stores, we decided to write two versions of the questionnaire, one in English (see Appendix A) and one Swedish (See Appendix B) to
facilitate the filling of the questionnaire (Voithofer, 2013, p 28), obtain better responses and avoid misunderstandings that can come out on account of the language, considering that we could not have been present at the moment when the employees were answering to the questions. The questionnaire is divided in four parts built in a different way to obtain answers the closest from the reality (Iqbal and Rizvi, 2011).

The first part aims to inform us about the background or general situation of the employees, which refers to the gender, age and type of employment (Question 1: part time- full time); we considered relevant to know if the employees were doing other activities besides their job as being students for example. According to the self-determination theory (Laguardia and Ryan, 2000), if the employees’ goal could not be reach, they will be less motivated. For instance, if an employee is student, they would probably have the desire to make a career in the profession they are studying for, and it may influence negatively his/her engagement and motivation with the company they are currently working for.

The second part (question two to ten) are closed ended questions (Bryman, 2012, p.249; Babbie, 2010, p 256), employees could have answered only by yes, no or simply refused to answer and skip the question. Those questions are focused on the employee engagement and job satisfaction, more precisely about the salary, rewards and compensations, opportunities, relationship interactions with the managers and with the co-workers.

The third part (question eleven to seventeen) are also closed ended questions but built on the Likert Scale, where employees had the option to choose on a scale between one to five, being one (the best option) to five (the worst option) (Bryman, 2012, p.255). Those questions focused more on personal factors, the employees’ feelings, the perception of the work and work environment.

Finally, the fourth part consists of one question, aims to relate to the Bottom up theory (Oraman et al., 2011, p 419) and Maslow’s pyramid of needs (1943), to analyze which of the different factors employees value more in order to understand the principal source of their motivation.

The research questions were built considering the theoretical framework. However, the questionnaire is ordering regarding the way to answer to the question. That means if employees have to answer to closed ended questions by “yes”, “no” or “don’t want to answer”, by following the Likert Scale or have to answer by classifying some factors.
3.3.3 Structure of the interview

To get the most pertinent and qualitative information we built two interviews, one designed for the store managers (See Appendix C and D) and one for the employees (See Appendix E and F). The interviews were semi-structured, which appears to be a good approach for this kind of research (Harrell and Bradley, 2009, p. 27) due to in the moment of the interviews we asked more questions than those we had prepared, following the flow of the discussion and trying to get the right information from the interviewees; it also had a lot to do with the personality of the interviewees, some of them shared a lot with just one open-ended question (Babbie, 2010, p 256) and we could get valuable information, while other interviewees did not say too much and we needed to state other questions in order to go further. We adapted and talked with them about engagement and motivation from the manager and employees perspective. Moreover, we did not ask for their names, all the interviews of the employees were anonymous.

Before starting the interview, we made a presentation of us, explaining why we were there doing the interview, as well as presenting the subject of study. Taking into consideration the role of ethics in research, we asked for the permission of the interviewees in order to record the interview (Mouton, 2001, p.240), and we also gave them the option to choose between doing the interview in Swedish or English (Voithofer 2013, p.28) for the same reason mentioned above, and to give the interviewees the possibility to express freely in the language they feel more comfortable with, which we considered is of importance in collecting relevant data for the study.

Manager's interview questions

The interview was divided in three parts related to the research questions and the interview designed for the employees. The purpose of interview the store managers, was mainly to get a specific image of how they manage the employees and their perceptions about their staff.

We asked several practical questions such as if they agreed to be recorded and if we could use the name of the company in our study. Thereby, both interviews were conducted in Swedish. Secondly, we asked about their background to get to know them better. For instance, since how long they were working for stadium and Intersport respectively and how they became store managers. Finally, we developed questions with the intention to know about the human resources policies that the company and store follows. For example, we asked if they had a
motivational program, if they consider their employees are motivated and how they were motivating them, if they have indicators to measure their employees’ engagement and performance, such as annual survey, and how it works (See Appendix C and D).

Employee’s interview questions

Basically, the employee’s interviews were following a similar structure as the interview designed for the store managers. The questions formulated were based on the theoretical framework we created as the result of the reflection of the theory. And the questions are directly related with the purpose and research questions of the study (See Appendix E and F). It is divided in three parts too. First at all, we presented our work, and the topic of the interview. This part is for practical information such as the acceptance to be recorded. The second part is focused on the employees’ background, since how many years they were working in the company, and which job position they were holding.

The third part is divided in three parts. The purpose of this section was to collect qualitative information about employees’ motivation, engagement and job satisfaction. It is composed of questions related to this topic. We decided to divide the questions in three main topics such as job satisfaction, relationship interactions and employee engagement following our structure from the theoretical framework.

The purpose of the interview designed for the employees was to obtain complementary and specific information that we could not have collected from the questionnaires. That is the reason why the questions were broad and open-ended (Babbie, 2010, p 256), with the intention to go further and get more detailed information for the analysis. The employees had the option to choose between doing the interview in English or Swedish (Voithofer, 2013, p 28), most of them – six - chose to do it in Swedish and three did it in English. We could interview four employees from Stadium. We interviewed one employee during his/her day off, and the others three employees directly at work. On the other hand, we booked two days with Intersport and that allowed us to interview six employees.

Participants description

In the following table N°1, description information about the interviewees such as age and gender is presented. In the same context, the table provides specific information about how the information was collected and how the interview was done.
Table N°1: Participants description

<table>
<thead>
<tr>
<th>INTERVIEWEE</th>
<th>HOW</th>
<th>HOW LONG</th>
<th>RECORDED</th>
<th>GENDER</th>
<th>AGE</th>
<th>LANGUAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stadium</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Store Manager (MS)</td>
<td>Face-to-face</td>
<td>29 min</td>
<td>Yes</td>
<td>Woman</td>
<td>46</td>
<td>Swedish</td>
</tr>
<tr>
<td>Employee 1 (E1S)</td>
<td>Face to face</td>
<td>23 min</td>
<td>Yes</td>
<td>Woman</td>
<td>28</td>
<td>Swedish</td>
</tr>
<tr>
<td>Employee 2 (E2S)</td>
<td>Face-to-face</td>
<td>9 min</td>
<td>Yes</td>
<td>Woman</td>
<td>29</td>
<td>Swedish</td>
</tr>
<tr>
<td>Employee 3 (E3S)</td>
<td>Face-to-face</td>
<td>7 min</td>
<td>Yes</td>
<td>Woman</td>
<td>27</td>
<td>Swedish</td>
</tr>
<tr>
<td>Employee 4 (E4S)</td>
<td>Face-to-face</td>
<td>12 min</td>
<td>Yes</td>
<td>Man</td>
<td>20</td>
<td>Swedish</td>
</tr>
<tr>
<td>Interport</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Store Manager (MI)</td>
<td>Face-to-face</td>
<td>41 min</td>
<td>Yes</td>
<td>Man</td>
<td>28</td>
<td>Swedish</td>
</tr>
<tr>
<td>Employee 1 (E1I)</td>
<td>Face-to-face</td>
<td>23 min</td>
<td>Yes</td>
<td>Man</td>
<td>25</td>
<td>Swedish</td>
</tr>
<tr>
<td>Employee 2 (E2I)</td>
<td>Face-to-face</td>
<td>25 min</td>
<td>Yes</td>
<td>Woman</td>
<td>30</td>
<td>English</td>
</tr>
<tr>
<td>Employee 3 (E3I)</td>
<td>Face-to-face</td>
<td>7 min</td>
<td>Yes</td>
<td>Woman</td>
<td>22</td>
<td>Swedish</td>
</tr>
<tr>
<td>Employee 4 (E4I)</td>
<td>Face-to-face</td>
<td>10 min</td>
<td>Yes</td>
<td>Man</td>
<td>21</td>
<td>Swedish</td>
</tr>
<tr>
<td>Employee 5 (E5I)</td>
<td>Face-to-face</td>
<td>17 min</td>
<td>Yes</td>
<td>Man</td>
<td>30</td>
<td>English</td>
</tr>
<tr>
<td>Employee 6 (E6I)</td>
<td>Face-to-face</td>
<td>14 min</td>
<td>Yes</td>
<td>Man</td>
<td>&gt;30</td>
<td>English</td>
</tr>
</tbody>
</table>

Source: (Own construction)

3.4 Validity and reliability

Reliability and validity are the first step to understand the complex issue of measurement, in theoretical and applied research setting. Validity concerns a crucial relationship between concept and indicator while reliability focused on a particular property of empirical indicator (Carmines and Zeller, 1979).

In order to assure construct validity (Yin, 2009), we developed a theoretical framework based on the theories and literature compiled related to employee engagement, motivation and job satisfaction. In the same context, the questionnaires and interviews were designed based on the theoretical framework and the research questions formulated.

To guarantee external validity (Yin, 2009) the companies analyzed in this study are reliable due to both are retail companies in the sporting goods retail sector in Sweden with good reputation and significant market share (Lindblad, 2013). However, it is important to consider the relative small size of the sample analyzed- 21 employees and 2 store managers-.

On the other hand, to secure the reliability, the questions formulated on the questionnaire were all closed-ended reducing the subjectivism. However, handling the responses of the qualitative research, from the interview could have a negative effect of being difficult to replicate and having the risk of generalizing the principal ideas (Bryman, 2012, pp.415-416).
Regarding the validity and reliability, we encountered some problems on the data collection process. It is difficult to secure the validity of the responses due to this is a sensible subject and employees are not so willing to say negative things about the manager or the workplace being afraid of reprisals even if we mentioned clearly that both interviews and questionnaires would be anonymous. That is why it was so important to mention from the beginning of the interview that their comments would be completely anonymous and that we were not going to share it with co-workers, as well as, we asked for their permission to record the interview, in that way we could create a safe space where they could feel free to speak and share their opinions with us.

Another issue has to do with the questionnaires. We wanted to give it directly to the employees and that they give it back to us, however, in both retail stores we left the questionnaires and we came back after some days to pick them up, because of a time and management issue from part of the store managers. This could have a negative effect on the validity of the data collected, because it might be that employees were not totally honest with their answers for being afraid that the manager or their co-workers could read their responses. At the same time, we assumed the ethics from part of the store managers and employees to respect the responses and not share the information publicly.

3.5 Data analysis and presentation

The data have been collected with the purpose to find response to our research questions. In order to analyze the data, it was important to present it in a way that would help us to do the analysis and help the readers to understand the empirical findings.

The quantitative data were analyzed with IBM SPSS 21 (Statistical Package for Social Sciences) and Microsoft Excel which is a statistic program and a spreadsheet program respectively. Even if it were seeming not necessary to use an advanced statistic program for a sample size of seventeen questionnaires, the SPSS program allowed us to get detailed information, and to analyzed it in statistic way. For that matter, we analyzed the responses as numerical variables, assigning a value to each response; from example, the questions with Likert scale, each response obtain a score from 1 to 5 according to the scale. In the same context, it would have been possible that some employees have skipped some questions or had filled the question in a wrong way, these missing data had also to be considered in the analysis, and this came as a default from the same SPSS (Bryman, 2012, p.333).
quantitative data is presented in the way of diagrams and tables in order to facilitate the comprehension of the data collected and analyzed.

To analyze the qualitative data, the idea was to recognize main factors or indicators that repeat continuously on the responses of the interviewees and also the exceptions, in order to analyze all the different responses and try to eliminate our lack of transparency and subjectivity. Thus, we first wrote the transcripts of all the interviews answers, possible thanks to the records. Then, we translated them from Swedish to English for those interviews that were done in Swedish. And finally we presented the data in tables by summarizing the employees’ answers. For the managers, we used the same approach. In fact we presented it in a literature form, with several paragraph and a table on the appendix.

It is also important to precise that we presented the data collected in the empirical findings chapter making a differentiation between Stadium and Intersport, in order to have clarity about who say what and to be able to analyze the particular aspects of each store as a unique workplace with special characteristics on the team, leadership style, etc. However, this does not mean that we are making a comparison between both stores, this method was just used to present the data collected. Furthermore, we have analyzed the data altogether (qualitative and quantitative), all the results found with the theories presented in the literature review in order to understand the link, the truthfulness and the application of those theories about employee engagement in the sporting goods retails market.

In addition, the case companies’ information is presented in the empirical findings because some of the information used to present the companies was collected from the qualitative research, and it is considered as primary data.

**3.6 Limitations**

The limitations of the study are the simple size and geographic limitation, focusing on two stores, one from each retail company and only in the area of Gävle.

Another limitation is the language, the questionnaires and most of the interviews were done in Swedish which has two different effects. First, a positive effect because the interviewees had the possibility to express their ideas and opinions in a better way, having the advantage of communicating in their native language. That also allowed us to capture valuable information and details in the answers. Secondly, the translation and analysis of the data collected in
Swedish may not be mistake free because Swedish is not our native language and our interpretation might be influenced by other factors. Moreover, with the intention to reduce the negative impact on the translation of the answers we got help of a native Swedish, he is not a professional translator but we considered his contribution of great help.

Moreover, the fact that we gave the questionnaire to the store managers might have an influence on the data collected on the quantitative study. He/she gave it to his/her employees, and collected it back. Thus, this could have several impacts on the employees’ answers, because they probably might be afraid of answer completely honestly to the different questions. Finally, ensuring from this we needed to interview employees, but the only possibility was during their working time, and it appears difficult to interview all of them taking into consideration the implications for the store, to have the employees not focusing on customers. Moreover, Stadium’s manager had a huge role in the interviews result by choosing the employees that we interviewed. It might be that she chose employees who loved their job, while in Intersport, employees decided by themselves if they wanted to be interviewed or not.
4. EMPIRICAL FINDINGS

This Chapter consists in three sections. The first section presents the case companies that this study had analyzed, Stadium and Intersport. The second section presents the findings from the quantitative study making a distinction between each company, and the third section presents the results of the qualitative study. Overall the data collected is presented in the form of figures and tables.

4.1 The case company

We collected the empirical material from two sporting goods retail companies, Stadium and Intersport, from the stores located in Valbo köpcentrum and Gävle city respectively.

4.1.1 Intersport

IIC-Intersport International Corporation is one of the biggest sporting goods retail chain in the world with presence in forty countries and more than five thousand four hundred stores (Intersport, 2013). Intersport Sweden AB forms part of IIC-Intersport International Corporation, it means that the majority of the stores in Sweden, except in Stockholm are owned by local entrepreneurs and constituted as family businesses (Philip Bergström – Interview store manager Intersport) and Intersport Sweden AB works as a holding company. The idea of Intersport began in 1961, as a purchase group, named “Sport-tian” in Stockholm, also known as a merchant union of sport products. As intent to compete with shopping centers stores and retail chains, the group decided to create an economical association, so in 1974, Intersport Sweden AB was created (Intersport, 2012). Intersport Sweden AB is the responsible for the purchase, the choice of the assortment of products, advertising, merchandising, accounting, training and more; in other words, all the administrative and supportive areas are centralized in Stockholm so that the local owners and entrepreneurs can focus on the main core of the business: to sale (Philip Bergström – Interview store manager Intersport). Be part of Intersport Sweden AB implies also to follow specific rules that each owner have to pursue in order to have a standardized system and achieve the common goals. At the same time, each local owner owns a portion of stocks which make them shareholders of Intersport Sweden AB (Philip Bergström – Interview store manager Intersport).

IIC-Intersport International Corporation is the brand management and purchasing company of the Intersport Group (Intersport, 2013).
Intersport store in Gävle city - General Information

The store of Intersport in Gävle is a family business. This is the third generation that is managing the store. The owners are father and son, but only the son is currently in charge of the business as store manager (Philip Bergström – Interview store manager Intersport).

The store has currently one store manager, which is male and has twenty eight years old and eleven employees composed of seven men and four women. The male sales employee’s ratio is higher than the female sales employee’s ratio. This result implies that the employees in Intersport are mainly male.

4.1.2 Stadium

Stadium is a Swedish retail chain with operations in Sweden, Denmark and Finland. The Swedish sporting goods retail chain is the leader in the Swedish market having around one hundred stores all over the country (Ulrica Sjödin – Interview store manager Stadium). Stadium is constituted as a corporate group which posses the entirely ownership of the stores in different formats, the traditional store, outlets and web shop (Stadium, 2012).

Stadium store in Valbo köpcentrum - General Information

The Store of Stadium in Valbo köpcentrum opened for thirteen years ago, in 2000. It forms part of the north region and it is one of the three stores located in Gävle, with the store in Hemlingby and Gävle city. The store has currently one female store manager who is thirty-nine years old, and ten employees from which six are women and four men. This means that the female sales employee’s ratio is higher than the male sales employee’s ratio. In fact, 40 per cent of men were employed in Stadium, while 60 per cent of female were employed when the study were conducted. Hence, it appears that employees are mainly female in Stadium store in Valbo köpcentrum, not taking into consideration the store manager.

4.2 Quantitative findings: Questionnaires

We decided to present the information collected from the questionnaires in two parts. Thus, the first part is presenting the data collected from the questionnaires given to Intersport’s employees while the second part presents the data coming from Stadium’s employees.
4.2.1 Intersport

The respondents of the questionnaires were *seven employees* in total as sample size. From whom *five were men and two women*. We can see that most of the respondents belong to the age of 18-24 years old and 25-34 years old, having both categories three respondents. Just one of the respondents belongs to the interval of 35-44 years old, and any of the respondents were from the age of 45-54 years old or 55-65 years old.

Regarding the type of employment, from the seven respondents, six employees work full-time and one employee part-time. We asked the reason of being part-time employee and the answer was for studying at the same time. Consequently, it appears that just one employee of Intersport is student besides their job, while the other six respondents, the majorities of Intersport’s employees are not student and are doing their job in full-time mainly.

*Satisfied and dissatisfied employees*

The figure N°4 shows the number and percentage of employees that are satisfied or dissatisfied working for Intersport, this is based on the respondent’s answers.

The figure N°4 indicates that from the seven respondents, six of them are satisfied with their job which represents the 86 per cent of the sample size and nobody of them is dissatisfied; however one of the respondents did not want to answer to this question, which implies that 14 per cent of the respondents preferred to skip this question.
Job Satisfaction factors

The table N°2 shows the opinions and perceptions of the respondents about the principal job satisfaction factors that we are analyzing in this study taken from the theoretical framework: opportunities of promotion, belongingness with the team, feeling of contribution, relationship with the authority, relationship with co-workers, autonomy to take own decisions, salary and benefits. The table N°2 indicates how the respondents feel about these factors in their workplace, specifically in Intersport. The questions formulated were close and have three different options to respond: yes, no or don’t want to answer. The results are presented in number of frequency and percent, in relationship with the total respondents.

Table N° 2: Job Satisfaction factors - Distribution of responses - Intersport

<table>
<thead>
<tr>
<th>Job Satisfaction Factors</th>
<th>Yes Frequency</th>
<th>Yes %</th>
<th>No Frequency</th>
<th>No %</th>
<th>Don’t want to answer Frequency</th>
<th>Don’t want to answer %</th>
<th>Total Frequency</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oportunities of Promotion</td>
<td>1</td>
<td>14%</td>
<td>5</td>
<td>71%</td>
<td>1</td>
<td>14%</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>Part of the team</td>
<td>7</td>
<td>100%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>Motivation from the manager</td>
<td>3</td>
<td>43%</td>
<td>3</td>
<td>43%</td>
<td>1</td>
<td>14%</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>7</td>
<td>100%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>Contribution with the business</td>
<td>7</td>
<td>100%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>Opportunity to make own decisions</td>
<td>5</td>
<td>71%</td>
<td>2</td>
<td>29%</td>
<td>0</td>
<td>0%</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>Rewards for the work done</td>
<td>6</td>
<td>86%</td>
<td>0</td>
<td>0%</td>
<td>1</td>
<td>14%</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>Sense of fairness of the salary</td>
<td>2</td>
<td>29%</td>
<td>3</td>
<td>43%</td>
<td>2</td>
<td>29%</td>
<td>7</td>
<td>100%</td>
</tr>
</tbody>
</table>

The Table N°2 shows that around 71 per cent of employees think that there are not enough opportunities of promotion in Intersport, 100 per cent of the respondents feel that they are part of the team, 43 per cent do not feel motivated by their store manager, 100 per cent have a good relationship with their co-workers, the same percentage of 100 per cent of the respondents feel that they make a contribution with their job in the business outcomes, and 71 per cent feel that they have enough space to make their own decisions. Furthermore, some of the respondents did not want to answer to some of the questions, the ratio went up to 29 per cent. Regarding the salary and rewards, most of the respondents (43 percent) feel that the
salary is not fair for the work they do, and when asking about rewards, 86 per cent agree that they have good rewards and 14 per cent skip the question.

**Employee engagement factors**

The Table N°3 illustrates the distribution of responses of the employees of Intersport when they were asked about employee engagement factors and how they perceive these factors at the workplace and in relationship with the store manager and team. The questions formulated were displayed on a Likert scale from one to five, being five the best option and one the worse option, were the respondents indicate their level of agreement by checking to the appropriate response. The results are presented in number of frequency and percent, in correlation with the total of respondents, which were seven employees of Intersport store in Gävle.

**Table N° 3: Employee engagement factors - Distribution of responses - Intersport**

<table>
<thead>
<tr>
<th>Employee engagement factors</th>
<th>Yes, a lot</th>
<th>Yes</th>
<th>Normal</th>
<th>No</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feeling when coming to work</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Feel proud of the company</td>
<td>5</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Enjoy your job</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Feel recognized for your job</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Clearly description of job tasks</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Safety of work environment</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Friendly work environment</td>
<td>5</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Satisfied with the physical environment</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(Own construction)

The Table N°3 indicates that 43 per cent of the respondents feel very good when coming to work, 71 per cent feel proud to tell people where they work, most of the employees (86 per cent) enjoy their job at Intersport, having 43 per cent respond that they enjoy it a lot and 43 per cent that agree but in a lower level. Furthermore, 71 per cent feel recognized for the work
they do, 43 per cent thinks they have clear description of the job tasks and responsibilities, as well as, all the respondents agrees that the installations and infrastructure of the environment is very safe (57 per cent) and safe (43 per cent). Finally, the respondents feel that the work environment is very friendly (71 per cent) and friendly (29 per cent), and the respondents are also satisfied with the physical environment, very satisfied (86 per cent) and satisfied (14 per cent). Additionally, none of the respondents presents negative perceptions about the questions asked or skip it for instance.

**Employee engagement factors - Ranking**

The Table N°4 shows the ranking of the employee engagement factors based on the Bottom up theory (Oraman et al., 2011). The respondents were asked to classify the factors which they consider are most important for them in their jobs. The question formulated has six different options and the respondents had to rank the options from one to six, considering that one is the most preferred factor and six the less preferred factor. The results are presented in percentage, in order of importance from the most preferred factor (factor one) to the less preferred factor (factor six).

<table>
<thead>
<tr>
<th>Ranking employee engagement factors</th>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
<th>Factor 4</th>
<th>Factor 5</th>
<th>Factor 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>-</td>
<td>10%</td>
<td>30%</td>
<td>60%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Recognition from manager and co-workers</td>
<td>70%</td>
<td>20%</td>
<td>-</td>
<td>10%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Achievement</td>
<td>-</td>
<td>10%</td>
<td>60%</td>
<td>10%</td>
<td>-</td>
<td>20%</td>
</tr>
<tr>
<td>Time for personal life</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>30%</td>
<td>70%</td>
<td>-</td>
</tr>
<tr>
<td>Safety and work environment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>20%</td>
<td>80%</td>
</tr>
<tr>
<td>Belongingness and affiliation to the group</td>
<td>30%</td>
<td>60%</td>
<td>10%</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

The Table N°4 highlights that 70 per cent of the respondents from Intersport consider the recognition from the manager and co-workers as the most important motivating factor at work, belongingness and affiliation to the group is the second most important factor with 60 per cent of preference. Achievement with 60 per cent is considered the third most important.
factor; and with the same percentage salary is the group is the fourth factor. At the end of the line, Time for personal life (70 per cent) is the second to last less preferred factor and safety and work environment with 80 per cent is considered by the respondents as the less important factor at job. To clarify, the values presented in red color in the table are the maximum values from each question.

4.2.2 Stadium

The respondents of the questionnaires were ten employees in total as sample size. From whom six were women and four men. The age distribution of the ten employees of Stadium that answered to the questionnaire shows that the majority of the respondents belong to the youngest age intervals, four employees have between 18-25 years old and the other four employees have between 25-34 years old. In the meanwhile, just one respondent belongs to the ages of 35-44 years old, and one respondent to 45-54 years old. This indicates that Stadium has mainly a young staff.

Regarding the type of employment, three (30 per cent) of the respondents work full-time at the moment, while the majority of Stadium’s employees, seven employees (70 per cent) work part-time. We asked the respondents the reasons of the type of employment and some of them indicated us that they are also studying. So Stadiums currently employees mainly work part-time.

Satisfied and dissatisfied employees

The next figure N°5 shows the number and percentage of employees of Stadium that are satisfied and dissatisfied with his/her job, in relationship with the total of responses.
The figure N°5 highlights that from the ten respondents, 90 per cent of them, which implies nine employees, are satisfied with his/her job at Stadium, while 10 per cent of the respondents is dissatisfied. None of the employees skip this question.

**Job Satisfaction factors**

The table N°5 presents the perceptions of the respondents from Stadium about the principal job satisfaction factors: *opportunities of promotion, belongingness with the team, feeling of contribution, relationship with the authority, relationship with co-workers, autonomy to take own decisions, salary and benefits*. The table N°5 indicates how the employees perceive the following factors at Stadium store in Valbo köpcentrum. The questions formulated were close and have three different options to respond: *yes, no or don’t want to answer*. The results are presented in number of frequency and percent, in relationship with the ten employees that represented the total of respondents.

**Table N° 5: Job Satisfaction factors - Distribution of responses - Stadium**

<table>
<thead>
<tr>
<th>Job Satisfaction Factors</th>
<th>Yes</th>
<th></th>
<th>No</th>
<th></th>
<th>Don’t want to answer</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Oportunities of Promotion</td>
<td>6</td>
<td>60%</td>
<td>3</td>
<td>30%</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>Part of the team</td>
<td>9</td>
<td>90%</td>
<td>1</td>
<td>10%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Motivation from the manager</td>
<td>9</td>
<td>90%</td>
<td>1</td>
<td>10%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>10</td>
<td>100%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Contribution with the business</td>
<td>10</td>
<td>100%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Opportunity to make own decisions</td>
<td>10</td>
<td>100%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Rewards for the work done</td>
<td>10</td>
<td>100%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Sense of fairness of the salary</td>
<td>10</td>
<td>100%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

*(Own construction)*

The Table N°5 highlights that around 60 per cent of employees perceive that there are enough opportunities of promotion in Stadium, as well as, 90 per cent of the respondents feel belongingness and part of the working team. The same percentage (90 per cent) feels...
motivated by the store manager. Regarding the job satisfaction factors such as: Relationship with the co-workers, feeling of contribution with the business outcomes, opportunity to make own decisions, good rewards for the work done and perceive the salary as fair, the totality of the respondents agree unanimously that these factors are presented in Stadium in a positive way. Just one respondent skip the first question and the negative responses were limited up to 30 per cent.

**Employee engagement factors**

The Table N°6 shows the responses related to the employee engagement factors, and how the respondents feel about it in Stadium, in relationship with their motivation, the work environment, the store manager and the interactions within the team. The questions formulated were displayed on a Likert scale from one to five, being five the best option and one the worse option, were the respondents indicate their level of agreement by checking to the appropriate response. The results are presented in number of frequency and percent, in correlation with the total of respondents, which were ten employees of Stadium.

**Table N° 6: Employee engagement factors - Distribution of responses - Stadium**

<table>
<thead>
<tr>
<th>Employee engagement factors</th>
<th>Yes, a lot</th>
<th>Yes</th>
<th>Normal</th>
<th>No</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feeling when coming to work</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>40%</td>
<td>5</td>
<td>50%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feel proud of the company</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>70%</td>
<td>3</td>
<td>30%</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enjoy your job</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>70%</td>
<td>2</td>
<td>20%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feel recognized for your job</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>30%</td>
<td>6</td>
<td>60%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clearly description of job tasks</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>40%</td>
<td>6</td>
<td>60%</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety of work environment</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>100%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friendly work environment</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>90%</td>
<td>1</td>
<td>10%</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfied with the physical environment</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>80%</td>
<td>2</td>
<td>20%</td>
<td>0</td>
</tr>
</tbody>
</table>

*(Own construction)*
The Table N°6 indicates that most of the respondents feel good in coming to work, were 40 per cent feels very good and 50 per cent good. All the respondents feel proud to tell others where they work but in different degree; being 70 per cent very proud and 30 per cent proud of the company they work for. 70 per cent of the respondents enjoy a lot they work at Stadium, while 10 per cent feels normal about it. Of the total of respondents, 60 per cent feel recognized for the work they do, and the same percentage (60 per cent) has a clearly description of the job tasks and responsibilities. All the employees (100 per cent) perceive the work environment as very safe, 90 per cent feels that the work environment is very friendly and 80 per cent is very satisfied with the physical environment, tools and installations. Moreover, none of the respondents presents negative perceptions about the employee engagement factors.

**Employee engagement factors - Ranking**

The Table N°7 shows the ranking of the employee engagement factors based on the Bottom up theory (Oraman et al., 2011). We asked the respondents to indicate what is the most important for them at work. The question formulated has six different options and the respondents had to rank the options from one to six, considering that one is the most preferred factor and six the less preferred factor. The results are presented in percentage, in order of importance from the most preferred factor (factor one) to the less preferred factor (factor six). The values presented in red color indicate the maximum percentages for response.

<table>
<thead>
<tr>
<th>Ranking employee engagement factors</th>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
<th>Factor 4</th>
<th>Factor 5</th>
<th>Factor 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>-</td>
<td>10%</td>
<td><strong>40%</strong></td>
<td>20%</td>
<td>30%</td>
<td>-</td>
</tr>
<tr>
<td>Recognition from manager and co-workers</td>
<td>10%</td>
<td><strong>60%</strong></td>
<td>-</td>
<td>30%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Achievement</td>
<td><strong>30%</strong></td>
<td>-</td>
<td>20%</td>
<td>-</td>
<td>20%</td>
<td><strong>30%</strong></td>
</tr>
<tr>
<td>Time for personal life</td>
<td>-</td>
<td>10%</td>
<td>30%</td>
<td><strong>40%</strong></td>
<td>-</td>
<td>20%</td>
</tr>
<tr>
<td>Safety and work environment</td>
<td>20%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>30%</td>
<td><strong>50%</strong></td>
</tr>
<tr>
<td>Belongingness and affiliation to the group</td>
<td><strong>40%</strong></td>
<td>20%</td>
<td>10%</td>
<td>10%</td>
<td>20%</td>
<td>-</td>
</tr>
</tbody>
</table>

*(Own construction)*
The Table N°7 shows that 40 per cent of the ten respondents from Stadium consider Belongingness and affiliation to the group as the most important factor at work, followed by achievement with 30 per cent. The second most important factor for Stadium’s employees is the Recognition from the store manager and co-workers with 60 per cent of response. The third most important factor is between Salary with 40 per cent and Time for personal life with 30 per cent. The fourth most important factor at work is between Time for personal life with 40 per cent followed by Recognition from the store manager and co-workers with 30 per cent. The next to last less important factor has any majority, Salary with 30 per cent and Safety and work environment with also 30 per cent. Finally, the less important factor is Safety and work environment with 50 per cent. The responses of Stadium’s employees on ranking the employee engagement factor by importance, presents big dispersion in the results.

4.3 Qualitative findings: Interviews

The qualitative findings are divided and presented in two main parts. First of all, we present the interview of the managers of both stores. Then we presented the interview done with Intersport and Stadium’s employees.

4.3.1 Interview to store managers

The interview to the store managers of each store, from Stadium and Intersport, were based on the questions formulated from the theoretical framework (see Appendix C and D). The interviews were semi-structured and with open-ended questions (Babbie, 2010, p 256). For both of them, we meet them in their store, having arranged a meeting previously. After asking them the permit to use the name of the company in the thesis, as well as, to mention their names and to record the interview, we started the questions.

Store Manager - Stadium

The manager of Stadium (MS) is Ulrica Sjödin, woman from thirty nine years old. The interview was made face-to-face and last twenty nine minutes.

Ulrica started working in Stadium at the same store thirteen years ago. She was there since the store of Stadium in Valbo Köpcentrum opened. She started as a sales employee and after some years of experience and training, she became a manager. Experience is important, considering that there is no specific policy in the company regarding the motivation of the employees. It is stipulate that manager has to motivate their employees but they can use the
way they prefer to do it, they have autonomy and can use different methods and programs, “Motivation is an active sense of participation and collaboration, but a good work environment as well, with music and laugh”. All this criteria influence strongly the company’s outcomes. The team’s dynamism is perpetuated thanks to the young team; they practice a lot of sports. However, “Stadium has very young staff, and that is the main reason why the team is always changing. This can influence the dynamic of the group”. Employees are changing often and it is important “to be specific with the job tasks and to give to them extra responsibilities to add the sense of value with the team and company”. But generally, “there is a unified group, they care about each other and like to work in team. They are always cheering up each other and asking how is it going.”

As a store manager it is important for Ulrika to develop leadership skills and share experiences with others stores’ managers by having periodical meetings. This made easy to measure the employee engagement by sharing experience. In fact, according to her, it is difficult to measure her employees’ engagement. Stadium is using an annual survey to get an idea about the team’s mood, but it is up to Ulrika to handle the conflicts and make the work environment friendly. About the safety, there is a general policy from Stadium, Ulrika does regular reports about the safety of the physical environment and one employee is in charge of checking regularly in details the environment and all the installations on the store.

Moreover, it is more difficult for her to motivate her employees without any reward program as “commission of specific policies from Stadium” but, Ulrika and some others Stadium stores’ managers try sometimes to organize small competitions and contests between them to create a competitive spirit and achieve easily the goals. But, this creates the feeling for employees that there are no possibilities of advancement in Stadium essentially for the high competition. However, there are other employees who are satisfied with their job position and are not interested in change it; and the salary is, according to Ulrika, fair and holds the same level of the retail collective labor agreement. Moreover, as motivation is important, Stadium has policies to implement the customer service model and to consider how employees, individual and in team treat the customers. Thus, Ulrika focuses on one employee per week, to motivate him/her. It is not easy for her considering that all employees are different and so, are motivated by different factors.
In conclusion, Ulrica has to listen to her employees, but also to be strict as well and get their respect while keeping a good atmosphere and work environment (See Appendix J for more details and further information about the interview with Stadium’s store manager).

**Store Manager – Intersport**

The manager of Intersport (MI) in Gävle is Philip Bergström, man of twenty eight years old. The interview was made face-to-face and last forty one minutes. Intersport in Gävle is a family company, run by local entrepreneurs. Philip is the third generation in managing this store. “This store is a part of Intersport Group Sverige and this implies to follow their policies and requirements, even in their human resources”. For this reason, all the store managers have a training program about motivation and managing the employees. However, it is up to the owners to decide how much they are willing to invest on the employees. There are not specific policies about how to motivate the employees but Intersport Central gave to them material about human resources management, motivation and development, to manage people in at “Intersport’s way”.

Therefore, Philip chooses his team “according to his personal strength and the way he wants to work”. The way how manager motives their employees is individual, depending on the manager. This explains why the staff in Gävle is young, because according to him, it is “easier to teach them and shape them until create a very good salesman, moreover, it is easier to motivate and push them to go forward”. It is important to have a young staff, which has desire to develop, is glad and like new challenges to fit in the team, and they are easily happy by just giving them an oral reward such as “clap his/her back and say: you did a very good job! Well done!” However, this implies a perpetual change of the staff. More, liking sport is not the most important things, for instance, “it is not good to hire someone who is practicing sports in a high level, because they are not available at hundred per cent”.

Each store motivates its employees from a local plan, but their manager has interactions together to share their experiences. In Gävle, they motivate their employees by giving to them more responsibilities, to make them feel important persons for the business. Obviously, others factors are important, for instance if employees could ask him for something, they would probably ask for better salary or more rewards. However several activities are organized with the team to teach to the staff how to use the products; specifically, during winter they went to “Åre, north of Sweden, for a ski trip to try the equipment” or during spring time they “will go to do camping, to help the team to understand how the tent works”, it is easier than reading
the instruction manual, then to explain to the customers how it works. Those activities are very stimulating and motivating for the employees and are like rewards, “but young staff wants always more, so we just do a big activity once a year, otherwise it gets difficult to meet the expectations and then they will want a better a trip.”

However, it is not easy to measure employee engagement, but they have morning session every day, during at least ten minutes to analyze the goals. It is an open discussion and allows them to realize when it is time to change or implement new processes or programs. More, they do not have system to measure sales individually, but they can measure sales on percentages, such as “to sell a specific product per hour and this offers often better result than expected”. In fact, it is difficult to “follow the customer to the cashier”, thus, it is impossible to have a percentage of the salary based on the individual performance, even “if it would be better to have it” to motivate the performance. The recognition of the performance is important; employees have an annual performance review where they can set goals and discuss about the areas to improve, however, according to Philip “the more productive conversations are the spontaneous one”.

Likewise, a good atmosphere is important for motivation. If someone is feeling bad, it is important to “try to solve the problem right away, we work so tight and we know each other very good, so it is easy to recognize when something is happening” by talking for instance because a “short conversation can change employees’ behavior”. However, it is important to keep distance with them, even when the manager and the employees are friend privately, “there is an unspoken agreement which say that I am the boss and they are employees”. Moreover, it is important that employees like their jobs and be happy when they are coming at work, “if some member of the team does not like to work here, it influences the whole group dynamic”.

In conclusion, a manager has “to live at this aspiration and have the personality required to be a good leader”, especially when the manager is the owner. It has to combine employees demand with the store requirements.

(See Appendix I where more detailed information about the interview with Intersport’s store manager is presented in a table).
4.3.2 Interview to sales employees

**Intersport in Gävle city**

We found out through the interviews we made face-to-face and we recorded with the accordance of the interviewee, that the Intersport’s team in Gävle is young, and employees are working in Intersport since less than four years (except the E6I – see the Table N°1: Participants description to see further information about interviewees- who is working in Intersport since twenty years, but he is in Gävle since three years only). About the job satisfaction, all the employees interviewed appreciate and enjoy their job, their work environment, especially because they can meet new people every day. Moreover, they usually get recognition from the side of the customers, co-workers and the store manager, nevertheless E5I considers that his manager forgets sometimes too push them and encourage them as a team and individually as well. However, the company organizes regularly some activities that work as reward programs that are offered after reaching the goals of the store for instance. Furthermore, they organize some contests where they compete with other Intersport stores located on the Gävleborg region. For example, this winter, the whole team won a ski trip to Åre which employees consider as a very good reward. Moreover, the employees also get 30 per cent off on all the products they want to buy and it is a kind of a reward and motivation to work there. About the promotion, it appears that the result differs depending on the employee’s personality and expectations, but most of them agree that there are no big opportunities in the store, but maybe in other Intersport stores or even in the headquarters the chances can be bigger.

About the relationship interactions, globally, the work atmosphere is good, employees work well together as a team and they like their co-workers; the results also show that they have developed closer relationships and usually have friends at work, which they think creates a very good environment and make them feel part of the team. Furthermore, it appears that employees are mostly more engaged with the store where they are working for and the team than the company itself (except E6I). About the balance between their private life and their job it’s appears that almost all of them agree that the schedule and working hours are not so good, having long working days, which for instance, affects the personal life of E2I and E5I. (The Appendix G shows the empirical findings from the interviews to the Intersport employees, presented in a summarized way; highlighting the most important findings).
The Stadium’s team in Valbo is quite young according to the interviews we made face-to-face and we recorded with the accordance of the interviewees. It appears that as in Intersport, the team is changing often. About the job satisfaction, most of the employees interviewed appreciate and enjoy their job, however, E1S feels not so good about his/her job. Generally, the work environment is good, the team is good, but it appears that the atmosphere is sometimes not so good. Some of them said that they do not have good relationship with all the team’s member. Moreover, they usually got recognition from co-workers and managers but E1S considers that he/she do not have a very good relationship with his/her manager because the manager is too strict and listen to him/her but do not take into consideration his/her opinions and suggestions influencing his/her motivation and spirit of participation. However, the company offers some reward programs, by organizing some contests between different stores. About the promotion, it appears that employees feel that there are no possibilities on the store and the company (E1S), as some of them are not interested in evolving in their job (E2S and E3S).

About the relationship interactions, the atmosphere is good, employees work well together and like their co-workers. It appears that employees insist on the collaboration more than on the “friends” at works (E2S and E3S). The team appears as not completely close according to E1S and E3S; they do not feel as a part of the team completely. However, it appears that employees are mostly more engaged with the store where they are working than the company. About the balance between their private life and their job it appears that the days are too long and it affects for instance E2S personal life because of his/her children. Finally it appears that for E1S, E2S and E4S, the most important is to have a good job, that they like while E3S prefer the atmosphere and to feel accepted. The Appendix H presents in a summarized way the empirical findings from the interviews to the employees from Stadium.

4.4. Summing up the empirical findings

As mentioned in the methodology chapter, the primary data has been presented making a differentiation between the companies in order to be able to identify the characteristics of each workplace, however we are not making any comparison, for the contrary we are analyzing employee engagement factors and relationship interactions in both companies, altogether.
In this section we summarize and present the findings from the qualitative and quantitative study together, as well as from both retail stores, Stadium and Intersport, in order to highlight the principal empirical findings that will be use on the analysis discussion.

For example, both companies present a very young staff and for that reason the team is constantly changing. The table N°8 highlights the principal findings that we compiled from both empirical studies and that we found in both companies.

**Table N°8: Principal Findings – Empirical study**

<table>
<thead>
<tr>
<th>Findings</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Most of the employees agree that they like their job on sales because they <strong>enjoy meeting new people</strong>, which is a big satisfaction for them.</td>
<td></td>
</tr>
<tr>
<td>2. Employees from both stores agree that there is a <strong>lack of career opportunities</strong> and <strong>high competition</strong>.</td>
<td></td>
</tr>
<tr>
<td>3. Employees like <strong>recognition</strong> from part of the manager, colleagues and specially, customers. Also they like to get <strong>rewards</strong>.</td>
<td></td>
</tr>
<tr>
<td>4. One of the most important factors at work is a <strong>good relationship with the team</strong> and a <strong>positive work atmosphere</strong>.</td>
<td></td>
</tr>
<tr>
<td>5. Employees are <strong>more engaged with the team and the store</strong> than with the company itself.</td>
<td></td>
</tr>
<tr>
<td>6. Employees give importance to the salary; however they do <strong>not consider the salary as the most important factor</strong> for the job satisfaction.</td>
<td></td>
</tr>
<tr>
<td>7. Employees <strong>dislike the schedule and working hours</strong>, having long working days influence their motivation.</td>
<td></td>
</tr>
</tbody>
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*(Own construction)*
5. DISCUSSION ANALYSIS

In this chapter, we present our analysis based on the empirical findings and theories mentioned in the literature review chapter, as well as, the theoretical framework developed by ourselves. The analysis is divided in three different sections, starting with a general analysis of the empirical findings, to a deeper and more specific analysis, discussing both the theory and the empirical findings related to the research questions. Finally, an analysis of the confirmation or denial of the theoretical framework is presented.

5.1 Analysis of the empirical findings

Reflecting on the empirical findings, from the quantitative and qualitative study, we found some differences and similarities between Stadium and Intersport.

First of all, the main difference is the way how the companies are organized. Stadium is a regular retail chain that owns the stores, and all the other activities besides sales are centralized on the headquarters. On the other hand, Intersport is a holding company, where the stores are managed locally by the owners, mostly local entrepreneurs or family businesses. We consider this is a very important distinction because the manager of Intersport who is also the owner has an extra motivation, for him it is crucial to invest in the employees in order to secure the viability of the business and focus on the sales which is translated in potential revenues and outcomes. Thus, referring to the theory we actually find an explanation for this phenomenon, according to Taylor and his theory of scientific management (1914, p.9), the better way the store is managed bigger the influence it will have on the prosperity of the store. This motivator appears to be strong for him when having the interview, the feeling of commitment with the business and the employees. It does not mean that the manager of Stadium is not interest at the same level in motivates the employees, but at the end, she is also an employee of the company. Of course, she looks very determined to do a good job and deliver with positive outcomes, but we know from the theory of Taylor (1914, p.9) the dualistic nature of the motivation when being an employee or employer differs related with the possibility of maximizing the potential and prosperity. In this context, we can suppose that the personal drive is not as strong as in the case of the manager from Intersport, and this can be an interesting factor that may have an influence on the team dynamic and employee engagement.
Among the similarities, we found out that both stores have a pretty young staff; most of the employees are from twenty to thirty years old. This influence the employee turnover, causing a constant rotation of the staff in the two companies, changing the team very often which implies more work for the managers and the team itself, from recruitment, introduction, training and adaption process to the group. The employment situation is very similar too; the salary in both cases is based on the collective agreement with the Union of retail, so the salary is not a determinant differentiating factor between the two stores because regardless in which company the employee is working, the salary is going to be almost the same, it may change based on the previous years of experience of the employee though. Furthermore, the working hours and schedule looks very similar in the two stores, from nine o’clock to nineteen o’clock and with shifts on weekends. The employees we interviewed from Stadium and Intersport agree almost unanimously that the working days are very long, and if they could change something about their job it would be referring to the working time.

From the empirical findings, questionnaires and interviews, we can assume that both retail stores present a good work environment, due to the positive response of the employees. However, even when the findings indicate that most of the employees in Stadium and Intersport are satisfied with their job and have a good relationship with the manager and the team, it appears that the store of Intersport presents a better work atmosphere, this is based on the responses from the other questions like the relationship with the colleagues and belongingness to the team. We found out for example that some new employees on Stadium has been struggling to fit in the team, in that matter not all the employees feel part of the group, which they consider the most important factor at work when were asked to rank the motivators that influence their job satisfaction. So according to the factors analyzed, even when Stadium employees indicate that they are satisfied with the work environment, some of them feel outside the team and others have not a good relationship with the manager (See Appendix H). In that way according to the factors analyzed, Intersport provides a better work atmosphere, having the majority of employees a very close relationship with their co-workers, considering them as a second family (See Appendix G), a response that we did not get from the employees in Stadium.
5.2 Analyzing the research questions

This section is separated according our research questions, in an attempt to develop a deeper analysis about the purpose of the study.

5.2.1 Employee engagement’s factors

This part analyzes the data and the literature related to the first research question about the factors that have an impact on employee engagement. Thus, according to figure N°4 and N°5, most of the employees are satisfied (90 per cent for each store).

We asked the employees in the questionnaire and on the interview to rank the factors that they consider most important at work. We can say that the Bottom-up theory (Oraman et al., 2011) is really applicable when analyzing employee engagement and trying to measure job satisfaction, and, taking into consideration Deci and Ryan (1985; 2000) theory, we analyze the employee motivation through two factors: extrinsic and intrinsic factors. Also, we consider job satisfaction as a required previous condition to generate employee engagement, in other words, satisfied employees are highly likely to develop a bond with the company they work for, translated on engagement (Harter et al., 2002; Petrescu and Simmons, 2008).

5.2.1.1 Extrinsic factors

Following the Pyramid of needs (Kenrick et al. 2010; Maslow, 1943) from the bottom to the top, we considered two main extrinsic factors. First of all the “immediate physiological needs” and secondly “the status esteem”. We analyzed those factors in three points of view.

Hence, the “immediate physiological needs” are composed by the employees’ consideration about the salary, the rewards and the compensation. Considering the scientific management theory (Taylor, 1914), both, employee and employer are motivated by the salary. Nonetheless, regarding the result, it appears that salary is not the most important factor for the employees. For instance E6I explains that he does not care about the salary, and his choice to give up to be a manager and to become an employee working in part time is a proof of that. Moreover, the questionnaires show that for 50 per cent of Stadium’s employees, salary is the second and third most important factor, while it is the third and fourth most important factor for 90 per cent of Intersport’s employees. This finding contradicts the Taylor’s theory. However, there is a paradox between what employees say and what they deeply think. To enforce this statement, we took E1S as example (see Appendix H). He/she does not like his/her job but stay in the company, this may lead to the conclusion that he/she is staying in the company for an
extrinsic motivation. But, if he/she does not consider that there are enough career opportunities in Stadium (see Appendix H), we could make the assumption that this employee is continuing to work to reply to his/her “immediate physiological needs”, and for the salary. However, this example confirms that the salary may have a higher importance on the practice that indicated on the empirical findings. Both managers agree that employees would probably ask for a higher salary if they could have the opportunity to change something (see Appendix I and J).

On the other hand, the “status esteem” covers five extrinsic factors. According to the interview, it results that Stadium and Intersport organize competitions between stores to motivate their employees, develop the competitive spirit and teamwork. Those contests result in a reward. For instance, in Intersport they organized trips in relationship with the work done, such as camping weekend or ski week in the north of Sweden. Those rewards motivate employees to win the competition and thus, 90 per cent of both employees’ stores feel recognize for their job.

However, recognition enrobes other criteria, such as oral congratulations and appreciation. Hence, respectively 90 per cent and 85 per cent of Stadium and Intersport’s employees consider that their job is recognized, in different degrees, by the manager, co-workers and even customers (See Appendix G and H).

Thirdly, according to MI, Intersport is not offering monetary compensation to its employee on the way of provisions based on the individual performance and the percentage of sales. Nonetheless, MI and MS are considering that this system could motivate the employees to sell more. And regarding the Hawthorne Effect theory (Mayo, 1945), this system as a control of the employees’ performance, employees would work harder. However another kind of compensation such as have 30 per cent off on the products selling in the shop, in the case of Intersport (see Appendix G) is helping to motivate the employees. For instance E2I considers this compensation much more important than the trip in the north of Sweden. Thus, it is important to consider personalities of the employees by giving to them advantages because they would be motivated by different things.

Nevertheless, MI found another way to improve its employee motivation by giving them higher responsibilities. For instance, both managers from Stadium and Intersport have managed to create a way to promote the motivation among the employees by organizing
competitions with other stores, and internal competitions, individually or in group such as selling a certain type of product at least once per hour, regarding Mayo’s theory (1945) this kind of programs motivate the employee. In fact, MI, point out that the result of those small internal competitions is often better than what he expected at the beginning. And MS stated that internal competitions in small teams, also strengthens the dynamism and respect within the team members, due to they like to compete but in a friendly way, having in mind that the benefit is not just for the person that wins the contest, but for the whole team. Thus, regarding the CET and the theory of achievement motivation (Deci and Ryan, 1985; 2000, Atkinson, 1964), it looks like MI and MS have found own particular ways to motivate the employees without the necessary implication of a higher salary.

Finally, employees need to have opportunities to evolve in their career to be motivated (Atkinson, 1964; Maslow, 1943; Nohria et al., 2008). However, the empirical research highlights the lack of opportunities in both stores. On one hand, it is because of the high level of competition in Stadium and, on the other hand because of the company’s structure in Intersport. In fact, it is a family company, and all the leaders are member of the family. Thus, it is difficult for employees to perceive any sort of career opportunities in the store, with a few possibilities in Intersport holding company or other Intersport stores though. Because of this, E4l, E1S and E4S (see Appendix G and H) want to change their job in the future. In fact they have career expectations, vision of self achievement that they cannot imagine achieve in Stadium or Intersport. Moreover, the questionnaire highlights that 90 per cent of both store’s employee respondents consider themselves satisfied with their job. However, 71 per cent of Intersport employees and 30 per cent of Stadium employees feel that they do not have enough opportunities to advance in their careers in the store and within the company. Taking into consideration the dual factor theory sustained by Herzberg et al. (1959) and Herzberg (1987), achievement if one of the motivator factors to assure job satisfaction, in this context we could say that the employees are satisfied for the moment but in a long-term point of view the scarce of career opportunities will decrease the level of engagement to the company, because the employee may feel at some moment that the job position is not enough worthwhile and challenging, and according to Maslow (1943), it is natural that the human being would be looking for achievement and feeling of contribution in some point at life after covering the other needs. Paradoxically and contrary to the theory previously cited, E3I, E6I, E2S and E3S are satisfied with what they have at the moment and do not have any desire to evolve in their career (See Appendix G and H). Therefore, the managers have to consider and identify the
factors that motivate their employees. In fact, those employees are engaged with the store but, depending on their personalities and their private life, they may have other factors that motivate them more than the possibility of having career opportunities.

5.2.1.2 Intrinsic factors

Analyzing intrinsic factors implies to consider the aspects that move people to do something because they just like it and it is pleasant to do (Deci and Ryan, 2000). In this context, from the empirical findings, 70 per cent of the interviewees mention that they like their job because they enjoy meeting new people and to give service to the customers (See Appendix G – E6I, and H). So according to the theory, persons are naturally motivated to do something that they like or that is related in some way with their personal interests. In this case, extrovert persons that like the social connection with others may be interested in job positions that implicate contact with people, such as sales employee in this case.

Furthermore, we found other relevant personal interests that motivate the employees in working on a sporting goods retail store as Stadium and Intersport, “like to practice sports”. It looks like most of the interviewees practice sports in their free time and they like the fact of working in such stores, because they have the opportunity to work with something they really enjoy: sports. E3I shared with us that for him/her it is difficult to separate his/her personal life from work because he/she really lives his/her job and enjoy it. His/her best friends are some of the colleagues from work and even when he/she is in the gym meet some customers there (See Appendix G). On the other hand, a few other employees seem to be driven by other personal interests as clothes (E2I), orthopedics (E5I) and communication/visual concept (E3S, E6I). It shows that people could be motivated by an intrinsic motivation essentially. For instance, E6I was the boss of several companies, and he decided to be a sales employee again, responsible for the communication and visual concept, without any wishes to evolve in the same position that he was before, he/she just like his/her job (See Appendix G).

5.2.1.3 Job satisfaction’s factors

Maslow’s pyramid of needs (1943) states that self-protection need is the second most important need for human beings, however, it appears, regarding the questionnaire, that safety is the least preferred factor chosen by employees when ranking the most important factors at work, according to 50 per cent of Stadium’s employees and 80 per cent of Intersport employees. Additional, according to the interviews, nobody cited safety as an important need. The manager of Stadium explained that infrastructures and safety are often checked, while
100 per cent of Stadium’s respondent and 86 per cent of Intersport’s respondent considers the work environment as safe. Based on Herzberg theory (1959; 1987), the employees do not give attention to the safety. But we can suppose that if they were working in an unsafe work environment, they would probably reconsider their answers, and maybe they would give more importance to safety issues. In fact, according to the questionnaire, 100 per cent of both store’s employees are satisfied with their physical work environment and infrastructure.

Regarding the dual factor theory (Herzberg, 1987), it appears that administration aspects are considered as hygienic factors. In this context, while the managers of Intersport and Stadium overall coincide that the aspects their employees would like to change at work, if they have the opportunity, would be to get a higher salary, better rewards and increase the career opportunities; on the other hand, the employees appear to be more worried by the working time and schedule, being this a factor that the majority of interviewees agree would like to change/improve. So, they would like to change their schedule in order to get a better balance between work and personal life. As an example, three interviewees from Intersport and two from Stadium (see Appendix G and H) consider their schedule as difficult and would prefer to have one more flexible. Nevertheless, according to the questionnaire, 40 per cent of Stadium’s employees consider that “have time for their private life” is the fourth most important factor, while 70 per cent of Intersport’s employees classified it in the fifth position. It appears as an interest contradiction; however, this phenomenon could be the consequence of a good work environment. In fact, when you asked someone about what he/she would like to change if having the opportunity to do it, naturally the person will focus on the negative aspects that need some kind of improvement, in this case the working hours for employees in both stores. Nevertheless, analyzing this response and considering that all respondents almost agree that being part of the team and feeling recognized are the most important factors at work, and at the same level, they are satisfied with these aspects at the moment. So, we can state that when the most important needs are satisfied, employees will focus on less necessary needs, for instance, the working schedule in this context.

Finally, to consider the work environment according to the theory (Herzberg et al., 1959; Herzberg, 1987) we studied the working atmosphere (see Appendix J – MS). It is important because it increases the feeling of having a good time, works as a foundation to promote satisfaction and to motivated employees; it is also considered as one of the most important factors when building a good team and having good relationship with the co-workers, for almost all the employees. Moreover, People need to feel accepted in a group (Atkinson, 1964;
Maslow, 1943; Kenrick et al., 2010) and a bad relationship with the manager or the co-worker could strongly influence the motivation in a negative way.

5.2.1 Relationship interactions

The majority of the employees, in Stadium and Intersport consider that the most important factors at work are to feel part of the team, to have a good relationship with the colleagues and managers. Besides that, they all said that it is important to enjoy the job, which leads to a good relationship with the customers as well.

**Employees – Colleagues**

We distinguished two kinds of relationships between the employees. First of all, the relationship could be strictly professional. For instance, in Stadium, 100 per cent of the respondents have a relationship with their co-workers, but only 90 per cent feel to be a part of the team. That situation influences the engagement of the employees that feel left outside of the team, in a negative way. For instance, E3S does not feel like a team member, he/she likes his/her job but when we ask him/her what is the most important thing in his/her job, he/she answered the belongingness to team (See Appendix H) while others employees preferred to have a good job, to really enjoy it and have responsibilities (See Appendix G and H). Nonetheless, according to five and three employees, respectively, from Intersport and Stadium, they have good relationship with their co-workers. They consider them as a family (MI, E3I) or friends (all Intersport’s interviewees, E2S and E1S – Appendix G). Regarding the theory, employees need affiliation to a group (Atkinson, 1964; Maslow, 1948) and to work in a good team (Nohria et al., 2008). Thus, all the interviewees explain that it is important to work in team; for instance E4S told us that to have friends motivate him/her. It appears that employees, according to the interviews, are more engaged with the store (E3I, E4I, E5I, E4S and E1S) and the team (E2I, E3I, E4I and E1S) than with the company. Thus, a no integrated team with a bad dynamic influences strongly the engagement among the employees.

**Employees – Manager**

Besides the relationship with their co-workers, employees have relationships with their managers, which according to the theory sustained by Tietjen and Myers (1998) about the role of leadership in motivation and the Life cycle theory, it influences strongly their engagement. There are the managers who lead the team, handle the conflicts, and create the work environment and working conditions to make the business and the team work effectively and
productively (Sarros and Santora, 2001). The manager can be seen as the glue, the key person who puts all the pieces of the puzzle together.

In the same way, the store managers of both companies, are the responsible for manage the employees, keeping them motivated, satisfied and engaged. For that matter, they are responsible for implementing the human resources policies at the local level. Employees seem to agree with the theory, proved it in the fact that they consider a good relationship with the manager as one of the most important factors for engagement at work. For example, we found some characteristics in the managers that we interviewed, which may affect directly the employee engagement among their employees. From the empirical findings, we got that MS is determined, serious and focused on the goals, which can be interpreted as a task oriented leader. While, on the other hand, we got that MI is open to discussion, social, friendly and reliable, which indicates that he might be a relationship oriented leader. One concrete fact is the way how both leaders motivate the employees, MS focuses on one employee per week while, MIs motivate his staff by giving them more responsibilities and possibilities to grow, making them feel an important person for the business. Furthermore, it looks like both managers have developed close relationships with most of the members of team, guaranteeing a good dynamic.

Both have similar processes and motivational programs like the performance review, follow up, internal and external competitions and reward programs; however, the employees perceived leadership styles as different. From Stadium, there are different opinions about the manager. Some employees like and have good relationship with her, while others considered that she is too strict and determined (see Appendix H- E1S and E2S). For the contrary, MI just got positive feedback, the only thing that we got to highlight is that he is always busy and that decreases the time that he could dispose to grant with his employees.

**Employees – Customers**

After going through the empirical findings, we have found that for employees the relationship interaction with the customers is significant for the motivation and job satisfaction. More specifically, interviewees mention that one of the reasons why they like their job is to have the possibility to encounter the customers and meet new people all the time. It looks like they enjoy the process of building up relationships between them and the customers; the bond that can be created after providing a good service, and can be translated in the way of positive feedback and recognition for the work done.
When we asked about recognition, we did actually not expect to get that kind of response. 90 per cent of the interviewees in both stores stated that they feel recognized by the customers when they do a good job, and they considered this as important as or even more important than the recognition they get from the co-workers and manager. As an example, E1I appreciates more the recognition from the customers (see Appendix G). Moreover, E2I highlights the importance of interacting with the customers as having positive outcomes on the employee performance, (see Appendix G). Another influence is the influx of customers, for instance E5I prefers to work in Gävle than in his/her home city, Sandviken, because there are more customers in Gävle. This criterion has a big impact on employee engagement. However, it is important to mention that we did not find in the theory about the relationship between employees – customer as an employee engagement factor, which is not considered in the theoretical framework either.

5.3 Discussion of the validity of theoretical framework

Regarding the results obtained it appears that some theories are not verified in the sporting goods retail market. In fact, it appears that the need of safety is not experienced as an important factor in this sector by the employees. Thus, the theories (Herzberg et al. 1959; Herzberg, 1987) are not applicable and valid in the sporting goods retail market. Another contradiction is outlined, in fact going through the theory of achievement motivation (Atkinson, 1964) we were thinking that employees have to satisfy four needs to feel good, but, in those retail stores, it appears that employees do not ask for any power, while they give a lot of importance to their achievement, belongingness and the responsibilities they have. Finally, it appears that one element of primarily importance does not appear in the theoretical framework. As a matter of fact, the theories we based our literature review on, focus on the relationship that an employee has with his/her colleagues (Atkinson 1964; Maslow, 1943; Kenrick et al., 2010; Nohria et al., 2008) and with his/her manager (Mayo, 1945; Tietjen and Myers, 1998; Sarros and Santora, 2001). However, through the analysis of the empirical findings we discovered that the role played by the customer has a huge importance for the employees’ engagement.

Consequently, as theories are not considering the influence of customers on the employees’ behavior, we decided to modify our theoretical framework which is going to be the basis of our conclusion.
6. CONCLUDING REMARKS

This chapter concludes the study and is divided in five sections, presenting first the results of the research study in relation with the research questions. Secondly, the reflection of the study introduces the modified theoretical framework as a general conclusion of the subject. In addition, the chapter submits the main contributions of the study, implications at the theoretical, managerial, societal and practical level, and suggestions for further research.

6.1 Results of the research study

The aim of this study is to determine in which degree the employees are engaged and motivated working in a retail store, specifically in a sporting goods retail store. For matter of this research, we analyzed two particular sporting goods retail stores located in Gävle, which are Intersport and Stadium. We got access to examine the work environment, interview the store managers and employees, and give questionnaires to employees.

A theoretical framework was also developed, based on the literature review and it presents the main employee engagement factors divided into job factors and personal factors, as well as the relationships interactions.

This research is about employee engagement and for that reason it also examined motivation and job satisfaction. The following research questions were developed in order to fulfill the aim of the study: 1. Which factors have an impact on employee engagement? and 2. How are the employees influenced by the leaders and co-workers? With that purpose, primary and secondary data were collected in the way of qualitative and quantitative research, taking the two stores, from Stadium and Intersport, into analysis along with the theory compiled.

6.1.1 Which factors have an impact on employee engagement?

Our study shows that employee engagement is mainly impacted by three motivators/factors: Extrinsic motivation, intrinsic motivation and job satisfaction factors.

Extrinsic factors which are referred to do something because “it leads to a separable outcome” (Deci and Ryan, 2000), involves factors as salary, rewards and compensation, but any of them are considered as the most important factors to have at work. Furthermore, most of the employees from Stadium and Intersport are satisfied with the reward program existing and, in a lower percentage with the salary as well. A contradiction on the theory is presented by the empirical findings regarding career opportunities and promotion at work. Even when
employees perceive that chances to advance in the career as scarce and limited, it does not prevent them to continue working on the company, what is in discrepancies with Taylor’s theory. An effective way to motivate employees practiced by Intersport and Stadium is to motivate and engage employees by giving them more responsibilities and opportunities of development rather than monetary compensation. Recognition from the manager, co-workers and customers is considered important for the employees, and it affects their engagement.

Intrinsic motivation implies that there is no interest or advantages to do something except the pleasure encounter (Deci and Ryan, 2000). We found out that employees enjoy and are mainly motivated by the social spirit and desire to meet new people constantly, in other words, giving face-to-face customer service. Other significant interest that motivates the employees by the desire and joy is “to like and practice sports”.

Job satisfaction factors are also taking into consideration, due to this is considered as a foundation to generate employee engagement (Harter et al., 2002; Petrescu and Simmons, 2008). Happy employees are motivated and satisfied employees, who feel engaged with the company and team they work for/with.

However, everything is relative and debatable when analyzing the main motivator factors of employee engagement. We have noticed that the level of importance given to each factor depends on each employee as an individual, and how the person perceived each factor as part of their engagement and motivation. In addition, all three aspects of employee engagement are important to understand peoples’ real motivation behind their acts, which may differ and have different intentions. In other words, people may act sometimes without any intrinsic motivation and just extrinsic motivation, or all the way around. So it is crucial to understand the person not only as employee but as a unique and complex individual in a 360 degrees perspective.

6.1.2 How are the employees influenced by the leaders and co-workers?

Our study confirms the influence of the manager and co-workers in promoting the adequate conditions at the workplace to achieve a positive work atmosphere that generates motivation, satisfaction and consequently, employee engagement.

Nevertheless, the role of the customers as important actors on the employee engagement dynamism was not contemplate on the theories reviewed, which was later highlighted by the
empirical findings as an important relationship interaction, in order to generate satisfaction and employee engagement.

6.1.3 Limitations
The result of this study has to be considered regarding the limitations encountered during the writing process. First of all, the study is based on a limited sample size, due to the geographic concentration; we analyzed two stores, in one city. Thus it means that we interviewed only the employees and managers from those stores. This is a relevant reason why our sample size is quite small. Moreover, we encountered limitations regarding the distribution of the questionnaires and the choice of the employees interviewed. While we gave and collected the questionnaires to/from an employee in Intersport, in Stadium, it was the manager who gave and collected the questionnaires. Concerning the interviews, Intersport’s employees decided by themselves to be interviewed, while in Stadium the manager nominated them. We believe this fact could have an impact on the employees’ responses.

Furthermore, it was possible to focus in just one of the retail stores and try to give the questionnaires directly to the employees wait until they were finish and collected them right away, and maybe had the possibility to interview all of them; however, it would have been difficult to coordinate the working schedules with all the different employees and to convince the manager who was already supporting our project to give us more of his/her time. We consider that after all, it was a good option to analyzed two stores and could get more information about employee engagement within the sporting goods retail sector, having the possibilities to draw more general conclusions, which could be more limited when analyzing just one of the companies.

6.2 Reflection of the study: Modified theoretical framework
Concluding the discussion analysis, it appears that employees from Stadium and Intersport do not attach relevant importance to hygiene factors stated by Herzberg et al. (1959) and Herzberg (1987) as safety. At the same level, employees show interest on achievement, promotion and belongingness to the group, but not to the desire of power as sustained by Atkinson (1964) in the theory of achievement motivation. Finally, the theories about relationship interactions highlight the importance of the relationship between employee–manager (Mayo, 1945; Tietjen and Myers, 1998; Sarros and Santora, 2001) and employee–colleagues (Atkinson 1964; Maslow, 1943; Kenrick et al., 2010; Nohria et al., 2008).
However, according to our empirical findings, customers are also considered as important by employees and have a direct impact on the employee engagement.

Figure N°6 shows the modified theoretical framework after concluding the discussion analysis. Authority, which is related in this context with power, and safety have been removed from the Job Factors section, and Customers has been added on the Relationship Interactions section.

**Figure N°6: Modified theoretical Framework**

- Financial Compensation
- Authority
- Promotion
- Complexity of the job
- Task variety
- Autonomy
- Benefits
- Safety

- Sense of control
- Feeling of accomplishment
- Feeling of Contribution
- Belongingness / Social Affiliation
- Recognition

Communication Between:
- The leader
- Co-workers
- Customers

*Source: (Own construction)*
6.3 Contribution

After illustrating the modified theoretical framework based on the discussion analysis, our principal contribution is to empirically demonstrate the significance of the customers as the third actor on the relationship interactions, which have a relevant influence on employee engagement, analyzing it from the employee point of view.

Furthermore, it was empirically proved that employees on sporting goods retail stores attach more importance to motivator factors as belongingness to the group, achievement and good relationship with co-workers, managers and customers, at work.

6.4 Implications

We have found four different types of implications related with the findings and contribution of the study.

Theoretical Implications

New contributions mentioned above about employee engagement on the theoretical field. As we mentioned on the introduction chapter, employee engagement is a topic that have been briefly analyzed by consulting companies or practitioners but limited work exists around on scientific research. The main theoretical implication is to reformulate the theoretical model and remove/add factors that seem to have a higher or lower influence on employee engagement according to our study.

Practical Implications

As practical implications it can be significant for sporting goods retail stores and other retail stores in general to enhance the customer-employer relationship which can have positive effects on the business effectiveness and employee engagement.

We also found some ideas which can be used to improve the working day routine and the employee engagement among the staff, on sporting goods retail companies. First of all, we recommend sporting goods retails stores to do something about the working schedule and hours in order to provide employees with more alternatives in how to organize the working time, given them the opportunity to have a better balance between personal life and work. At the same time it is more beneficial for the store, getting potential motivated and engaged employees. And secondly, we recommend managers to use this research to identify the
employee engagement factors valid for their particular store and team, to then organize more integration activities, such as kick off, integration day or full day as examples, with the purpose to create a better relationship and commitment within the members of the team. Thus in this context, all the employees could be able to feel belongingness for the team.

**Societal implications**

Within the societal implications, it is important to consider the effect that hiring only young staff can have on the society and the labor market; in other words, it limits the possibilities for other applicants that may have the qualifications to get a job. It influences the dynamism of the employment market and decreases the chances to get a job based on competences and not on other criteria or preferences; it would be good to open the vacancies to all the persons interested in the job, in order to stimulate the creation of jobs in the market.

Moreover, engaged and motivated employees tend to provide a higher quality service to the customers, which could generate a better shopping experience for customers when going to a retail store, in particular a sporting goods retail store; in that way the society is positively influenced, because it would stimulate clients’ purchase behavior to repeat the transaction which would imply better outcomes for the businesses.

**Managerial implications**

Finally, about managerial implications, we consider useful for managers, specifically from retail stores to be aware of the motivational programs and mechanisms that can be use to generate engagement among their working team. For instance, to give more responsibilities to employees and dedicate the time necessary to grant with the employees, empirically it is a good way to motivate and keep the employees engaged.

**6.5 Further research suggestions**

It would be interesting to use a similar approach to analyze employee engagement in other sporting goods retails, sectors or industries, and maybe in other countries. In that way, we would be able to analyze the nature of employee engagement within an employee in a team in other environments than the analyzed in this research. On the other hand, to identify which employee engagement factors are impacted by the particular characteristics of the business sector or industry. And regarding the analysis in other countries, to investigate in which degree the culture influences the employee engagement factors.
REFERENCES


Mayo, E. (1945) *The social problems of an industrial civilization*. Cambridge, School of Business Administration, Harvard University.


### Employee engagement - questionnaire (for employees)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Man</th>
<th>Woman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>18-25</td>
<td>25-34</td>
</tr>
</tbody>
</table>

Q.1 Type of employment
- Full-time
- Part-time

Q.2 Do you feel you have opportunities of promotion in this job?
- Yes
- No
- Don't want to answer

Q.3 Do you feel that you are a part of a team?
- Yes
- No
- Don't want to answer

Q.4 Does your manager motivate you?
- Yes
- No
- Don't want to answer

Q.5 Do you have good relationship with your colleagues?
- Yes
- No
- Don't want to answer

Q.6 Do you understand how your role contributes to achieving business outcomes?
- Yes
- No
- Don't want to answer

Q.7 Do you have opportunities to contribute to decision that affect you?
- Yes
- No
- Don't want to answer

Q.8 Are you satisfied with your job?
- Yes
- No
- Don't want to answer

Q.9 Do you have some kind of rewards if you achieve your goals?
- Yes
- No
- Don't want to answer

Q.10 Do you think that your salary is fair, considering the job you are doing?
Please indicate your level of agreement by checking the appropriate response.

Q.11 How do you feel about coming to work every morning?

Yes, a lot ☐☐☐☐☐ ☐☐☐☐☐ No ☐☐☐☐☐

Q.12 Do you feel proud to tell people where you work?

Yes, a lot ☐☐☐☐☐ Not at all ☐☐☐☐☐

Q.13 Do you enjoy your job?

Yes, a lot ☐☐☐☐☐ Not at all ☐☐☐☐☐

Q.14 Do you feel value and recognized for the work you do?

Yes, a lot ☐☐☐☐☐ Not at all ☐☐☐☐☐

Q.15 Is your job task clearly described?

Yes, very clear ☐☐☐☐☐ Not clear at all ☐☐☐☐☐

Q.16 Do you consider your work environment as safe?

Very safe ☐☐☐☐☐ Very Unsafe ☐☐☐☐☐

Q.17 Are you satisfied physical environment and tools at work?

Yes, a lot ☐☐☐☐☐ Not at all ☐☐☐☐☐

Q.18 Classified the factors which are the most important in your opinion, in your job

From 1 to 6, considering that 1 is the most preferred factor and 6 is the less preferred factor.

☐ Salary
☐ Recognition from your managers and colleagues
☐ Achievement
☐ Time for your personal life
☐ Safety, tools, physical Environment
☐ Belongingness, affiliation to a group

Thank you very much for your collaboration, we really appreciate it and it helps us a lot for writing our thesis.
Employee engagement - Enkät (för medarbetare)

Kön: □ Men □ Kvinna

Age: □ 18-25 □ 25-34 □ 35-44 □ 45-64 □ 65 and +

Q.1 Hur arbetar du?
□ Heltid □ Deltid

Q.2 Känner du att du har möjlighet att klättra inom företaget?
□ Ja □ Nej □ Vill ej svara

Q.3 Känner du att du är en del av arbetslaget?
□ Ja □ Nej □ Vill ej svara

Q.4 Motiverar din chef dig?
□ Ja □ Nej □ Vill ej svara

Q.5 Har du ett bra förhållande med dina kolleger?
□ Ja □ Nej □ Vill ej svara

Q.6 Känner du att du tillför företaget något?
□ Ja □ Nej □ Vill ej svara

Q.7 Känner du att du har möjlighet att fatta egna beslut?
□ Ja □ Nej □ Vill ej svara

Q.8 Är du nöjd med ditt jobb?
□ Ja □ Nej □ Vill ej svara

Q.9 Får du någon form av belöning om du uppnår mål?
□ Ja □ Nej □ Vill ej svara

Q.10 Tycker du att din lön är rättvis?
Ange på skalan vad som motsvarar dig bäst:

Q.11 Hur känner du dig när du går till jobbet?
   Jättebra ☐☐☐☐☐ Jättedåligt

Q.12 Är du stolt över att arbeta där du arbetar?
   Ja, mycket ☐☐☐☐☐ Nej, Inte alls

Q.13 Trivs du på jobbet?
   Ja, mycket ☐☐☐☐☐ Nej, Inte alls

Q.14 Känner du att ditt arbete uppskattas?
   Ja, mycket ☐☐☐☐☐ Nej, Inte alls

Q.15 Är dina arbetsuppgifter tydliga?
   Ja, mycket ☐☐☐☐☐ Nej, Inte alls

Q.16 Anser du din arbetsplats vara trygg?
   Ja, mycket ☐☐☐☐☐ Nej, Inte alls

Q.17 Är du nöjd med arbetsmiljön sammanfattningsvis?
   Ja, mycket ☐☐☐☐☐ Nej, Inte alls

Q.18 Vad är viktigast på jobbet för dig?
   Rangordna faktorerna från 1 till 6, där 1 är den viktigaste faktorn och 6 är den minst viktiga
   ☐ Lön
   ☐ Uppskattning från chefer och arbetskollegor
   ☐ Bedrift
   ☐ Tid för fritid
   ☐ Trygghet och arbetsmiljö
   ☐ Tillhörighet och arbetskollegor

Tack så mycket för ditt samarbete, vi uppskattar din hjälp!
Employee Engagement Interview: (For Store Manager)

Presentation:
We come from the University of Gävle and we are studying the last semester of our master program from business and economics. We are writing our final thesis and we have come here to do some interviews and we are going to use this material in our thesis.

We wanted to ask you before start with the interview if:
- Do you want to do the interview in English or Swedish? ________________
- Do you mind if we record the interview? ________________
- Can we use the name of the company in our thesis? ____________
- Can we use your name on the thesis? ________________

We are going to start the interview now; it is divided in two different parts:

Background:
- How long have you been working here?
- How did you become a store manager? (Did you start working as an employee?)

About Human Resources Policies of the company:
- Do you have any kind of motivational programs?
- Do you think your employees are motivated? In which way?
- How do you know your employees are motivated?
- How do you measure the performance of your employees? What mechanisms do you use? Individually or in team? Why?
- Do you have any reward program according to your employee’s performance?
- Do you think the salary and compensations of your employees is fair compare to their work?
- Do you measure the employee engagement? How?
- How is your relationship with your team?
- Have you have some challenges in managing your team? How and Why?
- How do you provide a safe and friendly work environment?
Employee Engagement Interview: (För Butikschef)

Presentation:
Vi kommer från Högskolan i Gävle, läser sista terminen på magisterprogrammet inom företagsekonomi och affärsutveckling. Vi skriver just nu vårt examensarbete och är här för att göra intervjuer med några av er. Vi kommer använda det materialet i vårt examensarbete.

Men först ville vi ställa några frågor innan vi börjar intervjun:
- På vilket språk föredrar du att göra intervjun, engelska eller svenska? ________________
- Får vi spela in intervjun? ________________
- Får vi använda företagsnamnet i uppsatsen? ________________
- Får vi använda ditt namn i uppsatsen? ________________

Intervjun är indelad i två delar, och vi börjar nu:

Background
- Hur lång tid har du arbetat på företaget?
- Hur var din karriärväg till butikschef? (Började du som butikssäljare till exempel?)

Företagets personalpolicy:
- Har ni några program eller riktlinjer för att motivera medarbetare?
- Anser ni att medarbetarna är motiverade? På vilket sätt?
- Hur vet ni att medarbetarna är motiverade?
- brukar du uppskatta dina medarbetares prestation? På vilket sätt?
- Har ni några belöningsprogram för att motivera medarbetarnas prestation?
- Tycker ni att lönn och förmåner är relativt till medarbetarnas prestation?
- Mäter ni medarbetarnas engagemang på arbetsplatsen? På vilket sätt?
- Känner du att du har ett bra förhållande med dina medarbetare? Hur?
- Vad har varit lätt eller svårt med att leda dina medarbetare? Hur och varför?
- Hur gör ni för att skapa en trygg och vänskaplig arbetsmiljö?
Employee Engagement Interview: (For employees)

Presentation:

We come from the University of Gävle and we are studying the last semester of our master program from business and economics. We are writing our final thesis and we have come here to do some interviews and we are going to use this material in our thesis. You and your answers will be completely anonymous.

We wanted to ask you before start with the interview if:
- Do you want to do the interview in English or Swedish? _________________
- Do you mind if we record the interview? _________________

We are going to start the interview now; it is divided in four different parts:

Background:
- How long have you been working here? How do you feel about it?
- In which job position?

Job Satisfaction
- Do you like your job? In which way?
- Do you feel happy every time you come to work? Why?
- Do you want to advance in your career? Do you think you have this opportunity here? How?
- Do you feel motivated by your manager? How?

Relationships Interactions
- Do you feel part of the team? How?
- How good is your relationship with your manager?
- How good is relationship with your co-workers?
- Do you have good friends at your workplace? Does that influence your job satisfaction?

Employee Engagement
- Do you feel engaged with the company you work for? [Do you mean with your team or the whole organization?] How?
- How do you balance your job with your private life?
- What is more important for you in your job? Explain
Employee Engagement Interview: (För medarbetare – Intersport)

Presentation:
Vi kommer från Högskolan i Gävle, läser sista terminen på magisterprogrammet inom företagsekonomi och affärsutveckling. Vi skriver just nu vårt examensarbete och är här för att göra intervjuer med några av er. Vi kommer använda det materialet i vårt examensarbete. Dina svar kommer att vara helt anonyma.
Men först ville vi ställa några frågor innan vi börjar intervjun:
- På vilket språk föredrar du att göra intervjun, engelska eller svenska? ________________
- Får vi spela in intervjun? ________________
Intervjun är indelad i fyra delar, och vi börjar nu:

Bakgrund
1. Hur lång tid har du arbetat på företaget? Hur känns det?
2. Vad har du för arbetsroll?

Trivsel på jobbet
3. Tycker du om ditt jobb? På vilket sätt?
4. Är du glad när du går till jobbet? Varför?
7. Känner du att ditt arbete är uppskattat? Hur?

Laganda
8. Känner du dig som en del av arbetslaget? På vilket sätt?
9. Hur är ditt förhållande med din chef?
10. Hur är ditt förhållande med dina arbetskamrater?
11. Anser att du har vänner på arbetsplatsen? Påverkar det din motivation på jobbet?

Medarbetares engagemang
12. Känner du dig engagerad på jobbet? med företaget eller arbetslaget?
13. Hur balanserar du ditt arbetsliv med ditt privata liv?
14. Vad är viktigast på jobbet för dig?

Tack så mycket för ditt samarbete, vi uppskattar din hjälp!
### TOPICS

#### Background

<table>
<thead>
<tr>
<th>SUBFACTORS</th>
<th>EMPLOYEE 1 (E1I)</th>
<th>EMPLOYEE 2 (E2I)</th>
<th>EMPLOYEE 3 (E3I)</th>
<th>EMPLOYEE 4 (E4I)</th>
<th>EMPLOYEE 5 (E6I)</th>
<th>EMPLOYEE 6 (E6I)</th>
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<td>2 years</td>
<td>4 years</td>
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<td>20 / 3 years</td>
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<td>Sales employee: clothes section and Cashier</td>
<td>Sales employee: clothes section</td>
<td>Sales employee: part time/ student</td>
<td>Sales employee: Orthopedic advices</td>
<td>Sales leader: communication and decoration</td>
</tr>
</tbody>
</table>

#### Feeling about the job

<table>
<thead>
<tr>
<th>TOPICS</th>
<th>EMPLOYEE 1 (E1I)</th>
<th>EMPLOYEE 2 (E2I)</th>
<th>EMPLOYEE 3 (E3I)</th>
<th>EMPLOYEE 4 (E4I)</th>
<th>EMPLOYEE 5 (E6I)</th>
<th>EMPLOYEE 6 (E6I)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feeling about the job</td>
<td>Yes, I enjoy it. It feels good, is something I like, I like to practice sports in my free time too and it is good to work for Intersport.</td>
<td>Yes, I like my job and to talk and meet people and customers.</td>
<td>Yes, I like to meet new people and work on the store. I like sports and to be active too.</td>
<td>It feels like a very long time and it’s time to move on, is not that I don’t like it, but it is time to try something else. That is why I will start my studies next semester and work part-time.</td>
<td>Obviously for being working here 4 years I kind of like it. It is a social work and I think it fits me; I like to meet new people.</td>
<td>Good, I have the possibility to choose what I want to do and how to do it [He is the brother of the manager and son of the owner].</td>
</tr>
</tbody>
</table>

#### Satisfaction & Happiness

<table>
<thead>
<tr>
<th>TOPICS</th>
<th>EMPLOYEE 1 (E1I)</th>
<th>EMPLOYEE 2 (E2I)</th>
<th>EMPLOYEE 3 (E3I)</th>
<th>EMPLOYEE 4 (E4I)</th>
<th>EMPLOYEE 5 (E6I)</th>
<th>EMPLOYEE 6 (E6I)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction &amp; Happiness</td>
<td>Good, most of the time. I think is fun to come to work, I wouldn’t change my job, at least not now.</td>
<td>You are not happy every day, but it is not for my job. I am pretty satisfied with it. I like to meet new people, see new clothes...</td>
<td>Yes, I apply and chose this job because it is interesting and I thought I may like it. And I am satisfied with it.</td>
<td>Yes, to meet new people and that it is not the same every day. I also enjoy working with my colleagues.</td>
<td>Yes, to meet new people every day and face new challenges, I like the connection with the customers.</td>
<td>I am satisfied because I am confident in my job and what I do. And my co-workers are good too.</td>
</tr>
</tbody>
</table>

#### Promotion

<table>
<thead>
<tr>
<th>TOPICS</th>
<th>EMPLOYEE 1 (E1I)</th>
<th>EMPLOYEE 2 (E2I)</th>
<th>EMPLOYEE 3 (E3I)</th>
<th>EMPLOYEE 4 (E4I)</th>
<th>EMPLOYEE 5 (E6I)</th>
<th>EMPLOYEE 6 (E6I)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion</td>
<td>I think so, there is always the opportunity to learn more, go to trainings and so on. You can even apply for job vacancies in other Intersport stores.</td>
<td>If you want to be a store manager you have good opportunities, but personally I am not interested, I haven’t speak with my manager yet.</td>
<td>I would like to, but for the moment I don’t think there is opportunity here, because the vacancies are already taken, and also I am satisfied with what I have now.</td>
<td>-</td>
<td>I don’t think I can advance here, maybe a little bit more but not as I would like to, not in this store as a family company.</td>
<td>I am not interested, I have been already the big boss and I don’t want it anymore. But if I want it, I could do it.</td>
</tr>
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</table>

#### Motivation from the leader

<table>
<thead>
<tr>
<th>TOPICS</th>
<th>EMPLOYEE 1 (E1I)</th>
<th>EMPLOYEE 2 (E2I)</th>
<th>EMPLOYEE 3 (E3I)</th>
<th>EMPLOYEE 4 (E4I)</th>
<th>EMPLOYEE 5 (E6I)</th>
<th>EMPLOYEE 6 (E6I)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation from the leader</td>
<td>Yes, I feel motivated; we have group morning</td>
<td>Sort of, he is good in pushing you, telling</td>
<td>Yes, I feel that I can talk with him about almost</td>
<td>Yes, he pushes me and encourages me when I</td>
<td>Sometimes, I think he forgets to motivate us. He</td>
<td>Yes, we have good interaction (he is my</td>
</tr>
<tr>
<td>Relationship Interactions</td>
<td>Reward programs</td>
<td>Recognition</td>
<td>Belongingness</td>
<td>Relationship with the manager</td>
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<tr>
<td>sessions every day before opening the store. And I can talk to him when I need it.</td>
<td>We do activities together and trips, like go camping or to ski when we reach the goals. You can also get nice surprises if you did a good job or won internal competitions.</td>
<td>It feels nice to be recognized by my manager and colleagues, but I appreciate most when the customers recognize my work.</td>
<td>I think everybody can contribute with ideas and opinions in this team, and that is very good.</td>
<td>It is a good relationship, we also see outside the working time.</td>
<td></td>
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<tr>
<td>you what you did well and encouraging you.</td>
<td>We get 30% discount when we want to buy something in the store. In winter time mostly, we get some surprises, it can be a trip or something like that.</td>
<td>Yeah, the manager is good in telling that you do a good job. However, I don’t work so much with him. Customers come back when they liked your service, it feels good.</td>
<td>95% of the time, because they are much younger than me and single, so we have other interests. But we care about each other.</td>
<td>It is good, I can talk to him about a problem, it depends if he is busy or not.</td>
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<tr>
<td>everything and we have a good relationship.</td>
<td>Yes, most of the time. We get compliments from the manager that we do a good job, and the customers recommend me later too.</td>
<td>Yes, the manager is good in telling that you do a good job. However, I don’t work so much with him. Customers come back when they liked your service, it feels good.</td>
<td></td>
<td>It is very good, privately are we friends. But at work he is my boss.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>don’t feel so good privately and at work. I think he cares a lot about how we feel.</td>
<td>Yes, the customers and boss used to tell me that I was very good when I was working full-time on the shoes section.</td>
<td>Yes, most of the time. We get compliments from the manager that we do a good job, and the customers recommend me later too.</td>
<td></td>
<td>It is very good, privately are we friends. But at work he is my boss.</td>
<td></td>
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</tr>
<tr>
<td>is called off in his work, and we already know what to do to run the store. He asks how it go and pushes us to sale more, in a friendly way.</td>
<td>Yes, I do. From my colleagues and manager, I have the responsibility to attend the customers that have injuries. I got a special training.</td>
<td>Yes, most of the time. We get compliments from the manager that we do a good job, and the customers recommend me later too.</td>
<td></td>
<td>Yes, what I like is that I have autonomy and get to decide about my own work.</td>
<td></td>
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<tr>
<td>brother).</td>
<td>Yes, from the manager and co-workers. Sometimes they can recognize the small changes. I think it is never enough.</td>
<td>Yes, the customers and boss used to tell me that I was very good when I was working full-time on the shoes section.</td>
<td></td>
<td>Pretty standard, boss-employee relationship. I am free to speak my mind and I think he would listen.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Yes, I do. From my colleagues and manager, I have the responsibility to attend the customers that have injuries. I got a special training.</td>
<td></td>
<td>The owner is my father and my brother is the store manager, so we have a good relationship and I can talk with them at anytime.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employee Engagement</strong></td>
<td><strong>Relationship with co-workers</strong></td>
<td>Very good, we go out as friends with some of them.</td>
<td>Very good.</td>
<td>Very good, we are not just co-workers, we are very good friends. It is like my second family.</td>
<td>It works very well, we are all like friends.</td>
<td>We have a good team, and we can solve our problems internal. We help each other and we get each other’s back, like a family.</td>
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</tr>
<tr>
<td><strong>Friends at works</strong></td>
<td>Yes</td>
<td>Yes, not with everyone, but I have two good friends with who I can talk about private stuff too.</td>
<td>Very good friends, some of them are my best friends.</td>
<td>It works much better when you have good friends at work, and it creates a very good atmosphere too.</td>
<td>I consider them as my friend, maybe not like my best friend but we have a good relationship and we share private stuff.</td>
<td>Yes, I do.</td>
</tr>
<tr>
<td><strong>Engaged with the company</strong></td>
<td>Yes, with the whole company, however the engagement with your team and store is special and stronger.</td>
<td>Yes, I am more engaged with the team though.</td>
<td>Most of the time I am driven and engaged with my work and the company, but specifically with the store and my team.</td>
<td>Yes, I am very engaged with my work, but most with my store and the team.</td>
<td>Yes, but more engage for the store because for ex. The store in my city – Sandviken - does not have enough customers. It’s boring</td>
<td>Yes definitely, I can advance faster showing more interest for the company than the team though.</td>
</tr>
<tr>
<td><strong>Private life and job</strong></td>
<td>It is a good balance, but the working days can be very long sometimes.</td>
<td>Yes, it is more that my job is affecting my private life. The working days are long and sometimes you stay more time waiting for the customers to go.</td>
<td>It’s difficult to make a distinction because we talk about work even when we go out.</td>
<td>That is why I changed to part-time because it clashes with my indoor hockey training. And also the working hours are difficult to manage, very long working days.</td>
<td>You can’t not bring your personal life here because you are encountering the customers and have to give a good service. But we have flexibility and autonomy. The working hours are long though.</td>
<td>Yes, it is good, I work part-time and I have flexibility at work.</td>
</tr>
<tr>
<td><strong>Most valuable at job</strong></td>
<td>To come to work and really enjoy it, and have a good time. But in a short term a higher salary can be good too.</td>
<td>To have a good relationship with my colleagues, then the salary and recognition.</td>
<td>To enjoy it and that I feel good about it, I don’t really care about the salary.</td>
<td>A good work environment, where you feel happy and enjoy your work.</td>
<td>The most important for me is that I like what I do and the co-workers.</td>
<td>I never work for the salary, I do it because I like it and to get the experiences.</td>
</tr>
</tbody>
</table>

*(Own construction)*
### Appendix H: Empirical Findings interview to employees - Stadium

<table>
<thead>
<tr>
<th>TOPICS</th>
<th>SUBFACTORS</th>
<th>EMPLOYEE 1 (E1S)</th>
<th>EMPLOYEE 2 (E2S)</th>
<th>EMPLOYEE 3 (E3S)</th>
<th>EMPLOYEE 4 (E4S)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Background</strong></td>
<td>Gender</td>
<td>Woman</td>
<td>Woman</td>
<td>Woman</td>
<td>Man</td>
</tr>
<tr>
<td></td>
<td>Seniority</td>
<td>5,5 years</td>
<td>8 years (parental break of 3 years)</td>
<td>4 months</td>
<td>3 years</td>
</tr>
<tr>
<td></td>
<td>Job Position</td>
<td>Sales employee: part time/ student</td>
<td>Sales employee: clothing section</td>
<td>Sales leader: visual concept and decoration</td>
<td>Sales employee</td>
</tr>
<tr>
<td><strong>Job Satisfaction</strong></td>
<td>Feeling about the job</td>
<td>Not enough challenge, I think I have learned everything I could learn in this job and now is time to move on (position or workplace).</td>
<td>Yes, I really like my job. I like to encounter the customers and to have good colleagues; it is a good community and collaboration at the workplace. To have a glad and positive atmosphere is very important too.</td>
<td>I haven’t been working here for so long but it feels very good, like I am already part of the team.</td>
<td>Yes, I like my job because it is fun and I have good co-workers. I get the opportunity to meet new people and I am a social person, so it feels good.</td>
</tr>
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<td></td>
<td>Satisfaction &amp; Happiness</td>
<td>I’m not happy but not sad, I like my co-workers, but the job is not enough stimulating anymore.</td>
<td>I feel good, but I would prefer to don’t work during weekends because I have 2 kids, and I don’t get too much free time to spend it with them.</td>
<td>I really like my job; it is very varied; I can work with different things according to the seasons, with cloth, shoes, skies, etc. I like that it is not the same every day.</td>
<td>Yeah, I can say that, of course there are some days that you are a little bit down but it is not for the job itself. I have never had any problem with my job, I really like it.</td>
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<td></td>
<td>Promotion</td>
<td>Not really, most of the opportunities are already taken, there are only few places and the competition is really high.</td>
<td>I don’t have any interest in making a career.</td>
<td>I am not interested by the moment, I feel like I have already done that, so I am very satisfied with this job position.</td>
<td>I think the opportunity is there, always that you show the interest and the ability to do it. But I also would like to study though.</td>
</tr>
<tr>
<td></td>
<td>Motivation from the leader</td>
<td>Not directly in that way, she is very serious and determined. So you don’t get so inspired.</td>
<td>I think she gives us good criticism and is encouraging us to do a good job. I wouldn’t change anything.</td>
<td>Yes absolutely, she is very glad and encourages me to do a good job.</td>
<td>I feel very good motivated; I got more responsibilities and more chance to try other things.</td>
</tr>
<tr>
<td>Relationship interactions</td>
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<tr>
<td><strong>Reward programs</strong></td>
<td>Stadium is very good at it. We have internal competitions, and with other stores as well. We get nice surprises if we reach the goals, which is fun.</td>
<td>-</td>
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<tr>
<td><strong>Recognition</strong></td>
<td>Not so much, I think is the way my manager communicates, she is not really so expressive and I just may get a wrong impression.</td>
<td>Yes, I always get a “good job” or “well done” from the manager, co-workers and customers in some ways.</td>
<td>My co-worker and managers come and say they like my job. From customers is another perspective.</td>
<td>I feel appreciated from my co-workers and manager; there are always some good customers.</td>
<td></td>
</tr>
<tr>
<td><strong>Belongingness</strong></td>
<td>In some way, but I still feel like new employee, not like a part of MY team or MY store.</td>
<td>Yes, we are like a community and have good collaboration; we get along pretty well too.</td>
<td>Yes, but I’m new and sometimes it’s difficult to be entire a part of the team cause they know each other well and I’m still trying to fit in.</td>
<td>Yeah, It feels good, I have the opportunity to speak my mind and have any problem in being part of the team.</td>
<td></td>
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<tr>
<td><strong>Relationship with the manager</strong></td>
<td>It is good after all, we have an open dialogue and she listens to me, however I don’t think she takes my opinions into considerations, she is very decided.</td>
<td>I think it is very good, I feel that I can be open and honest.</td>
<td>I have a good contact with her, also because I am the second boss under her, so we meet often to discuss about the store and the employees. There is a good cooperation.</td>
<td>I think is good, I don’t have anything negative to say about it. I am very satisfied.</td>
<td></td>
</tr>
<tr>
<td><strong>Relationship with co-workers</strong></td>
<td>It is good, they are very nice and funny but I still don’t feel as part of the group.</td>
<td>Yes, we care about each other and we have a good dynamic.</td>
<td>Good, but not with all of them.</td>
<td>It’s good; I have a couple of friends.</td>
<td></td>
</tr>
<tr>
<td><strong>Friends at works</strong></td>
<td>Yes, it is important, but I prefer to work in the store where I as working before, because I feel at home.</td>
<td>Yes, not private friends, but I consider them as friends anyway.</td>
<td>Yes it is positive, but I have to focus on my job and be professional.</td>
<td>I would be motivated anyway, but of course the co-workers influence the work environment and how well you feel at work.</td>
<td></td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>Engaged with the company</td>
<td>Private life and job</td>
<td>Most valuable at job</td>
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<tr>
<td>Yes, I always do my best at work. I feel more engaged with the store than the company though, because my work affects directly to the team. Yes of course, I think because I have been working here for so long time that I know how the company works and what the concept of the store is all about, and that gives me confident to be more engaged.</td>
<td>Yes, I work part-time so I have time with my studies. Yes, I think so, just the schedule and working time, specially the weekends.</td>
<td>Most important for me is that I like and enjoy my work and good co-workers, secondly to have an inspired manager that keeps me motivated, challenging and worthwhile job responsibilities that I feel fulfilled, and finally a good salary. The most important is that you enjoy and like your job, and that also implies to have a good relationship with you manager and co-workers.</td>
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<tr>
<td>I really enjoy it here and I like my job position and the responsibilities I have, I feel very engaged every time I come to work and that every day I encounter different situations.</td>
<td>Yes, absolutely</td>
<td>A good and positive atmosphere, that you come here as a new employee and feel welcome. And of course, that you like and are satisfied with your job.</td>
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<tr>
<td>Besides my private life and personal plans, I feel pretty engaged with my job and the company, especially with the store.</td>
<td>Yeah, the schedule is not so good sometimes with long working days, but it is good overall.</td>
<td>For me is to have an interesting job position with responsibilities that I liked and a good relationship with colleagues. I think you get more motivated from your colleagues than from others. The salary is important but is not everything.</td>
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*Own construction*
Appendix I: Empirical Findings, interview to store manager - Intersport

<table>
<thead>
<tr>
<th>Intersport Store Manager</th>
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<tbody>
<tr>
<td><strong>Becoming a store manager</strong></td>
</tr>
<tr>
<td><strong>Intersport Policies</strong></td>
</tr>
<tr>
<td><strong>Motivational Programs from the headquarter as HR policies</strong></td>
</tr>
<tr>
<td><strong>How do you motivate your employees?</strong></td>
</tr>
<tr>
<td><strong>What means motivated employees for you?</strong></td>
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<tr>
<td><strong>Facts of the staff</strong></td>
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<tr>
<td><strong>Involving the staff to the team</strong></td>
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<tr>
<td><strong>Others integrated activities</strong></td>
</tr>
</tbody>
</table>
**Employee Performance - measurement**

It is difficult to measure the sales index in this kind of store, of significant size. We don’t have any provision system to measure directly the sales individually. However, we have sales activities as a way of follow-up. We are going to try to measure the sales on percentage; it is a new way to do it. For example, to sell a specific product once per hour, it doesn’t feel too much but if all do like that each hour, it gets more than it seems.

**Challenges in managing people**

Something negative about young staff, if that they get tired very easily and want new things all the time. In that way, it is very demanding. But I have a sales leader that is also responsible for the employees, this job position is thought to be closer to the employees, because he/she is part of the team and it is like a direct connection. It works very well.

**Recognition**

I recognize my employees a lot, but of course there are always things to improve all the time. We have performance review and employee conversation once a year and after that a follow-up conversation. But sometimes, the better and more productive conversations are those that come spontaneous.

**Rewards Programs**

We motivate our employees with higher responsibility. Every time the store reaches the goal we give a reward. This year was the ski trip to Åre, that really motivates the employees, but it is not so good either, because each year they are expecting better and better rewards, so we do that just once a year, otherwise it is difficult to control a limit and at the end it doesn’t have a strong motivated effect because they want more.

**Career Opportunities**

I think there are very good opportunities. Maybe not necessarily in this store, however this is a good school and offers you a good foundation. Former employees of us have moved on very quickly and have made a career after they time here. If you see the possibilities and understand how it works, you can really get very good chances and try to make the most of it. // It doesn’t mean that there are not career opportunities in this store, if I find someone that I see has the potential I wouldn’t even doubt a second and would give him/her the opportunity.

**Salary and Benefits**

I would like to have a salary with commissions based on individual performance but this is just a thought. The most important for me is that they really enjoy their job. That when they come to work they are happy and that they really like it. If some members of the team don’t really like to work here, we have a big problem, because that influence the whole group dynamic and feels in the team.

**Employee Engagement**

I think it is easier to motivate young employees. It has a stronger effect to clap an 18 years old boy girl/ at the back and say: You did a very good job! Well done! That can be something that makes him/her weekend. But it also can get in some point as a school teacher and the students.

**Handling Conflicts**

I try to develop all the time. I think the key is to identify the problem and to do something about it. Sometimes just to have a small conversation and say You are very important for the business is enough to handle the conflicts.
<table>
<thead>
<tr>
<th>Leadership style</th>
<th>I really live in my work, I work all the time. I think you really need to have the personality required to be a good leader and manage people. AS I SEE IT, IT IS MORE AS A LIFE STYLE.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal motivation</td>
<td>I could say my situation is special; being the owner motivates me more and encourages me to deliver. The better job I do, happier my employees will be, and happy employees are happy customers. And of course, the rate of sales and level of profit is my motivation too, money is not everything but it is a good motivator too, in my situation. That is also the reason, why I think it is important to keep the employees satisfied and motivated.</td>
</tr>
<tr>
<td>Relationship with the team</td>
<td>We have a very good relationship and as a team we work very tight. But of course, sometimes is difficult to make a statement and difference, because at the end of the day I am the boss. For me, this people are my family. I meet them almost every day even more often that my girlfriend. We work so tight that I know when one of them is having problems, because we know each other.</td>
</tr>
<tr>
<td>Important when managing people // Disadvantages / advantages of the managing style</td>
<td>I am aware about the challenges of hiring young staff; the most obvious disadvantage is that the team is changing all the time and the continuous rotation of staff. I have to admit that I may have a tunnel vision, but it works for me anyway. As a manager you have to balance the demands of the employees and see if they are necessary or not, not just for the employee as individual but also for the company and the team.</td>
</tr>
<tr>
<td>Feedback from employees</td>
<td>I think they would ask for more training, and more positive feedback and recognition. I am sure that some of them would like to have higher salary, but I consider it is not the primary and most important motivating factor. For me the most important is to provide a good work environment.</td>
</tr>
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*(Own construction)*
### Stadium Store Manager

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Becoming a store manager</strong></td>
<td>Started in the same store as a sales employee, took training, and became responsible for the merchandising and decoration of the store and after that store manager, overall 13 years of work.</td>
</tr>
<tr>
<td><strong>Motivational Programs from the headquarter as HR policies</strong></td>
<td>Not specific policies about how to motivate the employees; however it is stipulated that we have to do it. Each store can use different methods and programs, so the store managers have autonomy in the decisions taken about managing the employees.</td>
</tr>
<tr>
<td><strong>Motivated employees?</strong></td>
<td>Yes, this is a unified group; they care about each other and like to work in team. They are always cheering up each other and asking how is it going.</td>
</tr>
<tr>
<td><strong>What means motivated employees for you?</strong></td>
<td>When there is a sense of participation and collaboration in the team, there is joy in the workplace, laugh and music. To feel valuable for the work doing and as an important part for the company outcomes.</td>
</tr>
<tr>
<td><strong>Facts of the staff</strong></td>
<td>Stadium has very young staff, and that is the main reason why the team is always changing. This can influence the dynamic of the group. The majority likes and practice different sports</td>
</tr>
<tr>
<td><strong>Involving the staff to the team</strong></td>
<td>Being specific with the job tasks and giving them extra responsibilities to add the sense of value with the team and company.</td>
</tr>
<tr>
<td><strong>Employee Performance - measurement</strong></td>
<td>We have policies from Stadium central, individual and in team. How the employees treat the customers, customer service model, and arranging competitions in the store.</td>
</tr>
<tr>
<td><strong>Recognition</strong></td>
<td>I tried but it is difficult to recognize all, I have to prioritize. I focus on one person per week</td>
</tr>
<tr>
<td><strong>Rewards Programs</strong></td>
<td>It is difficult because we don’t have any program for individual reward as commissions, or specific policies from Stadium, but what we do is try to arrange small things within the store, competitions in teams is a good way, the team really like it because they have a competitive spirit. A trip together if the store achieves the goals.</td>
</tr>
</tbody>
</table>

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Appendix J: Empirical Findings, interview to store manager - Stadium
<table>
<thead>
<tr>
<th>Career Opportunities</th>
<th>The majority thinks that it is difficult to make career in Stadium, because there is a lot of competition. But it depends, some of them want to advance in their career and another group is very satisfied with what they already have. The salary is fair and hold the same level of the retail collective labor agreement.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary and Benefits</td>
<td>Training to develop leadership skills when becoming a store manager and also share experiences and give advice to each other with the stores on the same region, every time we have a meeting.</td>
</tr>
<tr>
<td>Training received as Store Manager</td>
<td>It is difficult to measure how engaged are the employees, I go more for the feeling. From Stadium we have an annual employee survey, where the team is analyzed and we get an idea about how the team is feeling. As responsible of the employees I have to be able to identify what are the main factors that motivate my employees as a team and individually.</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>Sit with the employee and try to speak with him/her to find out what is going on, the reasons and how we can solve it. When the problem is with the whole team is more complex, but the same dynamic, try to speak with them.</td>
</tr>
<tr>
<td>Handling Conflicts</td>
<td>The biggest challenge is that they are so different, and they are motivated by different factors too. I got from the annual employee survey that I have to improve in listening to their opinions, one thing is that I will listen and another that I am going to do their wishes.</td>
</tr>
<tr>
<td>Challenges in managing people</td>
<td>For the work environment, we have general policies from Stadium. We do regular reports; there is one person on the team that is responsible to check regularly with more detail the environment and installations.</td>
</tr>
<tr>
<td>Work Environment - Safety and friendly</td>
<td>It is very good, we know each other for a long time and most of them have the confidence to speak with me freely. However, it can be negative too, because some time they do not take me seriously, so I try to be as clear and direct as possible.</td>
</tr>
<tr>
<td>Relationship with the team</td>
<td>To listen and try to improve all the time, define the goals, develop ways of compensation and rewards, and have fun.</td>
</tr>
<tr>
<td>Important when managing people</td>
<td><em>(Own construction)</em></td>
</tr>
</tbody>
</table>