Male vs. Female Leadership and their Influence on Employee Motivation

The Case of Sandvik in Sweden

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Abstract

Title: Male vs. Female Leadership and their Influence on Employee Motivation.

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Purpose: The purpose of this study is to explore and compare male vs. female leadership styles characteristics and how those leadership styles influence employee motivation.

Design, Method & Approach: This study is a combination of exploratory and descriptive research since the purpose was to explore and describe the characteristics of Gender Leadership determining how it influences employee motivation in a working environment. Data have been collected by conducting interviews, which was analyzed by analytic generalization and qualitative content analysis. When it comes to validity & reliability, the data have been collected from a real life case study of Sandvik where the gathered information from interviewees has been analyzed with correspondence to the purpose of the study.

Findings: Transformational Leadership practiced by both male and female managers characterizes the leadership style of Sandvik R&D Mining Department. Transformational Leadership is proven an effective leadership style in order to create employee motivation by visible opinions, goals, team collaboration and personal development. These motivational factors are supported by the employees influencing their motivation regardless of gender.

Implication: This study provides understanding of how Gender Leadership influences employee motivation on a theoretical, managerial and societal level based on the results of this study.

Suggestions for Future Research: Our work suggests future studies in other departments within the same business sector in order to get a deeper understanding of how Gender Leadership influences employee motivation. Providing the need of gender studies regarding
women in management positions is also recommended. Lastly, studies comparing Transformational and Transactional Leadership from a gender perspective is recommended.

**Key words:** Transactional Leadership, Transformational Leaderships, Participative Leadership, Male Leadership, Female Leadership, Sandvik, Employee Motivation.
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CHAPTER 1: INTRODUCTION

This chapter presents background perspective of men vs. women in leadership in organizations followed by purpose of this study and research questions. At the end of this chapter, limitations and dispositions are presented.

1.1 Background

Leadership & organizations is a topic of distinct concepts and approaches of contrasting views and perspectives in the effort to create “a perfect leadership” within business organizations. As a result, many types of leadership styles, approaches and modifications have been discussed during the last decades. Leadership involves the influential factor process with facilitating the performance of a collective task. As time moved on, traditional leadership theories have been created and merged into three elements, characteristics of a leader, characteristics of followers, and characteristics of the situation (Yukl, 2010).

The world is changing and so are people, organizations and leadership roles. For many years, people believed only in two gender stereotypes where men are typically associated as leaders with strong personalities, knowledge to lead, and high power needed to achieve goals for both personal and social life. Since the world already had “leaders” the other half of the human population – women have been left behind preserved as followers (Alvesson & Billing, 2009; Appelbaum, Audet & Miller, 2003). Not so long time ago, the beneficial factors of a leader in an organizational life has changed from being “typical male stereotype” to mixture of both gender characteristics, resulting in attention towards gender differences in a business environment and arguing who is a better leader when it comes to leadership. Those gender stereotypes are defined as masculine characteristics of domination, goal orientation and hierarchical power in leadership roles. These masculine characteristics are connected with Transactional Leadership where transactions such as precise supervision between people and control of processes are creating expectations based on individual performances. On the other hand, feminine characteristics are defined with cooperativeness, better collaboration and problem solving mostly based on intuition and empathy (Alvesson & Billing, 2009; Engen Leeden & Willemsen, 2001). These feminine characteristics are connected with Transformational Leadership where transparency is providing vision, sense, and symbolic value creating interpersonal connections among superiors and inferiors.
Leaders communicate on daily bases and communication skills with other people are the most important element for their performances. Leadership is an organizational norm and as any other norm, it provides performance to many business activities carrying similarities and differences between a man and a woman (House et al. 1999). A narrow view of managers’ obligations can be an example of such norms. Generally, managers are there to watch over his’ or hers’ subordinates or gathering information depending on the type of a manager and the style he or she uses in order to carry out their tasks. Those tasks are made based on decisions a leader chooses to follow where a leader can either include and encourage employees to be a part of the decision-making process or exclude them from it, is also known as Participative Leadership. This decision-making process can belong to both Transformational & Transactional Leadership depending on the leader’s approach of taking decisions. In all of that, there is a point where free will of an individual character will come into a play and at one point go beyond gender specific boundaries. House et al. (1999) call this element “Individualized Consideration” where going beyond one’s gender role and acting as the one that is required to suit the position has an attachment to Transformational Leadership where leaders may differ between men and women not because of the norms the organization is pursuing but because of the gender specific norms (House et al. 1999; Eagly, Johannesen-Schmidt & Van Engen, 2003).

Pounder & Coleman (2002); de Vries, Rook, Korotov & Florent-Treacy (2015); Bass & Avolio (1994) have found, women might be the answer to the complications with their unique approaches to crucial situations since they are the one who “must” force themselves to be capable to do more of what is being asked to prove their worth. On the other side, Nixon (2013) is pointing out, even though women tend to acquire more knowledge and experiences, men are always going to be preceded as natural leaders because men are those who have fought wars and made the history. Other researches like Alvesson & Billing (2009) are somewhere in the middle of all this misperception saying, there is not significant differentiation between a male and a female being a leader, and even if there are some, they are small. This inconsistency of viewpoints and arguments leads to misunderstanding and questioning of leaders and their roles, comparing men and women, putting them against each other and trying to determine whether Female Leadership or Male Leadership (from this point on, Male Leadership and Female Leadership is going to be defined as Gender Leadership) is better suited than the other. However, managerial positions inside organizations have been traditionally associated with instrumentality, autonomy and result orientation, overlapped by masculine characteristics,
which are not according to psychological oriented theorists typically associated with women (de Vries, Rook, Korotov & Florent-Treacy, 2015). Reflected on the confusion of gender stereotypes, several studies on leadership have been conducted to determine the differences behind those two genders, but what happens, when a male and a female leader use the same leadership style and how it influences the followers’ motivation still remains a mystery.

Leadership on its own is nothing just a tool for empty space. Every leader must have followers in order to be a leader; otherwise, there is not point of being a leader without a purpose to move on. In contemplation of Gender Leadership, followers might be influenced by the gender stereotypes, which are deeply bedded in peoples’ minds. This influential factor will most likely affect motivation and reasoning behind the actions of those followers. Motivations is a key driver where personal ideology, feelings, attitudes are playing the role of factorial reasoning about the performance of the duties assigned (Locke & Latham, 2004; Sandvik, Espedal & Selart, 2015). Ryan & Deci (2000) describes motivation as the driver of internal and external personal development affected by surroundings around followers. Internal motivation is characterized as Intrinsic Motivation; while, external motivation is represented as Extrinsic Motivation. A leader should know what is needed and required in order to achieve a common goal; moreover, a leader should be capable to predict the wants and needs of the company where he or she is working towards future achievements and for all of that, motivation must be part of the awareness behind an effective leader. Once motivation take its place and touch individuals to push them into right direction, giving them a legitimate reason behind their actions, all of those people involved in a process of decisions, duties and shared responsibilities within an organization will empower each other (Locke & Latham, 2004).

Gender Leadership leads to confusion since people cannot find a common ground among past perspectives and future believes of social and organizational collaboration. Leadership is the key of how and why organizations make their decisions to a particular goal and enhancing their future visions. Differences among different genders are present but whether or not they are influencing leadership styles and employee motivation is questionable. This study investigates the most relevant answer to narrow this gender gap and explain the approaches towards leadership styles done by those two genders followed by employee motivation in the direction of their future duties as loyal followers.
1.2 Purpose, Research Questions & Limitations

The purpose of this study is to explore and compare male vs. female leadership styles characteristics and how those leadership styles influences employee motivation. Due to the theoretical gap of Gender Leadership and employee motivation, this study is conducted to eliminate the gap and provide an explanation of the chosen topic.

The primary data will be used as a core trying to develop new knowledge of Gender Leadershipreflected on employee motivation. In order to fulfill the purpose of this study, following research questions are addressed:

- What characterizes the Leadership Style of a Male and a Female Manager?

- How does Male & Female Leadership influence Employee Motivation in a working environment?

The study focuses only on working environment and relationships between supervisors and subordinates, not considering any other external factors that might influence the results. Additionally, our work considers Transformational, Transactional and Participative Leadership compared between male and female leaders, reflected only on employee motivation in R&D Mining Department of Sandvik in Sandviken, which acts as the limitation of the study.

1.6 Disposition of the Study

CHAPTER 1: Includes an introduction of the chosen topic and a discussion about the connected problems. The area of study is Sandvik in Sandviken followed by the purpose of the study and the research questions, which have been chosen for investigation. The introduction chapter ends with the limitation of the study.

CHAPTER 2: Includes the theoretical framework of this study where theories of Decision-Making Process reflected on Leadership followed by Transformational and Transactional Leadership Styles are described. Additionally, Gender Leadership, Female Leadership & Male Leadership concluding with theories of Employee Motivation in a workplace. Lastly, a theoretical framework will be presented.

CHAPTER 3: Includes a description of the study where methodology approach with the data collection & analysis methods will be presented.
CHAPTER 4: Includes the empirical findings of Sandvik’s R&D Mining Department.

CHAPTER 5: Includes the analysis & discussion of the collected data from Sandvik, R&D Mining Department.

CHAPTER 6 Includes the conclusion of the study where discussion of the research questions with the findings, own reflections & self-criticism followed by theoretical, managerial and societal implications and suggestions for further research will be presented and supported with appendix & references. In Figure 1, we present the disposition of the study graphically.

*Figure 1 - Disposition of the Study*
CHAPTER 2: LITERATURE REVIEW

This chapter provides historical development of leadership theories towards effective leadership. Further, Transactional, Transformational & Participative Leaderships are described. Finally, two dimensions of Employee Motivation and theoretical framework are presented.

2.1 Leadership in Organization
The term “leadership” has come a long way, from being a commonly known word where people use it without any particular reasoning to the technique of managing and directing human resources efficiently parallel to their personal traits (Yukl, 2010). According to House, Hanges, Ruiz-Quintanilla, Dorfman, Javidan, Dickson & Gupta (1999, p. 184) organizational leadership is defined as, “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members”. Influential power of supervisors (leaders or managers) is acting differently depending on the person and how he or she chooses to influence his’ or hers’ followers. A person can be a leader but not necessary be a manager, simultaneously a person can be a manager but not necessary a leader. This influence is passed on by personal development, self-confidence, allocation of knowledge management and beliefs with values leading to strategies fulfilling objectives of a group (Yukl, 2010). Nowadays, many different theories are pointing out the importance of leadership and their different styles in organizations.

2.2 Decision-Making Process Reflected on Leadership
Decision-making is an important task for every manager. Managers tend to use Participative Leadership Style since it encourages others to be part of the decision-making process. Participative Leadership Style is characterized by four decision procedures as distinct and meaningful, which includes autocratic decisions, consultation, joint decision and delegation (Yukl, 2010).

Autocratic decisions have no influence on participation where decision-making is based on the manager’s individual approach. However, there are two different varieties of autocratic decisions. The first is the “tell style”, where the manager only informs his’ or hers’ followers
about the final decision. The second is the “sell style”, where the manager influences tactics by rational persuasion (Yukl, 2010).

A manager undertaking approach of asking questions for new or additional ideas and possible opinions from his’ or hers’ followers, which the manager will consider before taking appropriate final decisions, characterizes consultation. Such manager can use three different types of consultation, where the manager making the final decision without any additional consultations characterizes the first type, but the manager is willing to change the final decision if the majority is against it. The second type is when the manager proposes the final decision and encourages others to participate and find alternative solutions to a more effective and possibly efficient outcome. The last type is when the manager proposes a problem and let others come up with an appropriate solution to solve the problem (Yukl, 2010).

A manager uses joint decision when he or she stands up and calls a meeting with his’ or hers’ followers to discuss with everybody their opinions and the appropriate approach towards decisions. The meeting is finalized when everyone shares his’ or hers’ ideas following the group preferences, where the majority wins the battle of arguments. The manager does not have the authority to influence the final decisions more than any other member of the group (Yukl, 2010).

Delegation is when a manager gives the responsibility to his’ or hers’ followers to take their decisions without unnecessary permissions from a manager. Managers using delegation tactics are typically providing directions for the followers to take appropriate decisions where the manager still has a bit of control over the final decision (Yukl, 2010).

According to Roberson, Moye & Locke (1999) Participative Leadership have a positive effect on employee satisfaction and motivation. When an employee has the opportunity to express his’ or hers’ ideas and thoughts regarding a decision, people will feel higher dignity and respect from the manager, resulting in higher satisfaction and motivation for future processes.

### 2.3 Leadership Styles

There are many leadership styles: Transactional, Transformational, Laissez-Faire, Situational, just to name few, competing in a race of never ending arguments of which one is better than the other (Yukl, 2010; Rosen, 2013; Zaccaro, Kemp & Bader, 2004; Goleman, Boyatzis & McKee, 2002; García-Morales, Jiménez-Barrionuevo & Gutiérrez-Gutiérrez, 2012; Cha, Kim, Lee & Bachrach, 2015; Mester, Visser, Roodt & Kellerman, 2003; Skogstad, Einarsen, Torsheim,
Aasland & Hetland, 2007). Our study analyzes leadership styles reflected on masculine and feminine characteristics of managers using Transformational, Transactional and Participative Leadership Styles. These leadership styles have been chosen within an engineering industry to provide deeper spectrum of leadership mainly based on gender perspective, which is commonly linked with masculinity.

2.3.1 Transformational Leadership Style
Transformational Leadership is considered the future of organizational leadership when it comes to leading followers with an open mind and future proof strategies (Alvesson & Billing, 2009). Transformational Leadership is able to identify the needed change followed by adaptation, leading to vision for better guidance though inspiration. It is able to bring out heightens of leadership to alter interest and achieve collective goals (García-Morales, Jiménez-Barrionuevo & Leopoldo Gutiérrez-Gutiérrez, 2012). This leadership style will give its followers clear path to follow defined by high self-esteem in their capabilities being able to work independently as well as in team without precise or detailed interaction of a supervisor.

Hence, Transformational Leadership is not defined as a one structure of a leadership role. Bass, Avolio, Jung & Berson (2003) introduced four-stage model of Transformational Leadership commonly known as the 4I’s:

Idealized Influence (II) is represented by the leader’s role as the leader who “walks the talk” connecting himself or herself to his’ or hers’ followers providing vision, sense, and being admired for such actions.

Inspirational Motivation (IM) is represented by the power to motivate and inspire followers by symbolic value of images and focusing on intellectual integrity trying to show its followers their work matters (Bass et al. 2003; Gaglardi, 1996/2001).

Individualized Consideration (IC) is represented by exposing the leader’s genuine concern for well-being of their followers through personal attention and individual approach.

Intellectual Stimulation (IS) is represented by pursue of innovation and creativeness inside teams and groups. A misconception is artificially created where many people tend to think of Transformational Leaders as being “soft” but the driver for better self-determination in the direction of personal development breaks this delusion.
Those 4I’s of Bass et al. (2003) model can be summarized as transparency by promoting the intellect of not only followers but also the Transformational Leaders too.

Leaders using Transformational Leadership Style tend to carry higher trust, loyalty, respect and motivation among the employees. *Idealized Influence (II)* is connected to the leader’s ability to arouse the employee’s emotions and identification with the leader. *Individualized Consideration (IC)* refers to coaching, support and encouragement with the employees. *Intellectual Stimulation (IS)* is connected to the employee’s views on problems, solutions and the leader’s ability to get the employees to see the problems with solutions from a new perspective. Thus, Transformational Leadership has higher influence on the employee’s performance and innovation compared to leaders using Transactional Leadership Style (Boerner, Eisenbeiss & Griesser, 2007).

### 2.3. 2 Transactional Leadership Style

Transactional Leadership focuses on the exchanges that occur between a leader and its employees. These transactions are required to reach the mutual goals of the organization. A Transactional leader is characterized by precise supervision and organization by group performance. In order to keep things interesting such leader tend to use punishments and reward tools as their motivational key factors (McCleskey, 2014). Transactional Leadership is practiced to make sure the level of processes is constant and it performs as it supposed to, but do not try to change anything, unlike Transformational Leadership. Due to strong monitoring and close control over its followers, providing clear objectives, this type of leadership tends to be preferred during crises since it leaves no room for negotiations nor mistakes, leading to quality and production increase; while reducing the production costs (Sadeghi & Pihie, 2012).

Hence, Bass et al. (2003) presents a three-stage model of Transactional Leadership:

*Contingent Reward (CR)* is represented by the extent of how such leaders expect something for something (rewards for meeting the expectations & punishments for failing it)

*Management by Exception (MBE)* is represented by precise job description and what is required for an individual to have in order to get the position. This carry a believed statement of “if it ain’t broke, don’t fix it” (Bass et al, 2003).
*Laissez-Faire Leadership (LF)* is represented by the effort of such leader whether or not he or she is willing to put enough energy into the process and keeping a close eye over its followers or to let followers to do their thing and lay back, waiting for the process to be done.

Since Transactional Leadership is mostly defined as precise and strict, it has criticism regarding the future approach towards empowering of employees, where such leader is lacking behind. Although there has been criticism on this theory, Zareen, Razzaq & Mujtuba (2015) argue, Transactional Leadership provides higher satisfaction and organizational identification among the employees, compared to Transformational Leadership because Transactional Leadership provides guidelines of assigned responsibilities and rewards for achievements.

Two types, contingent reward and passive management can determine the behavior of Transactional Leadership Style. Transactional leader characterizes contingent reward behavior by clarifying the objectives, which needs to be done in order for the followers to be rewarded. Passive management is characterized by the leader’s contingent punishments if the employee does not fulfill the tasks as expected (Yukl, 2010).

### 2.4 Gender Leadership
Rosen (2013) means that most people are familiar with the phrase “men are from Mars and women are from Venus”. This phrase was created a long time ago where people reflected on the differences and complexity behind individual genders as something that differs. As time moved on, people became custom to this phrase and started to take it as a ground base for most of the following conflicts, irritations and complications tending to occur between women and men.

The importance of intellectual power, strong goal orientation and ability to use the dominancy as an advantage of assertive approach are typically associated with masculine characteristics mostly represented by men. On the other hand, the importance of interpersonal connections, true understanding of the reasoning behind different actions, and communication of internal as well as external elements of organizational environment are typically associated with feminine characteristics, mostly represented by women (Appelbaum, Audet & Miller, 2003; Eagly, Johannesen-Schmidt & Van Engen, 2003). As time changes, people and their behaviors change with it. Gender differences become blazing fast subject among different genders, where expectations, perceptions, beliefs, viewpoints and values develop from one generation to the other. As a result, not only personal and social lives adjusted to the new perspectives but also
businesses and organizational lives have shifted according to the new trends of gender society (Alvesson & Billing, 2009). Eagly, Johannesen-Schmidt & Van Engen (2003); Alvesson & Billing (2009); Sekaquaptewa & Thompson (2003) provides us with perspective where gender stereotypes differences might be influenced by the organizational environments.

In this case, gender beliefs and perceptions are part of a game a company is competing in. Those people should adapt in order to meet the outcome so everybody is going to play a certain role in the game to cross the finish line as a team, achieving desirable results. When the game is developed in the direction of mutual goals or personalities, genders will not play significant role, but skills, abilities, knowledge and information with the right approach of individuals will determine the overall process. Costa Jr, Terracciano & McCrae (2001); Alvesson & Billing (2009); Earley & Mosakowski (2000); Ridgeway & Correll (2004) point out; gender stereotypes are not easily influenced or eliminated because of strong cultural ties. Resulting in negative stereotypes where women are kept as poor performers while men tend to get most of the positive credit. In this case, researchers have found a common ground, where having the same or similar perspective on a particular situation can lead to a better team performance as long as the members find themselves familiar with others believes. However, those groups carry gender biasness to everyone who lies outside of their familiar surroundings.

A discussion of one of the world’s largest icons of business industry represented by Christine Lagarde the Chief of International Monetary Fund (IMF), Muhar Kent the CEO of Coca Cola, Jurg Zeltner the CEO of UBS Wealth Management, eBay President and CEO Devin Wenig all participated and delivered a common understanding and conclusion that in order to change society and organizations from inside out, culture must be changed (Openshaw, 2016). Moskowitz, Suh and Desaulniers conducted a study by examining a sampling method monitoring interpersonal behavior in work environment for 20 days. Two factors have been monitored: argentice behavior where characteristics like independency, assertiveness, and mastery are related to the interaction capabilities of such individuals. Communal behavior was the second factor distinguished by behaviors in a friendly manner, unselfish, anxious and expressive (Eagly, Johannesen-Schmidt & Van Engen, 2003). All those factors have been monitored and analyzed regardless of involved individuals’ status, but reflecting on gender differences. The study showed that women tend to behave more commonly compared to men particularly when it comes to the interactions with other women (Eagly, Johannesen-Schmidt & Van Engen, 2003).
Gender Leadership can be characterized by three elements: masculinity (mostly associated with men), femininity (mostly associated with women), and androgyny (the balance between masculine and feminine characteristics) (Ayman & Korabik, 2010). From the past perceptions and believes of organizations, men and women leadership was mostly characterized based on gender and the attributes the gender brings. However, Eagly, Johannesen-Schmidt & Van Engen (2003); Ridgeway & Correll (2004); Earley & Mosakowski (2000) has provided us with information that this is not the case and people have to change their gender mindset which should and is represented by characteristics of an individual human being (Ayman & Korabik, 2010). Men are allowed and can possess feminine characteristics; whereas, women are allowed and can possess masculine characteristics or perhaps an individual can have mixture of both (Alvesson & Billing, 2009; Ayman & Korabik, 2010). The world is slowly adapting to this new phenomenon represented by 63% of Americans believe that the country would be better off with more female leaders presented on leading positions of the parliament (Rosen, 2013). Highly sophisticated international corporations are already trying to push this trend forward by employing 50/50 of men and women to have “equal” diversity between genders (Rosen, 2013; Alvesson & Billing, 2009).

Nevertheless, as it may see as a nice move, there is still misconception that women are not capable of managing or leading the top managerial positions defined by high responsibility. Those 50% of women represented within such organization are only presented in lower and middle management and as the ladder is moving higher, fewer women appear in top management (Alvesson & Billing, 2009). Even though people are suffering from many different angles, depending which side of the argument individual chooses to be on, there is one major coefficient called androgyny.

Iconic leaders of the world are sharing personal characteristics defined by androgyny (Ayman & Korabik, 2010; House et al. 1999). Those top leaders possess both advantages and disadvantages of masculine and feminine personality; as a result, they are capable to “switch” between them and adjust to a specific situation depending on the desired outcome. Such person possesses strong boundaries, clear responsibilities, and isolation of teamwork characterized by masculine personality; while, they are capable to show teamwork enhancements, encouragement of innovation and practicing open communications characterized by feminine personality (Rosen, 2013; House et al. 1999; Alvesson & Billing, 2009). Those most effective
leaders (regardless of gender) are capable to emphasize the best qualities of both; however, they do not have to be mutually exclusive. In a case, when men and women realize that masculine and feminine characteristics are not defined or assigned by gender but by personality, developing as people mature, a true equal leadership would be forged. Effort of equal leadership is already in motion where Jurg Zeltner the CEO of UBS Wealth Management said, “…there’s no more excuses. I don’t want to go into a boardroom without women!” (Openshaw, 2016). He is implementing strategy for holding business managers accountable for more diverse workforce at higher management positions otherwise; they will be fired if the numbers are not equal. Similar approach is being done by Chuck Robbins the CEO of Cisco where he clearly stated, “If we review sales numbers, let’s review the people numbers” because the true strength of every strategy is the ability to identify the real data and then identify how and why it works or why it does not (Openshaw, 2016). Such people become more self-aware, more collaborative and communicative and at the same time, being comfortable to share your (his’ or hers’) power to inspire others around them, but until then we should know how and to what extent female and male leadership differs from each other.

2.4.1 Female Leadership
When we go back couple of decades ago, a strong task oriented character, assertiveness, and dominance were the main elements behind being a durable and admired leader (Alvesson & Billing, 2009; Bailey, 2014). This typically stereotypical leadership was necessary for forging wars, leading a clan, getting things that must be done, and most of all to have respect. Those elements of leadership are still being used in organizational environments; however, they are considered outdated, reflecting the past. Modern organizations realized that those leadership elements are not as fundamental anymore as they thought to be so. The trend has shifted towards collaborative teamwork, communication (especially during this age of social networks and availability of information), empowerment, and problem solving by instinct (Alvesson & Billing, 2009; Bailey, 2014; Riggio, 2010; Haller-Jorden, 2012).

Haller-Jorden, (2012) with her team did a study of 903 managers across Europe presenting 14 key leadership attributes. Ms. Haller-Jorden have approached and asked each of the managers which of those 14 key attributes does a manager associated it with either a man or a woman; for example, team building, problem solving, influencing upwards. The study shows that most of the attributes that have been characterized as “taking a charge behavior” men by virtue simply being men have been more confident with such behavior; where women simply by virtue
being women have been characterized to be confident by “taking care”. However, this does not mean one is better than the other is. This fact simply points out, there are default perceptions; for instance, thinking the word “a leader” people tend to think instantly of a man were thinking of a word “diversity” people tend to think of a woman (Haller-Jorden, 2012; Eagly & Carli, 2003; Openshaw, 2016; Alvesson & Billing, 2009; House et al. 1999). Female leaders represent “the critical engine” for global and economics growth (Haller-Jorden, 2012)

As of this conversion, women realized that their decision-making and critical thinking is just as important as men’s are. From this point on, business and researchers like Openshaw (2016); Earley & Mosakowski (2000) try to emphasize the importance of Transformational Leadership mostly characterized by feminine characteristics (Eagly & Carli, 2003; Alvesson & Billing, 2009; Eagly & Johannesen-Schmidt, 2001). Transformational Leadership is considered to be future oriented rather than present oriented as it is reflecting on the elements of leadership targeting future aspects of modern organizations (Haller-Jorden, 2012; Eagly & Carli, 2003; Openshaw, 2016; Avolio & Yammarino, 2013; Eagly, Johannesen-Schmidt & Van Engen, 2003). Even though organizations try to adapt opening up their doors for women to have “same rights” as men do, women still suffer from inequality and “forced transformation” of personality where specific individuals possess both feminine and masculine leadership characteristics also known as androgyny personality (Eagly & Carli, 2003; Alvesson & Billing, 2009). Carnes, Devine, Manwell, Byars-Winston… & Palta, 2015; Haller-Jorden, 2012 seems to come up with a one precise conclusion, the challenge of continuation of gender based stereotypes and unconsciousness bias. In order to avoid gender stereotypes people must realize that mindsets, perceptions, stereotypes and other aspects matter because they dictate what people expect to find. There are more differences among men and among women than between a man and a woman. Believing in gender stereotypes is pushing people away of accurate assessment and advancement of a talent (Haller-Jorden, 2012). Due to those difficulties women must face, they have to put more effort and energy to not only complete their tasks but also compete between other colleagues, so they can be visible and acknowledged.

Bailey (2014) investigated, in the year of 2012 organizational workforce where women were represented by only 3.8% of CEOs in the Fortune 500 companies. As the study shows, it is closely dependent on the matter of “who you ask” the outcome of the study can vary and shift the results of the study. When managers (men and women) responded with their own experiences and comprehensive progress male, managers gravitate towards their own
perceptions by exaggerating themselves with high self-esteem and confidence when compared to women. When the same questions have been presented to other colleagues of the same department and business segment such as employees, coworkers, and supervisors; simply put, taken from other perspective. Female managers suggest being operating better and more adequate and compelling in comparison to men (Bailey, 2014; Haller-Jorden, 2012). To achieve true gender equality in organizational environment, considerations of women’s legitimate leadership potential have to be recognized and interpreted as corporate events and not as a necessity to fulfill a law requirement.

2.4.2 Male Leadership
For many years, men were leaders of small groups, clans, political decisions or even in personal life of a family. For this reason, the stereotypes of male being leader and female being a follower were created. This does not only categorize men and women for separate actions but also created barriers for both of them to live outside of this typical stereotype. This gender stereotype has proven to be beneficial in the past where a strong leadership role resulted in strong goal orientation and even stronger goal persistency with the increase of masculine constructions of leadership (Johnson, Murphy, Zewdie & Reichard, 2008).

Consequently, for many years and even now Transactional Leadership has been one of the most used leadership styles correlating male characteristics and emphasizing their importance; to present themselves as qualified leaders, where men are typically associated with masculine characteristics representing past and present leader aspects (Eagly & Carli, 2003; Alvesson & Billing, 2009; Eagly, Johannesen-Schmidt & Van Engen, 2003; Eagly & Johannesen-Schmidt, 2001). This strong perception led to attribute of men being visible by assertiveness, control and confidence, expected to act and behave this way, this behavior is also known as “argentic behavior” (Johnson et al.2008).

In a case, when someone stands up from the crowd and starts acting differently mostly he or she is being evaluated negatively. However, argentic behavior possesses two faces from the aspect of a male participant where exhibition of argentic behavior has higher change of positive evaluation when compared to female participants (Johnson et al. 2008).

There is a one common answer to argentic behavior that researchers tend to agree upon. Johnson et al. (2008); Haller-Jorden, (2012); Eagly, Johannesen-Schmidt & Van Engen, (2003) argue,
the similarities tend to be higher between a man and a woman than between the same gender (a man vs. a man or a woman vs. a woman) exhibition of argentic behavior is visible because of sex roles deeply attached in people's minds (Haller-Jorden, 2012). Those deep attachments carry strongly favors towards male population where men believe they are the right individuals to apply for higher positions that carry more responsibilities. The strong self-confidence enabled them to develop themselves with enhanced capabilities, knowledge and skills for leading positions and making them “the perfect fit” to lead and sand up from female population (Costa Jr, Terracciano & McCrae, 2001).

In addition to argentic behavior, eight prototype dimensions have been forged for organizational proposes to identify and clarify which individual (mostly among men) is better suited to fit a managerial or a leading position in top management; “sensitivity, dedication, tyranny, charisma, attractiveness, intelligence, strength and masculinity” (Johnson et al. 2008). Those eight dimensional prototypes representing one of the most extensive determinants of leadership roles (Johnson et al. 2008)

However, strong masculine leadership may create barriers to effective leadership in modern and future leadership strategies. Strong motivation and power emphasized the efficacy, and mastery, but limits individual to adapt and enhance further beyond their familiar attributes (Johnson et al. 2008; Costa Jr, Terracciano & McCrae, 2001).

Since men are consistently identified as masculine individuals, they realized, they do not need to perform as hard as others (women) might do. This is reflected on the research of Ms. Moran (1992) where she studied the effort, energy and time put in a specific activity, in order to accomplish certain outcomes during training program for future leaders of multinational companies. The results were shocking, even though the top trainees were men and women but the amount of “juice used” (effort, willingness, time and energy) differ between those two genders by a large portion of about 70% higher from female side compared to male trainees (Moran, 1992). Now, do not get us wrong. We do not judge nor prioritize anyone before anybody. Male leaders must have qualification, knowledge, skills, and experiences needed in order to be a good leader, be able to managed and decide for others and show them what needs to be done, without any exceptions. Moreover, female leaders must meet the same requirements in order to be a good leader too. This research only points out that men typically do not necessary need to persuade others in order to get a desired position, besides knowledge, skills and experiences with education; while, women carry internal expectations of showing more
than what they got, creating “external illusion” that they are as good as men when it comes to leadership and higher management positions (Moran, 1992).

The future of leadership and top management of organizational environment is at this moment uncertain. The trend seems to favor Transformational Leadership where Transactional Leadership is becoming outdated (Moran, 1992; Bailey, 2014; Haller-Jorden, 2012; Eagly, Johannesen-Schmidt & Van Engen, 2003). The world, organizations, people and personalities are shifting from being stereotypic to being characteristics; and, so the needs, preferences and expectations of upcoming generations (Eagly, Johannesen-Schmidt & Van Engen, 2003). According to new trends, the favor of Transformational Leadership where empathy, empowerment and collaborative teamwork are the crucial factors where women seem to have upper hand, but only time will show if this theory is right (Haller-Jorden, 2012). Due to the obstacles, women must face in order to get to the top management and leadership roles they seemed to be better qualified then men, at least from the theoretical perspective (Moran, 1992; Bailey, 2014). Resulting in giving extra credit to female population on higher positions because it is a unique factor to see, and people tend to expect that such female must be talented if she could fulfill the requirements of a leader (Padgett, Caldwell & Embry, 2008).

2.5 Employee Motivation in a Working Environment
Employee motivation in a working environment is a complex topic, which includes many theories where researchers have tried to explain and analyze employee job motivation (Yukl, 2010). According to Dieleman, Cuong, Anh & Martineau, motivation from a job perspective can be defined as, “an individual's degree of willingness to exert and maintain an effort towards organizational goals” (2003, p.2). Motivation could be determined by several factors at various levels. Motivation on an individual level can be connected to individual performance. Motivation towards performance is closely connected to an individual's feelings of self-fulfillment, achievement and recognition (Dieleman et al. 2003). One of the most important tasks of a manager is to create and maintain motivation among its employees (Nohria, Growsberg & Lee, 2008). The manager ensuring and keeping its employees competent and motivated on the way to perform their tasks in an effective way to reach their personal and the organizational goals characterizes effective management (Dieleman et al. 2003). Ryan & Deci (2000) describes motivation could be divided into intrinsic and extrinsic motivation.
2.5.1 Intrinsic Motivation
Intrinsic motivation (internal) refers to individual behavior, which is connected to internal rewards, and what an individual think is inherently interesting and enjoyable. Intrinsic motivation is defined as: “the doing of an activity for its inherent satisfactions rather than for some separable consequence” (Ryan & Deci, 2000, p.56). During the history, multiple theories have been developed to explain intrinsic motivation. Ryan & Deci (2000) developed Cognitive Evaluation Theory (CET) in 1985, which was specifying factors in a social context influencing intrinsic motivation. According to his theory interpersonal events and structures such as rewards, communications and feedback contribute with feelings of satisfaction, which influences individual's feelings of competence. Challenges, promotion of feedback and freedom from demeaning evaluations are all according to his theory contributing factors of intrinsic motivation. In order to achieve a high level of intrinsic motivation, individuals must experience satisfaction of their needs for both competence and autonomy (Ryan & Deci, 2000).

2.5.2 Extrinsic Motivation
Extrinsic motivation (external) refers to individual behavior connected to an activity being done to attain an external reward; for instance, when an individual is working because of the beliefs of advancement for his’ or hers’ chosen career. In this case, the individual is performing its tasks because of the instrumental value, instead of the personal enjoyments connected to intrinsic motivation (Ryan & Deci, 2000). The individual self-regulation and goals leads to a certain type of behavior (Sung & Choi, 2009). Extrinsic motivation has a close connection towards monetary compensation where organizations achieve extrinsically motivated employees by linking monetary motives to the goals of the organization (Osterloh, Frost & Frey, 2002).

2.6 The Five Sources of Motivation
Barbuto (2005) has developed a model describing job motivation as five elemental sources of motivation, instrumental motivation, self-concept-external motivation, self-concept- internal motivation and goal internalization motivation.

2.6.1 Self-Concept-External Motivation
The first elemental source of motivation is referring to individuals who are seeking affirmation of traits, competencies and values from external perceptions. Individuals who have high Self-Concept Motivational behavior are characterized by their meddling to satisfy group members by firstly gaining their acceptance and then personal statuses. These individuals are motivated
by the need for affiliation and membership by being accepted by the leaders and the coworkers. Self-Concept External Motivation has a close connection to Charismatic Leadership, which is characterized by glamour. The theory of Charismatic Leadership describes the primary influence process towards followers as personal identification. Charismatic leaders are typically characterized by high self-confidence, unconventional behavior and dynamic energy inspiring their followers to become the mirror of themselves (Yukl, 2010, Barbuto, 2005; Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013).

2.6.2 Self-Concept-Internal Motivation
The second elemental source of motivation is referring to individuals who set up their personal standards for their ideology. These individual ideologies might include traits, competencies, values and challenges as motivation factors for achieving higher level of competency. Such individuals have a demand for self-development, personal achievements for developing their personal potential. Leaders who are inspired by Self-Concept Internal Motivation value each strength of their employees, their contribution and encouragement of their personal development. The leader sets up visual and personal goals for the employees to motivate them additionally. Such leaders are closely connected to Transformational Leadership Style (Barbuto, 2005; Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013). Barbuto & Scholl (1999), are pointing out the relationship between Self-Concept Internal Motivation and inspirational appeals, consultation tactics, and rational persuasion, which are all characteristics of Transformational Leadership.

2.6.3 Goal-Internalization Motivation
The third elemental source of motivation is referring to individual ability to adopt their attitudes and behavior to their personal values. People who are motivated by Goal-Internalization are strongly driven to achieving the goals of the organization. Goal-Internalization Motivation is characterized by the capability to possess strong ideals and beliefs. The elemental source of motivation differs from the other elemental sources because people who are motivated by Goal-Internalization are dependent on the belief in the cause and goals of the organization to stay motivated. Goal-Internalization Motivation is closely connected with leaders who tend to use Transformational Leadership as their main tool to manager their followers (Barbuto, Fritz & Marx, 2000).
2.6.4 Intrinsic Process Motivation
The fourth elemental source of motivation is connected to people performing certain activities in a working environment and behaving in a specific manner because they are enjoying it. In this case, the working activity acts as the incentive and an Intrinsic Process Motivation occurring among the employees. Intrinsic motivation is closely connected to personal satisfaction, which occurs when the employees enjoy their work tasks. Leaders who are passionate about work are their able to function in an inspiring model towards their employees emulating the leader’s behavior and increasing the enjoyment of work activities. According to Barbuto (2005); Chaudhry & Javed (2012); Bugenhagen, (2006); Guay, (2013), leader’s Intrinsic Process Motivation has a positive relation to Inspirational Motivation. There are several results pointing out significant relationship between a leader’s Intrinsic Process Motivation and their use of Transformational Leadership. Nohria, Groysberg & Lee (2008), are also emphasizing the importance of the manager providing interesting and challenging job activities, creating motivation and explaining those designing jobs activities as being meaningful, interesting, and challenging provide an important motivation factor for employees and their internal desires.

2.6.5 Instrumental Motivation
The fifth elemental source of motivation is referring to instrumental rewards for motivation of employees. The instrumental rewards include; for example, higher salaries, promotions and bonuses, which perceives the employees’ behavior to these tangible outcomes. Instrumental Motivation differs from the classic terms of extrinsic and intrinsic motivation. The motives of Instrumental Motivation are drivers of tangible external rewards, compared to intrinsic and extrinsic motivation where the motives are represented by social rewards and interpersonal exchanges. Instrumental Motivation is characterized by optimizing the employee’s self-interest by external tangible rewards (Barbuto, 2005; Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013). Instrumentally motivated leaders tend to use reward systems in order to keep their employees motivated (Barbuto, Fritz, & Marx, 2000). Those reward systems are also supported by Nohria,Groysberg & Lee (2008) as an important motivation factor. The research provided by Nohria, Groysberg & Lee (2008), shows how a company named Sonoco implemented a pay for performance system based on individual and group metrics, resulting in higher employee satisfaction and engagement. Leaders who uses reward/punishment system have a close connection to a Transactional Leadership Style guided by those elements.
2.7 Theoretical Framework

The first component in the figure below represents the leadership being divided into Transactional, Transformational and Participative Leadership.

The first component (to the left) is Transformational Leadership defined by four-stage model of Idealized Influence (II), Inspirational Motivation (IM), Individualized Consideration (IC) & Intellectual Stimulation (IS). All of those four stages leading to Transparent relationship in a working environment mostly assigned with women as Female Leadership and represented by collaboration, interpersonal relations, communication, and problem solving mostly based on intuition and empathy (Bass et al. 2003). However, this “Feminine Leadership” is not only appropriate or allowed for female managers but it can be used and practiced by male managers as well.

The second component (to the right) is Transactional Leadership defined by three-stage model of Contingent Reward (CR), Management by Exception (MBE) & Laissez-Faire Leadership (LF). All of those three stages leading to Transactional relationship in a working environment mostly assigned with men as Male Leadership and represented by assertiveness, strong goal orientation, domination & hierarchical power (Bass et al. 2003). However, this “Male Leadership” is not only appropriate or allowed for male managers but it can be used and practiced by female managers as well.

Participative Leadership Style is presented in the middle of the figure where this leadership style is able to adjust and be part of either Transactional Leadership with the autocratic approach to its followers or Transformational Leadership with consultations, joint decisions or delegations (Yukl, 2010).

Transactional, Transformational & Participative Leadership Styles all possess influential factors to employee intrinsic & extrinsic motivation represented by: Self-Concept of External Motivation, Self-Concept of Internal Motivation, Goal-Internalization Motivation, Intrinsic Process of Motivation & Instrumental Motivation. Depending on the factor and the effect of a particular leadership style, employee motivation occurs affected either by internal or external factors of a chosen leadership (Barbuto, 2005; Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013).
2.7.1 Figure 2: Theoretical Framework of Gender Leadership & Employee Motivation

Leadership

Transformational (Feminine Leadership)  
Participative (Decision-Making)  
Transactional (Masculine Leadership)

A Male & A Female Manager

Factors of Employee Motivation:
- Self-Concept of External Motivation
- Self-Concept of Internal Motivation
- Goal-Internalization Motivation
- Intrinsic Process of Motivation
- Instrumental Motivation

Employee Motivation
CHAPTER 3: METHODOLOGY

This chapter presents the methodology of the study. Research Philosophy and Research Approach, Quantitative vs. Qualitative Research, Case Study, Data Collection, Analysis Methods, Reliability and Validity, and finally Methodology Critique are presented.

3.1 Research Philosophy & Research Approach
Research philosophy is an important part of studies on how the social reality should be understood. There are three common research philosophies:

**Positivism** is a research philosophy where the social reality is understood and based on natural scientific methods and theories. Positivistic research is based on earlier theories where the results are general and not dependent on when they have been conducted. The purpose of the theories is to generate hypotheses, which can be tested and explained by rules. Objectivity is an important part of the positivistic philosophy where the researcher needs be objective but not affected by personal values. True knowledge can only consist of knowledge, which is confirmed by our senses (Bryman & Bell, 2013). Positivistic research uses a deductive approach where the researchers use a hypothesis and collect data to either approve or reject the hypothesis (Jacobsen, 2002).

**Realism** is a research philosophy where a combination of natural and social science theories and methods are used to understand the social reality. In this research philosophy a perception of an external reality exist which is different from the reality we live in today. Realism includes two different approaches consisting of empirical realism and critical realism. Empirical realism means that the social reality could be understood by appropriate methods and it overlooks already existing explanations, structures and processes of the social reality. Critical realism highlights the importance of our understanding of the reality and it does not necessarily means it is the right understanding of the social reality. Scientific explanations could be interpreted differently by different researchers, which is a different view on scientific explanations compared to positivists (Bryman & Bell, 2013).

**Interpretivism** is the last research philosophy, which highlights the usage of interpretations to understand the social reality. Interpretivists are critical against positivists view on science where interpretivists think studying humans are different compared to studying objects within natural
science. Interpretivism includes two main approaches of Hermeneutics and Phenomenology. Phenomenology is characterized by studying human behavior where the researchers try to understand the social reality from the perspectives of the individual (Bryman & Bell, 2013). Hermeneutics is characterized by subjective interpretations where the researchers uses an inductive research approach by firstly collect data, which are analyzed and then used, to create new theories (Jacobsen, 2002).

In our study, we use interpretivism as research philosophy since our purpose is to understand how leadership styles are influencing employee motivation within a working environment. This study is based on studying human behavior where we try to understand how the employees on an individual perspective are influenced by their managers’ leadership style in their working environment. In order to fulfill our purpose with the study, subjective interpretations are required where we interpret the interviewees’ responses from the conducted interviews. Leadership is a social phenomenon, which is built on subjective interpretations making this research philosophy appropriate to use in our study.

In scientific research, studies can be conducted by three different approaches including deductive, inductive and abductive approach. These research approaches represent the connection between theory and how the researches have conducted the study. Deductive approach is the most common approach used by researchers where the research process starts with formulating a theoretical framework or models, which are based on previous research. Thereafter, the researchers are formulating new hypotheses, which are either accepted or rejected based on the collection of empirical data. Depending on the results new theories can be developed. Deductive approach is often used in quantitative research where theories are tested against the social reality (Bryman & Bell, 2013).

In inductive research, the research process is the opposite of deductive research. The researchers are collecting data and then new theories are being generalized and formulated. Inductive approach is often used in qualitative research where new theories are generated based on the collected data (Bryman & Bell, 2013).

Lastly, the abductive approach is described as a combination of inductive and deductive approach where the researchers start with an inductive approach collecting empirical data, which are formulated into a new theory. In the next step, the researcher uses a deductive approach by testing the new theory on the social reality. Thereafter, the theory can be developed and generalized (Patel & Davidsson, 2011).
In our research, we will use an inductive research approach where the collected primary data function as the core for the development of our conclusion and contribution of the study. We did not nor are trying to create any hypothesis before the implementation of interviews, resulting in the contribution and conclusion of the study will be based on the empirical findings. Since our purpose is to come up with new knowledge of how Gender Leadership is influencing employee motivation, we think an inductive approach is the most appropriate research approach for our study. Additionally, the reason of using an inductive approach in qualitative research is supported by Bryman & Bell (2013) as the most suitable approach in qualitative research.

3.2 Purposes of Study: Exploratory, Descriptive & Explanatory
According to Gray, Williamson, Karp & Dalphin (2007), research can be divided into three different types, depending on the type of study the researchers use. The different variations of research consist of Exploratory, Descriptive and Explanatory. Exploratory refers to research of previously unexamined phenomenon. The researchers often have a hypothetical or theoretical idea they want to investigate, building a theoretical groundwork where other researchers can make further research about. Descriptive research refers to researchers who are trying to describe the characteristics of a population where the researchers investigate how the population acts and behaves, both individually and in groups. Descriptive research can be described as the next step of research where researchers want to explore and explain a chosen topic more detailed, compared to exploratory research. Explanatory research refers to researchers who are trying to describe stated facts and consequences of those facts (Gray et al. 2007). This study is a combination of exploratory and descriptive research since the purpose is to explore and describe the characteristics of how Gender Leadership is influencing employee motivation in a working environment.

3.3 Qualitative vs. Quantitative Research
Methodology is an important part of a research where the purpose is to collect and analyze empirical data (Rienecker & Stray Jørgensen, 2008). There are two possible approaches to fulfill such objective: Quantitative research is characterized by quantification of data where the researchers are using statistical methods to collect primary data. Qualitative research is characterized by subjective interpretations, by using words to comprehend the social reality. The most common methods to collect qualitative data are interviews and observations (Eriksson & Wiedersheim-Paul 2011). Bryman & Bell (2013) defines qualitative approach suitable when researchers are targeting deeper understanding of the social construction of reality, which is what our study is aiming for with the investigation of leadership styles connected to gender and
the influence on employee motivation. This type of study requires subjective interpretations of
the social reality to understand how Gender Leadership influences employee motivation. We
think a qualitative approach is more appropriate with the aim to answer our research questions
where we are going to use semi-structured interviews as primary data supported with scientific
literature with books as secondary data.

3.4 Case Study
As the purpose of our study is to explore and compare Gender Leadership and the influence on
employee motivation in a working environment, we have chosen to use a case study.

A case study is focusing on few objects defined, as “A case study is an empirical study studying
a recent phenomenon in its real context, especially when the boundaries between phenomenon
and context are unclear” (Yin, 2007, p.31). Case studies are especially useful when the
researchers want to investigate complicated social phenomenon where the researchers use
research questions of a character of “how” and “why”. According to Eriksson & Wiedersheim-
Paul (2011), case studies have three different characteristics for deeper understanding of
organizations. Firstly, case studies emphasize the actor role and its actions; than case studies
are used to investigate historical events; lastly, case studies enable users to dig deeper than usual
and get a perspective of what is really happening inside a working environment. Yin (2007);
Eriksson & Wiedersheim-Paul (2011) defines several advantages of case studies with the
possibilities to combine different types of material with different methods to collect primary
data. Difficulties of generalizing the results and shortage of time makes it more difficult for
qualitative method to be reliable, represented as the disadvantages of our case study.

Since our study is focusing on one department in Sandvik, a single case study is the most
appropriate method to use. Sandvik is a multinational organization involved in markets of
industrial engineering. The headquarters are located in Stockholm but Sandvik possesses
multiple smaller subsidiaries in Sweden all over the country. The authors of previous studies
Forsgren (2006); Lindmark, (2015) have done research on Gender Leadership on Sandvik in
Sandviken where deep understanding on employee motivation reflected on Gender Leadership
is lacking behind. As a result, we decided to conduct a case study focused on Gender Leadership
and Employee Motivation in Sandvik’s R&D Mining Department located in Sandviken, mostly
defined by masculine characteristics.
3.4.1 Primary data
In order to collect primary data, semi-structured interviews with managers and employees have been conducted, taking place at the Mining Department of Sandvik in Sandviken. We firstly started with one employee describing the purpose of our study and asked if he was willing to participate in our interview. Afterwards, he helped us with additional contact information to his manager, which we contacted by Email and asked if he was interested in participating in our study. The manager then helped us getting the contact information we needed to inform the rest of the team working at the R&D Mining Department. This process is described as the Snowball effect where contacting one personal leads to another by personal connections and internal network (Noy, 2008).

During the interview, we have been taking notes of the conversation to make sure we did not miss any important information. The interviews lasted from forty to fifty minutes. There are multiple advantages of conducting face-to-face interviews: face-to-face interviews are faster to implement, they provide more control over the atmosphere enabling members to use and describe follow up questions when misunderstandings appear, enhancing to validity of the study. The semi-structured interviews consisted of open questions where the interviewees had the possibility to answer the question by their own words. On the other hand, drawbacks are visible where precise timetable must be created, to meet up and discuss the theme. The interviewees might be negatively influenced by biasness, wrongly ask or formulated questions are all considered to by disadvantages of face-to-face interviews (Eriksson & Wiedersheim-Paul, 2011; Bryman & Bell, 2013).

3.4.2 Sample
With the purpose to get a reliable result, it is important to have a representative sample for a study (Bryman & Bell, 2013). In our study, the sample consisted of eight managers and eleven employees. The sample of managers is equally divided between genders consisting of four male managers and four female managers. The equal amount of managers represented in our sample is important since we are comparing leadership styles practiced by both genders. This equivalent sample gives us comparable results with the most equal scale as possible; moreover, these managers have been selected because of their management position in the R&D Mining Department of Sandvik and their expertise. The total amount of managers at the R&D Mining Department consists of nine managers. The possibility to have included eight out of nine active managers of the R&D Mining Department enhances our sample with the creditability of 89 % participation, from the chosen department. The sample of employees consists of six male
participants and five female participants. The total amount of employee’s at the R&D Mining Department consists of approximately fifty employees, which result in approximately 27 % employee participation.

3.4.3 Secondary Data
The secondary data of our study consist of scientific literature, books, and Sandvik’s official webpage. The selected literature and books have been based on theories and practical implementations regarding Gender Leadership, Transformational & Transactional Leadership, supported by Participative Leadership, all reflected on Employee Motivation.

3.5 Presentation & Analysis of the Data
After collecting primary data, the data needs to be analyzed. Qualitative research and interviews provide researchers with a lot of data and text which needs to be reduced for easier interpretation. Multiple methods exist to examine qualitative data and to analyze the results of this study analytic generalization combined with Qualitative Content Analysis will be applied. According to Yin (2007) analytic generalization is a common analyzing method to use in case studies and the method is characterized by comparing existing theories with the collected empirical findings. The second analyzing method is content analysis, which is used to reduce information from qualitative data into themes, categories, sub-categories and codes for easier interpretation of the results. The first step in the Qualitative Content Analysis is to select the unit of analysis, referring to the chosen object of the study (Graneheim & Lundman, 2004). In this study, the object is the R&D Mining Department of Sandvik. When the data is collected, the information needs to be divided into the different concepts of content analysis. The first concept is codes, which refer to a constellation of words or statements collected from the interviews. The second concept refers to creating categories, which is the central element of our content analysis. The categories are created by combining similar codes into categories and sub-categories within the study. The third concept is themes, which refers to combining the categories into the content of the study (Graneheim & Lundman, 2004). The analysis of this study is based on eight interviews with managers and eleven interviews with employees of the R&D Mining Department. To analyze the results, four different themes have been created.

The first theme is Leadership, which consist of two categories represented by Male and Female Leadership. The selected category is further divided into two sub-categories of Transformational and Transactional Leadership. The codes will be presented as key words based on the most important leadership characteristics described by the male and female managers. In order to determine the leadership style practiced by female and male leaders,
theories of Transactional and Transformational Leadership will be used to compare the answers from the managers with those theories. When the leadership style is determined, a comparison from gender perspective will be applied based on the results of the interviews. At the end of the Leadership theme, a comparison between the male and female managers and a hidden truth of Gender Leadership will be presented. Tables are included to get an overview of the codes, categories, sub-categories in the theme.

The second theme is Decision-Making Process consisting of two categories represented by the male managers and the female managers. The selected category is divided into autocratic, consultation, joint and delegation decisions, connected to the Participative Leadership. The codes will be presented as key words based on the characteristics of the decision-making process described by the male and female managers. To determine the decision-making progress practiced by the female and male leaders, theories of autocratic, consultation, joint and delegation decisions will be used to compare the answers from the managers with those theories. Tables will be used to get an overview of the codes, categories, sub-categories and selected theme.

The third theme is How the Managers Create Employee Motivation consisting of one category represented by managers. The theme includes five sub-categories, which are Self-Concept-External Motivation (SCEM), Self-Concept-Internal Motivation (SCIM), Goal-Internalization Motivation (GIM), Intrinsic Process Motivation (IPM) and Instrumental Motivation (IM). The codes will be presented as key words based on the most important factors of how the managers are trying to create employee motivation. With the aim to connect the answers to the applied model of five sources of motivation, theories developed by Barbuto, (2005), and supported by Chaudhry & Javed, (2012) Bugenhagen, (2006) and Guay, (2013) will be applied. Tables will be used to get an overview of the codes, categories, subcategories and selected theme.

The fourth theme is Employee Motivation from the Perspective of the Employees consisting of one category represented by employees. The theme includes five sub-categories, which are Self-Concept-External Motivation (SCEM), Self-Concept-Internal Motivation (SCIM), Goal-Internalization Motivation (GIM), Intrinsic Process Motivation (IPM) and Instrumental Motivation (IM). The codes will be presented as key words based on the most important factors that influence the employee motivation. In order to connect the answers to the applied model of five sources of motivation, theories developed by Barbuto, (2005) and supported by Chaudhry & Javed, (2012) Bugenhagen, (2006) and Guay, (2013) will be applied. In order to
determine the effectiveness of the used leadership style on employee motivation, a comparison between how the managers try to create motivation and the employees view on the perfect motivational leader will be presented. At the end of the theme, tables will be used to get an overview of the codes, categories, subcategories and selected theme.

3.6 Reliability and Validity
Reliability and validity are important factors for the credibility of a study. Reliability refers to the extent a study receives the same results if it is repeated (Bryman & Bell, 2013). Reliability could be divided into external and internal reliability. External reliability refers to the extent a study can be repeated. Qualitative research has received critique since it is difficult to obtain the same social environment as the study was applied in. Internal reliability refers to the cooperation between the researchers and their ability to agree about their experience and interpretations of the results (Bryman & Bell, 2013). Validity refers to the extent the researchers measured what they intended to measure in the study. Validity could also be divided into internal and external validity. The internal validity of a study refers to the connection between the researchers’ development of theories and the collected empirical findings. The internal validity in qualitative research is often high since the researcher have the possibility to gather information during a long-term perspective and be a part of the social group, which increases the understanding of the chosen topic and the connection between collected data and developed theories. External validity refers to what extent the results could be generalized and applied to other situations and social environments. The external validity of qualitative research has received critique since qualitative studies often consist of case studies with a limited sample (Bryman & Bell, 2013).

In order to increase the internal reliability of this study we have after each interview discussed the interview and the notes we made to make sure that we interpreted the results in the same way. Since we mostly agreed about the results, the internal reliability could be considered high. However, the external reliability could be considered low as it is difficult to repeat the social environment where the interviews have been conducted in. The internal and external validity of the study could be questioned because of the limited time and limited participants of the study. We have tried to include as many respondents as we could with the intention of stronger validity; we have collected information from eight out of nine managers from the R&D Mining Department, the reliability of the study from a leader’s perspective is considered high. We managed to interview eleven out of approximately fifty employees; this fact decreases the external validity of the study from an employee perspective. Studying the chosen topic during
a long-term with a larger sample of respondents would increase the validity of the study. The study is limited to one department of Sandvik (R&D Mining Department), so the results cannot represent the whole company or similar social environments. Comparing different departments of Sandvik would be interesting, but because of the shortage of the time, we did not focus on multiple departments or the whole company, which would result in higher external validity of the study.

3.7 Operationalizing

**RQ 1: What characterizes the leadership style of a male and a female?**

<table>
<thead>
<tr>
<th>Questions for Managers:</th>
<th>Theories used</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>When encouraging employees, do you focus on why it is good for the individual or why is it good for the team?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
<tr>
<td>How do you communicate your expectations towards your followers?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
<tr>
<td>How do you encourage your followers to make the most of their potential and capabilities?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
<tr>
<td>Have you being strict to your followers? If yes, how and when?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
<tr>
<td>What are the most important elements of your leadership style?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
<tr>
<td>How does the leader’s decision-making process work?</td>
<td>Participative Leadership</td>
<td>Yukl, (2010)</td>
</tr>
<tr>
<td>How would you describe your relationship towards your followers?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
<tr>
<td>Have you had any difficulties upon entering your position?</td>
<td>Gender Leadership</td>
<td>Eagly, Johannesen-Schmidt &amp; Van Engen (2003)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Alvesson &amp; Billing (2009)</td>
</tr>
<tr>
<td>Are you personally attached to the company? If yes, can you see yourself at the same position you are right now in five years from now? If not, would you prefer to change your position (perhaps leave the company) or suggest any improvements, which will be beneficial for you and your team?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
</tbody>
</table>

**Questions for employees:**

| Have you experienced any differences between male and female leaders in their leadership? | Transformational vs. Transactional | Bass. et al. (2003) |
| What is the role of your supervisor? | Transformational vs. Transactional | Bass. et al. (2003) |

**RQ2: How does male and female leadership influence employee motivation in a working environment?**

<table>
<thead>
<tr>
<th>Questions for Managers:</th>
<th>Theories</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question</td>
<td>Category</td>
<td>References</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>If yes, How?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Questions for employees:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Category</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>How would you describe your relationship with your supervisor?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
<tr>
<td>Question</td>
<td>Concept</td>
<td>Reference</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
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<td>----------------------------------</td>
</tr>
<tr>
<td>Does your supervisor include you in the decision-making process?</td>
<td>Participative Leadership</td>
<td>Yukl, (2010)</td>
</tr>
<tr>
<td>If yes, how?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How would you describe the leadership style used by your supervisor?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
<tr>
<td>If yes how? If no, why?</td>
<td></td>
<td>Dieleman et al. (2003)</td>
</tr>
<tr>
<td>How does the supervisor do to encourage your self-development?</td>
<td>Self-Concept Internal Motivation</td>
<td>Barbuto, (2005)</td>
</tr>
<tr>
<td>Do you think your supervisor provide you with challenging and interesting work tasks?</td>
<td>Intrinsic Process Motivation</td>
<td>Chaudhry &amp; Javed, (2012)</td>
</tr>
<tr>
<td>Do you consider your supervisor as a role model?</td>
<td>Self-Concept External Motivation</td>
<td>Chaudhry &amp; Javed, (2012)</td>
</tr>
<tr>
<td>How does your supervisor support you?</td>
<td>Goal-Internalization Motivation</td>
<td>Barbuto, (2005)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chaudhry &amp; Javed, (2012)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bugenhagen, (2006)</td>
</tr>
<tr>
<td>Question</td>
<td>Theory</td>
<td>Authors</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>Are you personally attached to the company?</td>
<td>Transformational vs. Transactional</td>
<td>Bass. et al. (2003)</td>
</tr>
</tbody>
</table>

Table 1 - Operationalizing

Explanation of Table #1 (above): Operationalizing. The table presents all the questions, which have been formulated and asked during the interviews with the managers and the employees of the R&D Mining Department. The table and questions are divided and connected to the two formulated research questions used for this study. Under each research question corresponding interview questions (in the first row), theories connected to the research question (in the second row) & authors who wrote the theories (in the third row) are presented. Regarding the amount of authors presented in the last row is significantly reduced as table #1 only includes the most frequently used authors because of their relevance to our study.
3.8 Ethical Issues
In our study, the interviewees were promised anonymity before the interviews have been conducted. We are not using any names of the participants to keep the promise. Some of the participants did not want to include background information (education or professional experience). Based on this fact, we are not presenting any specific tables to keep their anonymity. To present the interviewees the employees and managers who participated in our study have been coded by numbers, gender status and their position within the organization.

3.10 Methodology Critique
The most common critique regarding qualitative approach could be divided into four elements. *Subjectivity*, the results of qualitative approach has been criticized because the researchers tend to be misleading by personal perceptions when working closely with individuals included in the study. *Difficulties replicating a research*, qualitative research is difficult to replicate since they are often unstructured and based on the researchers’ inventiveness. Since qualitative research requires subjective interpretations where the collected data are based on the researchers’ interest, other researchers may interpreter the collected data in a different way and find other factors, which might be more important for an additional study. The included individuals in the study may also be affected by personal traits of involved people. These factors make it difficult to replicate the results of a qualitative study. *Generalization*, since qualitative research is often characterized as a case study, it is difficult to generalize the results in other situations or environments. The sample taken for a particular research might not to be sufficient to represent the whole industry in which the sample size is operating in, but the results can be generalized and used for similar and future theories (Bryman & Bell, 2013). Case study tend to provide researchers with a lot of data where researchers might lose the sense of selection due to the voluminous and vivid data which Eisenhart (1989) criticize as one of the major drawbacks of case studies. *Lack of Transparency*, qualitative research is often criticized because the researchers might not fully explain their methodology and analysis of the results for developing additional theories (Bryman & Bell, 2013).

The described critique of qualitative research has been taken into consideration when conducting our study. Firstly, subjectivity is required in qualitative research but since we only were conducting the interviews in a short period of time, the tendency of being misled by perceptions when working closely with the individuals included in the study, could be considered low (Bryman & Bell, 2013). Secondly, regarding difficulties replicating a research we have tried to create short and simple questions which makes it easy for interpretations of the
results. Thirdly, we have tried to collect as much empirical findings as possible but our sample cannot be generalized and represent the whole company as we are only focusing on one department, but it can be used as a good starting point for future research. Lastly, we have tried to explain our methodology and analysis
CHAPTER 4: EMPIRICAL FINDINGS

This chapter presents the empirical findings from the conducted interviews. The answers are presented as factors of Leadership Characteristics, Decision-Making Process, How the Managers Create Employee Motivation, and Employee Motivation. Models & tables are being used for better understanding of the information gathered.

4.1 Company Overview & Gender Leadership

Sandvik AB is a multinational company operating in 130 countries around the world. The headquarters are located in Stockholm, Sweden. The main engagements of Sandvik in industrial engineering are: production of Machines Solutions, R&D Mining, Material Technology and Venture. Sandvik recently has undertaken changes with the new formed CEO and is relocating its resources to Sandviken when it comes to R&D Mining Rock & Tools Development. Currently R&D Mining has approximately fifty employees and nine managers; however, the situation might change once after the relocation of R&D Mining takes its place. Sandvik AB has a strong commitment towards internal success of its employees, enabling them to focus on industrial processes and close customer collaboration with not only its employees but also external partners. The main driver of Sandvik AB is to compete and be the best on the market when it comes to Rock Tools and R&D Mining where innovative technologies and extended knowledge are critical for daily operations. However, to be innovative and successful it does not always mean to focus on the operations and technologies connected to it, but internal satisfaction and interconnected relations should be present inside the working environment. The change should take place among hierarchical structure along with the technological innovations. The world is on the path of change where leadership is not always, what is supposed to be, but where new methods and strategies are being formulated (Sandvik AB, 2016). Sandvik AB is typically associated with masculine characteristics making it difficult for women to apply, enter and then stay for longer time. Shifting from masculine to more gender natural working environment is the key for internal satisfaction where everyone should be treated as equal mostly based on personal characteristics and knowledge rather than gender (Alvesson & Billing, 2009). By being competitive and striving for the best possible solutions, Sandvik AB has put itself into position of increasing market share of employment, productivity and customer satisfaction (Sandvik AB, 2016).
4.2 Presentation of Empirical Findings

The empirical findings are divided into four themes consisting of Leadership, Decision-Making Process, How the Managers of R&D Mining Department Create Employee Motivation & Employee Motivation from the Perspective of the Employees. Those themes are separated into two sub-categories of male managers and female managers to achieve the desirable comparison based on Gender Leadership. Every theme starts with a text where the most important answers collected from the interviews are presented, followed by a table showing the key words of the text. In theme 1, the leadership characteristics of male and female managers of the R&D Department are presented. In theme 2 the decision-making process are presented. Theme 3 represents how the managers create employee motivation where the most important factors to create motivation are described. At the end of this segment similarities and differences among male and female managers are included which is based on these three themes. In theme 4 motivation from the perspective of the employees are presented including the most important factors for employees to become motivated at work. This chapter ends with model #3 and a paragraph about the interviewees experiences of Gender Leadership.

4.3 Theme 1: Leadership

4.3.1 Leadership Characteristics of the Male Managers at the R&D Mining Department

Collected data from undertaken interviews are presented in structured sentences corresponding to the male managers of R&D Mining Department. The sentences are supported with quotes from the four male managers. The detailed information from the managers can be found in the appendix, at the end of this study.

We have formulated multiple questions regarding leadership, so they will reflect their leadership style pointing out the most important key aspects of their approach to manage their employees. Male Manager #1 & Male Manager #4 were different from the other managers because they are more than just ordinary managers. They are managers of other managers; consequently, they must act as a role model to not just motivate other managers and employees but also provide spectrum of activities for prioritization. This spectrum indicates why such activities have to be done, creating high awareness and trust motivating their employees based on team approach and feedback reflection. Both Male Manager #1 & Male Manager #4 stated, “…to be as effective as possible I always have to be teacher, model and strategist.” Besides those small differences, all of the male managers at the R&D Mining Department are sharing similar key elements of their leadership strategies. Clear goals, visions, team collaboration,
positive team spirit (working environment), delegation and many others are the once they agreed upon. As it can be seen, all of them are striving for collaborative teamwork where Male Manager #2 is building up his leadership, “leadership is to get people affected, what you want them to do. Listen to the employees, get employees involved to move forward where openness and honesty is top priority.” Male Manager #1 & Male Manager #4 have to adapt their leadership style to the particular situation when necessary since their role is managing managers of different team projects simultaneously. By practicing this shared leadership strategies those four male manager have accomplish the needed support, personal attachment, open communication and close relationships among coworkers meeting top management expectations almost all the time. This approach has been proved the effective with adequate results and the reason behind the exertion.

Table 2 – Leadership Characteristics of Male Managers at the R&D Mining Department

<table>
<thead>
<tr>
<th>Leadership Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Clear goal &amp; vision</td>
</tr>
<tr>
<td>• Providing support</td>
</tr>
<tr>
<td>• Team approach</td>
</tr>
<tr>
<td>• Motivate followers</td>
</tr>
<tr>
<td>• Give / take feedback</td>
</tr>
<tr>
<td>• Positive working environment</td>
</tr>
<tr>
<td>• Transparency</td>
</tr>
<tr>
<td>• Delegation by interest and skills</td>
</tr>
<tr>
<td>• Personal attachment</td>
</tr>
<tr>
<td>• Open communication / relationship</td>
</tr>
<tr>
<td>• Encouragement of personal development</td>
</tr>
<tr>
<td>• Leading by example/role model</td>
</tr>
<tr>
<td>• Adaptation</td>
</tr>
</tbody>
</table>

4.3.2 Leadership Characteristics of the Female Managers at the R&D Mining Department

Collected data from undertaken interviews are presented in structured sentences corresponding to the female managers of R&D Mining Department. The sentences are supported with quotes from the four female managers. The detailed information from the managers can be found in the appendix, at the end of this study.

The formulation of questions regarding leadership has led us to the following information. All four female managers are sharing the same key elements of the leadership style with the male managers at the R&D Mining Department; for example, clear goals, vision, collaborative teamwork, delegation, positive working environment. Female Manager #2 has provided us with statement, “leadership means to make people what people want and what they like with the
proper engagement”. By providing desirable activities where people can find personal interest in, is creating openness, honesty and awareness of each other activities/responsibilities – transparency will create side effect called internal motivation. Female Manager #2, #3 & #4 believe they are role models for their employees where equal status and naturally formed actives are being shared across all those managers. Female Manager #1 does not think she is a role model as she has complication to find the right people to trust. Most of the female managers are focusing on short term goals rather than long term as short term goals are leading to the same result but without the unnecessary confusion and absent for the core activities. All the four female managers have found a common ground with the fact that creating close personal interactions among coworkers, supervisors or interiors is beneficial for both involved parties for better feedback reflection and understanding the reasoning behind actions and meeting expectations of top management.

Table 3 – Leadership Characteristics of Female Managers at the R&D Mining Department

<table>
<thead>
<tr>
<th>Leadership Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Clear goal &amp; vision</td>
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<tr>
<td>• Providing support</td>
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<td>• Give / take feedback</td>
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<td>• Delegation by interest and skills</td>
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<td>• Personal attachment</td>
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<tr>
<td>• Open communication / relationship</td>
</tr>
<tr>
<td>• Encouragement of personal development</td>
</tr>
<tr>
<td>• Short term goals</td>
</tr>
<tr>
<td>• Leading by example/role model</td>
</tr>
</tbody>
</table>
4.4 Theme 2: Decision-Making Process

4.4.1 Decision-Making Process of the Male Managers at the R&D Mining Department

Collected data from undertaken interviews are presented in structured sentences corresponding to the male managers of R&D Mining Department. The sentences are supposed with quotes from the four male managers. The detailed information from the managers can be found in the appendix, at the end of this study.

Question regarding Decision-Making Process (Participative Leadership) have been formulated and asked in order to find out how the male managers at the R&D Mining Department are involving their employees in a decision-making process and the reasoning behind such approach. The answers lead to one and common conclusion where everyone from the male managers is involving their employees in the decision-making process and even though the employees do not necessary want to be involved the male managers are encouraging them to participate in the process. This approach towards the decision-making process enables high involvement of both parties (superiors and inferiors) creating trust, knowledge enhancement, and prioritization of problem solving. All the managers providing open working environment where everybody can come and go with possible suggestions. Furthermore, all the male managers have agreed upon passing on different tasks depending on the scale of skill set and personal interest by the same amount, ensuring the tasks are going to be met with the right method meeting the requirement of the top management. Male Manager #4 has stated, “I include everybody as much as possible in the decision-making process because I know this is the right and proven tactic to not just involve everyone for increased awareness of what is going on but also to enhance individual capabilities of taking their own decisions and responsibilities without necessary supervision of the manager.” This statement is the reason behind team approach to solve problems and conflicts when necessary. Even though Male Manager #4 involves everybody, the final decision is based on the feedback and his personal qualifications because he is the one with the right competence to do so. All the managers prefer direct approach to support their employees and make effective decisions regarding solving problems, as this method is the key to find the source of any problems.
Table 3 - Decision-Making Process of the Male Managers at the R&D Mining Department

<table>
<thead>
<tr>
<th>Decision-Making characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Open environment</td>
</tr>
<tr>
<td>• Encouragement followers to take their own responsibilities</td>
</tr>
<tr>
<td>• High involvement / high trust of followers</td>
</tr>
<tr>
<td>• The one who has the knowledge makes the decision</td>
</tr>
<tr>
<td>• Prioritization and problem solving as a team</td>
</tr>
<tr>
<td>• Direct approach</td>
</tr>
<tr>
<td>• Transparency – everybody is aware of everyone’s duties</td>
</tr>
<tr>
<td>• Consultation &amp; Delegation</td>
</tr>
</tbody>
</table>

4.4.2 Decision-Making Process of the Female Managers at the R&D Mining Department

Collected data from undertaken interviews are presented in structured sentences corresponding to the female managers of R&D Mining Department. The sentences are supported with quotes from the four female managers. The detailed information from the managers can be found in the appendix, at the end of this study.

The female managers of the R&D Mining Department are not so different from the male managers where we have found many similarities among them. All the female managers are pursuing team approach when it comes to decision-making process. The reason is high involvement of both sides (superiors and inferiors) where ideas and knowledge are being shared in an open working environment and better decision formulated. This team approach created prioritization of duties (encouragement if necessary) and tasks assigned based on skill set of interested individuals followed by contribution and final execution. When problem or complication appear, the four female managers prefer to directly confront individuals elaborated in the conflict to solve it as soon as possible with the best possible solution available at the time and prevent such unwanted conflict from repetition. Even though all the female managers are sharing the same view on the team approach in the decision-making process Female Managers #2 & 3 are prioritizing the final decision based on individual competence and skill set. Female Manager #3 stated: “before a decision is to be made I collect all the needed information from the employees who has the right knowledge and experience which I take into consideration before the final decision. Sometimes I do not have the right technical competence, so I delegate the final decision to the most competent person”. Female Managers #1 & 4 are taking the final decision by themselves because they believe they are the once who have the right competence to do so. This consultation provides for the female managers transparency of delegated tasks for better management of individuals included in team projects.
Table 5 - Decision-Making Process of the Female Managers at the R&D Mining Department

<table>
<thead>
<tr>
<th>Decision-Making characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Open environment</td>
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<tr>
<td>• Transparency – everybody is aware of everyone’s duties</td>
</tr>
<tr>
<td>• Consultation &amp; Delegation</td>
</tr>
</tbody>
</table>

4.5 Theme 3: How the Managers Create Employee Motivation

4.5.1 Motivation Created by the Male Managers at the R&D Mining Department

The final set of our interview questions has been formulated upon the Barbuto’s (2005) five sources of employee motivation, following both intrinsic and extrinsic motivation. This first part presents the results from both the male & female managers. The following results are presented in the following sentences corresponding to the four male managers of the R&D Mining Department supported by their personal quotes.

All the male managers of the R&D Mining Department have similar tactics how they create motivation among their employees. Precise and visible goals have to be stated, with the right delegation of assigned responsibilities will create internal trust of not just employees but managers at the same time. Close personal interactions with the reflection of constructive feedback is necessary to keep assigned members attached. This method has been proven its worth multiple times because there is nothing better, when an individual love what he or she does – driver for personal development. Interesting activities have more desirable outcome and many times overlapping original expectations leading to internal satisfaction of the assigned individual, his’ or hers’ supervisor and it is visible even at the higher top managerial decision-making. Male Manager #4 stands out from the other male managers where he clearly presented the importance of a positive and happy working environment, “…we are like organic organism, we are growing each and every step we take, the decision we make and we learn from our own mistakes rather than from others’ feedback. Creativity and positive energy is vital to our team performance and so I’m trying my best to eliminate negatives within the team, abolishing artificial identities…” Moreover, all the four male managers have in their disposal and are actively using performance reviews, which are being conducted every 6 months to monitor and reflect back on what was done and what was accomplished. Additionally, the managers are
trying their best to listen to their employees, communicating as much as possible where honesty and fairness is crucial element of every discussion.

Table 6 - Motivation Created by the Male Managers at the R&D Mining Department

<table>
<thead>
<tr>
<th>Motivation factors</th>
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</thead>
<tbody>
<tr>
<td>• Visible opinions &amp; goals</td>
</tr>
<tr>
<td>• High trust in the capabilities of followers / encouragement</td>
</tr>
<tr>
<td>• Delegation of decision and responsibilities</td>
</tr>
<tr>
<td>• Personal development</td>
</tr>
<tr>
<td>• Performance reviews</td>
</tr>
<tr>
<td>• Interesting job and responsibilities</td>
</tr>
<tr>
<td>• Feedback reflection</td>
</tr>
<tr>
<td>• Team collaboration</td>
</tr>
<tr>
<td>• Personal attachment to followers – good listener, fair &amp; open</td>
</tr>
</tbody>
</table>

• Performance Reviews – are regular meetings practiced every six months between an employee and a manager to discuss whether the goals and performance expectations have been met

4.5.2 Motivation Created by the Female Managers at the R&D Mining Department

This is the collection of interview questions formulated upon the Barbuto’s (2005) five sources of employee motivation, following both intrinsic and extrinsic motivation. The results are presented in the following sentences corresponding to the four female managers of the R&D Mining Department supported by their personal quotes.

All female managers are sharing similar elements of motivational tools to keep their employees not just motivated but also attached to their personal interests. Team collaboration with interesting and challenging activities is creating self-interest and personal development where employees find themselves valued and satisfied. Female Manager #3 has come up with additional expansion different from the others, “I do strive for creating groups that are responsible for their own tasks and creating their own responsibilities to be capable to function even without supervision”. This method gives her more freedom for herself to focus on more activities at once, simultaneously motivating her employees to take actions they want. Female Manager #4 pointed out, “I do not think motivation can be created or affected by external factors. Motivation must come from inside of an individual.” Consequently, she is trying to create as many possibilities for her employees to stay motivated and internally satisfied where trust and encouragement is always visible. The most effective has proven to be personal interaction (a good listener, fairness & openness), understanding and feedback reflection. Providing objectives and follow up goals is important for Female Manager #4 and for hers’ employees to stay motivated. Female Manager #4 is using the performance reviews frequently
to see how the employees feel and perform, but Female Manager #3 does not consider performance reviews as part of their motivation plan.

**Table 7 - Motivation Created by the Female Managers at the R&D Mining Department**

<table>
<thead>
<tr>
<th>Motivation factors</th>
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</thead>
<tbody>
<tr>
<td>• Visible opinions &amp; goals</td>
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<tr>
<td>• High trust in the capabilities of followers / encouragement</td>
</tr>
<tr>
<td>• Delegation of decision and responsibilities</td>
</tr>
<tr>
<td>• Interesting job and responsibilities</td>
</tr>
<tr>
<td>• Performance reviews</td>
</tr>
<tr>
<td>• Feedback reflection</td>
</tr>
<tr>
<td>• Team collaboration</td>
</tr>
<tr>
<td>• Personal attachment to followers – good listener, fair &amp; open</td>
</tr>
<tr>
<td>• Personal development</td>
</tr>
</tbody>
</table>

**4.6 Similarities & Differences between the Managers**

The following tables represent similarities and differences between four elements of the study with the connection to the male & female managers at the R&D Mining where characteristics of leadership, decision-making process, managerial struggles and motivation created by the managers, are being illustrated. Each manager is unique and at the same time similar to the other one, so the tables are divided into segments of similarities and differences between those managers.

**Table 8 - Similarities between Male & Female Managers at the R&D Mining Department**

<table>
<thead>
<tr>
<th>Regarding the Identified Themes</th>
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</thead>
<tbody>
<tr>
<td><strong>Leadership Characteristics</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Clear goal &amp; vision</td>
<td>Open environment</td>
<td>Gather the necessary knowledge, skills and experience</td>
<td>Visible opinions &amp; goals</td>
</tr>
<tr>
<td>Providing support</td>
<td>Encouragement followers to take their own responsibilities</td>
<td>Presentation of their capabilities</td>
<td>High trust in the capabilities of followers / encouragement</td>
</tr>
<tr>
<td>Team approach</td>
<td>High involvement / high trust</td>
<td>The one who has the knowledge makes the decision</td>
<td>Delegation of decision and responsibilities</td>
</tr>
<tr>
<td>Motivate followers</td>
<td>The one who has the knowledge makes the decision</td>
<td>Prioritization and problem solving as a team</td>
<td>Interesting job and responsibilities</td>
</tr>
<tr>
<td>Give / take feedback</td>
<td>Direct approach</td>
<td>Direct approach</td>
<td>Feedback reflection</td>
</tr>
<tr>
<td>Positive working environment</td>
<td>Transparency</td>
<td>Transparency – everybody is aware of everyone’s duties</td>
<td>Team collaboration</td>
</tr>
<tr>
<td>Transparency</td>
<td></td>
<td></td>
<td>Personal attachment to followers – good listener, fair &amp; open</td>
</tr>
<tr>
<td>Delegation by interest and skills</td>
<td></td>
<td></td>
<td>Performance reviews</td>
</tr>
<tr>
<td>Personal attachment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open communication / relationship</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encouragement of personal development</td>
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</tbody>
</table>
Explanation of Table #8: Similarities between Male & Female Managers at the R&D Mining Department. As this study is comparison between male & female managers Table #8 presents the similarities among male & female managers. The similarities are divided into four elements of leadership characteristics, decision-making process, necessary steps for being a manager and the motivation created by those managers. Leadership characteristics presents the similarities among male & female managers (first column). Decision-Making Process presents the similarities among male & female managers (second column). Necessary Steps of being a Manager presents the similarities among male & female managers (third column). Motivation Created by the Managers presents the similarities among male & female managers (forth column). All of those elements are being shared across all of the included managers of the study.

Table 9 - Differences between Male & Female Managers at the R&D Mining Department Regarding the Identified Theme

<table>
<thead>
<tr>
<th>Leadership Characteristics</th>
<th>Decision-Making Process</th>
<th>Necessary steps of being A Manager</th>
<th>Motivation Created by the Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male Managers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leading by example</td>
<td>No differences identified</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adaptation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female Managers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short term goals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female Managers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competing with male colleagues</td>
<td>Position difficulties due to gender</td>
<td>No differences identified</td>
<td></td>
</tr>
<tr>
<td>Personality adjustment to more masculine characteristics – at least partially</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Explanation of Table #9: Differences between Male & Female Managers at the R&D Mining Department. As this study is comparison between male & female managers Table #9 presents the differences among the male & female managers. The differences are divided into four elements of leadership characteristics, decision-making process, necessary steps for being a manager and the motivation created by those managers. Leadership characteristics presents the differences among the male & female managers where men tend to lead by example and adapt their leadership style; while, women prefer short-term goals (first column). The necessary steps of being a manager differs between genders as women had to undertake competition and personality adjustments, facing gender difficulties along the line (third column). Decision-making process & motivation created by the manager does not differ so the second and forth rows are kept empty.
4.7 Theme 4: Employee Motivation from the Perspective of the Employees

The second part of the final set of interview questions was focused on employees where they had a choice to elaborate on the real situation and give us their own perspective how they would motivate themselves. This information is gathered from eleven employees (mixed of both genders) so we are able to compare whether the motivational tools the managers of the R&D Mining Department are as beneficial as the manager think they are.

Most of the employees at the R&D Mining Department have found a common ground when it comes to their motivation in the working environment. Multiple employees have pointed out support from each other, clear goals, trust (from both sides), own responsibilities, open communication and meaningful assigned tasks are the prior reasons why they are satisfied with their performance. The “open space” working environment where everyone can talk to everybody about almost everything (good & bad) is major improvement helping them to not just develop themselves but also improve the methods many processes are being dealt with. Most of them have found internal motivation (intrinsic motivation) satisfactory more than enough to keep them going. The knowledge management of their supervisors is giving the employees personal encouragement because those supervisors know how to listen and improve things when necessary. When it comes to involvement in the decision-making process many employees have found it beneficial for them where they can elaborate their personal skills to the real life solutions, actually influencing the overall outcome. There was only one employee who considered external rewards such as payments to be more important for hers’ or his’ personal motivation. Overall, the motivational elements of the employees are being met and have their meaning for their personal motivation and internal satisfaction.

In the interviews the employees were asked about their view of the “perfect motivational leader”. Most of the employees agreed upon: “…a perfect leader should support his or her employees by listening and understanding. They should encourage personal development and have visible and clear goals”. Other important factors highlighted by the employees were mutual trust and open communication were the employees could feel free to confront their manager to solve issues and receive suggestions to improve their work. Overall, the motivational elements of the employees are being met and have their meaning for their personal motivation and internal satisfaction.
Table 10 – Employee Motivation from the perspective of the Employees

<table>
<thead>
<tr>
<th>Motivation Factors</th>
<th>“The perfect motivational leader”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support when needed from both sides (superior &amp; inferior)</td>
<td>Support its followers by listening and understanding</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>Mutual trust and encouragement</td>
</tr>
<tr>
<td>Encouraging leader &amp; be a good listener</td>
<td>Personal development</td>
</tr>
<tr>
<td>Clear goals, own responsibilities, trust</td>
<td>Visible and clear goals to achieve</td>
</tr>
<tr>
<td>Meaningful, interesting &amp; challenging tasks</td>
<td>Open communication to come and go with issues and suggestions</td>
</tr>
<tr>
<td>Involvement in decision-making process</td>
<td></td>
</tr>
<tr>
<td>Frequent open communication</td>
<td></td>
</tr>
<tr>
<td>Possibilities for personal development</td>
<td></td>
</tr>
</tbody>
</table>

Descriptive Explanation of Figure #3 (below): Managers Perception of Gender Leadership. Model #3 represents the managers of R&D Mining Departments perception of Gender Leadership. The columns of text represent statements, which the managers gave us about their views and experiences of gender differences regarding leadership. It can be seen, all managers share the same opinion regarding Gender Leadership, where they all think leadership has no connection to gender, but leadership is about personalities and individual capabilities to be able to lead people with proper supervision where everyone can use the same leadership style regardless of gender. The figure also points out, additional struggles experienced by female managers upon entering their managerial positions because of the gender. Due to the fact, female managers had to prove themselves more than other men colleagues for being the right person to be selected for the managerial position. Furthermore, those female managers had had to adapt their personalities in order to fit “perfectly” into the masculine working environment and get their desired position. Lastly, figure #3 presents the distinctive elements associated with Gender Leadership where only Male Manager #1 come up with the strong believe in the past perceptions that strong masculine personal characteristics are more suitable for higher - top management when compared to feminine characteristic. This view and opinion of Male Manager #1 was supported by Female Manager #3 reflecting on the hierarchical structure of the company being more friendly to men since they are the once who get promoted faster even though they do not necessary either have nor possess the required experiences, knowledge and skills in order to be selected, when compared to women.
Figure 3: Managers Perception of Gender Leadership

**Statement 1 - all Involved Managers:**
“Gender differences do not exist when it comes to leadership; there are only personal differences of different individuals”.

**Statements 2 - Female Managers:**
- “Difficulties of entering management positions because of gender in a masculine dominated environment.
- Women have to prove themselves more in order to get the desired position and be accepted as a leader.
- Adaptation of personality is often required to reach higher managerial positions, but women do not desire it”.

**Statement 3 - Female Manager #3:**
“Men colleagues are promoted faster even though they have inferior experience and education when compared to women”.

**Statement 4 - Male Manager #1:**
“Women have to adapt in order to get into higher managerial positions. Since women are mostly reluctant to adapt to masculine characteristics, women tend to be preferred leaders in middle and low managerial positions”.

Female Manager #1
Female Manager #2
Female Manager #3
Female Manager #4
Male Manager #1
Male Manager #2
Male Manager #3
Male Manager #4

Female Manager #3
CHAPTER 5: ANALYSIS & DISCUSSION

This chapter presents the analysis and discussion of the empirical findings answering the two research questions. The chapter includes analysis of masculine and feminine leadership, difficulties of Gender Leadership and Employee Motivation.

5.1 Comparative Analysis
The analysis of our study is based and related to the answers gathered during the semi-structured interviews with both managers and employees at the R&D Mining Department of Sandvik. In order to analyses and discuss the research questions and to come up with a conclusion at the end of the analysis two methods have been formed to illustrate the reactions of the interviewees as precise as possible. Tables have been formed to merge respondents with the same or similar answers into groups of similarities and present them all together for easier comparison. The differences among particular individuals have appeared during the semi-structured interviews mostly considered as unimportant in the relation to our research questions and the study; nonetheless, there have been a few differences, which have been found as significant for our study and they are presented in a separate section of the hidden truth behind gender leadership. Following the same structure of empirical findings, the four themes of Leadership, Decision-Making Process, How the Managers Create Employee Motivation & Employee Motivation from Employees Perspective have been implemented.
Additionally, Employee Motivation is being structured following the five sources of employee motivation developed by Barbuto (2005):
Self-Concept-External Motivation; Self-Concept-External Motivation; Goal-Internalization Motivation; Intrinsic Process Motivation; Instrumental Motivation.

5.2 Theme 1: Leadership
5.2.1 Leadership Practiced by Male Managers
Table #11 (below) represents the leadership characteristics of the male managers at the R&D Mining Department. The managers have a clear vision and goals where most of them see themselves as a role model, leading by example in order to reach the established goals and vision. The working process is based on team approach where the manager delegates the work
tasks. The managers have high trust towards the employee where they are free to take or create their own individual or team responsibilities as long as the original task is fulfilled as planned.

The managers have an open relationship with the employees to not just delegate but also solve necessary problems effectively. The open communication offers the managers’ better opportunities to support the employees when needed where some managers have a coaching role to support the employees and help them to deal with the work assigned, others prefer to use feedback as a tool for guidance and collaboration.

These characteristics of the leadership used by the male managers have a close connection towards Bass et al. (2003) description of the 4 I’s of Transformational Leadership which consists of idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. Transformational Leadership is described as a Feminine Leadership style, which highlights the importance of collaborative teamwork, open communication, empowerment and problem solving by personal instinct (Alvesson & Billing, 2009; Bailey, 2014; Riggio, 2010; Haller-Jorden, 2012). Male Leadership is according to Johnson et al. (2008) characterized by strong goal orientation, assertiveness, control and confidence where male leaders are expected to act and behave in the way, also known as “argentic behavior”. Male Leadership is often described as having a close connection towards Transactional Leadership (Eagly & Carli, 2003; Alvesson & Billing, 2009; Eagly, Johannesen-Schmidt & Van Engen, 2003). The table does not show any elements of Transactional Leadership characteristics connected with the leadership style currently practiced by the male managers at the R&D Mining Department.

To conclude the leadership style of the male managers at the R&D Mining Department, it is clear that they are currently practicing Transformational Leadership Style defined as Feminine Leadership.
Table 11: Leadership Practiced by Male Managers

<table>
<thead>
<tr>
<th>Theme 1</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td>Male Managers of the R&amp;D Mining Department</td>
</tr>
<tr>
<td>Sub-category</td>
<td>Transactional Leadership</td>
</tr>
<tr>
<td>Codes</td>
<td>No codes identified</td>
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5.2.2 Leadership Practiced by Female Managers

Table #12 (below) represents the female managers and their role as a leader at the R&D Mining Department. From the answers gathered from interviews the corresponding factors of Feminine Leadership are interconnected with the theory of Feminine Leadership where collaborative teamwork, open communication and empathy are the main drivers of a professional relationship open enough to discuss possible issues or suggestions along the time of any process (Alvesson & Billing, 2009; Bailey, 2014; Riggio, 2010; Haller-Jorden, 2012). This results in empowering of each other either from a superior to an inferior or vice versa. This strong interpersonal bond between colleagues tend to encourage employees by being transparent so everybody is aware of what is going on, seeing the reasoning behind actions. Decision-making reflects this approach where decisions are mostly discussed in teams and solved by the qualified personal who possess the necessary knowledge and skills to do so, not always done by the supervisor. Bass et.al. (2003) is summarizing this leadership style with his 4 I’s as Transformational Leadership where instiriting, adaptation, team collaboration/team spirit, and vision represent the key elements of Transformational Leadership. Transactional Leadership is characterized as strict decision-making where rewards for excellent performance and punishments for not meeting specified expectation are present; as a result, Transactional Leadership is not present among employees and female managers of the R&D Mining Department.
The R&D Mining Department is being led by leaders using Feminine Leadership characteristics, understanding the importance of adaptation, having clear goals & vision to see the bigger picture of their processes, power to inspire others by being a role model for its followers with the interest and enjoyment to achieve collective tasks (García-Morales, Jiménez-Barrionuevo & Leopoldo Gutiérrez-Gutiérrez, 2012). All of those elements corresponds to the Transformational Leadership providing us with the result that Transformational Leadership is being practiced and used on daily bases at the R&D Mining Department.

Table 12: Leadership Practiced by Female Manager

<table>
<thead>
<tr>
<th>Theme 1</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td>Female Managers of the R&amp;D Mining Department</td>
</tr>
<tr>
<td>Sub-category</td>
<td>Transactional Leadership</td>
</tr>
<tr>
<td>Codes</td>
<td>No codes identified</td>
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5.2.3 Comparison of Male & Female Managers of the R&D Mining Department Practicing Transformational Leadership

The data gathered from interviews have provided us with perspective where Transformational Leadership is the preferred one by both genders because it fits into their daily routine by providing effective motivational factors as well as the guidance for employees and vice versa. Transformational Leadership is characterized as Feminine Leadership where feminine traits are pointed out for creating better, effective and positive working environment among superiors and inferiors where confidence is present. Close team collaboration, understanding, empowerment and problem solving by instinct are the main elements of Transformational Leadership at the R&D Mining Department. The findings enabled us to determine the outcome
of such leadership and the fact, gender does not matter when it comes to the actual implementation of Transformational Leadership as some of the theories stating otherwise (Eagly & Carli, 2003; Alvesson & Billing, 2009; Eagly, Johannesen-Schmidt & Van Engen, 2003; Eagly & Johannesen-Schmidt, 2001). Transformational Leadership does not discriminate based on gender; therefore, it is equally implemented across the whole R&D Mining Department where personal traits, perspectives and beliefs come into the play of practical implementation of Transformational Leadership.

5.3 Hidden Truth behind Gender Leadership

Interviews conducted for this study have provided us with additional information regarding Gender Leadership. The additional input gathered from respondents has lighten up hidden truth behind leadership and the struggles each individual has to go through when he or she wants to be a leader in the R&D Mining Department of Sandvik. A significant sum of the interviewees (managers & employees) – (except Male Manager #1) have agreed and reflected on the believe of not seeing major differences when it comes to either a male or a female manager, and even if there are any, they do not influence anything relevant to leadership as a whole. They did agree on one thing, personalities matters. Different individual personalities can and have the ability to change the leader and its followers in either a positive or a negative manner so to choose the right person with the right individual characteristics is a crucial and very vital step right from the start. Nevertheless, those personalities might undertake a change and can be shifted so they will fit the needed role. The change is known as “Individualized Consideration” where a person adapts to the needs of the groups going beyond the “typical gender boundaries” to suit the wants and needs of the group (House et al. 1999). This personal adaptation is typically associated with Transformation Leaders where leaders may differ from one gender to the other, but not because of the gender. They differ between each other because the organization requires them to be different, unique following the norms of the company (House et al. 1999; Eagly, Johannesen-Schmidt & Van Engen, 2003; Alvesson & Billing, 2009).

From the first impression it may all seems, as everything is equal and balanced as far as the war between gender differences goes, but it is not as bright as it seems to be. When we tried to dig deeper to understand how it really goes when recruitment or promotions among suitable leaders goes, differences resurfaced showing its real face behind the curtain. All female managers have agreed upon difficulties and additional struggle when it comes to the selection processes of becoming a leader within the company. They had to “compete” with male colleagues more in
order to “persuade” their supervisors for being the right person for the job. Furthermore, adaptation of personalities is more visible when it comes to female managers. Uncomfortable feeling is present among female managers where they feel like they are being tested by putting before them unnecessary obstacles, which must be overtaken if they want to be on the similar or same level as their male colleagues when it comes to the leading positions. This invisible barrier is known as “glass ceiling” present in the organizational hierarchy where an individual feels slowed down or somehow limited because of unknown reasons typically associated with women in organization life (Alvesson & Billing, 2009).

This “glass ceiling” effect in our case of the R&D Mining Department might be seen as a female word vs. a male word since there is not real evidence besides the information provided to us. Nonetheless, Female Manager #3 has provided us with additional input, which not only supported “the glass ceiling” effect but also included supports it. She has worked hard to get to the position, which she has now, in fact, it took her about 10 tries and switches from one position to the other to find the one that suits her and is reflected on the experience, knowledge and professional skills. She has seen male colleagues to get desired promotion repeatedly instead of her, even though she had had more professional experiences with additional competencies. This effect is known as “glass elevator” where people are being exclusively promoted or in any way more supported than others for whatever reasons even though they do not necessarily meet the requirements to be so. This effect is typically associated with men since they are the ones who are considered to be the leaders since women are perceived as followers (Alvesson & Billing, 2009). Female Manager #3 has experienced such difficulties and with the evidence from other female managers there is a probability of forming a proposition, R&D Mining Department in Sandvik has the effect of both “the glass ceiling & the glass elevator” even though all of the interviewees have found a common ground that gender does not matter when it comes to the leadership.

This leads to the conclusion where everybody is aware of “the new trend” of personal, social and organizational standards adapting to the equality of everyone, rather considering personal characteristics instead of blaming gender differences. However, this nice gesture is not enough to erase mindsets and forget the past, keeping a strong attachment, still considering men being better suited for leading positions than women.
5.4 Theme 2: Decision-Making Process

5.4.1 Decision-Making Process of the Male Managers at the R&D Mining Department

The decision-making process of the male managers is characterized by involvement of the employees by asking about their opinions and views when decisions are to be made. Higher decisions are being mostly separated from the employees where the managers make decisions by themselves, but they try to include the employees as much as possible. Since the managers have high trust and provide the employees with work tasks, which they are responsible for, they have the authority to take their own decisions as long as it do not require high costs which needs to be approved by the managers beforehand. The decision-making process could be described as consultation and delegation, which are a part of Participative Leadership characterized by the managers’ involvement of the employees before actual implementation of a decision. The decision-making process of Transformational Leadership is characterized by consultations, joint decision & delegation (Yukl, 2010).

Table 13: Decision-Making Process of Male Managers

<table>
<thead>
<tr>
<th>Theme 2</th>
<th>Decision-Making Process</th>
<th>Category</th>
<th>Sub-category</th>
<th>Codes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Male Managers of the R&amp;D Mining Department</td>
<td>Autocratic</td>
<td>No codes identified</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Consultation</td>
<td>Involvement of employees by gathering information before decisions are to be made</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Joint decision</td>
<td>No codes identified</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Delegation</td>
<td>The one who has the knowledge makes the decision Encouraging employees to take their own responsibilities Team approach Transparency</td>
</tr>
</tbody>
</table>

5.4.2 Decision-Making Process of the Female Managers at the R&D Mining Department

Table #14 (below) represents the female managers and their role as a leader in the decision-making process at the R&D Mining Department. Decision-making process done by the female managers is characterized by direct approach of involved individuals to either delegate work tasks or find solutions to rising problems. When it comes to the actual decision-making process, the female managers are trying to involve everybody to get as much feedback and responses
ensuring every possible angle of the final approach have been discussed. The policy of “the one who has the right technical competence” is always present where the female manages are passing the final decision to the personal who has the skill and knowledge, so the final decision is not always up to the superior. The decision-making process is visible through all the involved individuals making it transparent and easier to comprehend. Those decisions are based on consolation and delegation of involved individuals characterized as Participative Leadership because of the contribution of the employees before an actual decision is to be made (Yukl, 2010). This decision-making process refers back to Transformational Leadership which is defined as Feminine Leadership where collaborative teamwork, open communication and empathy are the main drivers of a professional relationship open enough to discuss possible issues or suggestions along the time of any process (Alvesson & Billing, 2009; Bailey, 2014; Riggio, 2010; Haller-Jorden, 2012).

Table 14: Decision-Making Process of Female Managers

<table>
<thead>
<tr>
<th>Theme 2</th>
<th>Decision-Making Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td>Female Managers of the R&amp;D Mining Department</td>
</tr>
<tr>
<td>Sub-category</td>
<td>Autocratic</td>
</tr>
<tr>
<td>Codes</td>
<td>No codes identified</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5.5 Theme 3: How the Managers Create Employee Motivation

The first column of table #15 (below) represents how the most of the managers motivate their employees. The managers agreed upon the goals and the need of clarity where open communication is required to get a better understanding of the working process. The work tasks are divided into teams where the teams are responsible for solving the tasks in their own way. Responsibilities, interesting and challenging work tasks are from the managers’ perspective important to create employee motivation. The importance of providing interesting and
challenging work tasks is according to Barbuto, (2005); Chaudhry & Javed, (2012); Bugenhagen, (2006); Guay, (2013) described as Intrinsic Process Motivation.

The employees have freedom to solve the tasks, as they want as long as they finish them on time, requiring high trust from the managers’ side. Supporting the employees is one of the most important responsibilities of a manager. In order to support the employees, the managers use feedback and try to be as present as possible. Most of the managers view themselves as a role model, which they also agreed upon creating employee motivation. The managers need to have the technical skills to support and solve issues and at the same time be a good leader who cares about the employees. The managers’ view themselves as role models is connected to Self-Concept External Motivation. By acting as a role model where the managers have high self-confidence, unconventional behavior and dynamic energy are inspiring the employees to become the mirror of them, which is the characteristic as Self-Concept External Motivation (Barbuto, 2005; Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013).

All managers encourage their employee self-development by offering trainings and courses for them. Mostly the employees are responsible for finding their own trainings and courses they would like to participate in, and most of the time the managers agree and provide them with such opportunity. Sometimes the managers also suggest additional trainings or courses they think would help to contribute with important knowledge for the employees to provide self-development and increase potential capabilities. Encouragement of self-development is connected to Self-Concept Internal Motivation (Barbuto, 2005; Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013). Twice a year the managers have a performance review meeting with the employees where the manager discusses the employees’ performance, the working process and future goals. Some of the managers think the performance reviews are the motivation tool to increase the employees’ motivation; while, other managers only use it to get a better overview and understanding of the working process from the employees’ perspective.

Goal-Internalization motivation in the model of Barbuto (2005) referring to the belief in the cause of the organization is clearly presented by most of the managers, trying to communicate the cause and goals across all the employees. The last source of employee motivation according to the model provided by Barbuto (2005) consists of Instrumental Motivation, which refers to managers who motivate their employees by higher salaries, promotion and bonuses. Reflecting
back to the findings of this study there is no such manager who currently practices Instrumental Motivation to motivate their employees.

Male Manager #4 had a different view on how to create employee motivation compared to the other managers. He thought the working environment was the most important factor to create employee motivation. He was constantly striving for a good working environment where the team had a positive feeling and energy. He thought everybody had a choice when starting a new day where the individual could choose to be either happy and spread positive energy among the group or being annoyed, dissatisfied and complain about everything, spreading negative energy among the group. According to his experiences, people who spreads bad energy have a negative impact on the rest of the team and their motivation. This is why Male Manager #4 always tries to spread positive energy among the group, which results in a good team spirit and additional motivation. The working environment is also included in Barbuto´s (2005) model of employee motivation, which is described as Self-Concept Internal Motivation (Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013).

These results show that the managers at the R&D Mining Department have a connection with Barbuto´s (2005) model of employee motivation. The managers of R&D Mining Department use a combination of Self-Concept External Motivation, Self-Concept Internal Motivation, Goal-Internalization, and Intrinsic Process Motivation factors in order to motivate the employees. The managers do not use the last source of Barbutos (2005) model, consisting of Instrumental Motivation.
Table 4 – How to Create Employee Motivation

<table>
<thead>
<tr>
<th>Theme 3</th>
<th>How the Managers Create Employee Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category</strong></td>
<td>Male and Female Managers of the R&amp;D Mining Department</td>
</tr>
<tr>
<td><strong>Sub-category</strong></td>
<td><strong>Self-Concept-External Motivation (SCEM)</strong></td>
</tr>
<tr>
<td><strong>Codes</strong></td>
<td>High trust among employees</td>
</tr>
<tr>
<td></td>
<td>Possibility to solve tasks in their way</td>
</tr>
<tr>
<td></td>
<td>Support</td>
</tr>
<tr>
<td></td>
<td>Feedback</td>
</tr>
<tr>
<td></td>
<td>Being seen as a role model</td>
</tr>
<tr>
<td></td>
<td>Caring</td>
</tr>
<tr>
<td></td>
<td>Inspiring the employees to become the mirror of themselves</td>
</tr>
</tbody>
</table>


5.6 Theme 4: Employee Motivation from the Perspective of the Employees

The results of table #16 (below) represent the motivation factors shared by the most employees. These motivation factors are connected to the motivation model of Barbuto (2005). Firstly, the employees want to have meaningful position in the team and in the organization, feeling equally important and acceptable by coworkers and managers. Many employees see their manager as a role model who has the right technical knowledge and leadership skills to inspire them creating motivation because they see their opinions and views on the assigned tasks matter. In a case, when someone is lacking behind helping hand is always available either from coworkers or supervisors, those factors could be described as Self-Concept External Motivation (Barbuto, 2005; Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013).

Secondly, the employees’ motivation factors are connected to Self-Concept Internal Motivation of Barbuto’s model (2005). The employees are motivated by self-development, getting a clear perspective that their work really matters. Self-development could be achieved by trainings and courses, which they suggest to their managers, who most of the time supports it because he or she understands them be listening what really matters. To support the meaning and importance of individual tasks the employees from time to time are being offered field trips to see how their products functions in the real world. Field trips are appreciated by the employees and motivate them for future projects. The employees also value the freedom they are provided with to solve their work tasks. Responsibilities are an important motivation factors which is based on mutual trust. Performance reviews are available every 6 months for the employees to see the results of the assigned work where some of them appreciate the possibility to check back on their performance, influencing their internal motivation where few employees see the performance reviews as unnecessary element for their internal motivation.

The last factor connected to Self-Concept of Internal Motivation is working environment. The teams have a good team spirit where they encourage each other and have a close relationship with their manager practicing open communication with the possibility to always speak up when needed. The support is provided by feedback, which is appreciated by the employees, but sometimes additional feedback is requested.

The third source of employee motivation is according to Barbuto, (2005); Chaudhry & Javed, (2012); Bugenhagen, (2006); & Guay, (2013) described as Goal-Internalization Motivation which is connected to individuals who gets motivated by believing in the cause and the goals
of the organization. This kind of motivation is not as supportive as the other motivation factors for the employee. One possible explanation could be the employees might not be enough informed about the goals of the organization which the manager needs to link to the employees. Even though the manager needs to be more active by communicating and showing the goals and how their work matters, some employees just would not care since their personal interest is not in the line with the company’s future goals.

The forth source of the employee motivation factors are connected to Intrinsic Process Motivation (Barbuto, 2005; Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013). The employees’ value interesting and challenging tasks, motivating them to move forward where all the respondents enjoy their work tasks and think the managers provide them with enough challenging and interesting activities meeting their expectations of personal satisfaction.

Lastly, the fifth form of employee motivation in Barbuto’s (2005) model is Instrumental Motivation where only one employee said salaries and bonuses based on the performance were motivational factors. By comparing how the managers are trying to motivate their employees with the motivation factors from employees’ perspective, it is clear that the usage of Transformational Leadership is effective in order to create employee motivation.
### Table 16 – Employee Motivation Factors

<table>
<thead>
<tr>
<th>Theme 3</th>
<th>Employee Motivation from the Perspective of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td>Employees of the R&amp;D Mining Department</td>
</tr>
<tr>
<td><strong>Sub-category</strong></td>
<td><strong>Self-Concept-External Motivation (SCEM)</strong></td>
</tr>
<tr>
<td><strong>Codes</strong></td>
<td>Clear and meaningful positng in the team and in the organization. Feeling equally important and acceptable by coworkers. Involvement in tasks and assignments as a member who has value with own perspective To have inspirational supervisor who acts and behaves as a role model Help being offered and given by employees and supervisors</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>Employee #2 Employee # 3 Employee # 5 Employee # 7 Employee # 8 Employee # 9 Employee # 10 Employee #11</td>
</tr>
</tbody>
</table>
5.6.1 Comparison of Motivational Tools of the Managers to Employees’ Views of a “Perfect Leader”

In order to determine the effectiveness of the leadership style used by the managers a comparison between how the managers create employee motivation and the employees’ view of the perfect motivational leader have been made. Table #17 represents the key words from the conducted interviews where the left column represents the motivation tools used by the managers and the right column represents the employees’ view of the perfect motivational leader. The employees would like a leader who support them by listening and understanding their needs and desires. The leader should encourage personal development and the relationship between the managers and employees should be built on mutual trust. Open communication is important where leader communicate the company goals and the employees should feel free to come and discuss issues and receive suggestions to improve their daily work. These factors are supported by how the managers try to create employee motivation, which leads us to the conclusion of Transformational Leadership influences employee motivation in a positive and effective way in their working environment.

**Table 17: Employee Motivation and the Perfect Motivation Leader**

<table>
<thead>
<tr>
<th>Factors for Managers to Create Employee Motivation</th>
<th>Description of the “The perfect” motivational leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being seen as a role model</td>
<td>Support its followers by listening and understanding</td>
</tr>
<tr>
<td>Visible opinions and goals</td>
<td>Mutual trust and encouragement</td>
</tr>
<tr>
<td>Trust in the capabilities of its followers</td>
<td>Personal development</td>
</tr>
<tr>
<td>Own responsibilities</td>
<td>Visible and clear goals to achieve</td>
</tr>
<tr>
<td>Interesting and challenging job tasks</td>
<td>Open communication to come and go with issues and</td>
</tr>
<tr>
<td>Feedback and its reflection</td>
<td>suggestions</td>
</tr>
<tr>
<td>Personal attachment to the job – loving what you do</td>
<td></td>
</tr>
<tr>
<td>Be a good listener to understand what you really want and why</td>
<td></td>
</tr>
<tr>
<td>Provide opportunities for self-development</td>
<td></td>
</tr>
<tr>
<td>Performance reviews</td>
<td></td>
</tr>
</tbody>
</table>
5.7 New Theoretical Framework of Gender Leadership and Employee Motivation

Figure #4 represents the results and a graphical explanation of the analysis of the empirical findings. The leadership style practiced at the R&D Mining Department, used by both male and female managers is characterized by team collaboration, clear goal & vision presentation, transparency and open communication etc (Table #11 & #12). Transformational Leadership is according to Bass et al (2003) describes as four stage model (Idealized Influence; Inspirational Motivation; Individualized Consideration; Intellectual Stimulation). The leadership characteristics described in table #11 & #12 are matching the theories described by Bass et al (2003) as Transformational Leadership.

The decision-making process of Transformational Leadership is characterized by consultation, joint decision and delegation (Yukl, 2010). The decision making process at the R&D Mining Department is closely connected to delegation and consultation since the managers try to include the employee in the decision making process as much as possible by consultation before the actual decisions are to be made. The managers also provide the employees with responsibilities when they delegate the work tasks and projects, which require the employees to take their own decisions (Table #13 & #14).

According to the empirical findings there seems to exist gender issues presented as A Hidden Truth of Gender Leadership at the R&D Mining Department. Even though all of the respondents in the study have agreed on the fact that gender differences are not present when it comes to leadership. Personal traits and different individual characteristics are the factorial elements to distinguish the individuals. However, female managers have experience something different. Difficulties upon entering managerial positions in a masculine dominated environment are present due to gender differences. The female managers feel like they have to prove themselves more in order to reach higher managerial positions with the possible need of personality adaptation of masculine characteristics (Figure 3).

The managers and employee perspective of motivation is similar and could be connected to the four of the five sources of employee motivation provided by Barbuto (2005). The managers’ strategy to motivate their employees is connected to Self-Concept External Motivation, Self-Concept Internal Motivation, Goal-Internalization Motivation and Intrinsic Process
Motivation, which are all in line with the most important motivation factors from the perspective of the employees (Table #15 & #16).

5.7.1 Figure 4: Gender Leadership and Employee Motivation

- Transformational Leadership
  - Team collaboration, clear goal & vision presentation, transparency and open communication
  - Decision-Making by Consultation/Delegation
  - Hidden Truth of Gender Leadership
  - Employee Motivation:
    - Self-Concept of External Motivation
    - Self-Concept of Internal Motivation
    - Intrinsic Process Motivation
    - Goal-Internalization Motivation
CHAPTER 6: CONCLUSION

This chapter presents a discussion of the research questions, personal reflection & self-criticism and implementation. At the end of the chapter suggestion for further studies are described. The entire study is supported by the references and appendix attached at the end of this document.

6.1 Discussion of Research Questions
The purpose was to determine the leadership style at the R&D Mining Department and compare male vs. female leadership styles characteristics and the influence of the chosen leadership style on employee motivation.

Answer to Research Question #1 - What characterizes the Leadership Style of a Male and a Female Manager?

The leadership style practiced by the male managers in our study is characterized by goal & vision presentation, team collaboration, open communication, transparent responsibilities, providing support when needed – feedback, leading by example, positive working environment, and delegation by interest & skills. Participative Leadership is supported in the decision-making process where delegation and consultations is chosen to be the most effective methods in order to establish fair and effective decisions.

The leadership style practiced by the female managers in our study is characterized by goals & vision presentation, team collaboration, open & clear communication, transparent responsibilities, providing support when needed – feedback, fairness, openness & listener, striving for positive working environment, and delegation by interest & skills. The decision-making process by using delegation and consultation is also supported by the female managers to be the most effective methods in order to establish fair and effective decisions.

Transformational Leadership providing all the necessary leadership factors, keeping managers and employees motivated within the working environment, supports all of the leadership characteristics from both genders (men & women). From gender perspective of our study, Transformational Leadership is used by both genders of male & female leaders where they...
practice similar elements of Transformational Leadership, supported by the decision-making process of either using delegation or consultation. However, the Transformational Leadership practiced by both genders shows no differences between men and women in their way of practical implementation; even if there might be differences within the individual managers and their approach towards their followers, those differences are minor providing no significant impact on the overall process.

Nevertheless, a masculine working environment might give a special treatment for men but neglecting women, making it more difficult for them to not just enter but also by part of it. This so called indirect discrimination is visible at least from the past perceptions of such working environments. The results of our study support these difficulties for women operating in a masculine working environment.

**Answer to Research Question #2 - How does Male & Female Leadership influence Employee Motivation in a working environment?**

The one and probably the most important element of Transformational Leadership is employee motivation providing enhancement of employees’ capabilities as they progress further in their careers. Every leader regardless of their leadership style will interpret a chosen leadership differently and pick up the most relevant elements out of it, which matters the most for the individual. The results of our study show no differences between male & female leadership. Both male & female managers can practice Transformational Leadership; even though, it is considered as Feminine Leadership, it is providing the same effect on employee motivation by both genders. Both genders are sharing the same motivational elements of employee motivation:

*Self-Concept External:* act as a role model, high trust, possibilities for employees to solve assigned tasks individually, support, feedback, caring, inspiration to become a mirror of themselves.

*Self-Concept Internal:* personal development, performance reviews, field trips, passion for work performed, positive working environment.
Goal-Internalization: communicate company goals, trying to create a belief of the company’s cause.

Intrinsic Process Motivation: interesting work tasks, visible opinions and goals, open communication, creating of own responsibilities, be a good listener.

The interviewees from employees’ side support this approach where most of the employees find the motivational elements practiced by their supervisors valuable and helpful for their working life. They are positively influenced by their supervisors keeping their tasks going, simultaneously developing themselves on daily bases with challenging tasks and optional trainings.

6.2 Personal Reflections & Self-Criticism
We have undertaken this study to provide a deeper understanding of how Gender Leadership influences Employee Motivation within a working environment of a business. Since we could not find any similar studies, our study provides results presenting no gender differences regarding leadership where only personality differences and capabilities matter. The same leadership style could be practiced by both genders influencing employee motivation with similar results.

We would like to point out the reason behind the choice of Transformational Leadership. The R&D Mining Department has chosen this leadership style because it is providing them with the open working environment, which is necessary to have. Everybody has to be creative and at the same time innovative to not just achieve the final goal of the assigned project but also come up with possible improvements, which are being considered after each accomplishment. Additionally, Transformational Leadership is giving the team member open door policy where high awareness (transparency) is present, enabling included members to interact between each other simultaneously developing their personal skills.

Theories regarding Leadership Styles, Gender Leadership and Employee Motivation have been collected which provided us with a theoretical ground base for our study. In order to gather the necessary information, we have used a qualitative method consisting of semi-structured interviews with male & female managers and employees. The method was chosen because of the possibilities to have close interactions with the interviewees for a deeper understanding of the chosen topic. Thereafter, the empirical findings have been analyzed by analytic generalization a qualitative content analysis approach, which lead us to our conclusion.
The first factor of self-criticism is the biasness provided to us during interviews (Eriksson & Wiedersheim-Paul, 2011; Bryman & Bell, 2013). Gender Leadership/gender issues are a sensitive theme to discuss where people do not really want to admit the existence of gender difficulties; therefore, the interviewees may have provided us with the answers we actually want to hear instead of the real life situation deviating us from the proper formulation and implementation of actual data. Perhaps, formulation of anonymous questionnaires could have provided us with beneficial information combined with the interviews.

The second factor is usage of self-rating based on the respondents’ answers instead of actual working performance. Perhaps, adding observation to the undertaking interviews could have provided us with the actual working process and internal interaction between a supervisor and an interior, which would be preferable. Observation would require more time and since this study was limited to ten weeks, this method was not considered.

The last factor is the limitation of only using one model of employee motivation. In scientific literature multiple models of employee motivation exists and could also be applied in the study with the purpose to get an increased understanding of employee motivation factors and the influence of leadership style on employee motivation. We have made our choice to go with only one particular model developed by Dr. John E. Jr. Barbuto (2005) because of his competencies and the research studies he has done within his long professional carrier as associated researcher in work motivation and influences triggers. Moreover, several authors are supporting this model in their studies where they are using the model as the main element to see how the employee motivation persists among people (Chaudhry & Javed, 2012; Bugenhagen, 2006; Guay, 2013). This increase of credibility was the reason why we have chosen to go forward with this model instead of a different one.

We hope this study is going to help and enhances the visions of future readers and researches reducing the gap of gender differences where leadership will be constructed purely on personalities and individual capabilities without gender reflection.
6.4 Implications of the Study

This study contributes with understanding of how Gender Leadership influences employee motivation.

The theoretical contribution of the study shows no differences of leadership from a gender perspective. These results support the previous theories provided by Alvesson & Billing (2009), there are no significant differences between a male and a female being a leader. Furthermore, the results are narrowing the gender gap and eliminating gender stereotypes where male managers are more suited for better leaders and characterized by Transactional Leadership Style. Both, male and female managers are following the future perspectives of modern society by practicing Transformational Leadership, characterized as feminine leadership style. Gender Leadership does not distinguish its effectiveness on employee motivation based on gender. Transformational Leadership has been proven an effective tool in order to create employee motivation providing the necessary motivational factors, demanded by the employees.

The managerial contribution of the study has connection to the internal processes of supervisors managing inferiors for effective and efficient team collaboration to meet the final goal of a business. In order to create employee motivation Transformational Leadership Style has been proven to generate corresponding motivational factors: open communication, close relationship, own responsibilities, positive working environment, effective team collaboration and visible vision and goals. The employees in our study support these factors to be the most important motivational elements keeping them motivated. Even though the contribution of the study presents no differences between a male and a female manager reflected on the leadership style, female managers has experienced several difficulties upon entering management positions in a masculine dominated working environment. Due to these fact female managers felt, they had to prove themselves more than it was originally required in order to achieve their desirable positions inside the organization.

The societal contributions of the study consist of decreasing the gender stereotypes regarding Gender Leadership where a male and a female can practice the same leadership style (Transformational Leadership) with similar outcomes. The traditional view of Gender Leadership where Female Leadership and Male Leadership includes certain characteristics corresponding to the gender differences are eliminated by our study where the gender perceptions of these gender stereotypes do not carry a strong meaning anymore.
6.5 Suggestions for Future Research
This study was limited to one department in one company, it would be good to investigate and compare different departments within the same business sector in order to get a vibrant perspective and more reliable results of how Gender Leadership influences Employee Motivation. Therefore, we suggest further research of other departments within the same business sector for more adequate results with better comparison and broader perspective of internal processes. It is clear that Transformational Leadership provides effective elements to keep employee attached to the organizational goals, but perhaps Transactional Leadership has similar outcome regarding employee motivation so additional comparison between Transformational and Transactional Leadership would be preferable. Furthermore, the results of our study correspond to the existence of gender issues regarding women in higher managerial positions within a multinational company. Reflecting on our study, we suggest future studies focused on gender equality in international business and their internal management of employees to find out the circumstances of gender issues within a business-working environment.
Appendix 1 – Interviews Questions

Question for interview with Managers of the R&D Mining Department:

1. What does leadership mean for you? What characterize you as a leader?
2. When encouraging employees, do you focus on why it is good for the individual or why is it good for the team?
3. How do you communicate your expectations towards your followers?
4. How do you encourage your followers to make the most of their potential and capabilities?
5. Have you being strict to your followers?
   a. If yes, how and when?
6. What are the most important elements of your leadership style?
7. How does the leader’s decision-making process work?
8. How would you describe your relationship towards your followers?
9. Have you had any difficulties upon entering your position?
10. Have you had both male and female managers during your career?
    a. If yes, how would you describe the female/male manager?
11. Are you personally attached to the company?
    a. If yes, can you see yourself at the same position you are right now in five years from now?
    b. If not, would you prefer to change your position (perhaps leave the company) or suggest any improvements, which will be beneficial for you and your team?
12. How do you motivate your followers towards the goals of the organization?
13. Do you pay more attention to employees who seem to be rejected from the group?
14. Do you encourage your followers for possible self-development?
    a. If yes, How?
15. Are individual meetings, where you discuss the future goals of your organization (both spectrums of employees and leaders) part of your motivational plan?
16. Are your employees satisfied with the job tasks?
17. Do you perceive yourself as a role model?
18. How do you support your followers?
Questions for Employees of the R&D Mining Department:

1. Have you experienced any differences between male and female leaders in their leadership?
2. What is the role of your supervisor?
3. What are the most important factors for you to stay motivated at work?
4. How does your supervisor keep you motivated at work?
5. How would you describe your relationship with your supervisor?
   a. If, it was not good, what would you do in order to improve the situation?
6. Does your supervisor include you in the decision-making process?
   a. If yes, how?
7. How would you describe the leadership style used by your supervisor?
8. Do you find performance reviews with your supervisor beneficial for your motivation?
   a. If yes how? If no, why?
9. How satisfied are you with your performance and work tasks?
10. Do you think your supervisor provide you with challenging and interesting work tasks?
11. How does the supervisor do to encourage your self-development?
12. Do you consider your supervisor as a role model?
   a. If yes, how?
13. Do you think that your supervisor provides you with feedback on your work tasks in order to keep you motivated?
   a. If yes, how? If no, what is missing?
14. Do you feel personal attachment towards the company?
15. Have you had both male and female managers during your career?
   a. If yes, how would you describe the female/male manager?
16. Are you personally attached to the company?
   a. If yes, can you see yourself at the same position you are right now in five years from now?
   b. If not, would you prefer to change your position (perhaps leave the company) or suggest any improvements, which will be beneficial for you and your team?
### 4.2.1 Leadership Characteristics of Male Managers

<table>
<thead>
<tr>
<th>Manager 1</th>
<th>Manager 2</th>
<th>Manager 3</th>
<th>Manager 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Does not see himself as a role model</td>
<td>• Listen to the employee</td>
<td>• Providing support every time needed</td>
<td>• Adopting leadership to situation</td>
</tr>
<tr>
<td>• Leading by example</td>
<td>• Openness and honesty</td>
<td>• Open relationships</td>
<td>• Listener</td>
</tr>
<tr>
<td>• Enthusiastic</td>
<td>• Goal orientation</td>
<td>• Open communication</td>
<td>• Provides full support by trust, team-spirit openess, assisting and directing working tasks</td>
</tr>
<tr>
<td>• Democratic leadership</td>
<td>• Delegation of activities</td>
<td>• Personal connection with employees</td>
<td>• Sees himself as a role model and strategist</td>
</tr>
<tr>
<td>• Adopting the leadership depending on the situation</td>
<td>• Sees himself as a role model</td>
<td>• Encouragement on individual bases</td>
<td>• Close relationship with employee but hierarchy is needed.</td>
</tr>
<tr>
<td>• Direct and personal confrontation with employees</td>
<td>• Encouraging employee individually</td>
<td>• Empathy</td>
<td>• Feedback</td>
</tr>
<tr>
<td>• Feedback</td>
<td>• Open communication</td>
<td>• Passion</td>
<td>• Feedback</td>
</tr>
<tr>
<td>• Empathy</td>
<td>• Close relationships</td>
<td>• Feedback</td>
<td>• Transparency</td>
</tr>
<tr>
<td>• Process oriented</td>
<td>• High awareness of responsibilities</td>
<td>• Flexible manager – can adapt if needed</td>
<td>• No personal attachment towards Sandvik</td>
</tr>
<tr>
<td>• Passion</td>
<td>• Includes everyone</td>
<td>• Process oriented</td>
<td></td>
</tr>
<tr>
<td>• Fairness, openness, listener</td>
<td>• Direct confrontation</td>
<td>• Providing meaningful tasks – clear path to follow</td>
<td></td>
</tr>
<tr>
<td>• Delegation of activities</td>
<td>• Feedback</td>
<td>• Self-punishment for mistakes done by employees</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Seems himself as a role model</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Direct confrontation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• High technical capabilities &amp; knowledge</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Creating of goals beneficial for everyone – team</td>
<td></td>
</tr>
</tbody>
</table>

*Table #1*
Explanation of Table #1: Leadership Characteristics

The table above represents the male managers of R&D Mining Department. Each manager from one to four has its own perspective and views on the topic and the study. As a result, the table presents the most relevant answers to the research questions of the study for each of the managers regarding the leadership they are currently practicing as their tool for supervising their followers.
### 4.3.1 Leadership Characteristics of Female Managers

<table>
<thead>
<tr>
<th>Manager 1</th>
<th>Manager 2</th>
<th>Manager 3</th>
<th>Manager 4</th>
</tr>
</thead>
</table>
| - Goal orientation  
- Clear vision  
- Include everyone/team spirit  
- Customer focus  
- Passion  
- Face to face confrontations  
- Feedback  
- Not adopting her leadership style to different situations  
- Short goal orientation  
- Focusing on big picture  
- Democratic leadership | - Clear aim  
- Trying to be the leader employee’s wants  
- Team-spirit  
- Good working environment  
- Sees herself as a role model  
- Individual approach to employee  
- Open communication  
- Goal orientation  
- Delegating of responsibilities  
- High awareness of responsibilities  
- Includes everyone  
- Feedback | - Personal attachment  
- Close relationship with employees  
- Listen to employees  
- Providing responsibilities for self-development  
- Transparent  
- Flexibility  
- Asking for feedback  
- Perceives herself as a role model  
- Has no personal attachment towards the goals of the company  
- Group performance is not dependent on the manager.  
- High trust among the employees  
- Focusing on the people that wants to develop themselves | - Clear goals/vision  
- Clear expectations on the employees  
- Adopting leadership style depending on the situation  
- Feedback  
- Perceives herself as a role model  
- Includes everyone  
- Open communication  
- Coaching  
- Feedback  
- Open door policy  
- Encourage self-development by offering trainings and let new employees work with more experienced employees in the beginning. |

*Table #2*
Explanation of Table #2: Leadership Characteristics

The table above represents the female managers of R&D Mining Department. Each manager from one to four has its own perspective and views on the topic and the study. As a result, the table presents the most relevant answers to our research questions of the study for each of the managers regarding the leadership they are currently practicing as their tool for supervising their followers.

4.2 Results from Conducted Interviews with Male Managers:

4.2.2 Decision-Making Process

<table>
<thead>
<tr>
<th>Manager 1</th>
<th>Manager 2</th>
<th>Manager 3</th>
<th>Manager 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Involves the employees&lt;br&gt;• Clear explanations behind decisions</td>
<td>• Involves the employees</td>
<td>• Team approach – open door participation&lt;br&gt;• Involvement of employees</td>
<td>• Feedback&lt;br&gt;• Includes employee’s opinions in the decisions but he makes the final decision.</td>
</tr>
</tbody>
</table>

Table #3

Explanation of Table #3: Decision-Making Process

The table above represents the male managers of R&D Mining Department. Each manager from one to four undertake decision-making process similarly by working together as a team to reach the company’s goals. As a result, the most relevant key aspects of their decision-making are pointed out, to see their individual approach towards decisions regarding the company’s progress.
4.2.3 How the Managers Create Employee Motivation

<table>
<thead>
<tr>
<th>Manager 1</th>
<th>Manager 2</th>
<th>Manager 3</th>
<th>Manager 4</th>
</tr>
</thead>
</table>
| • Visible opinions to reach goals  
• Goal orientation  
• Feedback  
• Self-development by trainings, freedom, projects and responsibilities  
• Challenging tasks | • Feedback  
• Encouraging development  
• Feedback  
• Encouraging self-development | • Team approach to solve tasks / complications  
• Collaboration with higher and lowers management is close  
• Self-development  
• Performance reviews  
• Interesting & challenging tasks  
• Performance reviews | • Tasks are driven by chain value  
• Performance reviews  
• Always striving for a positive feeling/energy among the employees. |

Table #4

Explanation of Table #4: How the Managers Create Employee Motivation

The table above represents the male managers of R&D Mining Department. Table #4 focuses on employee motivation and how those managers achieved it. Each manager has its own method how to approach their followers in order to keep them going. As a result, table #4 is pointing out the most important elements of those methods; the striving key factors of the manager they think are the most crucial for their followers from motivational perspective.
4.3 Results from Conducted Interviews with Female Managers

4.3.2 Decision-Making Process

<table>
<thead>
<tr>
<th>Manager 1</th>
<th>Manager 2</th>
<th>Manager 3</th>
<th>Manager 4</th>
</tr>
</thead>
</table>
| • Involves the employees | • High involvement  
  • The most competent person makes the final decision  
  • Clear explanation about the decision | • Involves the employees but takes the final decision on her own | • Tries to involve the employees when possible and necessary, but she takes the final decision. |

*Table #5*

Explanation of Table #5: Decision-Making Process

The table above represents the female managers of R&D Mining Department. Each manager from one to four undertake decision-making process similarly by working together as a team to reach the company’s goals. As a result, the most relevant key aspects of their decision-making are pointed out, to see their individual approach towards decisions regarding the company’s progress.
4.3.3 How the Managers Create Employee Motivation

<table>
<thead>
<tr>
<th>Manager 1</th>
<th>Manager 2</th>
<th>Manager 3</th>
<th>Manager 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Performance overviews twice a year</td>
<td>• Performance overviews twice a year</td>
<td>• Personal development by trainings</td>
<td>• Clear goals and vision</td>
</tr>
<tr>
<td>• Provides possible solutions to the employee’s problems</td>
<td>• Showing that the tasks matter</td>
<td>• Own responsibilities</td>
<td>• Performance overviews</td>
</tr>
<tr>
<td>• Clear vision and goals</td>
<td>• Pin-pointing unique capabilities of employee</td>
<td>• Feedback</td>
<td>• Does not believe it is possible for external persons to motivate others</td>
</tr>
<tr>
<td>• Challenges</td>
<td>• Self-development</td>
<td>• Short term goals</td>
<td>• Motivation needs to come from inside the individual</td>
</tr>
<tr>
<td>• Personal encouragement</td>
<td>• Provides interesting and challenging tasks</td>
<td>• The performance reviews are not part of the motivation plan</td>
<td>• Provide possibilities for employees to develop their own motivation</td>
</tr>
<tr>
<td>• Reaching goals</td>
<td>• Feedback</td>
<td>• Goal attachment and self-development</td>
<td>• Freedom for employees to solve their work tasks</td>
</tr>
<tr>
<td>• Feedback</td>
<td>• Balance of skills and interest</td>
<td>• Interesting and satisfying tasks</td>
<td>• Feedback</td>
</tr>
<tr>
<td>• Performance overviews twice a year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Self-development</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Table #6*

**Explanation of Table #6: How the Managers Create Employee Motivation**

The table above represents the female managers of R&D Mining Department. Table #4 focuses on employee motivation and how those managers achieved it. Each manager has its own method how to approach their followers in order to keep them going. As a result, the table #4 is pointing out the most important elements of those methods; the striving key factors of the manager they think are the most crucial for their followers from motivational perspective.
### 4.4 Employee Motivation from the Perspective of the Employees

<table>
<thead>
<tr>
<th>Employee #1</th>
<th>Employee #2</th>
<th>Employee #3</th>
<th>Employee #4</th>
<th>Employee #5</th>
<th>Employee #6</th>
</tr>
</thead>
</table>
| - Offering help when struggle appears  
- Supervisor should show his ‘or hers’ capabilities in the field  
- Knowledge management  
- Encouraging leader – a good listener  
- Making decisions – analyze  
- Clear goals  
- Trust  
- Responsibilities  
- Communication / feedback  
- Possibilities for personal development  
- Being a good listener | - Responsible tasks  
- Trust  
- Interesting and challenging tasks  
- Open communication  
- Clear goals  
- Positive relationships among colleagues | - The right technical competence  
- Clear goals  
- Open communication  
- Interested & challenging tasks  
- Own responsibilities  
- Open minded  
- Open and close relationship  
- Trust | - Challenging tasks  
- New processes  
- Helping colleagues to develop themselves  
- Trainings  
- Involvement in decision-making and in new innovation technologies  
- Field trips  
- Own responsibilities  
- Constructive feedback  
- Meaningful tasks | - Freedom in processes and new programs  
- Giving suggestions  
- Achievement of goals & tasks  
- Personal development  
- Challenging tasks  
- Giving feedback (both good & bad)  
- Involvement in decision-making  
- Good relationships among colleagues as well as supervisors  
- Positive working environment  
- Personal development  
- Positive working environment | - Engagement and support in new tasks and processes  
- Challenging tasks  
- Open communication  
- Performance reviews as constructive feedback  
- Team collaboration  
- Achievement of targets  
- Meaningful tasks  
- Involvement in decision-making process  
- Personal development  
- Positive working environment |
### Employee Motivation from the Perspective of the Employees

<table>
<thead>
<tr>
<th>Employee #7</th>
<th>Employee #8</th>
<th>Employee #9</th>
<th>Employee #10</th>
<th>Employee #11</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Self-development – recommendations &amp; trainings</td>
<td>• Meaningful tasks</td>
<td>• Open discussions</td>
<td>• Involvement in decision-making</td>
<td>• Interesting projects</td>
</tr>
<tr>
<td>• Support others</td>
<td>• The feeling of being part of something bigger</td>
<td>• Positive ideas</td>
<td>• Open discussions</td>
<td>• New challenges</td>
</tr>
<tr>
<td>• Positive and encouraging working environment</td>
<td>• Salary (no personal connection towards the company)</td>
<td>• Support from colleagues and supervisors</td>
<td>• Support discussions</td>
<td>• Very good colleagues and supervisor – positive working environment</td>
</tr>
<tr>
<td>• Open communication</td>
<td>• Self-development</td>
<td>• Professional &amp; personal relations in working environment</td>
<td>• Support to her as well as she supports others</td>
<td>• Positive atmosphere</td>
</tr>
<tr>
<td>• Personal relations</td>
<td>• Challenging tasks</td>
<td>• Self-development – always learn something new</td>
<td>• Working environment</td>
<td>• Support</td>
</tr>
<tr>
<td>• Feedback</td>
<td>• Own responsibilities</td>
<td>• Meaningful tasks – be able to see why her work is important</td>
<td>• Open relationships</td>
<td>• Team collaborations</td>
</tr>
<tr>
<td>• Involvement in decision-making</td>
<td>• Positive working environment</td>
<td>• Involvement in decisions-making</td>
<td>• Challenging tasks</td>
<td>• Own responsibilities</td>
</tr>
<tr>
<td></td>
<td>• Interpersonal relations</td>
<td></td>
<td>• Self-development</td>
<td>• Self-development</td>
</tr>
<tr>
<td></td>
<td>• Self-development</td>
<td></td>
<td></td>
<td>• Feedback</td>
</tr>
</tbody>
</table>

#### Table 7

**Explanation of table #7: Employee Motivation from the Perspective of the Employees**

The table above represents the whole sample of the employees (11) who have been included in the study and undertook the interviews. Each employee is different from the other so the motivational driver for one might not work for the other. As a result, each employee has been given a particular column presenting the most significant motivational drivers from their own perspective and what they really want to see from their supervisors.
4.7 What does a Good Leader mean for the Employees?

<table>
<thead>
<tr>
<th>Employee #1</th>
<th>Employee #2</th>
<th>Employee #3</th>
<th>Employee #4</th>
<th>Employee #5</th>
<th>Employee #6</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Good listener</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Understanding of performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Trust and encouragement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Provide interesting and challenging tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Encourage personal development</td>
<td>• Support</td>
<td>• High competence</td>
<td>• Challenging tasks</td>
<td>• High technical competence</td>
<td>• Availability</td>
</tr>
<tr>
<td>• Act as a role model</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Meaningful tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Visible goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Encourage self-development</td>
<td>• Role model</td>
<td>• Encourage self-development</td>
<td>• Encourage self-development</td>
<td>• The right technical expertise to solve problems</td>
<td>• The right technical expertise to solve problems</td>
</tr>
<tr>
<td>• Encourage personal development</td>
<td>• Provide interesting and challenging tasks</td>
<td>• Encourage self-development</td>
<td>• Provide trainings</td>
<td>• Open communication</td>
<td>• Open communication</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee #7</th>
<th>Employee #8</th>
<th>Employee #9</th>
<th>Employee #10</th>
<th>Employee #11</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Availability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Open communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Care about the employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• High technical skills and personal skills</td>
<td>• High trust</td>
<td>• Clear expectations</td>
<td>• Feedback</td>
<td>• Be a role model</td>
</tr>
<tr>
<td>• Care about the employees</td>
<td>• High technical skills and personal skills</td>
<td>• Expertise in the area</td>
<td>• Encourage self-development</td>
<td>• Encourage self-development</td>
</tr>
<tr>
<td>• Able to motivate the employees</td>
<td>• Care about the employees</td>
<td>• Clear explanations</td>
<td>• Clear vision and goals</td>
<td>• Feedback</td>
</tr>
<tr>
<td>• Adaptive leader by being both soft &amp; friendly and at the same time strict when needed to.</td>
<td>• Provide responsibilities</td>
<td>• Support/coach</td>
<td>• Provide meaningful tasks</td>
<td>• Involvement in the decision making</td>
</tr>
</tbody>
</table>

Table #8
Explanation of Table #8 (above): *What does a Good Leader mean for Employees?*

Table #10 represents the motivational satisfaction from the employees’ side. Their own perspective is taken into consideration to provide us with the best possible information how they would motivate themselves when they would have such possibility. Since every individual is similar and at the same time different each employee has its own column presenting the most important motivational factors he or she has provided us with. Those data enable us to compare the real life motivational tools practiced by their managers reflecting their own personal motivation.

**Differences among Male Managers at the R&D Mining Department**

<table>
<thead>
<tr>
<th>Leadership Characteristics</th>
<th>Decision-Making Process</th>
<th>Necessary steps of being A Manager</th>
<th>Motivation Created by the Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Coach of coaches – Manager #1 &amp; #4</td>
<td></td>
<td></td>
<td>• Do not seems himself as a role model – Manager #1</td>
</tr>
<tr>
<td>• Not driven by goals – Manager #3</td>
<td></td>
<td></td>
<td>• Assigned tasks are given by chain value – Manager #4</td>
</tr>
<tr>
<td>• Blaming himself instead of followers – Manager #3</td>
<td></td>
<td></td>
<td>• Performance reviews are not part of the motivational plan</td>
</tr>
<tr>
<td>• Not personal attachment – Manager #4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table #9

Explanation of Table #9: *Differences among Male Managers at the R&D Mining Department.* The table shows differences among male managers only. Those differences are divided into four elements of leadership characteristics, decision-making process, necessary steps for being a manager and motivation created by them. Since every person has its own elements, which considers being the most beneficial for their chosen leadership to lead his followers, the elements are presented for every manager who possesses a different characteristic with the connection to one of those four elements.
Differences among Female Managers at the R&D Mining Department

<table>
<thead>
<tr>
<th>Leadership Characteristics</th>
<th>Decision-Making Process</th>
<th>Necessary steps of being A Manager</th>
<th>Motivation Created by the Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Adaptation – Manager #3 &amp; #4</td>
<td>● Final decision is up to the person who has the necessary competencies – Manager #3 &amp; #4</td>
<td>● A person does not have to change – Manager #1</td>
<td>● Always seeking for the right motivational tools, not sure which one is the best – Manager #1</td>
</tr>
<tr>
<td>● Creating of team who is able to work independently, without supervision – Manager #3</td>
<td></td>
<td></td>
<td>● High goal orientation – Manager #1</td>
</tr>
<tr>
<td>● Using performance reviews frequently – Manager #4</td>
<td></td>
<td></td>
<td>● Coach with open door policy – Manager #4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>● Motivation can only be influenced by internal factors – Manager #4</td>
</tr>
</tbody>
</table>

Table #10

Explanation of Table #10: Differences among Female Managers at the R&D Mining Department. The table shows differences among female managers only. Those differences are divided into four elements of leadership characteristics, decision-making process, necessary steps for being a manager and motivation created by them. Since every person has its own elements, which considers being the most beneficial for their chosen leadership to lead her followers, the elements are presented for every manager who possesses a different characteristic with the connection to one of those four elements.
References


Haller-Jorden, T. E. (Eleanor Tabi Haller-Jorden, 2012). How to Avoid Gender Stereotypes Eleanor Tabi Haller-Jorden at TEDxZurich, Retrieved March 26, 2016, from https://www.youtube.com/watch?v=9ZFNsJ0-aco


