



JESPERS TORVEKØKKEN

Ærlig mad · Herlig mad

## Master Thesis

Role of leadership on organizational performance in the  
Jespers Trovekøkken Denmark.

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## **Abstract**

The main purpose of this thesis is to investigate about *how leadership skill influence on effective teamwork in the working place of Jespers Trovekokken* company. Based on the social constructivism philosophy, I have conducted systematic research and used the inductive method to explore more about the leadership and its effect on the teamwork within the company. To understand the role of leaders, I have made interview with four different leaders from a department of Jespers Trovekokken that produces different kinds of food and salad specially for external customer called Lagkagehuset (chain bakery) and other food selling company within the Denmark. I have reviewed different advance leadership theory and approaches like skill approach, trait approach, path-goal theory, and transformational leadership theory to understand leadership skills and its effect on the performance. Finally, there are both positive and negative impact of the trait of the leaders but having a good leadership skill always been positively influencing on effective team work so, this research is concluded with a perception that there is correlation between characteristics of the leaders and performance.

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## **List of Abbreviation**

BBDO's: an advertising agency in Denmark

DTU: Technical University of Denmark

F & B: Food and Beverage

FIFO: First in First Out

IT: Information Technology

MBA: Master of Business Administration

J.T.: Jespers Trovekokken

Falafal: Name of foods that produce by Jespers Trovekokken Company

Skyr: Name of food that made by curd in Jespers Trovekokken Company

# 1. Introduction

## 1.1. Background of study

The rapid pace of globalization, innovation, industrial revolution, high competition and technological advancement have been resulting as progressive and improvement on the way doing business in any territory of the world so, whole earth becoming a shared place of all business activities by human beings. Therefore, there are lots of competitor around the world so that to stand in the competitive business environment, any business company should considered about different internal and external factors that affect to the business like, relation to government, legal bodies, environmental, social, organizational culture, employee management and satisfaction ,job evaluation and so on. To cope with those factors and other different challenges, leadership plays the vital role within the organization. Consequently, within this thesis I have tried to research on an important factor which is the leadership skills that drive organization or company towards a succeeding way through effective teamwork. Some researchers believe that an effective team performance derives from several fundamental characteristics (Zaccaro & Klimoski, 2001). Here the meaning of the fundamental characteristics is associated with the ability of the leader. Now if we talk about the leadership skills and effective teamwork, as we can say that there is a positive relation between them because a good leader always tries to increase the productivity of teamwork. But on the contrary, there are plenty of leadership challenges within the organization or company. For example, inspiring other, developing employee's capacity, leading team, guiding for change are some notified challenges for the teamwork within Jaspers Trovekokken company (Anon, 2019).

To cope with such kind of challenges, there is effective role of different organizational leaders who are very anxious about the better performance which is connected with the effective team management within the working place. Leading the company within the competitive environment is not only challenging for any business organization but also essential for every leaders who have been working for same company therefore, leadership seeming as an important or considerable factors of every sectors of the business like, organizational management, administration, production, marketing, sales, advertising and so on. Out of them, I have mainly focused on a production department and the activities of different leaders of that department of J.T. company

who have been producing goods for external food company within the Denmark and other places as well.

In very short, company is a legally incorporated association of persons who engage in daily activities like purchasing and selling the goods to operate the business. Before knowing about leadership and teamwork, it is important to know about team. Some authors believe that “a team is a group of people, each with different skills and often with different tasks toward a common project, service or goal with a meshing of their functions and with mutual support” (Ricketts & Ricketts, 2010). From the above definition it can be said that teamwork is an effective way to achieve the goal of the organization.

In general, leaders are the selected person for the special post and the leadership is the ability or characteristics of persons who contribute significantly in the way how a firm functions its activities. While we talk about the leadership, we cannot escape from the skills of a leader that help to generate leadership within the leading person. Hence, in this thesis, I have tried exploring the role of leadership skills to accomplish the targeted goal that is specified from the top level of management for a specific working team of J.T. company. Some people believe that leadership is one of the integral factors of leader that help to generate, or growth expedite strategy that specifies the ways to enforce to work team. So, it can be said that leadership often helps to generate a higher level of outcomes and strategic competitiveness. According to Jabbar and Hussein (2017), “Leaders who work in different institutions are fully conscious about the requirement to chalk out the plan strategically for the future of their organizations and take part in the effective enactment regarding these well-planned schemes”.

The main purpose of this thesis is to analyze and get an effective critical view into the modern theories and approaches that have been using for a better understanding of leadership skills and its effectiveness that assist on effective teamwork in the working place of Jespers Trobekokken company. As we know that the implementation of the systems has the significant role within the business company that supports to achieve short term as well as long term goal of the company. Due to this reason, now a day in any business organization has been giving more importance to the leadership to operate smoothly the daily business activities that often lead organization in the

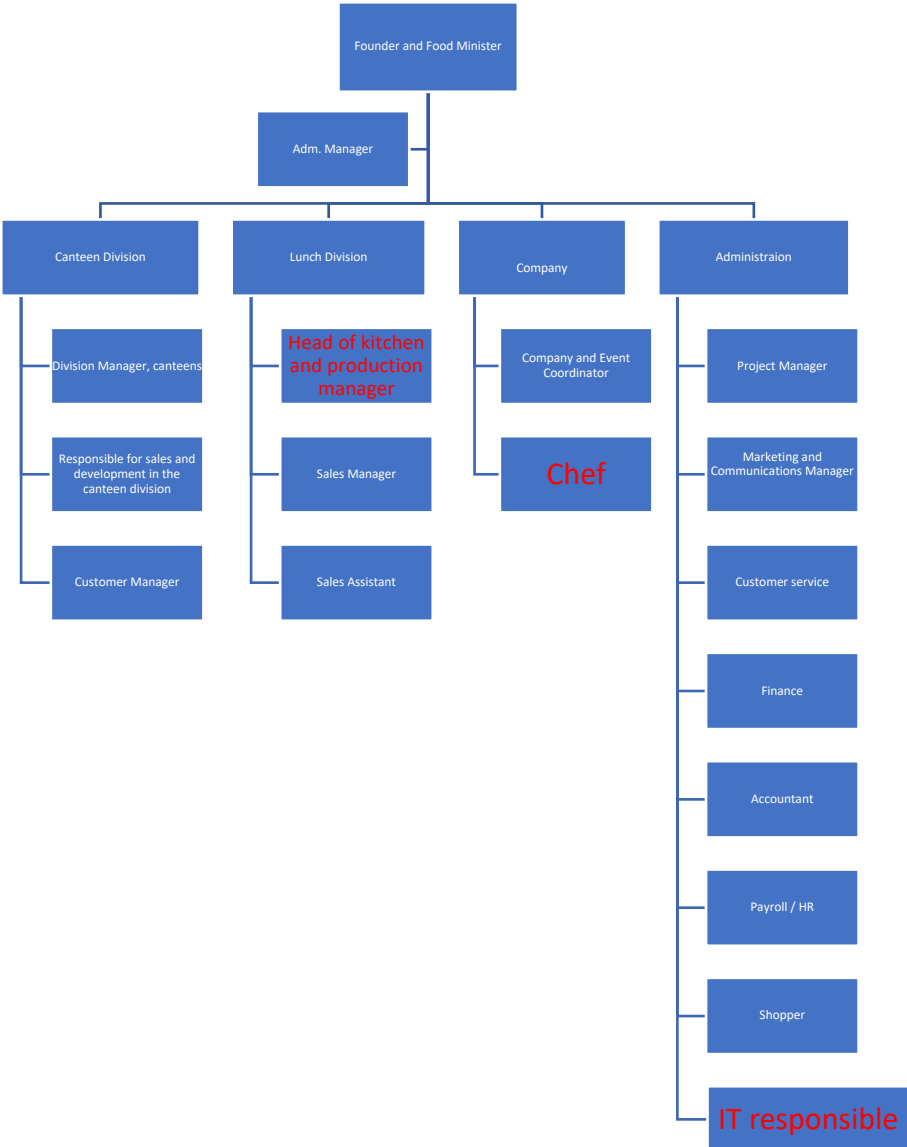


competitive business environment and assist to achieve the targeted goals of the company. The main focus of this thesis is on the surrounding problem which generally comes in effective team building which is related to the role of leadership. In addition, I have tried to explain and connect different leadership approaches and theories like Trait Theory, Path-Goal theory, and other related approaches.

## 1.2. About Jespers Trovekokken

### Structure of company

Figure 1



Current Jespers Trovekokken company is one of the famous companies in Denmark. It was established in 1991 by Jesper Holmborg. He is one of a successful leader because he has a good vision and mission. The main production of this company is to make delicious and healthy lunch for different external company in Denmark like Simple feast, Cofoco, Lagkagehuset and so on. This company is rapidly growing within the competitive business environment and now, it has expanded with catering, corporate food and canteen operation.

In order to achieve the short term as well as the long-term goals of the company, they have outlined certain activities and divided different departments and their activities which are known as organizational structure. While we are talking about this company's organizational structure and hierarchical perspective, Jespers Trovekokken has divisional structure because this company has six different departments as well as their eighteen sub departments. There is founder or food minister on the top level and under the founder there is one top level of manager named admin manager and under the admin manager there four other main divisions which are lunch division, canteen division, company, and administration. Moreover, there are also 18 different leaders who work for these four departments sub-divisions under four above four divisions. Out of these divisions, I have mainly focused on a department that falls under the company division who produces a different type of food, lunch and salad specially for Lagkagehuset Bekary and other food selling restaurant and company within the Denmark.

From the study of the past history of this company, I have found that this company have faced with lots of challenges because before 25 years there were not same culture around the Denmark regarding lunch arrangement, selling of different canteen foods that we can see today. But history shows that the owner of this company this had abled to develop such kind of business around the Denmark. At the same this Jesper has an experience of running several best and successful restaurants in the capital city of Denmark. Furthermore, though there were lots of challenges when he started the first star's restaurant because he needs to compete with lots of top restaurant in Copenhagen, had to stay outside of home long day without a family and so on.

Jesper started as a lunch chef at the advertising agency BBDO in 1989, and it was the start of thinking healthy and delicious lunch that was made from scratch, into busy businesses. BBDO's customers and business associates were quickly aware that it is seeming to be a poor performance of company because from the perspective of hygienic facilities to the customer, having lunch out in the city is seeming less healthy so, Jesper started his own inner lunch kitchen in Rørholmsgade in Østerbro. Slowly, the rumor about the food Jesper delivered to various companies spread, and the company grew steadily.

Now a day, all the food of this J.T. company has been producing in a very big and modern kitchen in Vandtårnsvej, Søborg. About the employment of this company, this company is running with very big demand by external customers so there are more than 120 permanent employees. This company has also an experience of demanding temporary workers from the external sources if they got advance demand from customers. Therefore, the store has been expanded so that Jespers Torvekøkken today also handles canteen operations party food, which offers a large selection of buffets and menus that are seasonal and suitable for any occasion. In addition, this company also working with other good partners who have been providing different expertise for this company like experience bartender, Chef, hall for the party and so on.

While talking about mission and vision of this company, 'honest and delicious food-with passion'. Actually, it very important to the quality of production that helps to sell the maximum number of products in the competitive market which results increasing of demand from the customers. Considering in this slogan, this company has been producing different product using fresh ingredients in an attractive package. While talking about produce material of this company, they used different seasonal material and for the product, they used 80% of fresh food and 20% frozen food. Furthermore, this company is very careful about the hygienic production so, they used cold place to produce food.

Moreover, this company has a good and effective attitude toward the role in the overall ecosystem therefore, they are using all their organic waste for recycling and biogas production. So that this company has been able to get good profit by selling a large number of productions in the

competitive market and it is very famous among the different food production company in Denmark (Jespers Trovekokken, 2019).

### **1.3. Overview of leadership**

In general, leadership is a package knowledge or ability of an individual that can obtain from education and practical learning and experience. In addition, leadership is a characteristic of an individual that helps to cope with a challenging environment. From the companies' point of view, leadership means taking the responsibility like commanding, handling a group of workers, and working for a mutual goal by motivating the employees.

Further, "Leadership can be defined as the nature of the influencing process -and its resultant outcomes that occurs between a leader and followers and how this influencing process is explained by the leader's dispositional characteristics and behavior, follower perceptions and attributions of the leaders" (Antonakis et al., 2012). Despite emerging challenges in some of the key markets, the company has been able to resist market shock due to harness effective leadership strategies especially in the employee management. Some of the key recruitment stages emphasized by the leadership of Jespers Trovekokken includes: job analysis which involves understanding organizational workforce needs shortfalls, writing jobs description, deciding of effective job criteria that is needed in the company, identifying some resourceful sources of employees which involves finding out where qualified candidates can be sourced, in the short listing Jespers Trovekokken, they include the job analysis which involves understanding organizational workforce in the company. I choose this topic as many companies across the world are being affected by poor leadership especially in the area of Human Resource Management function. Likewise, this company also has some weakness on the area of personnel and professional growth and stability of talent employee who can easily handle the project hence, they need to address these issues as they have far-reaching consequences such as problems arising on the role of HR department on the competitive and qualitative employee selection and team building for specific work performance. According to Northouse (2016), there are four elements which have been mentioned as fundamental to leadership. Leadership is a process, it makes the influence, it happens

in groups, and it focuses on common goals. So that we could say that leadership is a process where an individual makes influence on a group of individuals to achieve common goals and the leadership is a critical factor within the company.

#### **1.4. Problem area**

The present paper will explore how teamwork could be an effective way of accomplishment the given responsibility to a team consequently this paper will examine about how does the skills and experience of working leader will affect the better performance. Some people believe that friendly working environment will helps to increase the working sprite of employees therefore, in this paper we will try to discover the role of leaders and examines that how the leaders of Jespers Trovekokken have been using their leadership skills to motivate the employee within the workplace. The better performance is very important and essential for any business organization and company. Therefore, within this company especially in a department named Lagkagehuset (a department that produces food for external customer called Lagkagehuset Bakery), the sales quantity or demand of the customers has been dramatically fluctuated day by day. What I mean to say that these all are connected with the leadership skills and its *effect on the teamwork*. So that those subjects will be considered within this thesis.

Effective teamwork is one of the important aspects within the organization because it helps to increase the ability of workers so that effective teamwork is indispensable within the working place of any business organization. Therefore, this research paper will explore how do leadership skills help to increase the working capacity of a specific team. Some people believes that friendly working environment will helps to increase the working sprite of employees (Websell, 2016) therefore, in this paper I have tried to discover the role of leaders to find out how leaders of Jespers Trovekokken have been using their leadership skills to motivate the employee within the workplace. The better performance is very important and essential for any business organization and company. Therefore, within this company especially in a department that produces goods for Lagkagehuset Bakery; the sales quantity or demand of the consumers has been dramatically fluctuated day by day. Although this is linked with price and quality, it is also linked to the skills and ability of the leaders of who have been handling this department.

According to the primary data and previous selling records of this company, it is seeming that due to the quality of the product, the number of selling has been decreasing slowly. Actually, quality and the production are directly related to the production team and the performance of the leader. So that in this paper I will discuss the problem through different leadership skills, approaches and we will compare it to the leaders of this company like how they have been performing. And finally, we will try to figure out an optimum result. Furthermore, we will observe the leader-centered perspective on leadership. According to Northouse (2016), "personality certainly plays an integral role in leadership, [...] Knowledge and abilities are needed for effective leadership". So that this study seeks about skills as well as the role of leaders and I will try to explore about how the leader practice the art of leadership within this company and how this influences over task focus activities as well as process focus activities whereas task focus activities covers like problem solving, decision making, work planning, and process focus activities covers building , facilitation, feedbacking, conflict resolution practicing and so on. These all activities help to overcome the obstacles and lead to J. T. towards the successive way. So that we will discusses about the mostly raised question such as how leadership helps to build an effective team and how the managerial skills are essential and so on.

## **1.5. Problem formulation**

*How does leadership skill influence on effective teamwork in the workplace of Jaspers Trovekokken Company?*

Keeping all circumstances in my mind I focus more to study about some internal factor related to leader and followers like relationship between leaders and followers (employee), I have tried to find out the answer of these sub-questions as well.

- *How does the leader understand and react to satisfy a group of employees?*
- *Is there any significant role of leaders on the process of conflict resolution?*

- *How does leadership skill help to solve the complex problem within the workplace?*
- *To what extent leadership is fundamental for the success of a team within an organization?*

## **1.6 Motivation**

As I have discussed in above about the current business environment, social and political condition of Denmark is very favourable for any business organization. Due implementation of rules and regulation in favour of business, such kind of business organization has been successfully running within the country. Despite of these circumstances, there are lots of successful entrepreneurs who have been operating their business activities within this country. Out of them, this food supply company have been running for 25 years and their entire team was an exceptional example of good team and some successful leaders who have been leading and handling the business that helping to achieve the short term and long-term goal of this company (Jespers Trovekokken, 2019). But now a days as I have found that the demand of the product of this company is dramatically fluctuated due to the quality of product which is related to the effective team work, staff motivation and satisfaction because the main production of this company is produced by hand rather than machine so quality is production is link with the effective team work that indirectly determining the increasing and decreasing the number of customers. As we know that good quality with an affordable price is the key point of increasing the demand for the product so that to maintain the good quality product, the leaders should consider the quality of production. Thus, to explore and understanding of the role of leadership within this organization, I feel myself to have good research about this company that helps to understand the cause of success and failure of this company within the competitive business environment. Actually, the enactment of some charismatic leaders in the private company and their admirable contribution has seemed to be great value within the company in Denmark. Therefore, I myself motivated to have some research about leadership and its practice within a successful company so, I choose Jespers Trovekokken company.

Leadership itself is important for any business organization. Current business environment and its performance are bound by a joined activity of self-motivated employee who provides the full effort being as a leader motivated from another senior leader who encourages employees to act like a leader, by taking responsibility towards the role. (Ivancevich, et al., 2007)

In the context of Asian countries, Despite the role of leadership has taken as a key concept in the business organization, there are only least number of business company or organization who have been trying to implement leadership concept within the business management process therefore, I feel myself, this research could be interesting to implement my educational learnings and knowledges that will contribute to find a good result of above problem formulation. Though I was unable to find some topic regarding my selected company, I have gathered and studied some corresponding studies of the 'role of leadership' as well as so many literatures that has some similarity concept with my research topic. Consequently, present study will provide us the overview of the role of leadership in the leading company in Denmark which is recognized as being a most important and widely considered sphere of business organization.

Before I reach to my problem formulation, I continuously studied about different business companies who have been facing with lots of social, political and legal challenges. I also wanted to research about these areas but due to the unavailability of the valid sources I choose above topic that is inter-connected with this issue.

Current scenario of Leadership within different developed and leading organization of Denmark shows that the company running with highly skilled employee and there are lots of skilled leaders, but they work in a collaborative environment. From my experience within this company, building a good and dynamic workforce or team can provide a better performance. Mostly this company have lots of energetic leaders but specially a department that produce food for external customer called Lagkagehuset of this company has been facing with lots of challenges to provide a better performance and seeming as lack of teamwork who is not being able to meet the targeted time or given time. Therefore, I prefer and feel interesting to research about capacity, ability, and quality of working leaders which are also inter-connected with leadership skills of the leader.



## **1.7. Delimitation and scope of study**

On the process of writing this thesis I had confronted with shortening limitation and challenges which are as follows.

Firstly, my research is based on the primary and secondary data. Regarding primary data, I have presented only short background of leaders because all leaders had very short time available for the interview, so I didn't include their early childhood background related questions. Second there is two leaders named Saleh and Maria who only prefer to give answers of my questions, but they didn't give me permission to record our conversation, so I am unable to present their transcript. Thirdly, the primary data was interview and my observation, so conclusion was drowned on the basis of this these data furthermore, this company have so many departments and leaders, but participants was only from three department so there may be different between observed and real leadership practice within this company.

## 2.Methodology

### **2.1. Introduction**

The main aim of this chapter is outlining the overall methodological concept of this research. At the same time, it relates to systematic and scientific way of data collection and analysis thereby it can view as structured presentation of all choices of theories that have carried worth explanation and logical presentation of research materials. Overall, this research is the combined progress of the systematic and tringle connection of data, theory and methodological concept. Hence, in order to detect relevant information, I have had a systematic and deep investigation of a subject regarding above presented problem. Saunders, Lewis and Thornhill (2003), illustrate that research methodology is defined as scientific and systematic methods of describing how research is to be accepted and does research problem is going to solve.

Accordingly, this chapter has followed with two headings which are subject wise chapters and its sub-chapters that are intentionally followed by two different dimensions. Firstly, it is started with philosophical perspectives that are associated with the scientific research, and second is empirical specification which is related to the primary and secondary data collection. Third I have introduced a specific research approach which is inductive research approach. Forth research method, continuously, data collection method, reliability and validity, ethical consideration and data analysis are the different parts of data collection method.

## **2.2 Philosophy of sciences- social constructivism, Ontology and Epistemology**

Scientific research will be included in the philosophy of science. It focuses on how theories are associated with the fact in science which involves methodology and joins with other disciplines. As we know that scientific research refers to systematic research approach and research philosophy. The research is concerning the nature of truth being investigated. It is also routed on the system of belief to understand the reality and the world. According to Malisoff (1934), philosophy of science is added with the application of scientific method and science. Generally, social science has the belief that, social issues are on the continuous burning process so, its ongoing debate need to be explained. Simply to understand and address the problem formulation, I have followed the interpretivism approach that is one of the parts of research philosophy which specially focusses on different social issues. This thesis has focused and interpreting the key role of leaders in the context of Denmark and exploring how dose leadership involves influence over and responsibility for individuals. Moreover, interpretivism studies usually concerned with meaning as well as employ of multiple method in order to produce different aspect of the issues.

Debates regarding research methods in social science linked directly to the assumption about ontology, epistemology and human nature. Qualitative research is an approach rather than a particular set of techniques, and its appropriateness derives from the nature of the social phenomena to be explored. Reality as a social construction focuses on analyzing the specific process through which reality is created. Nonetheless, research philosophy is based on ontology and epistemology. Basically, ontological perception is related to what is the reality. It examines

the nature of reality that we know about the world. Further, epistemology is related to how we get to know that the nature of things and how an individual understands the knowledge. So, we can say that it relates to the examination of reality.

According to Saunders, Lewis, and Thornhill (2009), in general there are two aspects of ontology that is subjectivism and objectivism. This thesis is related to the subjectivism which is relevant to social constructivism that deals about the subjectivist view which explains that social phenomena are created from the perceptions and consequent actions of social actors.

Gilbert Harman (2005), believes that “Methodological epistemology is concerned with the reliability of inferential methods can benefit from an appreciation of important relevant concepts and results about reliability”. The positivism empowers a more objective translation of reality, utilizing difficult information from studies and tests while phenomenology interpretive is bargaining with strategies that look at individuals and their social behavior. Positivism has been more common related with logical investigation, while phenomenology has its roots in the social science. While conducting this research I attempt to gather the difficult information so that this research can be distinguished by the philosophy of positivism.

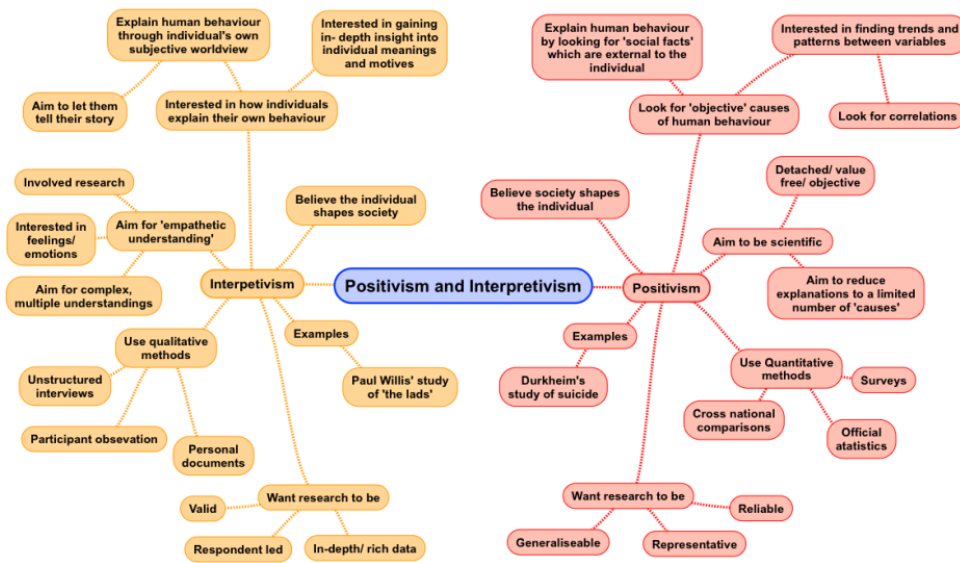
According to Olsen & Pedersen (2008), the theory of social science involves many questions and disciplines. These are related to the basic belief about the world, society, the individuals, knowledge, language and relationship between theory and empirical data which seeming to a large extent, reveal the way groups formulation and explores their research problems. Philosophy of Science is concerned in general with what it means for any science to be scientific and how theories depict to facts in science and It involves methodology and extend with other disciplines as epistemology and ontology (Durbin, 1988).

Moreover, this research is based on the interest of the Jesper Trovekokken which explains the role of leadership and their skills to cope with different challenges that arise in the workplace within the company. Based on the different leadership theory, this report will discuss about relationship between a business organization and social existence with the close relation to the human experience. Therefore, this research report is based on an interpretive phenomenology.

The term epistemology explains the nature of knowledge and answers to the question “how we know?” (Burrell & Morgan, 1979). Social constructivism explains knowledge as interpretation of reality (Rasborg, 2009:351) and considers that social and cultural context influences knowledge, where social processes are constructed by the human interaction and social practice (Fuglsang and Olsen, 2004: 351). Social constructivism approach considers on universal truth and rejects the notion that science can generate any kind of objective knowledge. (Rasborg, 2009: 350). Social constructivist emphasizes on the relation between the researcher and the social world under investigation. Since the social world is the outcome from people’s interaction i.e. social construction it can only be interpreted and understood from the viewpoint of the researchers directly involved with the subject under study. This underling the fact that the conclusion of my research cannot be regarded a single truth about how the leadership skills of leaders influences over an effective teamwork in the workplace of J. T. company. Rather, it is to be noted that the conclusion from my thesis will be a construction in itself because it sheds light into my position as a researcher and will include the conclusion that has been drawn on the basis of certain conceptual viewpoint – in my case the view of social entrepreneurs and theories of leadership and development discourse. Thus, from the epistemological premise of social constructivism, it is important to indicate that the findings from this thesis cannot be considered as a single source of truth but shall be understood as the outcome of my methodological and theoretical choices and observational approaches.

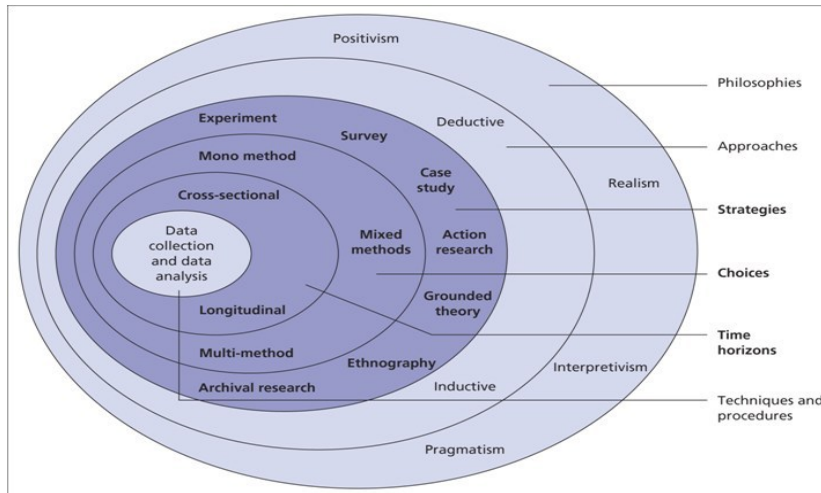
Interpretivism is one of the important approaches of social research. It is also much more qualitative research because it covers specific methods of research, unstructured interviews as well as participants observation. Therefore, this research is based on an interpretative approach. Interpretivist argue that “in order to understand human action we need to achieve ‘Verstehen ‘, or empathetic understanding – we need to see the world through the eyes of the actors doing the acting” (Thompson, 2015).

Figure 2.



According to Reiners (2012), “Interpretive phenomenology is used when the research question asks for the meaning of the phenomenon and the researcher does not bracket their biases and prior engagement with the question under study.” Actually, this research is added with the interpretive phenomenology because to find out the actual reasons of above issues or problem, I have operated an interview with some selected leaders of this company and asked some questions about leadership and their skills. In the analysis section, I have written and analyse their answer of asked questions as a paraphrasing form. Therefore, it is clear that this research has carried an interpretive phenomenon.

Figure 3.



The term ontology describes the nature of reality. It deals with how we view the world and how things are put together (Olsen & Pederson, 2008). The ontological premise of social constructivism suggests that the reality is always dependent on human perception and realization. The social world is a buildup of names, concepts and labels which are used to structure the reality (Burrell & Morgan, 1979). It entails that reality cannot be objective (Rasborg, 2009). The social reality is the outcome from people’s interaction i.e. social construction. Therefore, the effort of social constructivists is in understanding the relationship among reality and perception as well as of subject and object. In the context of this thesis, it can be perceived that the reality related to the Jaspers Trovekokken and the activities of the leaders of this company are socially constructed through the interaction among the various actors such as social entrepreneurs, employees, community people, etc. These different actors are collectively involved in social process leading to the social construction and the existence of this company’s leaders. In order to understand the leadership roles and their enactment by the leaders of this company, I will need to understand the relationship among the social actors (Leaders, employees, community people, etc.) and their interaction. As a social constructivist, the focus of this thesis is also contained in understanding the influence of the development discourse on the leaders of the J.T. and how it constructs their

understanding and enactment of leadership role within the organization and society (Rasborg, 2009).

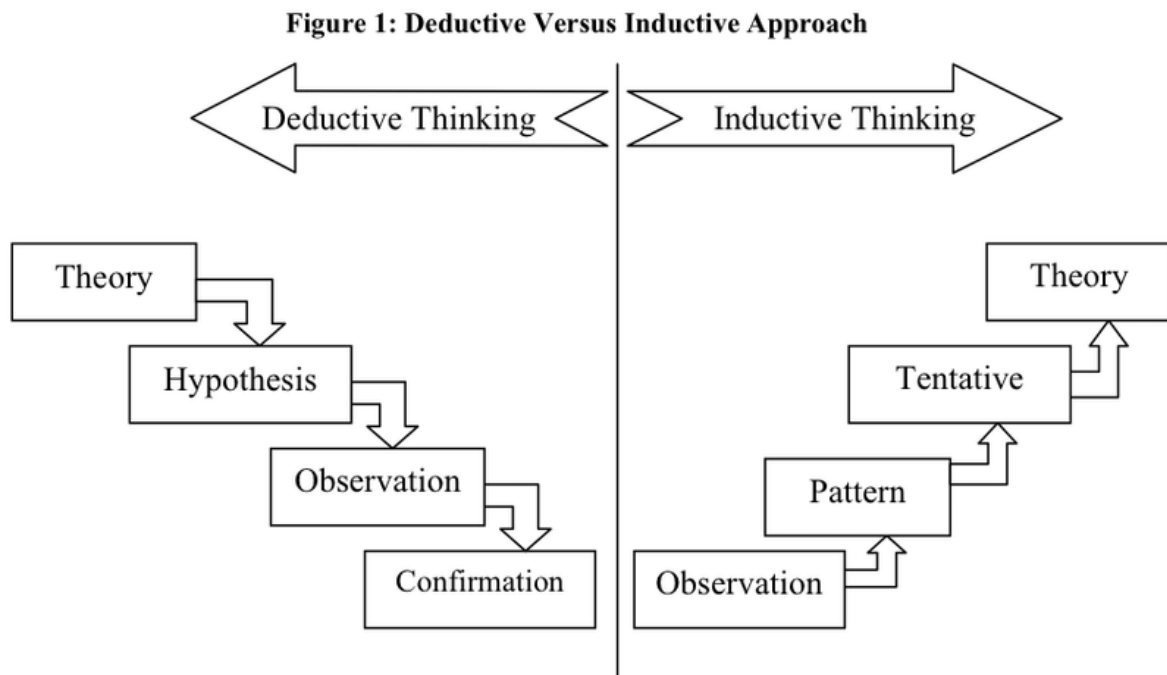
## 2.3 Research Approach

Systematic research is very essential to find out the good result of selected research question. So that it is very important to have an effective research approach which is usually be made explicit to the presentation.

According to the perception of *Saunders, Lewis, and Thornhill (2009, p. 61)*, “This is known as an inductive approach and, although your research still has a clearly defined purpose with research question(s) and objectives, you do not start with any predetermined theories or conceptual frameworks”.

### 2.3.1 Inductive approach

Figure 4.



In general, inductive approach goes from observation to theory, analysis and finally to the conclusion. Regarding the selection of different theories that related to above research question, I had noted some points from the leadership class specially from Northouse (2016) book and his different theories that related to the leadership. At the same time being based on different selected theories of Leadership I have identified the relationships between the data and developed questions. Furthermore, based on the developed research question I have introduced several emerged theories, approaches based on raised questions and finally collected data to identify the answer of preeminent questions. Therefore, I was able to understand the research context.

Within this thesis the data were analyzed by qualitative content analysis where coded categories discovered in the interview transcripts were inductively developed according to grounded theory techniques but also drawing on the theoretical concepts wherever they appeared in the data (Saunders, et al., 2009, p. 61).

Another writer (Mourougan & Sethuraman, 2019), explains that “inductive reasoning works the other way, moving from specific observations to broader generalizations and theories. Informally, sometimes this is called as a "bottom up" approach. In inductive reasoning researcher begin with specific observations and measures, begin to detect patterns and regularities, formulate some tentative hypotheses that he can explore, and finally end up developing some general conclusions or theories”.

## **2.4. Research strategy**

A search strategy is a step-by-step action plan that guides our thoughts and efforts, allowing us to conduct systematic and programmed research to produce quality results and detailed reports. This allows us to maintain concentration, reduce frustration, improve the quality and, above all, save time and resources. The research strategy is the essence of its application and describes the fundamentals of research and the experiments. It will carry out to achieve the desired objectives. In another word, research strategy is all about the choices of short-term plan of any research program which includes research nature, approach, design and so on. Furthermore, research strategy is an alignment of our research and the simply a determining a way to achieve a research



goal. There are different choices of strategy like experiment, survey, case study, grounded theory and so on. Out of them this research topic is related to the *case study* of a department (temporarily given name Lagkagehuset who produce the food for external food selling company called Lagkagehuset Bakery) of a famous service company called Jespers Trovekokken that I had already introduced in the introductory chapter.

While talking about my main strategy, it can be said that leadership was one of the interesting topics for me because as I know that whether a good leader make an appropriate plan for the company or organization who will make the healthy environment within the organization. It must be true to say that the successful business always used to have appropriate plans. So that it needs to have favorable plans to achieve the goal within the competitive business environment. For that any business company should go ahead with a dynamic workforce and to dynamize that workforce, company need to be able to select some effective and experienced leaders which are determined by their internal efficiency and their skills. Therefore, the main objective or plan of this research is associated with the leadership and skill of leaders which are the main consideration of this research.

## **2.5. Research Method**

Educational research is an organized, systematic and discipline process of finding about pre-determined problems. Normally there are two types of research which are qualitative and quantitative. Qualitative data are associated with such concepts and are characterized by their richness and fullness based on your opportunity to explore a subject in as authentic a manner as is possible (Robson 2002). It is operated in terms of understanding the nature and quality of a phenomenon. Concerning the qualitative research, we focus on the quality or meaning of the experience of asking different questions as a problem formulation. Furthermore, qualitative research is rooted on constructivism and interpretivism philosophy. The goal of qualitative research is operated to discover or understand and describe the meaning of presented theory and hypothetical question. The data collection is one of the main characteristics of qualitative research method where the researcher himself as an instrument of research.

This research is related/added to qualitative research method because, I have used some research questions in the problem formulation (section 1.5) which is related to the leadership skills of leaders who have been working in the Jespers Trovekokken company. As I already discussed, it is linked with interpretivism philosophy. What's more, I have used primary and secondary data collection method. For primary data, I have operated interviews with some leaders who work for a department of Jespers Trovekokken that produced and deliver different food and salad for Lagkagehuset Bakery. Therefore, it is clear that I have used a qualitative research method to get the appropriate result of present issues.

## **2.6 Data collection method**

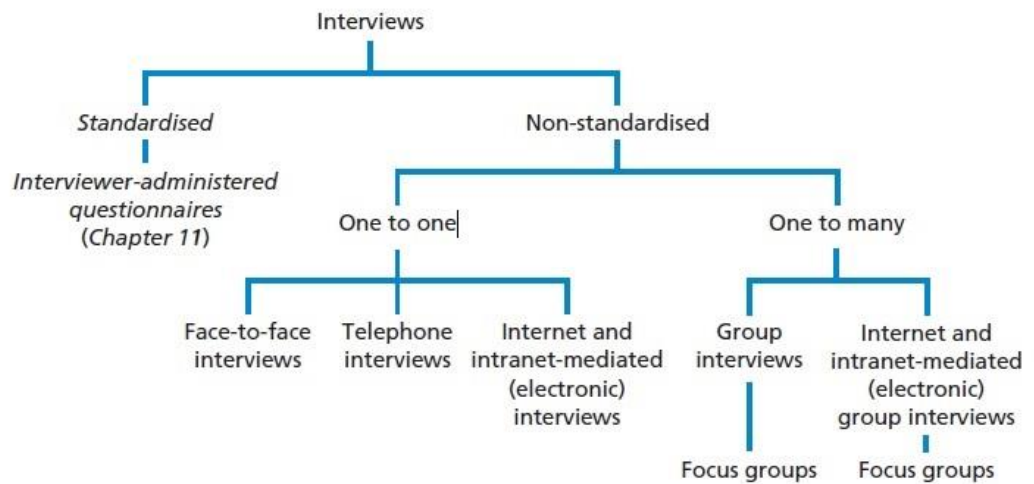
This section is all about what I did for data collection. Usually, educational research itself is a systematic way of collation and finding of per-determined topic. To find out specific reasons for above raised issues, I have studied lots of secondary data. Data are not only collected for after problem formulation but also reviewed several literatures to find out above problem. Although the maintained problem was a practical problem in my working place, I have studied sufficient literature regarding the same topic. I have also observed lots of secondary data's like book, journal, article, previous thesis, interviews, educational website, company's website and so on. To collect more information, I had included participants from three divisions which are company, lunch and administration departments. For the better understanding of leadership skills and its impact on job performance, I had taken the interview with four leaders who are Head of kitchen, Chef, Assistant Chef(Sous Chef) and IT Management that I have highlighted in the above hierarchical model (figure no. 1) of this company.

At the same time, in terms of finding the solution of above issue or formulated problem, I have actively used primary data collection method, which is self-observation, team observation, self-performance and specially operating interview with four different leaders of Jespers Trovekokken company that produce salad and other lunch package as well as other foods for external food seller company called Lagkagehuset and other company in the Denamrk.

### 2.6.1. Interview

The interview is important and widely used data collection method which helps to get the nearest result of the indicated problem in the research program. An interview is a purposeful discussion between two or more people (Kahn and Cannell,1957). In addition, “The use of interviews can help you to gather valid and reliable data that are relevant to your research question(s) and objectives.” (Saunders, et al., 2009). There are several forms of interview processes which is presented as follows:

Figure 5.



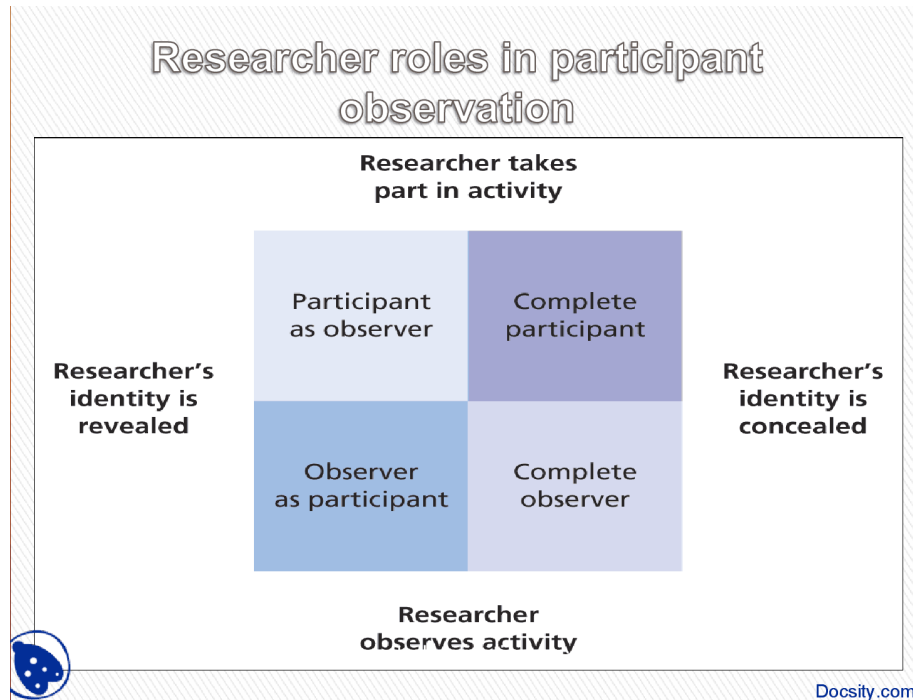
The above interview chart shows two different interview methods that are standardized and non-standardized. Considering to requirement and characteristics of my research topic, I have operated face-to-face interview which falls under one to one from the allocated branch of non-standardized interview. In order to get some information about leadership and their skills and their performance in the workplace, I had asked some standard questions to different sub department's leaders which related to my research problem. The interview was face to face with different experienced leaders named Kesab Bagale, Rene Gaasvig, Saleh Amin, Maria Tjoczydowska. On the process of primary data collection, firstly, I had organized four different sets of questions for four participants and these questions were created myself which was regarding my interest area. Second, I scheduled two different interview dates for four participants. Before I conduct interview, I clearly told them my subject area. Thirdly, I had conducted face to face and one to one interview with them and I had asked them very comfortable questions so that the interview environment was very friendly.

#### 2.6.2. Participant observation: researcher role

This method is used in the field of sociology and it is also a part of a qualitative research method. This method is also becoming a modern method which uses in advance in the field business and their activities. Within this method researcher himself participates in a work by becoming a member of group. According to the Jonson, (1975:293), the role of participant as a group member are categorized as follows.

- Complete participant
- Complete observer
- Observer as participant
- Participant as observer

Figure 6.



Out of above different participant, I presume myself as a complete participant because It is true that I have been working for Jaspers Trovekokken company for some month and I am working with presented leaders from the starting of my work. Hence, I presume myself as a complete participant. According to Saunders (2009:293), “The complete participant role sees you as the researcher attempting to become a member of the group in which you are performing research. You do not reveal your true purpose to the group members”.

Concerning the observation, I had talked with my 10 close friends about some specific subjects/questions that was about the *implementation/reflection of leadership skills within the working place of J.T. Company*. I have calculated average level of every specific subject on the basis of agreed or disagreed answer by 10 employees. I have presented normal bar chart in the analysis chapter and average calculated table of the bar chart is presented in appendix D.

## **2.7. Reliability and validity**

Reliability and validity are incorporated with collected data which was collected by the researcher that is useful to support the expected or desired outcome of the researcher. In other words, there is a significant relation between the researcher and the subject which is essential in any research. While talking about my research regarding leadership skills I had used all the valid and reliable sources that are the primary and the secondary data. In term of data collection firstly, I have contributed my quality of time to find out a specific topic. Second, regarding the finalized my research topic and considering on collecting the primary data, I had examined six months more to submit my thesis. Third, I had cope with lots of challenges to collect primary data like long time leave in Job, regular library observation, group meeting with friends and so on and finally, able to conduct interview with participants within the friendly environment are the main sources or factors of reliability and validity of my research.

## **2.8. Ethical consideration**

It is very important for a researcher to handle the different challenges or issues that arise in-term of data collection. As a researcher, I have also cope with some issues which are:

- Privacy of participants
- Consent and possible deception
- Secret of collected or given data
- Reaction of participants like stress, discomfort, dilemma and so on (Saunders, et al., 2009)

According to Cooper and Schindler (2008:34) define ethics as the “norms or standards of behavior that guide moral choices about our behavior and our relationships with others”. As we know that though the research topic is general and widely used by other researcher, the formulated problem of my research is added with the interpersonal skills of leader therefore, I had asked some indirect questions about their quality, experiences and their knowledge about leadership and I had assure to respondent that their identical information will not be reveled in this thesis and all the

information that they had provided me will not be misused and all are used only for the purpose of study. Therefore, the purpose of the study was clearly stated before conducting the interview. Moreover, to minimize the information manipulation risk, we have managed a peaceful and secret room for the interview. I also assure myself and inform to my academic team that this data will be used only for academic purpose.

## **2.9 Data Analysis**

To describe about how I analyzed the data, I have segregated it in two different parts which is pattern making and explanation building which is as follows:

### 2.9.1. Pattern making

On the process of getting a valid result of my research, I have followed an inductive approach based on the analytical procedure where I have categorized as two different variables called dependent and independent variables. Firstly, dependent variables cover selected theories, literature, and all collected primary data and second, independent variables include the implication of particular change, management of interview program in the selected company and so on.

### 2.9.2. Explanation building

Analysis is one of the important parts of this thesis so, describing facts, developed expectation, test hypothesis using the rules of social science are the main part of the analysis chapter. Therefore, collected data was checked, organized, coded, and entered in a systematic way. To get the final result or conclusion I have tested all presented theories that I have presented in the theoretical consideration chapter (chapter 4). While talking about coding, I had highlighted the answer of respondent in the transcript which is related to the presented theory or approach and included in the analysis chapter coding by double inverted comma (“.”). Furthermore, to find out the leadership approach of leaders who have been working in Lagkagehuset department of J.T. company, I have segregated questionnaire in different parts like background questions, Theory/approach related questions (4 different theory related questions), and closing questions then I had analysed by comparing and constructing specific theoretical perception of leaders of presented department.

## 3.Theoretical Consideration

### 3.1. Literature Review

This chapter contains a review of different secondary literature that describe about previously published journal, article, books and so on where we normally analyse the specific issues, identify the trends in research, and finding the central idea of other authors.

*Amanchukwa, Stanley & Ololube (2015), published an article on, "A Review of Leadership Theories, Principles and Styles and Their Relevance to Educational Management". Journal of Department of Educational Foundations and Management, Faculty of Education, Ignatius Ajuru University of Education, Port Harcourt, Nigeria, 5(1): 6-14.* The development of this literature indicates several important trends. The first trend refers to the field of leadership, which has a more holistic vision of leadership. Specifically, researchers are now examining all the angles of leadership and include in their models and study the leader, follower, context, levels and their dynamic interaction. The second tendency refers to the examination of how the leadership process is carried out, for example, integrating the work of cognitive psychology with strategic leadership. In this sense, we are seeing more interest in how the leader processes the information and how the follower does it, and how each influences the other, the group and the organization. More work is expected in the examination of the various mediators and moderators who help explain how leadership influences the expected results. A third tendency is to derive alternative ways of examining leadership.

*Amanchukwa, Stanley & Ololube (2015), stated that quantitative strategies for the study of leadership have dominated literature in the last some decades, but more and more attention is being given to cases and qualitative research that now needs to be integrated with quantitative approaches. Part of the evolution of research in theory and leadership will continue to involve the definition of what effectively constitutes leadership from a content perspective, for example, authentic, transformative or visionary and a process perspective, for example, shared, complex or strategic. Furthermore, this article is much more attention to the area of strategic leadership, that*



there is no space here to cover and apply to this level of analysis what we have learned about the content and the process. Finally, let's return to the point where we begin to suggest that it has never been better to examine the genuine development of leadership. The leadership field has done surprisingly little to focus its energies on what contributes or eliminates the true development of leadership. Given the forces in the global market, we expect that in the next 10 years, research and theory in this sector will explode as organizations increasingly demand ways to accelerate the development of positive leadership when they enter the vanguard of war. for leadership talents

*Another literature review on Leadership: Current Theories, Research, and Future Directions, Avoli, Walumbwa & Weber (2009). An article of University of Nebraska - Lincoln Digital Commons @ University of Nebraska – Lincoln, 60: 421-449.* According to this article, the field of leadership in the last decade has made enormous progress in discovering some of the enduring mysteries associated with leadership. These include whether leaders are born or made, how followers influence the way that successful leaders can be, how some charismatic leaders build societies and others destroy them, just as the impact it has through technology has an individual and personal character. collective the moment when the theory of leadership and research will enter the next decade is, in fact, one of the most exciting in the history of this world.

The authors said that they started the volume with a complete treatment of leadership, mainly because they are leaders at the individual, team or organizational level. Leaders must apply their understanding of how to effect change in behavioral, procedural and structural levels during the promulgation of leadership efforts. In many cases, these efforts are rather intentional, planned and conscious. In others, leadership behavior may derive from understandings and less conscious forces. These authors suggest that "if the field of leadership must continue to evolve, then how carefully we define our theoretical constructions is something that should receive much more attention". Organizations are unlikely to reach their strategic goals, survivors and the threats they face. Managers take responsibility for achieving the organization's goals by acting in accordance with their understanding of how the organization's individuals, teams and systems change.

Bolden (2011), published an article on "Distributed Leadership in Organizations: A Review of Theory and Research". *International Journal of Management Reviews, Vol. 13, 251–269 (2011)*. The main aim of this article is to review the literature regarding distributed leadership within the

organization as well as related concepts, including ‘shared’, ‘collective’, ‘collaborative’, ‘emergent’, ‘co-’ and ‘democratic’ leadership. The author concluded that distributed leadership is necessarily inclusive or democratic; the degree to which it should be taken as a framework for improving leadership practice or simply describing it; and the degree to which the concept of distributed leadership is part of a wider socio-political movement aiming to reform public services and produce efficiency savings. Though this literature is not totally match with my research topic, this article helps me to understand about the leadership practices within the organization.

*Northouse (2016), a book on “Leadership theory and practice”.* According to a perception of author, "leadership is a process in which an individual influence a group of individuals to achieve a common goal". While this provides a useful starting point, the following sections will show that the definitions have changed over time. Given that leadership must be considered in the context of its time, it is important to take into account the fact that environmental factors such as social, technological, economic, political and ecological changes have a significant impact on what is meant by "leadership" in the challenges you face. and the resulting models that dominate each specific era. However, it is also true that most of the published research has been conducted in the United States and, therefore, it is the models of the United States that have dominated the "received wisdom" of what it is.

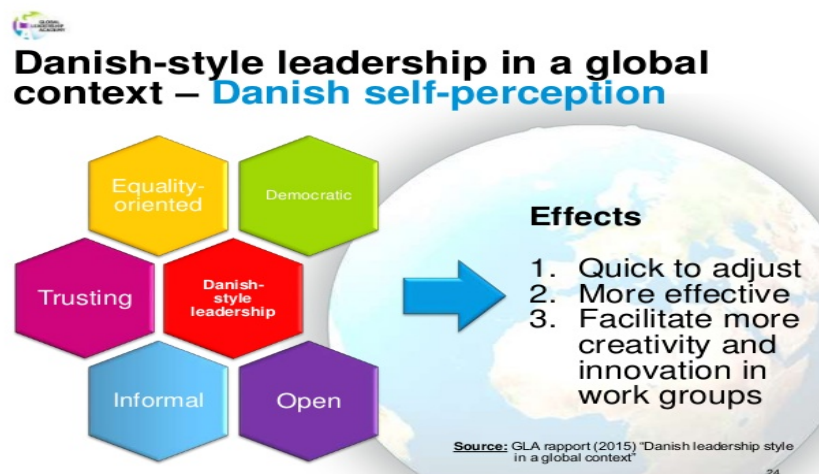
Regarding the leadership, *James and Grasswitz (2005)*, believe that strategic leadership is a process that transforms organization into successful organization by proper strategies. Generically leader in an organization provide the vision, he strategically thinks and plan, administrate the operational activities. They develop a strategic vision and mission, sets goals and objectives, craft the strategies, execute it and then evaluate the performance.

### **3.2. Danish Leadership Style**

Due to the study of leadership skills within the Denmark it is equally important to know about Danish leadership style. In Denmark, we can find different leadership style within such leading company out of them we mostly found transformational leadership style. According to Northouse

(2016), leadership can be described as a motion, value, ethics and long-term goal and he believes that leadership is the process that changes and transform people or employees. Danish style of leadership is influenced by the relatively high levels of education of an organization’s workforce in Denmark, even among employees at lower levels of the organization. Children in Denmark are taught to think independently and critically, too, so by adulthood these qualities are deeply ingrained. A further factor influencing the Danish approach to leadership is the high level of social trust that exists in the country (Delhey & Newton, 2005). In Danish society, individuals are trusted and called upon to assume high levels of personal responsibility (Schramm-Nielsen et al., 2004).

Figure 7.



The above figure (figure no. 7) shows a comprehensive perception of Danish leadership style in the global context. According to (Bauer, 2015), “According to Danish leadership style seems to promote more creative and innovative thinking among global workers – a process that is often spearheaded by the Danish global leader and rooted in the inquisitive nature of Danish leadership” The above statement demonstrate that Danish leadership style is seeming little bit different which includes numbers of characteristics such as democratic, trusting, open, informal, and equally oriented. These characteristics cover such different effects like quick adjustment, sufficient effectiveness and creativity, prior to the innovation, working in a group and so on.

### **3.3. Theoretical Framework**

As presented above, the research study aims to investigate how the leader of Jespers Trovekokken used their interpersonal skills like technical, human and conceptual that helps to understand and play their leading role for achieving positive changes in the company. Therefore, this chapter aims to provide the theoretical premise by establishing a theoretical framework that includes leadership as a key concept and at the same time I have also tried to present a new discourse of development as another important concept applied in the current study. With an academic purpose and my own curiosity to explore the area under investigation - the leadership role of different experienced and skillful leaders of JT company, the choice of theory was introduced.

The notion of strategic leadership is linked with the concept of strategic management (Hambrick & Mason, 1984). Therefore, to well manage the business activities, there is an important role of leaders. Another author (HITT, et al., 2001) believes that strategic leadership as the ability of leaders that motivate employees for better performance and leads the organization to the goal-oriented action. Again, he explained that strategic leadership is related to the trait of top-level managers that measure how leaders helps to gear up on the performance of all level employees. According to Adair (2004), Strategic leadership is related to the performance of leaders who perform for a whole business or organization with overall accountability (Adair, 2004)

#### **3.3.1. Skills approach**

Skill approach is one of the important components of leadership theory which has the significant role on the selection of the right person for the leading post within the organization. Furthermore, this approach has the important perception that explains about leadership role within the working place. The literature review about leadership demonstrates that this approach is formatted since number of years (Bass, 1990: 97–109). According to Northouse (2016:43), “in the skills approach we shift our thinking from a focus on personality characteristics, which usually are viewed as

innate and largely fixed, with an emphasis on skills and abilities that can be learned and developed”. It is not only important for a business organization but also useful for individual career. For instance, if someone wish to grow his/her career in any organization, he/she must have right skills, knowledge, or ability to be selected for interesting post and further, it is also important to understand the leadership theory (skill approach) to handle the daily activities being a leader of any business company. So that understanding of skill approach will navigate to achieve the desired goal of the company or individuals.

To illustrate and signify the importance of skill approach, I have presented three different skills that are essential on the process of control as a leader in the business organization which is as follows:

I. Technical skill

II. Human skill

III. Conceptual skill

## **I. Technical**

Technical skill is one of the important aspects of a skills approach which is related to proficiency of a leader in a specific type of work. In another word, technical skills mean the ability to use specific tools or machine which also deal with the particular technique of working. There is some example of technical skills out of the speaking and writing knowledge of different and suitable languages also known as technically strong leader. Furthermore, hands-on activity like knowledge about basic product also helps to increase the efficiency of work which help to increase quality by deducting consuming time.

## **II. Human**

Human skill is another key factor of skill approach which deals with the required ability to work with people. There is quite different between technical and human skills; technical skill is associated with the things but on the other hand human skill is correlated with people so that it is

also called by 'people skill' (Katz, D. 1964). The above definition and the practical experience in the working field shows that human skills are very essential for an individual and any business organization. Human skill covers such kind of activities of leaders like help to work team, self-working with followers, peers, and the supporter superior, which are the way of increasing the efficiency of work and pioneer to achieve the goal of the organization/company. Additionally, human skill also includes daily performing activities such as assist to group member, cooperate in arises issues by generation own idea, creation of trustworthy environment that makes working comfortable, being a supportive and increase the encourages of employee and finally increase the empowerment of all team members by motivation.

### III. Conceptual

Third, conceptual skill is another essential and important element of leadership. Efficiency in the work is very noticeable within the working place which help to decrease the time consumption of production and increase the profit of on goods sales. Therefore, conceptual skill is explained as the gear of company. This skill is related to working with idea and concept which helps to shape an organization by eliminating the intricacies in the workplace. From the perspective of economic principle, economic management is the way of reducing the cost of production which contains, time management, dual work technic, reduce obstacle and so on. So that being an effective leader within the company, if they considered the above factors of economic principle, of course any business organization easily able to achieve their goal within the targeted time period. What's more, conceptual skills are centered to vision and strategic plan which advantages are as follows:

- Cost minimization and profit maximization of the company
- Demand increase
- Sales increase
- Reputation of the company will be increased
- Healthy company
- Help on policy making of the company

### 3.3.2. Trait approach

Trait is inter-connected with the characteristics of leader/individual that reflect either cognitive, emotional or behavioral tendencies of leaders. It is universal truth that human mind itself is a compendium of intelligence which is explained as a trait of people. There is some trait which is correlated with the leadership which is known as leadership traits. If some person have a good reputation in the society or in the organization and if someone have the capacity that motivate to the followers and if he perceived himself as a leader then it could be said that person have a unique trait that is absolutely related to the leadership. For instance, Give example, one of the owner of Jaspers Trovekokkon company named Jesper have unique capacity that when he speak in front of the stage in the meeting, he never criticize other work but he try to improve more than they do and he respect to all works very well. It means becoming a social he encourages workers for the positive performance. While thinking from the leadership perspective, it is found that there is different in leadership style therefore, we didn't find a single trait among all leaders. It was believed that people were born with these traits, and that only the "great" people possessed them. During this time, research concentrated on determining the specific traits that clearly differentiated leaders from followers (Bass, 1990).

According to the Northouse (2016) "In short, the trait approach is alive and well. It began with an emphasis on identifying the qualities of great persons, shifted to include the impact of situations on leadership, and, currently, has shifted back to reemphasize the critical role of traits in effective leadership". In addition, there is no similarity trait between one another people so, when we discuss about the form of trait, it is important to know about leadership trait. In general, leadership trait is related to a process where one seeks to be perceived by others as a leader and if someone can motivate to his followers then it could be said that he has a potentiality of leadership. Simply, the leadership covers the different traits which are as follows.

- I. Intelligence
- II. Self Confidence
- III. Determination
- IV. Integrity
- V. Sociability

## I. Intelligence

It is the intellectual ability of the leader which initiated the positive outcome of leadership. It also encourages individuals to be a good leader. So that, leaders are supposed to have higher intelligence than other ordinary workers or employee.

## II. Self- Confidence

Self -confidence is another trait that determines the internal capacity of a leader. It is an ability that increase the competency level among the competitors. Generally, it includes self-esteem, self-assurance, belief that helps on better performance in the workplace.

## III. Determination

Determination is a sharp willingness to get something that supports to reach or achieve the targeted goals of individuals or any leader of the organization. That's why it is true that higher determination means higher chances of getting success in any sector. Therefore, a leader must have a strong and higher level of determination that emerges individual or organization being supportive in the competitive business world.

## IV. Integrity

Integrity is the vested quality of leader that derive people to provide satisfactory performance being honesty in the workplace. The increment of trustworthy environment is profitable for any business institutions. Due to this reason, all the service and business organization prefer to appoint a good leader who has positive integrity for the better performance.

## V. Sociability

Within the organization, the meaning of sociability is the process of being socially among the working team. In another word, sociability is act or quality of persons that help to derive in a supportive and the positive way. Correlation, cooperation, making a good impression, helping subordinate are the example of sociability. A researcher believes that “sociability would be



attributable to the most common variables used to assess the development of social competence: empathy / coordination, self-regulation, and assertion” (Anme, et al., 2014)

### 3.3.3. Path-Goal Theory

Path-Goal- theory is related to sociability of leader which is directed to determine goal achievement process by helping to subordinate. If subordinate have any problems or obstacles in the way of job performing, leaders will always try to eliminate the obstacles being a supportive.

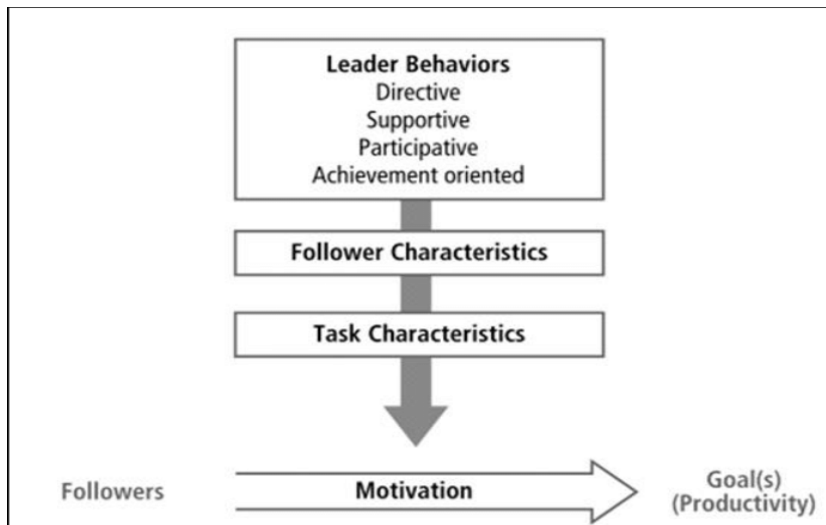
Figure 8.



Moreover, path-goal-theory is developed to explain how leaders can help to followers along with the job performing path. It also related to the increment of the motivation that decrease the uncertainty and to rais follower’s expectation for the success and satisfaction (Northouse 2016:116).

The concept of pat-goal-theory was developed on the basis of expectancy theory of motivation. The principle of this theory to increase the outcome of performance. This theory has a belief that workers are motivated by leaders if leader feels that they are capable for performance. At the same time workers also expect to be rewarded if they are performing better. To illustrate the different component of path-goal-theory and understand about the leadership within Jaspers Trovekokken company, some Important components are presented as follows.

Figure no. 9.



Path -goal theory is one of the components of behavioral approach which includes different types of behaviors of leaders. Out of them, I have examined four different behavior of leaders like directive, supportive, participative, achievement oriented (House and Mitchell 1974:83).

### I. Directive leadership

Directive leadership is connected with the behavior of a leader who gives to subordinate an appropriate task instruction such as what he expected with them, how a task is to be done, timeline for completing the given responsibility and so on.

## II. Supportive leadership

Supportive leadership consists of the behavior of leaders like friendly and approachable that includes well-being personality, supportive that makes a comfortable work environment and it helps to growth the confident level of workers.

## III. Participate leadership

Participate leadership is associated with leaders who invite subordinate on the decision-making process. This type of leader always takes suggestion by subordinate before going to do an important decision. Therefore, it plays the vital role on good decision making.

## IV. Achievement Oriented

The leader having this type of behavior is directed to deal with challenges by supporting to subordinate to perform work as much as possible. Generally, an achievement-oriented leader seeks continuous improvement to achieve short term as well as long term objectives of the organization. In this way the path-goal theory also suggests that, whether or not the above presented leader behaviors are motivating to subordinate. Path-goal theory not only describe a behavior of leaders but also measures the cause and effect of leader's behavior upon followers/ employee. Generally, to find out the effeteness of leadership within the company, it is necessary to consider two different components related to followers which are followers' characteristics and task characteristics (Northouse 2016:119).

### 3.3.4. Transformational leadership

Transformational leadership style has been seeming as an interesting criterion for many researchers in recent time because, the concept of transformational leadership is linked with the perception of new and modern leadership theory (Northouse, 2016:161). This leadership enhances the motivation, morale, and job performance of workers through the various motivational ways.

“Transformational leadership includes connecting the follower's sense of identity and self to the project and the collective identity of the organization; being a role model for followers that inspires them and makes them interested; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that enhance their performance” (Odumeru, 2013)

Robbins and Coulter (2007), believes that leaders inspire to followers to achieve extra ordinary outcome. Meaning, if there are lots of challenging work within the company like work has to be done within a very short time period, fast delivery, at that moment leaders have to perform tactfully to meet the given responsibility. Within this concept leader became an inspire leader for workers and he/she not only generate new thinking but also inspire to follower/workers to involve on the same process. Moreover, this kind of leader always tries to understand the strength and weakness of followers then help them using an appropriate style. Based on Bass’s model (1985, Northouse, 2016:167), the transformational leadership has divided into three different parts which are transformational factor, transactional factor, and no leadership factor. According to the requirement of this thesis, the transformational factors are discussed in advance that are as follows.

### **I. Idealized influence**

This type of leadership also called charismatic leadership where the leader acts as a role model for the followers or workers. The leader who has this kind of behavior, he/she always try to increase the optimistic perception of followers towards his/ her leader.

### **I. Inspirational motivation**

This is a very important component of transnational theory because each company has their vision and mission that are related to profit maximization by providing satisfactory goods and services. To achieve this goal, the leader articulates a vision that is appealing and inspiring followers.

### **II. Individualized consideration**

Within this concept it is perceived that the leader gives personal attention to each follower and guides them for increment of the productivity.

#### IV. Intellectual stimulation

Transformational leaders always encourage to their followers to be an innovative and creative while working in a team. They support to followers to work with the new idea and even though they did any mistake while job performing, they try to solve the problem by the positive way but not making them guilty.

Based on above theoretical consideration, it can be signified that skill approach trait approach, path- goal theory, and transformational leadership approach are the framework for analyzing the above research questions.

#### 4. Analysis

The following section is aims to analyze the collected primary and secondary data. Due to the qualitative research, I have focused more to the primary data rather than secondary data analysis. The analysis of primary data has two different dimensions which are first, analysis whether or not the leadership skills influence on the effective teamwork in the workplace of Jaspers Trovekokken. Second, to find out the role of leadership within the workplace, I have involved myself in the working place with the participants and partakes in their activities. I had selected a day and worked with selected participants. Participants are not aware that observation and research are being conducted, even though they completely interact with the researcher. In terms of analyzing the primary empirical data, I have included interview, short introduction of participants and the live observation of work.

##### **4.1. Analysis of interview by respondent**

#### 4.1.1. Analysis of interview with Rene Gaasvig

According to giving information by Rene Gaasvig, He had born in an educated family in Denmark. He had finished his higher education from a recognized college. After finishing his higher degree, he joined 2 years cookery to fulfill his interest and increase the own skills in different sectors.

From the interview we also know that he had more than seven years of experience in different service company within this Denmark. He had handled the responsibility as a leader more than five years so, he has a good knowledge of leadership. While analyzing his interview I had divided the questionnaire in different six parts. When I review all answers by participant, I have found some similarities and differences of leadership perception which is as follows:

While I analyzed all answers of Rene, I found from part 1 (background of the leader) that he has a good family background. He is an educated leader and had worked in many fields but in a different company as a leader. He has been working for this company as a manager and handling a big department called Lagkagehuset (a department that produces goods for external customer called lagkagehuset). According to Rene (2019), J.T. company has been offering a plenty of training opportunity to the leader for the growth of an effective leadership skill. So, he said that ‘I feel myself that I can growth my career here and to be honest, I had offered good financial facilities’ (Rene, 2019 interview). From this statement we can understand that there is very good value of leadership skills in every business and service company. Furthermore, leadership not only a theoretical knowledge, but also an ability that gain from practical experience. For instance, Rene had very good experience before so, he got a good platform in J.T. company and now he is working for this company for three years. It means he has a good reputation and a positive impact on work performance.

In addition, in the second phase of the interview, I had asked him some skill approach related questions to know about what kind of leadership skills does he have and how his skills influencing over work performance. Within discussion, while we talk about technological changes, he said that technological changes always bring new idea of working well. Giving an example he illustrates

that “last year we used produce a small cup of curd called Skyr by hand at that time we used to hire more than five person to produce 2000 pieces Skyr it used to take more than 8 hours to them but now we have purchased an advance machine that easily produce same quantity of Skyr in 2 hours by 2 people. So that advance technology makes work easy, reduce time consumption that is the key to maximize the profit of company” (Rene, 2019). This statement proves that the leader of this company has a positive perception on adopting new technology that helps to decrease time consumption of the production and can produce more within shorten time period. At the same time, it also helps to increase technological skills of leaders that helps to increase the working efficiency. When we discuss about employee satisfaction, he indicates that, it is very essential [...] “satisfaction is the ‘gear of a vehicle’ like low satisfaction low speed and high satisfaction high speed on the job performance” Rene (2019). So, he strongly agreed with my statement. Furthermore, we had discussed about different work efficiency technique like brain storming training, motivation, teamwork and so on. While I analyzed his answer, I found that though they organized meetings to talk about work efficiency, they used to focus more on quality of production by increase the efficiency and ability of individuals and leader. But about the motivation, the leader has a positive perception. He demonstrates that “in Denmark we can’t cheat with the employee so, providing them full facilities, listening them and their problem, cooperate with them I always try to motivate them to perform better” (Rene 2019). Moreover, he often used to present in the working place to motivate employees because he believes that ‘working together work better’. On the other hand, from this quotation of Rene “Making a friendly environment I always push them to provide a quality of work” we can analyze that he has similar perception like other leaders. So, he also believes that sometimes it is also necessary to force the worker to increase their work efficiency. According to Rene (2019), in term of developing leadership within individuals, this company has been providing instruction, guidance, and direction to every team which helping to increase the self-leadership in a team.

Determination and self- confidence are the significant part of leadership which increases the energy and interest to the hardworking of employee (Rene 2019). Further, we talk about complex problem solving and he stated that “Sometime I found different kind of problem like weak performance, wrong perception, salary problem, frustration, home sick, material unavailability, machine related problem”. At that moment, he usually uses his own idea to solve that problem.

As we know that, there exists different kind of obstacle on the process of job performance so, leader should be ready to confront with probable obstacle. Regarding this subject Rene thought that ‘obstacle brings opportunity’. For example, if the old machine is not working company should bring a new machine and also need to provide training to the machine operator. The means employee gets an opportunity to increase the technological skills.

It is true that good decision takes step to improve ability of the employee therefore, leaders have to play a vital role to improve on good decision-making capacity of followers. At the same time, it is important to find out the strength and weakness point of subordinate or worker by leaders because that makes easy to leader for giving responsibility to the worker. Concerning to this topic, Rene has a perception that “no any people are perfect in every sector so; I will give a job what he can do well and but on the other hand I always try to eliminate his weakness point by providing sufficient training” New and innovative idea is not only essential in the working place of J.T. company but also beneficial for the whole company. So that the leaders of Lagkagehuset almost use their own idea that minimize the time consumption of production.

In the last part, I had some closing questions that are related to reflection and effectiveness of leadership within Lagkagehuset department. I had asked an important question that how do you measure your success as a leader? Then he said that staff satisfaction and positive comments by the superior of this company are my own level of satisfaction.

#### **4.1.2 Analysis of interview with Kesab Bagale**

Kesab Bagale is one of the well-educated and experienced leader of sub department in Jespers Trovekokken company who is the incharge of a specific team who produces food and salad for external customer named Lagkagehuset Bakery. According to his introduction, he had finished his bachelor level of study from Nepal. He was from medium family so that he got an opportunity to come here in Denmark for his future study. He had finished his MBA from Southern University, Odense. Before, joining this company, he worked in many places. Firstly, he worked in Christian



Hanson as assistant cook but after some years he joined in Sticks 'N' Sushi as a Sous Chef. After working both places around seven years, he joined in this company and working as department Incharge from last year (Kesab 2019). From the above information, it can be said that he has both theoretical and practical knowledge of leadership that might have a positive impact on the workplace of his department. So, it could be said he has high competence level as well as he has a knowledge with capacity to improve competency level of the company.

In terms of finding the answer of above formulated problem, I had asked some question to Kesab which was related to skill approach. As I already mention in the theoretical section, this approach mainly deals with three different component/skills that are technical, human, and conceptual (Northous 2016). Regarding this theme he said that "Satisfaction is a factor of motivation so, without satisfaction to the staff, the goal can't be achieved because, if employees are not motivated, they will not give 100% effort". This statement shows that he has positive consideration towards human or employee satisfaction and he believes that motivation is an important factor that derives employee to perform better. Therefore, it can be presumed that he had good human skills. Moreover, while we talk about technical skills, he asked that "I have some good skills of making famous food because I am Chef and I have also very good knowledge of knife handling and cutting" (Kesab 2019). This indicates his worthy technical skills so, he easily can control to his working team as well as work and time pressure.

According to Ketz (1995), leader must have 'people skill'. That is indirectly to say that leadership is associated with the motivation to workers. Concerning this, Kesab (2019) said that "Whenever I meet them, I always smile and said that 'you are doing a very good job' [...] So, it is very important to give them rewards which is the main source of motivation". This statement shows that inspiration plays the role of rewards. There are some other factors or skills that also have a significant role on the work performance which is interconnected with workers and colleagues that support to develop leadership in the individual. When I asked him a question that how do you support to workers for increasing self-leadership? Then, he mentions that "I don't want to be a superior instead I want more likely to be a friend with them". Meaning, he always behaves to workers like a friend which makes very cool working environment.

There are many researchers who believe ‘trait’ as a characteristic of leader that includes intelligence, self-confidence, determination, integrity, and sociability. (Northouse 2016). In this section, I had asked to Kesab some trait related questions. At the same time, I had also tried to analyze the characteristics of the leader (Kesab 2019). When we discussing in term of complex problem solving he said that if there arises any complex problem in his depart, he have an accreditation about the conflict of unsatisfied workers that “if they are right, I will preserve them and solve their problem otherwise I will fire them and hire new one”. From this statement I can assess his vision that he has good authority or power that has made him little bit strict, but it has been increasing his confidence power to handle the problem by staying in circumference of sociability.

So far, path-goal theory was developed on the basis of motivation theory. Which is associated with the role of leaders to achieve the pre-determine goal by making effective plans and work direction for the workers or employee. On the process of determining a suitable path to achieve the goal of the organization, leaders always play the role of obstacles remover (Northouse 2016). Considering this theory, I had asked an important question to him that what you do when some obstacle come on the job performance? Like time management problem. To illustrate the leadership behavior, he share his experience with me and said that “we have to send our product up to 16 pm but if we are probably getting late, then we stop other works and focus on a product which we have to deliver soon then we prepare other which can be send later. I usually used the FIFO method (first in first out) meaning first order first delivery”. With his above experience, the leadership behavior of Kesab can be categories as achievement-oriented type because his activities show that he always focusses on time management to achieve the given target by his superior or manager. Furthermore, he always supports to his follower and he said that he used to give taring to the worker about time saving technique, duel work technique. In addition, he also plays the role of supportive when he works with the new team.

As I already introduce, this theory is based on modern theory. The assumption of this theory is detached with a belief that the leader in an organization inspires followers to achieve extra ordinary outcome (Robbins and Coulter, 2007). Keeping this in remembering, I had asked him a question about strength and weaknesses. Regarding the handling of having verities capacity of people or

worker, he said that “There are always, people have some strength and weakness behavior, thinking both sides, I give that responsibility in which they are strength on and I give less responsibility in which they are weak on”.

As we know that innovative idea always makes work effectiveness. Consequently, it not only makes work easiness but also reduces the consumption of production time. To specify the above perception Kesab (2019), had given an example that “before I came here, they used to spend 8 hours to make 25 kg of ‘Falafal’ but now I produce 500 kg within 4 hours which is a great example of my innovative idea”. From this example, it can be claim that of course the innovative idea is very essential in the working place to generalize the working environment. And it is also proving that the leader of this company usually uses a good and innovative idea to perform in the workplace.

At last I had asked him a question that, how he measures his success as a leader? And he replies that if his all team members are happy and if he will be able to give better performance in the company, he will feel successively himself.

#### **4.1.3. Analysis of interview with Saleh Amin**

Saleh Amin is another participant of my research. I had managed a place within J.T. Company to take an interview with him. While talking about his background, he is a different and unique personality person. Regarding his education, he had passed his higher secondary education in 2012 from Denmark and further, he completed this higher degree in Engineering from DTU in 2016. From his interview, as I knew that he had done internship program in an IT company and finally joined his job in J.T. company as an IT and production supervisor in Jaspers Trovekokken from 2017.

To find out what perception regarding the above problem formulation, I had asked him so many questions. Out of them I had asked him a question like how leadership is an influencing process to the working team? He said, leadership is a capability or experience that influences over working team by inspiring them towards the company’s goal. Generally, management and problem-solving

skills are the most important component of leadership. When we talk about it, he said with sharing his experience that “firstly, I was educated and somehow skillful so, I had appointed for this post. That’s why in order to achieve the aim of this company, leaders should have higher competencies”. In addition, he added an example that some month before, unfortunately a machine didn’t work when he was in the leave and he was the one who has a good knowledge about that machine so, they called him to solve that problem. Therefore, problem solving skill is very essential in the working place.

Accomplishment the multiple task is another form of time management. Due to this reason, motivation is very essential for the multiple job performance in the working place. Related to this fact, Saleh has a perception that “motivation is mandatory factor that helps to complete the given task within the given time period”. Hence, to motivate the employee in the working place he used to do as follows.

- Making friendly environment.
- Talk superior/manager to manage a bonus facility for extra working staff.
- Support to workers when a problem arises.
- Providing a flexible working schedule.
- Listening to their individual problem as well.

After asking some theoretical question and analyzing his answer “leadership means optimum utilization of achieved power, control activities of employee by motivation and threat as well” as we came to know that though he was not very familiar with leadership theories, he seems to be an insistent leader who believe on power. He thought that there is equally important of motivation and threat. So that he used to take very fast decision in-term of staff hiring and firing.

Some time it is also important to know the internal factor that motivating him to be a good leader as well as its impact on job performance. Therefore, I had asked a question related to this and his answer was “my optimistic perception, idea implementation and passionate derives me to be a good leader”. From this statement It can be analyzed that he has an optimistic perception because he has a strong desire to be a manager of such a big company and finally, he wants to be an entrepreneur.

#### 4.1.4. Analysis of interview with Maria Tjoczydłowska

Maria Tjoczydłowska another hard-working female leader who works in a department (named Lagkagehuset) of J.T. company as a Sous Chef. She had finished her higher education in hotel management, major food and beverage (F & B). She has very precious interpersonal skills. She has both theoretical and practical knowledge of management of Chef. Furthermore, she has many experiences within similar fields like worked in Park Inn by Radisson, Copenhagen airport hotel for five years (2 years assistant and 3 years cook). Then after, she had joined in this company as Sous Chef in 2018.

Regarding the leadership role, I had asked her a question that what is her responsibility as a leader in this company? She said that “I have many responsibilities like planning and directing of the task to the employees who work under my supervision, overseeing and take a part in the food preparation, encourage to subordinate and Chef for their roles and so on”. From this statement as we can analyze that she has a directing power and roles towards the employees that resulting to have better performance in the working place.

Another question was related to self-motivation, she demonstrates that “the time I enjoy the most is being able to provide satisfactory performance for my senior Chef. And also, able to positively motivate and inspire to my working team members to get most from them”. From this view, one can imagine that she had effective human and conceptual skills which are the sign of a successful leader.

The company always expects to have advantageous performance by leaders that help to generate profit for the company. It is also universal truth that profit generation is equally beneficial for both company and employees because finance is one of the important sources to regulate whole the system of the company. While answering the question related to this economic principle, she said that “I am not very familiar with such economic principle but one thing I know that optimum utilization of limited sources will generate a good profit”. Of course I was very satisfied by her answer because it is really true that there is only limited people in a working team, we always

given shorten or fix time for the specific work, and this is not only applicable for above activities but also utilization of available material to produce goods in this company. Therefore, a good leader always might try to minimize the cost of production. So, the leader who has this character, he will be able to perform better in the workplace.

**Table No.1 An Overview of leaders**

	<b>Rene Gaasvig</b>	<b>Maria Tjoczydłowska</b>	<b>Kesab Bagale</b>	<b>Saleh Amin</b>
<b>Educational Background</b>	Higher degree from Sjongerborg College Denmark	Higher Estuation, Bachelor in Hotel management (F & B) From Technikum Gastronomiczne W Bialymstoku, Poland	BBA from Purbanchal University, Nepal then MBA from University of Souuthern Denmark	Higher Secondary Education from Gefion Gymnasium in 2012, Further Engineering in 2016 from DTU, Denmark
<b>Interpersonal Skills</b>	Chef cookery Level 2 from Copenhagen Hospitality College	Cook training in the practical education.	Cooking, Team leadership Training, Machine operator	Mechanical Engineer, IT,, Production management training
<b>Gained Experiences</b>	1.Cooking Chef in LEGO House for 3 years 2.Chef of Lagdagehuset Department (J.T.) from 2018	1.Working as an Assistant Cook in Park Inn, By Radisson Copenhagen Airport Hotel (2013 to 2017) 2.Sous Chef in (JT) (2018 to till Now)	1.Sous Chef in Sticks ‘N’ Shushi for 5 years, 2. In charge of a team who produces food for	1.Internship in an IT company 2. IT/Production Supervisor in Lagkagehuset Department (JT), from 2017

			Lagkagesuset.	
<b>Own Leadership Perception</b>	Leadership is an individual character that helps to give support to management and the activities of motivating to employee	To guide people by generating own idea to achieve mutual goal of organization, Good supervision is the example of leadership	Leadership is activities of leaders that helps to make balance between workers and company	Leadership means optimum utilization of achieved power, control activities of employee by Motivation and threat as well.
<b>Factors that motivated to be a leader</b>	First, my education and second support of parents	Education, Experiences, and my own strong desire and vacant opportunity.	Wanted to increase leadership skills working in a prestigious company that was a main factor	Optimistic perception, Idea, and implementation, passionate
<b>Future Desire</b>	Strong desire to be a partner of J.T.	Wants to be a successful Entrepreneur	Desire to open own company and wants to make good financial condition	Handling big team being a manager in prestigious company then wants to be an entrepreneur (Restaurant business) in my own country

## 4.2. Analysis of observation

### 4.2.1 Participants observation: Complete observation

As I stated in the methodology section, self- observation also another method of primary data collection. In terms of making more effective in my research, I had participated myself for data collection through observation. As I already mentioned, I had done complete observation. The data were observed on the basis of problem formulation that whether or not leader skills influence on effective teamwork in the workplace. To illustrate more and get tentative result of observation, I had added some points regarding the implementation of leadership skills by leaders within the working place which are as follows.

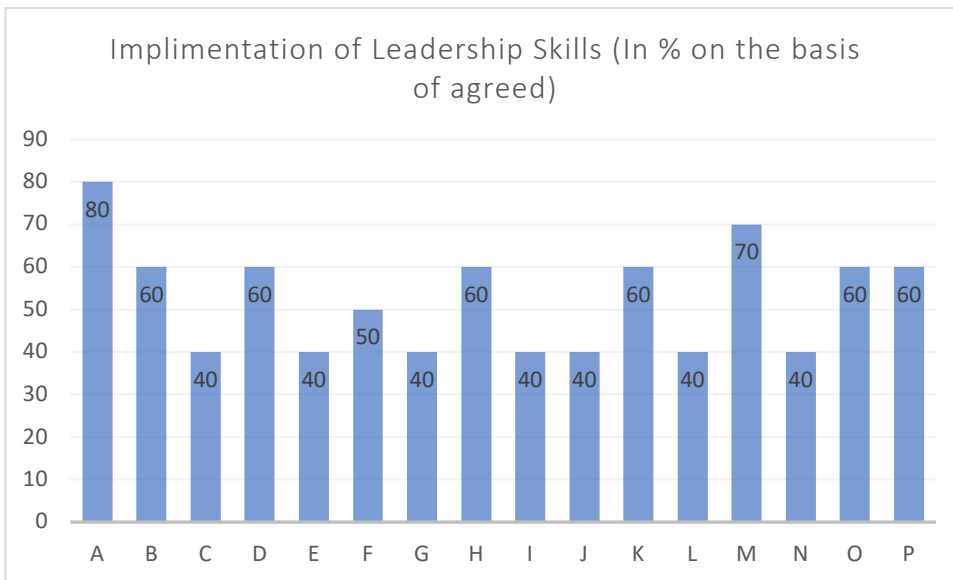
#### Subjects

- A. Leaders are participated on complex problem solving
- B. They applied an appropriate economic principle to increase the profit
- C. Motivate to employee
- D. Staff are satisfied with leaders' behavior
- E. Leaders are social
- F. Hiring and firing decision by leaders
- G. Guide individually
- H. Efficiency of leaders
- I. Training in group
- J. Inspiring to workers
- K. Leaders are positivity
- L. Innovative and creative
- M. Directive leadership
- N. Supportive leadership
- O. Participate leadership
- P. Achievement oriented leadership



On the basis of above mention topic (from A to P), I have given the number of percentages for each topic which is poor, medium or strong implementation of leadership skills by some leaders who had cooperated with me for the interview which are as follows:

Figure no. 10



*Note: Inserted table on the basis of Appendix D*

The presented bar chart is related to the Implementation of leadership skill who works for a department of Jaspers Trovekokken that produce a different product for external consumer called Lagkagehuset Bakery. On left hand side of the bar chart, there are number of percentages for specific subject. The percentage was calculated on the basis of feedback of ten different employees who have been working in the same department and the feedback was taken indirectly. The feedback was collected indirectly according to the rules of data collection method. Further, there are different subjects on the bottom of a bar chart that is indicated by the alphabet from A to P that I had mentioned above. I have divided to Implementation of leadership skills in three different

categories like low, average and highly implementation of leadership skill. Where low implementation of leadership skill shows there is poor impact of leadership skills/role in term of specific subject that can be found in this department. Continuously, average implementation of leadership skills shows good impact leadership skills/role and highly implementation of leadership skill shows the strong impact of leadership skills/role within the workplace of J.T. Company.

While talking about above individual subjects, First, there is seven different low degree implementation of leadership skills in term of specific subject within Lagkagehuset department which are (C,E,G,I,J,L,N) continuously motivate to employees, leaders are social, guide individually, training in group, Inspiring to workers, Innovative and creative, supportive leadership. Second, there is average or medium degree implementation of leadership skills regarding those subjects that are continuously (B,D,F,H,K,O,P) applied an appropriate economic principle to increase the profit, Staff are satisfied with leaders' behavior, staff hiring and firing ratio, efficiency of leaders, leaders are positivity, participate leadership, achievement-oriented leadership. Third, there is high degree implementation of leadership skills/role in those subjects which are (A & M) complex problem solving and directive leadership.

### **4.3. Findings from analysis**

There are some worthy and interesting facts revealed by the results of the above analysis which are as follows:

#### **4.3.1. Findings from analysis of interview**

From the above analysis of interview, I have found that the leadership is gained from both theoretical knowledge and practical experience whereas we can take education as theoretical and work experience is a practical example. Leadership skills increase the efficiency of the worker where human skills are explained as a 'gear of a vehicle' that helps to increase the satisfaction of the employee. The analysis demonstrates that motivation is a very important factor to control over the employee in the company or organization. Another promising finding was that satisfaction increases the motivation of employees so that the leader of this company has to give an effort to increase the satisfactory level of employee to utilize the optimum working capacity of employees.

Further, the important findings in the understanding of the trait are very essential while choosing the leader for a specific department because having the better trait of a leader will be directing for the better performance and helps to decrease problems and vice versa.

There is correlation between obstacle and opportunity so, a good leader always tries to find out new opportunity when obstacle arises. Therefore, Innovative idea is essential in the workplace, and some leaders of this company almost used their own idea, like practicing of minimizing the time consumption of production so the leader of this company use a 'FIFO' method as an idea to perform better; meaning innovative idea is necessary in the workplace. The text "I realize the success at that moment, when I found my followers are satisfied" indicate that some of the leader pursue their success both on better performance and staff satisfaction.

There are so many evidences to confirm that technical skills are mandatory within any business company and the technical skills increase the competencies of the leader as well as it helps to lead the team and increase productivity as much as possible. Further, power and authority are a supplementary factor of leaders within this department so that usually the leader of this company uses their power for hiring and firing to the employee. Additionally, leaders are very friendly who can see the influencing power in the motivation so that they always careful on staff facilities that are a source of motivation.

A leader (Saleh 2019), believes that leadership is optimum utilization of achieved power which allows to leader to control their workers through both motivation and threat that will derive workers for the well performance in the short run. Another leader (Kesab 2019), believes that from the perspective of effective work, the worker of this department is provided the responsibilities on the basis of their working capacity and to illustrate some experimental results it can be said that the leader of this company usually applies an economic principle, which is 'optimum utilization of limited resources.

### 4.3.2. Findings from observation

I have segregated a time period for an observation period after I started my analysis section. Depending on the theory, my observation is complete observation. There are some finding points that I had collected from my observation which are as follows.

The result of the observation demonstrates three different statements. First, there are low degree impact and implementation of leadership skills in term of motivation to employee, leaders are social, guide individually to the workers, taring in the group, inspiring to workforces, advanced to Innovation and supportive leaders. Second, there is average/medium degree impact and implementation of leadership skills in term of applying cost reducing principal, satisfying to staff, staff turnover ratio, efficiency increment. Third, there are high degree impact and implementation of leadership skills in term of complex problem solving and directing the workers commanding/forcing by the leaders.

## 5. Discussion

Within the discussion part, I had tallied with the above finding to the presented theory and approaches and try to find out whether or not findings are matching with above theoretical perception. So, within this section, I have tried to find out the similarity and differences between findings and presented theory. At the same time, I have tried to explore my hypothesis that I had presented in the problem area.

### **5.1. Background, motivation, and staff satisfaction shape role of leadership in term of performance in the J.T. Company**

In order to confirm the and shaping the role of leadership in J.T. company I had divided my question in different six parts. Out of them the first part was the background of leaders. Within this

section/part, I had presented their educational background, working experiences, interest of participants, motivational factors, and their objectives are some important elements that determined the working capacity, average knowledge of leaders that they trying to implement in the working place of this company.

## **5.2. Leaders skills are in-progress condition; leadership skills developed with practical experience**

Leadership itself is a challenging for every leader because it is not only internal ability or characteristics of individual but also an ability that learn and gain from practical experience. While discussing about skills and knowledge of the leader of this company, though they are elected as leader of this department, they still have lots of challenges to handle their post. As we know that all the leaders of the company are not perfect in every sector so knowledge can be gained from continuous learning process. Same this, the leaders of this company are in-progress condition because they have average knowledge of staff satisfaction, motivation, and other management skills. So that they are learning from practical experience.

## **5.3. Significant role of the trait in the effective leadership**

Trait approach was one of the considerable important topics of this thesis. Therefore, I had asked many questions to the selected leaders of J.T. company to examine the role of trait. As we have found that the leaders of this company have good enrichment in term of intelligence, self-confidence and determination because leaders are initiated to positive outcomes like demand increment, time management, quality production of food and so on. Further, they have machine related knowledge, Chef knowledge and so on. If their problems are arising in the workplace, they always try to solve themselves. Contrary, some leaders of this department have confronted with poor performance in term of sociability, guiding individually, and training in the group. Due to this reason, employees are not seeming as highly motivated that we also can see within the

observation report. Overall, though circumstances can be different but there is an important role of the trait in the effective leadership within this department.

#### **5.4. Leaders inspire to followers**

Inspiration is one of the important activities or components of transformational leadership. To illustrate this, I had asked questions related to strength and weakness behavior of the working staff. Almost all leaders have the perception that the job or responsibility should be provided according to the working capacity and knowledge of workers and training should be provided if someone found very weak. Considering to this concept, as we know that leaders always should inspire to followers to achieve extra ordinary outcomes which are also perception of Robbins and Coulter (2007)

#### **5.5. Contradiction result of motivation**

After inspection of all result regarding motivation, it can be saying that the working staff might be very happy with leaders because there is some strong evidence which shows that they are fully motivating to employees. For example, friendly environment, flexible working schedule of employee, help to solve the complex problem, provided extra facilities and so on. But, the report of complete observation shows the employee turnover ratio is very high and some leaders have an experience of taking a very fast decision in term of staff hiring and firing. So, that from this activity, it can be realized that the causes of high employee turnover are demotivating and fear of unemployment.

#### **5.6. Confirmation of the hypothesis; leadership skills influences on the effective teamwork**

Finally, we came to know that there is a correlation between leadership and effective teamwork. For example, if there is a good leader who has a package of knowledge and experiences, the performance of the team will go high or will be better and vice versa.

## 6. Conclusion

The objective of this thesis to address and explore the problem formulation “how does leadership skill influence on effective teamwork in the workplace of J.T. Company”. To find out the answer of above formulated problem, I had collected much information regarding this company using primary and secondary data. As I already mentioned, I had taken interview with four different leaders of a department that produces food for external customers’ specially for Lagkagehuset Bakery. Furthermore, as an employee of this department, I had indirectly collected lots of information through the complete observation. While considering to above findings and discussion, it can be concluded that though there are some problems in the teamwork, leadership skills has always been positively influencing on effective teamwork.

While considering to the similarity and differences by comparing to the leadership skills of the leaders of J.T. company, one hand I have found some similarity perceptions of leaders like they applying cost reducing principal, evolving on complex problem solving, optimum utilization of limited sources, directing employees by commanding but on the other hand they have also some degree of differences to the leadership skills like low degree of motivation to the workers, less sociability, not guide individually, not sufficient training in the group, less advance to innovation and so on.

There are some identified theoretical logic from the above analysis. Firstly, skills and ability can be learning and developed. Second, trait is the intellectual ability of leaders which is directed for the positive outcomes. Third, path goal theory is related to the motivation to the subordinate by leaders that have been directing for the goal achievement process. Forth, Transformational leadership deals with a leadership practice and it has a perception that a good leader easy to spot, his or her team members are successful, highly motivated, fairly loyal, and prepare to go the extra mile to get the job done. Therefore, the leaders of this company are continuously developing their skills ability that has a positive impact in the team work as well as increasing the competitive level of company that helping to control the external pressure of the other competitor.

Taking everything into account, I prefer to say that the leaders of the department that produces goods for Lagkagehuset are yet not to be able to perform their excellent capacity to increase the ability of workers. Therefore, it is seeming very important to minimize the drawbacks of leaders and they might to take better performing style to increase their efficacy. So, keeping in remembrance, it might be better to say that all leaders of this company are very anxious to achieve the goal of the organization that is gaining profit by providing quality of goods and services. Consequently, leaders of this company are always ready to overcome any problem using capability.

The above analysis and findings confirm that though all leaders have a different perception about staff satisfaction, almost they will believe that it is very essential in the teamwork which helps to accomplish the targeted goal of the company. In addition, the above result demonstrates that leadership skill has the significant role on conflict resolution, complex problem solving so that it is reflected as the fundamental for success of a team.

Motivating to the employee is the effective way of increasing the courage of workers so that it is considered as an effective and essential human skill of leaders. I, therefore, recommend to all the leaders as well as the whole business company to be very careful about employee satisfaction which is the power of success.

As a researcher, I would like to suggest that self-respect and satisfaction and the security of the job are the key of motivation. Therefore, a good leader always should consider about those things and need to minimize the employee turnover ratio by providing sufficient trainings, optimum facilities, guiding individually which increase the competence level of workers as well as helps to generate positive energy that will supports to lead organization in the competitive environment.



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## 8. Appendices

### 8.1 Appendix A

*Transcript of non-standard interview with Rene Gaasvig*

*Interviewee name: Rene Gaasvig, Head Chef of Lagkagehuset department.*

*Interviewer name: Krishna Bahadur Thapa*

*Interview location and date: 20th June 2019, Sydmarken 44A, 2860 Soborg*

***Questions type A. Background of leaders who have been working in a department that produces goods for Lagkagehuset Bakery.***

Krishna: Hi Rene, its great pleasure to me to meet you here for the interview and thank you so much for your acceptance of my invitation.

Rene: Yes, thank you Krishna and I will try my best to give as much as information and I hope that will be beneficial to your research.

Krishna: Yes of course, and as I already inform to you, I would like to take consent to record our interview; so, before starting to interview I need to inform you that this interview will run around one and half hour. Further, the main objective of my interview is to understand the role of leadership within Jesper Trovekokken company specially Lagkagehuset department. It is because I had read lots about leadership within my course curriculum where I had studied a lot about different leadership theory, roles, and approaches therefore, to explore more my knowledge, we will be discussing about these subjects. Now I would like to take permission for asking questions.

Rene: Oh yes of course, I am not pretty much familiar those theory, but I will try my best to share my knowledge.

Krishna: Yes, actually I have divided my list of questionnaires in such different parts. Firstly, I have some background related questions so, could you please tell me your short introduction?

Rene: I am Rene Gaasvig, I live in Valby, Copenhagen with my family. I am an educated and experienced person. I have more 7 years' experience in leading post. And now I am a manager of Lagkagehuset.

Krishna: How long time have you been working in this company?

Rene: Well, I had started my career many years ago, in this company I have been working for 3 years

Krishna: Why did you choose this company?

Rene: My friend used to work in this company before so, I had known lots about this company, and I feel myself that I can grow my career here and to be honest I had offered good financial facilities. Therefore, I choose this company.

Krishna: Could I know your educational background?

Rene: I had completed my Higher degree from Sjongerborg College, Denmark. After that I decided to take cookery course then I joined 2 years cookery course in Copenhagen hospitality college and finished in 2013.

Krishna: How about your previous experiences?

Rene: I have some early experiences in my career life. Before I join here, I used to work as kitchen Chef in LEGO House. I didn't remember an exact date, but it's been nearly about 3 years.

Krishna: How many workers are there under your supervision?

Rene: Oh! There are 15 fixed employees in my department, but it depends on the size of order or demand of the customer if I need more staff, I call from external agent so, in my experience there is around 20-25 workers who work every day with me.

Krishna: What motivates you to be a leader?

Rene: Actually, my desire and passionate derived me here and I feel myself that I can handle this post it means I had good experiences, qualification and my good luck they need a good leader at that time.

***Questions type B: Leadership Theories/Approaches Related Questions and Answers.***

Krishna: As I already inform to you, I am going to enter in the second phase where I will be asking you some theoretical base questions. Now we are going to discuss some leadership skill-based questions and I hope you will feel comfortable to give answers.

Rene: Perfect, I will try my best let's start.

Krishna: Could you tell me that which skill is essential to cope with the technological changes?

Rene: Its simple, the adaptation of new technology is very critical for any organization that is not only beneficial for the employee but also advantage for our company. I would like to share one experience that last year we used produce a small cup of curd called skyr by hand at that time we used to hire more than 5 person to produce 2000 pieces skyr which used to take more than 8 hours to them but now we have purchased an advance machine that easily produce same quantity of skyr in 2 hours by 2 people. So that advance technology makes work easy, reduce time consumption that is the key to maximize the profit of the company. So, isn't it the beneficial of cope with the technological changes and adoption? And regarding technological skills we always provided training while they bring a new machine that increasing our technological skills as well.

Krishna: Yes, it's true.

Krishna: Is this true, employee satisfaction is the way of success? If yes, can you tell why? So, please share me your experiences about it.

Rene: Very nice question! You are right satisfaction is the 'gear of a vehicle' like low satisfaction low speed and High satisfaction high speed on the job performance. Due to this reason I always try to fulfil their affordable demand like optimum salary, sick leave, other facilities, pension, bonus and so on.

Krishna: Have you ever got a brain storming training in the group? If yes, could you please let me know about some special leadership training program by the expert?

Rene: Yes, I did a lot in the study period. Moreover, I had got so many golden opportunities. Actually, this company has so many departments, like, Convifood, Lagkagehuset, Simple feast, Cofoco, Bakery, and Salad. These all departments have at least one senior leader. Regarding training program, we usually, provided so many brain storming programs from our manager in a group of all these departments, and some time from external expertise as well. Normally, in this program we discuss about how to do newness in terms of production, cooking, optimum utilization of employee by providing good facility, how to motivate them and so on.

Krishna: As we know that technical skills increase the work efficiency so, can you tell me what technical skills do you have? If you don't mind, please.

Rene: As I already said, I had passed 2 years chef course which is my first and important skill plus I worked so many places then I got lots of opportunities about food producing machine, packing machine related knowledge, special food cutting knowledge, all cooking machine related knowledge, big oven, computer and print and so on.

Krishna: Do you believe that motivation is important? If yes, how do you encourage or motivate to workers?

Rene: There is a significant role of employee motivation within any business organization. This is 21st century and modern world. There are so many rules and regulation for employee, so specially



in Denmark we can't cheat with the employee so, providing them full facilities, listening them and their problem, cooperate with them I always try to motivate them to perform better.

Krishna: Sometime, do you work with a team in the workplace to empower the motivation of team member?

Rene: I always work with them like working team management, recipe preparation for them and I usually move around them being a friend as well as team partner.

Krishna: How is your relationship with workers or subordinates?

Rene: All members working team are my friends also can be saying that we all are a family so, it is true that working together work better. I always support to my subordinates, due to this reason, I have a very good relationship with workers.

Krishna: How do you balance between being a supervisor and colleagues?

Rene: I am a manager of Lagkagehuset department in our company as well as the head chef of our production department, so I need to have good supervision upon my employee. But in general, we all work together so they are my colleague as well. Within the work I always think about team success and ability development of individuals, so I indirectly force them to work efficiently. Making a friendly environment I always push them to provide a quality of work.

Krishna: How this J. T. company has been developing leadership in individuals, team and organization?

Rene: This company has a very good reputation in the competitive business market. There are so many foods supply company within this Denmark. Our charging price for the food is comparatively higher than other normal food supply company but we do not compromise in our quality so still we are able to get very good response from our customer. So, it can be said that this company has a high reputation in the competitive market. Due to this reason it could be said that this company rapidly developing its organizational leadership. At the same time this company is

running with several team or department so, to increase the effectiveness of the working team, this company has been providing instruction, guidance, and direction to every team which helping to increase the leadership in the team. Further, as I already mention, this company provides lots to training for workers to build up the ability which is the main way of developing individual leadership.

Krishna: What type of economic principles do you apply to increase profit for the company?

Rene: I always careful in my responsibility and remember the goal of an organization like ‘good quality and service then profit’. So, I am aware of maintaining the good quality that helps to generate a good profit for the company.

Krishna: Is it true that sometimes problem arises on the job performance process?

Rene: Yes, it does. Sometimes I found different kind of problem like weak performance, wrong perception, salary problem, frustration, home sick, material unavailability, machine related the problem, administerialproblem like late providing total delivery items, mistake print, and so on.

Krishna: Oh interesting. Ok so, what could be the role of leaders in term of complex problem solving?

Rene: Actually, sometime but very less I should bear with complex problem at that time I tried to solve myself by using my own idea and coordinating with all my subordinate as well as other related person. I always inform to my superior if I am unable to solve that problem myself.

Krishna: To what extent do you believe that determination helps to achieve the goals of the organization?

Rene: Hard work is the effect of determination. If you perceive to achieve something in your life then you should have a determination so, as a leader I ought to say that it is essential for every

individual and leaders that derive people towards the hard working which help to achieve the goal of the organization.

Krishna: Do you believe that self-confidence is essential? If yes, why it is required?

Rene: I strongly believe because self- confidence increases the energy of every worker. It is also part of determination which led people to control their emotion. So, without self-confidence leader cannot be success. Therefore, I must say that it is very essential for every person.

Krishna: Who is more responsible when conflict arises and what you do at that moment?

Rene: We know that conflict is fatal for both individual and organization because it brings negative result so, I am always trying to find out the reason of conflict and if I found any problems then I go on the process of solving that problem as soon as possible.

Krishna: What you do when some obstacles come on the process job performance?

Rene: Actually, my theme is that obstacle brings opportunity. Let me make clear about it. I would like to give an example, like we used to produce and sell thousands of vinegar dressing by hand and it was very difficult to fulfil the demand of customer that was the moment of getting obstacle but instead of that now we use a big machine to produce and pack that vinegar dressing without any problem. That was the moment where our staff got a chance to learn about how to produce vinegar dressing by machine.

Krishna: If you found a situation like followers doing a poor decision at that time you need to take steps to help them for improving so, do you have any example that you did the same before?

Rene: Yes, I would like to share my current incident that there more than 10 employees from Argentina who work in my department in the production and packing section. One day one

Argentinean fight with a Bengali who was in charge of another department, but he has a good reputation in the company. After fighting the majority of Argentinean (around 10 employee) decided not to come at work if that Bengali will not fire from the company. Finally, 10 employees didn't come at work at that time the Boss of our company had decided to fire all 10 employees. That was the worst moment for me because I had trained that 10 employees who were my right hand who used to perform very well. What I did at that moment is I called all employee to the meeting and motivate as well as threat them not to take bad decision that will little bit impact to the company but badly impact to their future career then they understand and joined job from second days. That was the great moment I was able to motivate them to join the job again.

Krishna: How do you support, when you working with a new team?

Rene: For a new team I always encourage them to work good by making friendly environment. I try to make a comfortable working environment by giving required training.

Krishna: What do you do if you find strength and weakness point in your subordinates?

Rene: Normally in my experience, not any people are perfect in every sector in the starting so, I will give a job them whhat he can do well but on the other hand I always try to eliminate his weakness point by providing sufficient training.

Krishna: Have you ever tried a new and innovative idea that minimize the time consumption of production?

Rene: When I enter in my working place, I always worried about to maintain the good and better level of performance therefore, I usually used my own idea to minimize production time consumption.

Krishna: Have you ever tried to guide individually to the workers? If yes, could you please share me your experience about it?

Rene: Of course, I do. First, for the new employee I always call him in my office and try to teach them all the system. Second, if I found some employee is not able to perform better, then I call him in my office and try to know his/her problem and treat them accordingly.

Krishna: How do you measure your success as a leader?

Rene: Staff satisfaction, happiness of my boys with my duty and of course increment of my facilities.

Krishna: What is your own goal or objectives and what you expect to gain from this company?

Rene: Wants to invest in this company because they are approaching me to be a shareholder of this company.

Krishna: What is your own perception about leadership?

Rene: Leadership is a trait that helps to individual to optimum utilization of authority and power.

Krishna: Does skilled leadership is essential within the organization or company?

Rene: Why not sure, skilled leadership is very essential for the company because that helps to increase the efficiency of work.

Krishna: Is there correlation between leader and authority or power?

Rene: As I already indicated, without authority and power we cannot control to large number of employees sometimes as leaders we need to take hire and fire decision at that moment, we need full authority to do that.

## 8.2. Appendix B

*Transcript of non-standard interview with Kesab Bagale*

*Interviewee name: Kesab Bagale, Sous Chef of Lagkagehuset department.*

*Interviewer name: Krishna Bahadur Thapa*

*Interview date and location: 21th June 2019, Sydmarken 44A, 2860 Soborg*

***Questions Type A: Background of leaders who have been working in a department that produces goods for Lagkagehuset Bakery.***

Kasab Bagale

Background

Krishna: Hi Kesab Bagale, you are welcome to my interview program. Today I am very glad to see you here because you accept my invitation. Firstly, I must say thank you for present and I would like to formally inform you again that this the main objective of this interview is only for the educational program. Actually, I am doing an educational research and my research topic is the role of leadership within Jespers Trovekokken company.

Kasab: Yes, thank you! I will try my best.

Krishna: Ok, before starting the interview I would like to share some information about questionings. Regarding interview questions, I have divided my interview questions in 6 different sections. First, background of leaders. Second, skill approaches related questions. Third, trait approaches related questions. Forth, path-goal theory related questions, transformational leadership related question, and at the end I will ask some closing question related to the role of leadership. Now, I going to ask you some questions. First, could you tell me your introduction please.

Kesab: My name is Kesab Bagale. I am originated from Nepal. My educational background is different. The school level I studied science, and bachelor level baseness administration plus health and nutrition that I had completed from Nepal through Purbanchal University. Nutrition and health, I had done Metropol college Copenhagen, then I had done my MBA from Southern University, Odense. Currently I am working in a kitchen. Ima actually taking in control to a big team who produces goods for Lagkagehuse. We had to do lots of thing that they require. I am actually incharge of a big team who produces different food and salad for Lagkagehuset.

Krishna: Great, and How long time have you been working in this company?

Kesab: I started since last November.

Krishna: Ok, why did you choose this company sir?

Kesab: Because I wanted to take a new challenge and I feel myself this a place where I learn and practice different theories.

Krishna: How about your previous experiences? I think you work previously in so many places.

Kesab: I have worked in different companies such as Christian Hanson I was working as a canteen assistant and at the same time I used to work in Sticks 'N' Sushi as a Sous Chef.

Krishna: What are the main things or subject that encourage you to apply here as a leader and how you became an incharge of a big group that produces material for Lagkagehuset?

Kesab: There are a lot of things which we could apply. Now I am learning more about the company and worker. The company demands different and workers demand different. Now I am trying to do a balance between workers and company. I like this actually because I am educated, and a business student always would like to be a leader that's the purpose that I choose this Lagkaguhuset Department. In short prestigious and attractive facilities.

Krishna: How many workers are there under your supervision?

Kesab: There are variable staffs because it's not actually fixed, and it can be around ten.

Krishna: What the reason that motivated you to be a leader?

Keasab: That's my dream,

Krishna: So, you had a great dream that you wanted to be a leader consequently, you became a leader. So, can I say that you achieve your dream?

Kesab: People never stop getting dream. Now I just became a leader of one department but still wants to be greater than this post.

### ***Questions type B: Leadership Theories / Approaches Related Questions and Answers***

Krishna: Now I would like to ask some theoretical questions. Firstly, it's about skill approach. So, which skills is essential to cope with technological changes?

Kesab: There is always, we can say that if you want to survive you have to adapt the environment. The same, if you want to take the challenge being a leader, you have to adapt new technology any way. When you have new technological instrument, you need to take extra courses or extra practice like call expertise and learn with him.

Krishna: It means company hires expertise and provides you good training yes?

Kesab: Yes, whenever they buy a new machine, they always hire expertise and teach to the leader.

Krishna: It is true that employee satisfaction is essential?



Kesab: Of course, yes.

Krishna: So why? Could you please share me your experience about it?

Kesab: Satisfaction is a factor of motivation so, without satisfaction to the staff, the goal can't be achieved because, if employees are not motivated, they will not give 100 % effort, but in contrast, if they are motivated, then then can perform better.

Krishna: Have you ever got brain storming training in the group?

Kesab: We generally have a brain storming meeting in a group about how to save time, how to do effective work, how to make a profit which is also the main theme of the company.

Krishna: As we know that technical skills help to increase the work efficiency. So, can you tell me what skills do you have?

Kesab: To be honest, I don't know very about machine theory, but I have very good skills of making famous food because I am Chef. Furthermore, I have very good knowledge of knife handling and cutting plus some human related skills like presenting with smiling face, motivating to the worker, train to new worker, both hiring and firing that's it.

Krishna: Do you believe that motivation is important. If yes, how do you motivate to employee?

Kesab: It is very essential in the organization because, without motivation people cannot work well so, I do my best to motivate the employee. Whenever I meet them, I always smile and said that 'you are doing a very good job'. That is the main things which people are missing because if I did not say that their job performance will go down. So, it is very important to give them rewards which are the main source of motivation.

Krishna: Nice perception. Next, do you work sometime with your team in the work place to empower the motivation of team members?

Kesab: I usually work with my subordinates or other workers. That's way I know the problems and I can see exactly what's the problem they have, and I try to fix that. If the problem is fixed/solved, they supposed to be motivated. At the same time, they can see the leader is working hard so, they also work hard.

Krishna: How is your relationship with workers or subordinates?

Kesab: Oh actually, I don't like to tell them works. I would rather prefer to say my collogue. That is my word and I don't want to be a superior instead I want more likely to be a friend with them. So that I have a good relationship with all workers.

Krishna: How do you balance between you and your colleague?

Kesab: We are professional so, there are no feelings, but I treated them well like we are family. This behavior makes comfortable to workers as well as make ready to staff to perform well in the work place. It's all because of motivation.

Krishna: How this J.T. company has been developing leadership in an individual and a team?

Kesab: J.T. is one company but it has many shareholders and many different departments. So, they have a hierarchical system and they deliver the responsibility to different parts/department. That's the way and it's running. This department was started 3 years ago and now it's running well and growing more. That was the reason behind this company running.

Krishna: What type of economic principles do you apply to increase profit for this company?

Kesab: My principle is that, work effective, produce more in a short time but not decrease the worker, keeping same worker producing more in a targeted time. Instead of hiring more people, increase the efficiency of the worker that helps to finish more job in a short time. So, this is one of the techniques of minimizing total working hours along with responding to their feelings and complaint.

Krishna: What could be the role of leader or you in terms of complex problem solving? For example, conflict arises in the workplace.

Kesab: These all depend on the problems, what kind of problem we have. The main important things are that to keep calm and think wisely. Also about the conflict of unsatisfied workers, firstly I will try to know what kind of problem they have and what can I do to solve that problem then if they are right I will preserve them and solve their problem otherwise I will fire them and hire new one.

Krishna: Another question, to what extent do you believe that determination helps to achieve the goal of the organization?

Kesab: Determination is an individual interest or goal. About an example of my determination, I always want to finish my job earlier than the other day that other works. So, to achieve short-term goal, determination is essential.

Krishna: Do you believe that self-confidence is essential?

Kesab: Yes, if you are not confident, then how you expect your colleague or workers will work well. So, if parents are not confident, then how child learn from them? So, it is very essential.

Krishna: It means you have a higher level of confidence; that is great.

Krishna: What you do when some obstacle comes on the job performance? Like time management problem.

Kesab: It depends on the obstacle what kind of is that. If I talk about my experiences, like we have to send our product up to 16 pm but if we are probably getting late then we stop other works and

focus on a product which we have to deliver soon then we prepare other which can be send later. I used the FIFO method first in first out meaning first order first delivery.

Krishna: Now we will take about a situation like if you have a situation that followers doing a poor decision at that time you need to take a step to help them for improvement. So, do you have any example that you did before?

Kesab: Let me remember, yes there are lots of action that I did before, like they had a great problem on order file management, sending order late several times and so on. At that moment, I tried to teach them how to manage file and about sending order, I had given them a good taring about time management like time saving technique, dual work technique and so on.

Krishna: How do you support when you work with a new team?

Kesab: If we have a new working team, firstly I will give them less stress job, less responsibility, then I slowly push them for more responsibility after providing sufficient training. That is my way of working a new team.

Krishna: It means, in the starting time you do not expect to have high working speed.

Krishna: What do you do if you found both strength and weakness point within them?

Kesab: There are always, people have some strength and weakness behaviour, thinking both sides, I give that responsibility in which they are strength on, and I give less responsibility in which they are weak on. That is my way of delivering the job to the employee.

Krishna: Have you ever tried a new and innovative idea that minimize the time consumption in the production?

Kesab: I have tried a lot. For example, before I came here, they used to spend 8 hours to make 25 kg of 'Falafal' but now I produce 500 kg within 4 hours which is a great example of my innovative idea so all staff as well as my superior are very happy with me.

Krishna: Have you ever tried to guide individually to the worker?

Kesab: Yes, I usually do that.

Krishna: How do you measure your success as a leader?

Kesab: If all my team members are happy and if I am able to give better performance than that is my source of success.

Krishna: What is your own goal or objectives and what is your expectation with this company?

Kesab: One day, I will open my own company. And to be more experienced, I would like to get more responsibility and power.

Krishna: Now we finished our conversation. Thank you so much for your cooperation.

Kesab: No worry thanks you so much.

### 8.3. Appendix C

#### Interview Questions

Subjects/Types	Questionnaire
A. Background of leaders who have been working in a department that produces goods for Lagkagehuset Bakery.	<ul style="list-style-type: none"><li>• Could you please tell me your short introduction?</li><li>• How long time have you been working in this company?</li><li>• Why did you choose this company?</li><li>• Could I know your educational background?</li><li>• How about your previous experiences?</li></ul>

	<ul style="list-style-type: none"> <li>• What are the main things or subject that encourage you to apply for leader and how you became leader in the Lagkagehuset?</li> <li>• How many people are working under your supervision?</li> </ul>
<p><u>B. Leadership Theory / approach</u></p> <p><u>Related questions</u></p> <ul style="list-style-type: none"> <li>• Skill Approach Related Questions</li> </ul>	<ul style="list-style-type: none"> <li>• Which skill is essential to cope with technological changes?</li> <li>• Is it true that employee satisfaction is the way of success? If yes, can you tell why? So, please share me your experiences about it.</li> <li>• Have you ever got a brain storming training in the group? If yes, could you please let me know about some special leadership training program by the expertise?</li> <li>• As we know that technical skills increase the work efficiency so, can you tell me what technical skills do you have? If you don't mind, please.</li> <li>• Do you believe that motivation is important? If yes, how do you encourage or motivate to workers?</li> <li>• Sometime, do you work with team in the workplace to empower the motivation of team member?</li> <li>• How is your relationship with workers or subordinates?</li> <li>• How do you balance between being a supervisor and colleagues?</li> <li>• How this J. T. company have been developing leadership in individuals, team and organization?</li> </ul>

	<ul style="list-style-type: none"> <li>• What type of economic principle do you apply to increase profit for the company?</li> </ul>
<ul style="list-style-type: none"> <li>• Trait approach related questions</li> </ul>	<ul style="list-style-type: none"> <li>• What could be the role of leaders in term of complex problem solving?</li> <li>• To what extent do you believe that determination helps to achieve the goals of organization?</li> <li>• Do you believe that self-confidence is essential? If yes, why it is required?</li> <li>• Who is more responsible when conflict arises and what you do at that moment?</li> </ul>
<ul style="list-style-type: none"> <li>• Path-goal theory related questions</li> </ul>	<ul style="list-style-type: none"> <li>• what you do when some obstacles come on the process job performance?</li> <li>• If you found a situation like followers doing poor decision at that time you need to take steps to help them for improve so, do you have any example that you did same before?</li> <li>• How do you support, when you working with new team?</li> </ul>

<ul style="list-style-type: none"> <li>• Transformational Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• What do you do if you find strength and weakness point in your subordinates?</li> <li>• Have you ever tried a new and innovative idea that minimize the time consumption of production?</li> <li>• Have you ever tried to guide individually to the workers? If yes, could you please share me your experience about it?</li> </ul>
<ul style="list-style-type: none"> <li>• Closing questions</li> </ul>	<ul style="list-style-type: none"> <li>• How do you measure your success as a leader?</li> <li>• What is your own goal or objectives and what you expect to gain from this company?</li> <li>• What is your own perception about leadership?</li> <li>• Does skilled leadership is essential within the organization or company?</li> <li>• Is there correlation between leader and authority or power?</li> </ul>



## 8.4. Appendix D

Average calculated table for implementation of leadership skills (for figure no.10).

Number of employees: 10

Question type: Agree/Disagree

Subjects/Questions	Number of Agreed(X)	Number of Disagreed(Y)	Agreed % (X /10) x 100
A. Leaders are participated on complex problem solving	8	2	80
B. They applied an appropriate economic principle to increase the profit	6	4	60
C.Motivate to employee	4	6	40
D. Staff are satisfied with leaders' behavior	6	4	60
E. Leaders are social	4	6	40
F. Hiring and firing decision by leaders	5	5	50
G. Guide individually	4	6	40

H. Efficiency of leaders	6	4	60
I. Training in group	4	6	40
J. Inspiring to workers	4	6	40
K. Leaders are positivity	6	4	60
L. Innovative and creative	4	6	40
M. Directive leadership	7	3	70
N. Supportive leadership	4	6	40
O. Participate leadership	6	4	60
P. Achievement oriented leadership	6	4	60