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BUSINESS ADMINISTRATION AND LEADERSHIP

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A CASE STUDY OF HOW THE EMPLOYEES AND THE MANAGERS (THE LEADERS) INTERACT EACH OTHER IN THEIR DAILY ACTIVITIES TO CO-CONSTRUCT LEADERSHIP.

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Abstract

The rapid changing environment and constant flow of employees, as well as the practice of hiring time limited employees is not something new to the contemporary business world. There are several reasons why many people choose to work for a specific period of time for a company and then if they like the workplace they choose to stay longer or start to look for other opportunities. As mentioned earlier, there are employees who started in a time limited position but later were appointed in a permanent position. What sparked our curiosity is what makes these temporary employees stay in the company for a longer period of time.

To find the answers to our curiosity, we tried to look into the workplace environment of the chosen company and the type of leadership style that exists in the company. Through this research paper we propose ourselves to get valuable insights into how organizations manage to create an environment where their temporary employees would choose to stay without any financial reward (for motivational purpose) by taking a look at a real-life scenario. For our paper we chose to use GLS, a postal service which perfectly illustrates this situation as they hire employees for a temporary timeline. We want to see how this company manages to retain these temporary employees for a longer period of time..

In order to answer our curiosity, we interviewed some of the representatives who currently work in GLS. The results were analyzed and compared in order to come up with a compelling conclusion.

We found out that GLS managed to retain their employees by connecting the personal and organizational purpose across the company and enabling an effective leadership style which was a result of employees claiming/granting leadership among themselves.

While our findings were conclusive, they represent only one dimension of the situation and further research is encouraged both to complement our findings and using them for a more in-depth or significant research regarding the subject

Key Terms: Co-construction, Leadership process, Followership, Purpose driven Leadership

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Chapter 1 Introduction

In this part of the paper, the background of the research topic is presented, and the study will discuss the problem area. The purpose of the study, the research question, and sub-questions will be mentioned in this section. An outline of the thesis paper is drawn.

1.1 Background

Theories are continually changing as a result of how leadership and organizational challenges have been addressed throughout history. Our society is transforming and developing at an accelerating rate as a result of globalization and other disruptive factors, necessitating timely reflection on the manner in which we lead and manage our businesses and our society as a whole.A leader's identity and the leadership approach has a great influence in the relationship between the leaders and their subordinates or the employees furthermore which has also consequences in the working culture, collaboration, and success of the company. (Frimann, Søren; Hersted, Lone., 2016).

When an employee joins an organization, it brings its personal purpose and goal into the organization as well, with time the employee tries to find similarities with its personal goal to company's goal, if such similarity is found it helps to improve the expertise level of an employee, as well as betterment in position and a successful future. However, this whole successful process is not that easy to achieve. To achieve such a goal, the employee has to take steps and actions. The same goes for the company, the company has to offer employees that option where they can share their values and vision and vice versa. Once both the parties have proper knowledge about their values and vision for the company, both of them can develop a leadership style that will help the company to flourish in the future.

The aim of this research paper is to find out how this leadership style is being developed, and to find that we will focus on the co-construction process of leadership. This co-construction process is where the leader and employee work together to develop a leadership style which is appreciated by the employees of the company. Also, in today's time, companies are hiring employees for a time limited period which is also known as 'temporary employees', we were also curious to find out how a co-construction leadership process works with temporary

employees. Do the temporary employees remain in this time-limited position or are they offered a long-term position?

To find out the answers of these questions, the research paper will conduct a study on GLS, a postal delivery service that operates in Denmark. As GLS hires temporary employees through a third party company called 'Humanizer', GLS's aim is also to retain these temporary employees by making them participate in the co-construction process of leadership and offering them permanent positions in the company. To gather better understand what is going inside the organization we will conduct interviews from the top management to employees. Beside interviews, we will use relevant literatures that will give us knowledge about similar studies that were conducted in the past. Through this research study we will try to understand how a leader shares its vision with its people and how the leader encourages its employees. A successful leader is a part of an effective organisational change. There are some challenges as well which we would like to understand how a leader deals with it when such complexities arise. Theories such as followership and purpose driven leadership will be used for a better understanding of the co-construction process that is happening in GLS.

1.2 Problem Area

Problem area is a representation of our understanding of the world. As Hans Georg Gadamer argues (Bitsch Olsen, 2019) this world cannot be represented without the implication of our biased meaning that we cannot formulate an abstract version of the word, as we are not able to stand outside it. Prejudices and therefore bias do not come to us as a burden, but it is actually the source of new knowledge. Having these biased views based on our culture, and ways of interpreting events leads us to explore the relationship of objects in different ways, at different distances and having different power relations. How we talk about the world, and what words we use to describe it, makes possible the creation of our horizon of understanding, as Jean Piaget mentions. (Bitsch Olsen, 2019) While making sense about the organizing of the phenomenon we are looking at, a few elements tend to be unrelated or do not seem to fall under our area of understanding, and such a concept is also what construes our *fragmented horizon.*

Moving to the actual case that we chose to research, we will describe the *horizon of understanding,* also what we consider that disrupts it. We have started to read the scientific

papers that were relevant in our field of study, to find out that much emphasis was drawn upon the importance of human resources. Human resources seem to be the second most important resource for any company besides the financial one. The value that an employee brings to a company does not solely rely upon their participation within systems and pulling levers, their contribution really stems from their *authenticity* and *originality* (Perkins, 2015). For any organization, these are crucial values to be sought and subsequently, kept (Yi & Xu, 2019) it is that from these different skills and attributes that creativity and innovation stems out of (Stacey & Mowles, 2016).

Until this point we would argue that employees are to be kept i.e., employed, of course within the means of their satisfactory outcome. But this is not always the case, as we are about to see in the case study we are about to research. The chosen company for our paper is called *GLS, a British owned postal service company.* Their way of managing their human assets is one of our focuses of study. We have been told that this company has a continuous flow of temporary employees that conduct the *day-to-day operations*, and those operations are also complemented by them and other permanent workers. So, we know so far that these temporary employees are working with the organization for a certain time after which they will seek other opportunities, *although that is not always the case.*

Much of the discourse regarding managing and leading in companies involves a clear articulation of the *entrepreneur vision,* and that this vision serves also as the strategy for reaching their goals (Perkins, 2015). The vision of the leader can be an inspiration for employees to serve the goal of the organization when times are unsettling or uncertain.

Most entrepreneurs develop systems that aim to automate various parts of their learning in the organization, but are those really of help when thinking about inspiring the human ideology (Koivulahti-Ojala & Märijärvi, 2016). To continue with, we know that the rate of hiring at *GLS is* once in three months and even faster considering that some employees only work with the company for a shorter time, for as little as one month, such as the unemployed individuals. These new employees ought to be trained so they can understand how the day-to-day activities happen but also, they need to be *inspired* by the leader so that they can contribute to the development and growth of the organization by the deployment of their very distinct skills and values which nurture creativity and innovation.

Arriving at this point on our horizon of understanding, and we are now curious about the efforts which the leader is putting out, to successful handle the various processes needed for getting these new people on a performance track, motivate them and inspire their work in ways that is productive for the organization and for the individuals on the other hand. After doing an initial interview we have found out that at GLS, among the employees that chose to take other opportunities i.e., jobs when they have finished their contract, we can also find some individuals that despite being temporary, they choose to continue working with the organization for the hope getting a permanent position in the company.

We consider this judgment as being a real and pertinent matter that will allow us to research more distinct elements *i.e.,* constituent parts. For example, leading, training and inspiring employees will nevertheless bring in focus a relationship that will yield new dimensions for research, such as: *human communication, behaviours, the conversation of gestures in the day-to-day operations* (Stacey & Mowles, 2016).

1.2.1   Research Problem

So far, we have identified that this company has a continuous flow of employees which starts in a temporary position and later some ends up getting a permanent position, more than 283 employees work in GLS Denmark. The company in Denmark has a 20% employee growth compared to its competitors. We can state that there is nothing curious about this phenomenon; many companies hire their initial set of employees in a temporary position and later based on their performance, interest, seriousness etc some employees are offered permanent positions in the company. What sparks your curiosity, and that will also set the pace for our research, are those *temporary employees that choose to keep working in a temporary position knowing that they might not end up getting a permanent position in the company as the position of permanency is limited.*

In order to be able to articulate any answers we will first proceed to discuss the areas where this phenomenon has an effect. Subsequently we will also import theoretical concepts which will help us in mapping much narrower areas for collecting data upon which we will be basing our analysis.

To begin with, as we said, employees are always coming and going, and that can become a burden for the managing abilities of the middle managers as they always have to adapt to new behaviours, abilities, skill sets, personalities. In terms, the way the organization is growing is by a process of continuous shaping of the organization's purpose that can look appealing to the new people, inspire them, but also by a process of ongoing shaping of leading behaviour which is displayed by both the managers and the followers to an equal extent. To continue with, we think that because of these activities and their success, some temporary employees are convinced to stay with the organization; we will proceed in the following paragraphs to create a framework for better analysing and understanding the causes that makes this phenomenon to exist.

These two areas, *following and leading behaviour and purpose leadership* we consider being important to our research. We will now proceed and portray the work of few researchers within these fields that will serve us as a framework for understanding the above-mentioned *areas.*

Therefore, when we talk about employees and their relationship with authority i.e., managers, HR managers, we are being presented by Uhl Bien et.al. with a wide array of authors that have managed to conceptualize various views about how followership happens in an organization (Uhl-Bien, Riggio, Lowe, & Carsten, 2013). Accordingly, we will focus on one type of followership, that one being the *constructionist view.* We will come back in the theoretical chapter to shed light over these theories but for now we will only tell that a constructionist view is based in one instance, on acts of *claiming and granting* positions of leadership and also acts of *resisting and conforming.*

It follows that, when employees and managers co-constructs leadership in their day-to-day activities, we find it relevant to also look at how these behaviours shape the purpose of the individuals, which will in terms shape the organization purpose because of their participation for a longer time than initially expected.

Now that we discussed the implications of following and leading behaviours as influencing the purpose of the individuals, and subsequently of the company, what if the organizational purpose combined with the personal purpose of the temporary employees is also shaping the followership behaviour?

To be able to look at how purpose is expanding from the organization's standpoint to the personal, more local one, the employees, we will employ the theory of *purpose leadership* which in big lines states the fact that an organization's purpose will arise at the intersection of the HR manager's purpose and the personal purposes of the employees that in the end, as the theory says, will converge in common points, and that is considered to be *shared purpose* which is long lasting (Quinn & Thakor, 2018). Again, we will come back and elaborate on this theory in the subsequent chapters.

Having discussed the areas of where our phenomenon, temporary *employees stay with the company until their contracts end and not leaving earlier for other opportunities,* has an effect and what theories can help us in elaborating a more educated discussion. We now proceed to ask very concise questions that will help us to guide our attention to specific elements that need to be observed in the field and which will give us the primary data we need so we can analyse and conduct a much more in-depth analysis.

1.2.2   Problem Formulation

Our questions need to bring in focus two factors and a relation between the employees and the management to be considered academic and according to the mentioned theories in the literature review section; we come up with the following *research question:*

*How do **the employees (temporary and permanent) and the managers (the leader) interact** with each other in their daily activities to **co-construct leadership***?

As we can see, our first factor is *"interactions that take place between the employees and the HR managers (the leader)"* and *the second factor is "interactions that take place daily", and how the above mentioned factors impact the process of co-construction of leadership in an organization.*

We are aware that such a question needs to be narrowed down, so that it is easier to showcase the analysis, therefore, we have come up with a set of subsequent questions which reflects the two important factors of the main research question. The sub-questions are mentioned below:

Sub question 1: How does GLS retain its employees by shaping purpose through effective leadership?

*Effective leadership is to be explained as when the act of granting someone a leading position is being claimed.
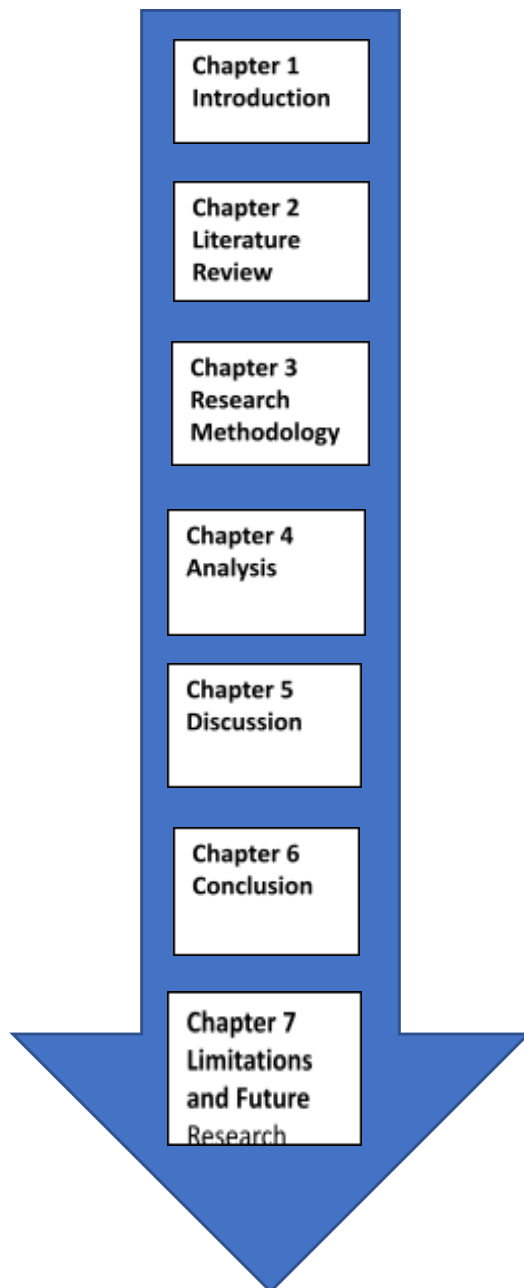
Sub question 2: How does GLS management connect personal and organizational purposes within the company?

Both sub questions are based on the theories and the problem area, and they both reflect the two important factors of the research question..

1.3 Purpose of the Study

The purpose of this paper is to find out how the leadership process takes place in an organization, what kind of role does the employees play in co-constructing a leadership process in the organization and does their input help the organization to develop a competitive advantage. The paper will try to find out what kind of leadership style is preferred by the organization and how are the leaders or the management motivating their temporary and permanent employees to make the co-construction of leadership effective.

1.4 Thesis Outline

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Research

Chapter 2 Literature Review

In this part of the paper, some of the most relevant literature are going to be reviewed which will be helpful to understand the area of research presented and will try to critique the literature that was chosen to be used in this paper if it is necessary. It will try to reflect upon the limitations and weaknesses that the papers have which eventually will lead to the knowledge gap that the paper will try to fill-up by expressing its own contribution.

Naturally in our literature review we will compile the most relevant literature that we found interesting. We started out with co-constructing leadership as the research theme, but little we knew of what is the situation in an organization, or what could potentially be a viable problem within these organizations. So to begin with, we have to review papers from other scholars to get acquainted with the field of co-constructing leadership, what is the most predominant field of study, and the latest trends in research.

We know that only by using such a wide keyword, organizations will not be able to get anywhere close to a line of research, instead we will be wandering in all corners of the field, therefore, for that reason we have reduced the area by bringing a more narrow direction, that being leadership and management. Accordingly, we have settled in the beginning with combining organisations with leadership and organizations with management.

For the most part, it is still a wide area but now we have a more guided attention towards what we would like to place our curiosity. Having this first step concluded, we have decided on what databases to access. We reviewed the reputation of several databases, such as Scopus, Web of Science, ProQuest, Google scholar and others, because we considered those appropriate due to the quality of writing they produce and the ease of reading.

We have selected papers that dated even as back as 2004 and up until present day to be able to identify a trend, advances in research and state of the art, which we believed was to reveal the knowledge gap which we were looking for. After executing the search, we have identified a vivid and diversified body of literature and academic papers that we were looking at for example, knowledge management systems, panel presentation and implications of entrepreneurial vision. The diversity of themes and subjects in these papers was of a great level. Because of that we have decided to trim down these articles by first reading the

abstracts that would state only elements related to management and leadership, as there were also a multitude of papers with intertwined subjects, not only the ones we were interested in, but had small connections to ours. After completing this step, we have been left with no more than 100 academic papers, scientific articles, and a few books.

We have divided the articles between us and read them keeping ourselves curious and open to potential research problems. At this step we noted the articles that we considered interesting according to our knowledge so far and also biased, discarding the others that were not so much related to our field, such as accounting for example.

After reading the remaining articles, we had a discussion and started mapping out the knowledge we just have gained from reading those articles, and connect that new knowledge to the case we have been introduced with by one of our team members, the chosen company for this paper is GLS (General Logistics Systems).

2.1 First wave of literature review

Here we will enlist the few academic papers written by scholars from various universities that gave us an initial field orientation, therefore we have the following:

Co-constructing transformational leadership in new settings by Judy Peters and Rosie Le Cornu (2006)

The paper published in the year of 2006, summarizes the core findings about the paradoxical nature of transitional leadership and the constructive solutions leaders developed to co-construct transformational leadership in new settings.

The Paradoxes of Being a Leader "in Transition" (Le Cornu, 2006)
- Leader of Learning and site manager
- Acknowledging the past and initiating new directions
- Building relationships and challenging professional identity
- Routine decision-making and reflective decision-making
- Emotional and analytical responding

The summary of these paradoxes shows the leaders the challenging and emotional nature of experiences that take place due to transition through a new lens.

Co-constructing Transformational Leadership in New Settings

The term "co-construction" is used to describe the process through which people come together to create meaning and build knowledge about the world with each other (McNaughton & Williams, 1998). The paper discovered various strategies that were used by leaders to manage the paradoxes that were mentioned earlier and to "co-construct" transformational leadership in ways that met the various needs and expectations of an organization (Peters & Le Cornu, 2006). The strategies that were found in the paper are mentioned below:

- Developing Mutual trust and respect
- Learning the existing culture
- negotiating shared values and vision
- knowing when to compromise
- developing explicit communication structures
- reflect to reframe
- Accessing support

The aim of this study was to find out how a transformational leadership style can be co-constructed in new settings. From the study it has been found that managing paradoxes is one of the responsibilities that the new leader should have. According to Dalmau (1994), the process of becoming a leader starts in a group, it is not something that is built-in in a person. In this study the leaders who were involved in the process found out that every new setting requires new strategies of leadership. To understand which strategy will work better inputs from the other community members is important and that is what leads to co-construction of a new leadership process. We will try to find out these elements in our research process to see if our chosen company is considering these features to develop a leadership style through co-construction that happens when both the employees and managers collaborate together.

Rekom - A study on recruiting, motivating and retaining young workers: Markus Benonysson, Giulia Villani, Frano Pahor, Teagan Jelena Riebe-Ehlert, Md Sohag Ahmed (2021)

The above mentioned research paper presents the theory of culture which is co-created by the stakeholders of an organization. According to Mary-Jo-Hatch (2010), we need to know the co-created theory to understand the impact that the theory has on the motivating, retaining and recruiting employees who are young. We make use of the theory of co-created culture as described by Hatch (2010) and adapting from the works of Schein (1985) and Schultz (2002).
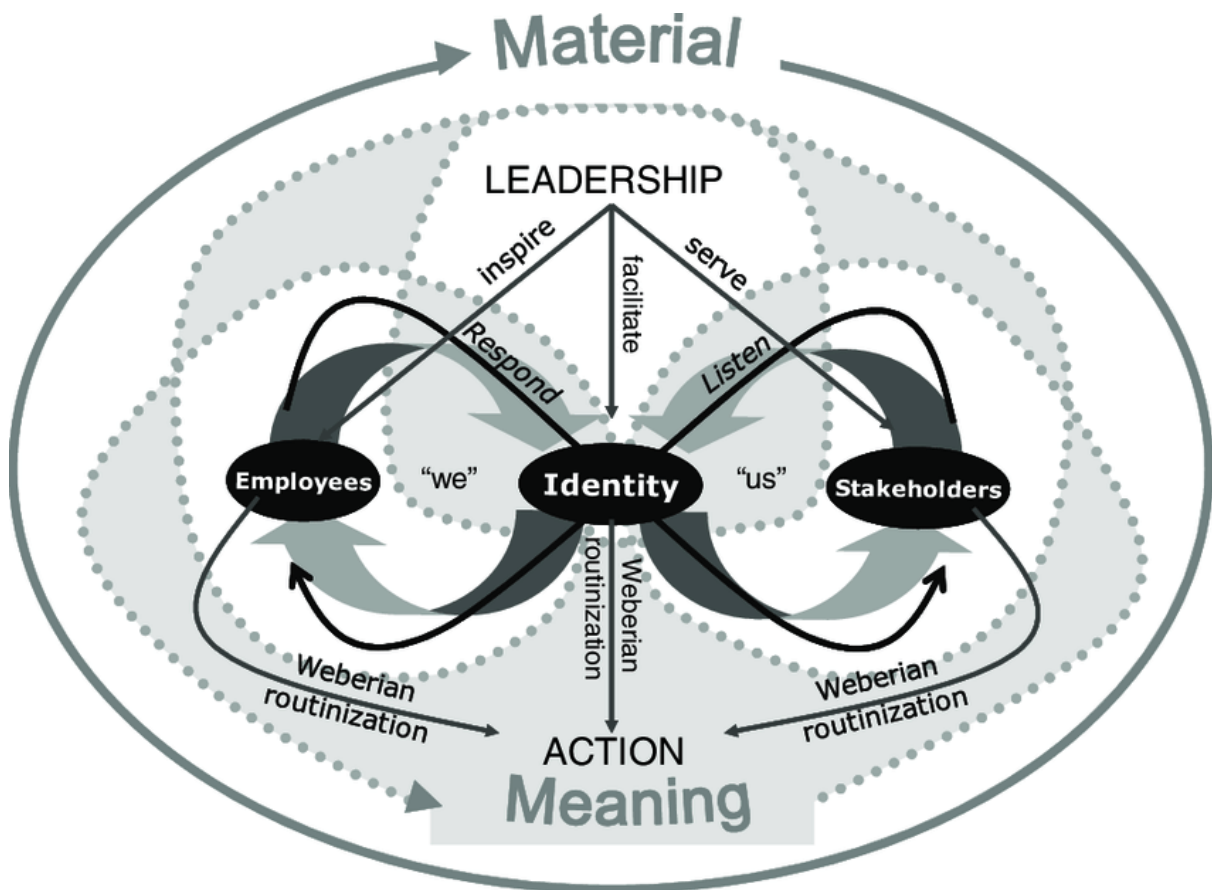
Fig. 1 - Co-creation of Organisational Culture (Mary-Jo Hatch, et al, 2010, fig. 19.6)

The model that is presented by Hatch (2010) shows that leadership of an organisation is a reflection of that organisation's identity. The drivers of the "desired" organisation, reach out to the employees and stakeholders and share their values with them. The leadership is developed in order to deal with the stakeholders effectively. When an employee starts to

communicate with the organisational identity and the inspiration, from this communication the identity changes from 'I' to 'We'. 'We' stands for shared views or identity of an employee who also follows a shared routine. This shared identity and the inspiration of the leader that leads to a 'meaning' also expects joint action from the stakeholders. This whole process is an example of an organizational culture. This is not a one time event rather a continuous process where the leadership style is constantly getting affected by the employees. Furthermore, there is an ongoing process of identity creation in an organisation, as both stakeholders and employees are affected by the organisation's identity, and then in-turn from interacting with it, changes the identity (Markus et al, 2021).

2.2 Second wave of literature review

In the first wave we have only reviewed academic papers written by scholars, at this stage we will focus on literature from known authors which have advanced the field of leadership in many ways in the last half of the century.

At this point we have already broadened our horizon of understanding, having knowledge of the company by having conducted a few interviews with employees from different positions of the company. At this point we know that the company is working with many temporary employees that can be challenging for the development of a leadership style. So, we focused on this area, just to find out why some temporary employees still work with the company for longer than expected. Therefore, we identified the need to look for literature that seeks to explain relationships between the leader and temporary and permanent employees because we think that the reason for them to stay is due to these relationships and the content present in these.

Accordingly, we have found:

Followership theory: A review and research agenda; Mary Uhl-Bien, Ronald E. Riggio b, Kevin B. Lowes, Melissa K. Carsten (2014)

According to Uhl-Bien (2014), there are a few ways of observing those activities where a leader is engaging in and subsequently, what activities is the employee engaging in. The author proposes a wide spectrum of theories, originating from more classical views of

leadership, such as leader centric, and traditional, where the leader is at the top and we have a hierarchical structure that enforces authority as a rule of organizing and leading (Mary et al, 2014). But what is curious for us are the new advancements regarding leadership that look at *processes, relationships, behaviors,* such as what is to be understood as a *constructionist view* approach (James, R., 1995). Uhl Bien brings into discussion at this point a few other authors, such as *DeRue and Ashford's* leadership identity construction process (DeRue et al, 2010). These two authors bring to the audience a view that proposes the theory of *followership* based on two acts: *claiming and granting.* How the theory works, is that when an actor, part of the organization, is *claiming* for someone to get ownership of a specific task, project, that person is expected to *grant* that wish to the other actor. Only when the act of *claiming* is met with a *granting* response, as Uhl Bien mentions, we have effective *leadership (Mary et al, 2014)..*

Another constructionist view regarding followership, as Collinson's poststructuralist identity view states, is that now, we have three identities that can help the leader construct a more informed decision based on representation of the employees as being: *conformist selves, resistant selves and dramaturgical selves (David. C., 2006).*

Purpose-driven Leadership Pablo Cardona, Carlos Rey, and Nick Craig (2019)

Another area where we have a close relationship between the leader and the followers is the area of purpose. According to Pablo Cardona et.al (2019), purpose is proven to be a good source of profitability (Pablo et al, 2019).. This form of leadership implies that the leader has found his personal purpose and subsequently he or she will help others in the organization to discover their own, and in terms having identified purpose on both sides, will lead to a shaded purpose based on the organization needs and identity. The main idea behind having a sense of purpose is that such a concept is energizing and makes work seem less dull and more meaningful for the world overall (Pablo et al, 2019).

Leadership Contemporary Critical Perspectives Edited by Brigid Carroll Jackie Ford Scott Taylor (2015).

This book published in 2019 has compounded state of the art in what concerns leadership development, based in part on processes, and relationships between the leader and the

follower. It helped us understand and complement the earlier mentioned theories and leadership perspectives (Caroll et al, 2015).

As we go along with the research and we get to understand more of the subject at hand, we will also engage in what is called methodology, *snowballing,* where we follow an idea from one author to another to deepen our understanding of a specific concept, theory, amongst others. It is the same way we also search for further information that will not always make it into the literature review but will be referenced and talked about so that we make you, the reader, aware of our choices and reasoning.

CRP perspective Furthermore, we will discuss a complex responsive process, which talks about organizations that are positioned in a complex environment, about members of the organization and how they come together and create identities (Caroll et al, 2015). According to this, human interactions help construct a future for uncertainties that can occur in today's world (Stacey, 2007). According to Stacey (2003), the main objective is to understand how individual and collective identities are formed, how they can relate to it, and how they can change the organization. In this process, the members of an organization deal with uncertainties and co-create their future together. "Understanding the importance of human relations is needed because with time the interdependence on people has increased difficulties and even after the difficulties it is considered as an important factor of modern life" (Stacey, 2003). What we learnt from Stacey is that interaction is an important human activity. As our research focuses on interactions, we believe the complex responsive process will help us analyze the daily activities of the organization and how the managers create meaning to its employees (Stacey, 2003).

2.3 Theoretical Framework

After going through several scientific literatures that are related to our paper, we chose to use two theoretical frameworks, they are: The followership theory and the Purpose Driven Leadership. We will be building our interview questions based on these theories in the hope that we will receive results that we are expecting. For a better understanding of the theories, we have provided detailed information about the theories.

2.3.1 Followership Theory

When looking at leadership, there are two different perspectives: the role-based approach where the leader focuses on leading his subordinates through vision and inspiration in a top-down paradigm and the followers are seen as recipients of his leadership; and also the constructionist approach which focuses more on the leadership process and how followership is co-created among the social interactions of the people (Shamir et al, 2005). We would like to look into the second approach which means that more focus will be placed on how people gather together in the social process in order to co-create leadership and followership. We believe that this approach will enable us to gain a better understanding of why some temporary employees at GLS choose to stay for a longer term and why others prefer not to. As Shamir (2007) suggests, such matter can only be understood by looking at the role of followers as "broader and more consequential" rather than the way is seen in the traditional leader-centric theories (Shamir et al, 2007).

What is widely neglected and misunderstood is that leadership happens as a process that is co-created among human interactions and that followership is just as important as leadership since the following behaviours shape the way in which the leadership process becomes. Just as (Uhl-Bien, Riggio, Lowe, & Carsten, 2013) explain that "if leadership involves actively influencing others, then followership involves allowing oneself to be influenced". By conducting interviews both with the leaders, but also employees of GLS, we would like to determine whether this statement is valid in the way the leadership process is happening within the company.

Contrary to this view, there is the more traditional one, leader-centric, where the leader constitutes the force which motivates and leads the followers to accomplish the goals of the organization, also known as the top-down paradigm (Bass, 2008). Therefore, employees are seen as the recipients of the leaders' decisions who responsibly take on the tasks and orders and complete them with a lack of initiative. While this perspective is widely known in leadership research and is considered to bring many benefits to an organization especially when dealing with the exploitation side where the firm is focused more on creating efficiency and producing more through the use of the already existing knowledge, skills and processes (Wasim et al, 2010). However, when focusing on the exploration side in order to create innovation, new discoveries, widen the already acquired knowledge, skills and processes, the traditional leader-centric perspective will fail, since exploration can work only from a

down-top paradigm where the leader takes a more constructionist approach and is more concerned of how the organization as a whole deals with the problems that arise.(leadership for organizational adaptability) (Judge et al, 2004). Therefore, the employees have to be motivated to work independently and be prepared to tackle challenges spontaneously without looking for permission and support from their superiors. Furthermore, the leader needs to create a learning culture where the followers can speak in an open manner about knowledge creation and take steps to implement it towards the company's goals (Judge et al, 2004). It requires an informal leading style where followers are encouraged in initiative taking, cooperation and multi-tasking (Wasim et al, 2010). The leader or the middle manager may sometimes find himself in a position of following, while the follower may find himself in a position of leading. Ultimately, this kind of leadership process will create more meaningful interactions within the organization and followers will be more inspired to work towards a common goal (Weick, 1995).

However, this could be a problematic issue for GLS, since this kind of approach takes some time to establish among employees, thus, it could be done only with the temporary employees who choose to remain in the company for a longer term. Therefore, GLS needs to rely more on the retention of these kinds of employees through motivation and purpose-driven actions.

2.3.2 Purpose Driven Leadership

In a fast-changing environment where complex situations constantly arise, organizations cannot only rely on people to follow instructions and complete their tasks, but also enable them to fully commit to their role and be able to quickly respond to changes. In order to influence this kind of commitment a purpose driven leadership should be adopted. Although leadership studies show that the organizational purpose should be communicated throughout the whole firm in order to align all employees with a predefined purpose, more recent studies show that a predefined purpose which is established by the leader at the top will not be enough to influence people to work together towards a common goal. This means that sharing the organizational purpose is not only about communicating it to other subordinates of the organization, but also seeking and identifying the personal purpose of each individual.

Unlike leadership as a top-down process, where the leader tells his subordinates what to do, it seems that there is more evidence which shows that the more proactive employees can

become, where they are able to work their way up from being just simple subordinates, to followers and even collaborators and the less authoritarian the leaders are, there are better results in the overall performance of the organization (Cardona, Rey, & Craig, 2019). While the hierarchy structure is beneficial in order to control and manage people, as well as organize the workload throughout different departments, shared leadership does not have to interfere with this structure as long as everyone knows their role and position. Especially when dealing with fast changes and more complex situations, exercising leadership not only top-down, but also laterally or bottom-top can enable the agents of the organization to better react to the changes happening in the market (Grint, 2004). Furthermore, sharing leadership even for smaller tasks or projects can give a sense of meaning and purpose, as well as trust to the people involved which ultimately will motivate them to fully commit to their responsibilities and offer better results (Sinay et al, 2016).

The main issue in creating co-leadership dynamics is in highly structured environments where hierarchical structures show much better results compared to the satisfaction benefits the individuals get from the shared leadership processes (Sinay et al, 2016). However, GLS is a large postal organization with a hierarchical organizational structure where the satisfaction the individual gets from their daily tasks and mission within the company seem to overcome the results achieved from a top-down paradigm where the leader communicates the tasks that need to be done every step of the way with no consideration if there is any meaning brought to the employee with the tasks he is given (Pablo et al, 2019). Taking this into consideration, in order to make a shift and influence a regular employee in becoming a loyal follower, a shift has to be made from looking at what and how leaders do what they do, to understanding why they do it. It means that Purpose Driven Leadership is more focused on understanding the unique "why" each leader has because that is what gives meaning and purpose to his life to fully commit to his role and consequently also influence and motivate his followers in the process (Pablo et al, 2019). Therefore, when conducting the interviews, we will try to identify the three main elements of Purpose Driven Leadership: identifying the personal purpose, helping others find their personal purpose and connecting the personal and organizational purpose together.

As mentioned before, in order to lead others, the leader's first priority is to know his own desires and what is it that drives him to do the things he does. This kind of personal purpose is no easy task since it takes a lot of effort, time and experience to be put into the leader's

own conscience and that can be done only through a thorough and constant interior dialogue with himself (Pablo et al, 2019). In order to identify the leader's own purpose, first understanding why it is that the leader is motivated to become one is important and also why he wants to influence others. It could be that the desire for this identity as a leader lies rooted somewhere in the childhood experiences or that it is something that he was forced to do. It could be many other things, but understanding where it is coming from is crucial in order to be able to recognize the purpose in his own day to day activities and interactions with others (Pablo et al, 2019). This is also going to be one of the reasons for conducting the interview with the operation manager of the company, and his supervisors as well as some employees.

Knowing his own personal purpose is not enough though, since the organization is composed of a collective group of people who work together towards a common goal while also having their own purpose. The leader's purpose cannot be disconnected from the purpose of his team and so it has to impact and transcend the purpose of others (Pablo et al, 2019). Having an interest and being active in discovering the others' purpose is a crucial factor and that can be done only when the leader shares his own personal purpose, but also focuses on listening to the others' purpose and finds a way to connect those together. It also means not only caring about what it is that other people want, but also why they want it. It requires the ability to embrace diversity and compromise. It also requires a true commitment to the people and a lot of investment in creating close long-lasting relationships. This is what leads to true leadership surrounded by loyal and fully committed people (Pablo et al, 2019)..

As mentioned earlier, the constant flow of temporary employees and the need to have more people to rely on in the long term, applying a Purpose Driven Leadership perspective in the way the firm is managing its employees. We would like to identify why some people remain working within the company and why others choose to leave and see if Purpose Driven Leadership does in any way influence the employees' decisions (Mary et al, 2014). It could be that the leader has identified the personal purpose of some followers and managed to ignite it on a longer term, while with others it failed. It could also be that some employees have found tasks that they are passionate about to learn and commit to, while others did not find the same passion in learning the tasks they were given. It could also be that some employees care more about the financial compensation they get than others (Mary et al, 2014).

Chapter 3 Methodology

This section of the thesis paper will reflect upon the type of methodologies that have been used to collect data. Also, it will mention the tools and techniques that were used to achieve the purpose of the paper. The quality and validity of data will be investigated thoroughly to reflect the reliability of the collected data.
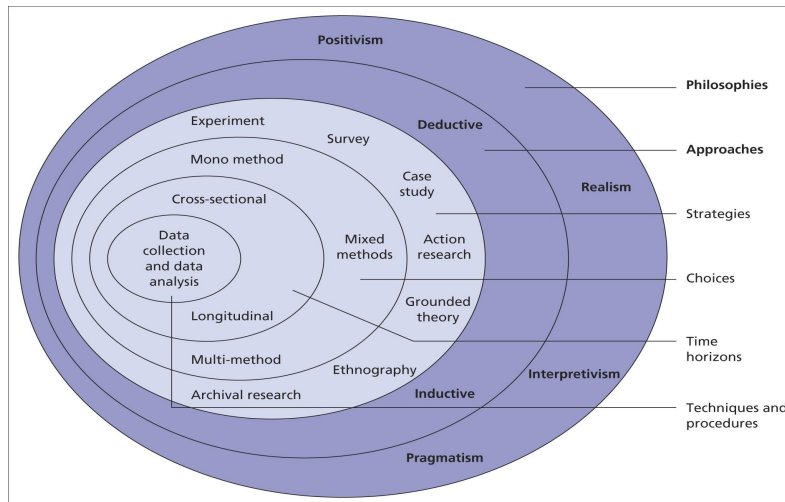

Figure: 2 *The Research Onion (Saunders et al, 2007)*

The methodology section tries to clarify the reasons a researcher chooses to use a specific method for its research and the medium of conducting the research process through which they gather knowledge that they are looking for. If a researcher is selecting to use a method which analyses the relationships, then one has to observe the social phenomenon that is taking place in the social world from the outside angle. If a researcher gets an opportunity to observe the relationships directly then one will consider the investigation. In this matter, a ½researcher will choose a methodology that helps to collect an individual's interpretation about a certain context, and which is based on that individual's real-life experience (Kuada, 2012). The methodology part of a paper reflects choice of methods that were used in a research paper and the reason for such choice (Easterby et al., 2018).

Methodology consists of two approaches, they are: nomothetic and idiographic. The nomothetic approach is about analysing quantitative data such as surveys and objective approaches which are used to test the hypotheses that are developed by the researchers (Burrell & Morgan, 1979). Idiographic approach is about the qualitative data that is collected

directly from the individuals who are part of an organization and experiences situations in their daily working life (Emma. J., 2019)..

This paper chooses to use an idiographic approach because it is mentioned above. The approach will help the paper get in touch with the employees who are part of the organization, and the paper gets to analyse their real-life experiences for the paper. The paper tries to collect information in an unbiased manner, specially in a manner which makes sure that correct information is collected.

3.1 Data Collection Method

3.1.1 Primary Data

For this research paper, the study focuses on the primary data which are collected through semi-structured interviews. The interviews will be conducted on the participants who belong from GLS Denmark, a British owned postal service that is operating in Denmark. The participants belong from different departments of the mentioned company. The interview is designed in a way that it focuses on four important factors which are as follows:

1. The background information of the participants and company that they work in and what kind of work activities they are responsible for.
2. Details about the co-construction leadership process that takes place between the leader and the employees in the company.
3. Strategies that the company applies for employee engagement and the ways of their engagements are used in the co-construction process of leadership.
4. Challenges that the company experiences because of this engagement and the technique they follow for dealing with these challenges.

It is believed that this technique of collecting data will help to understand if the co-construction process of leadership exists in the mentioned company.

It is believed that this technique of collecting data will help to understand how the **employees and the managers (the leader) interact** with each other in their daily activities to **co-construct leadership**. A sample semi-structured interview questions will be provided in the appendix.

3.2 Data Analysis Method

For data analysis purposes, the study will consider an interpretive and qualitative approach. To get the optimal result out of the collected data, they were structured and categorized into specific themes (Saunders et al., 2012). Braun and Clarke's "Thematic Analysis" will be used for analysing the collected data. The Thematic Analysis is designed in a manner that it "Identifies, analyses and finds a pattern from the collected data" (Braun & Clarke, 2006). This style of analysis method consists of a six-step process which will be followed by the paper.

1. *Familiarizing yourself with your data*

For the first step, we will read and re-read the data sets as many times as necessary so we can understand what is being communicated by the interviewees. We will also write down initial notes with patterns.

2. *Generating your initial codes*

After familiarizing ourselves with the data, we will code it, by selecting elements of data and attributing them a specific meaning.

3. *Searching for themes*

Each coded item will therefore be divided and categorized into themes and sub-themes.

4. *Reviewing the themes*

In the fourth step we will analyse the themes and decide which are useful and can be used in our research. We might also merge some themes or even eliminate others.

5. *Defining and naming the themes*

After a continuous analysis of the data set, we will identify the essence and meaning behind each theme. A more in-depth analysis will be thereafter made for each theme.

6. *Producing the report*

Writing the report is as crucial as generating codes or identifying themes, due to the trap of paraphrasing. Instead, we will explain why the data item was of interest in the theme and how it complements it.

Here is an example of the thematic process; after transcribing the interview's answer, specific themes are chosen which reflect the theoretical framework, such as the co-construction leadership, strategies, challenges, effective leadership, human resource, employees, improvement etc. When themes are created, statements that have been transcribed are sorted and put under the themes that suit the statement better. Once this whole process is done, a report is made which reflects the findings of the interview.

The interview questions are designed based on the literature related to the research topic, and the collected data are analysed according to the paper's findings.

3.3 Time Horizon

The relevant time horizon that is used in our research is cross-sectional research. Cross-sectional research is used because the samples that we used for studying purposes are collected at a certain time (Alamgeer, 2022). Our research study does not support longitudinal research because the samples that are collected in this research are recorded over a period of time. Since the samples that we have collected were at a certain time and of different people, cross-sectional research fits well with our research study. Cross-section research is conducted on a small group of people who represent the whole group of an organization (Alamgeer, 2022). In this research, data is collected only once at a certain time period and the researcher who collects the data is only interested to know what is happening in a specific society for that time period. To study a phenomena or a characteristic, cross-sectional research is used (Alamgeer, 2022).

3.4 Research Choices

For our Thesis paper, we chose to use a mono-method. Mono-method is about collecting data by using one single method which could be quantitative or qualitative and analysis is done

once type of method is chosen (Saunders, et al, 2009). For our paper, we are only using qualitative methods for collecting data and for analysis purposes as well. We will be conducting semi-structured interviews of different employees from GLS and will take their interview one at a time. After collecting the data, we analyse the interviews (qualitative) for achieving a better understanding of the current scenario in GLS.

3.4.1 Semi-Structured Interviews

GLS Denmark's employees and leaders of certain departments are expected to be interviewed to get a better understanding of the co-construction process of leadership that exists in the company. How the engagement with the employee works and how much influence it has on the leadership process. Throughout this thesis the participants are mentioned with their real name. Due to the nature of the research question a qualitative approach is chosen that is why semi-structured interviews are considered best fitted for the paper. The semi-structured interview is a combination of structured and open questions, it is a mix between an interview and having a regular conversation where some of the questions are predetermined. In this form of interviews some questions are not predetermined but it is in relation to the research topic (Blumberg, Cooper & Schindler, 2008).

The advantage of using semi-structured interviews is that as a data collection method this form of method helps researchers to understand the complex behaviour and motivations by observing the participants' opinions and experiences (Blumberg et al., 2008). Semi-structured interviews are flexible which helps researchers to understand the answer based on the nature and context that it is produced on (Blumberg et al., 2008). This form of interviews can create a sense of trust between the interviewee and the interviewer because a form of conversation takes place in this method, as a result biased answers can be avoided. There are some criticisms regarding this form of interview that interviewers can influence their participants by asking leading questions.

Proper preparation for this type of interviews should be taken into consideration such as designing questions that are valid and in relation to the topic of the interview. The responses that are received through these questions are in a descriptive form but there should be some open questions that allow participants to share their opinion regarding the research topic. Language that is used in the interview should be easy to understand and neutral for the

participants and it is also important to explain a scenario to the participants which can be interpreted by them easily. To get a valid and direct answer for the interview questions, double meaning or misunderstanding should be avoided.

3.5 Research Strategy

Devising research strategy for our paper is important, we chose to use interviews in order to collect data that are relevant for our research. The chosen strategy will help us to plan, execute and monitor the process of conducting the study. The chosen research strategy will help our paper with high-level guidance, meanwhile the chosen method is a type of tool or technique to perform the chosen strategy (Paul et al, 2014).

3.6 Research Purpose

The purpose of this research paper is built up by exploratory research, which is followed by descriptive methods. According to Robson (2002), exploratory analysis helps researchers find out "What is happening?" It encourages researchers to ask questions so that new perspectives can be discovered about a scenario. The descriptive approach comes before the exploratory research approach and helps draw a more comprehensive picture of a specific topic. The purpose of this research paper is to investigate how leadership is being co-constructed in an organization and what role does employees and managers of the organization play in developing a leadership process . To be more precise, what kind of leadership style is preferred by the organization and how are they motivating their temporary and permanent employees to make the co-construction of leadership a success. The study will consider qualitative research to conduct the research process. The paper will focus on the firm's employees and manager's perspective only to better understand the chosen context. The reference framework for this thesis paper chose theories that seemed better fitted to relate to the co-construction leadership and input of employees and managers in the leadership process. Other studies will also help to understand the validity and reliability of the collected data.

3.7 Research Approach

The research approach will help the readers to understand the type of approach the researcher tries to conduct in the paper. The widely used research approaches are deductive and inductive (Saunders et al., 2009). According to Kuada (2012), the deductive approach is chosen when researchers plan to construct a preliminary problem statement using existing ideas and then collect information to evaluate the problem statement.

In an inductive approach, research is built and developed based on the theories that will be used in the paper and the collected data that will be analysed using the theories (Saunders et al., 2009).

The choice of approach for a research paper depends on the research question and the context of the research topic. For this research paper, social constructivism will be used. Social constructivism refers to a philosophical approach of understanding a context through interaction, observation, and interpretations among different communities, this approach clarifies that human perceptions are based on their point of view which they congregate from their own experience and knowledge of any issue (Honebein, 1996).

For the research paper, social constructivism is chosen because this approach helps to remodel the traditional theories and that's what the paper tries to reflect upon (Saunders et al., 2009). To analyse the collected information, a deductive approach has been used in this paper.

The aim of the study is to find out how GLS is co-constructing a leadership process in their organization through continuous interaction with its employees and the active participation of the managers and supervisors as well. To achieve the research aim, deductive approach is chosen for this paper as it will analyse the relationship between the data that is collected through quantitative data (Saunders et al., 2009). The deductive approach will help to understand the readers the results that we collected from the interviews and will show how co-construction of leadership is operating in the organization and also how it retains the temporary employees for a longer period of time.

3.8 Research Philosophy

Research philosophy is associated with the development and the nature of the knowledge which is drawn out to find the answer of the problem that is mentioned in the thesis paper. The philosophy that is chosen for the paper reflects critical assumptions about the world and how it is viewed by people (Saunders et al., 2012). Understanding the assumptions are important because it then helps what information is necessary for the specific research subject. When a research philosophy is specified in the research study, it helps to avoid unnecessary data and focuses on the data that are relevant for analysis. There are four main traditional philosophical paradigms: Positivism, Interpretivism, Realism and Pragmatism. All these traditional philosophies have given birth to several more philosophical paradigms (Saunders et al., 2012). All the new paradigms have roots that lead to the traditional ways of philosophizing. To deliver the purpose of this paper effectively, constructivism has been chosen whose root is the interpretivist paradigm of philosophy (Honebein, 1996).

3.8.1 Social Constructivism

In social constructivism, to understand what is going on in a society, culture and context have to be taken into consideration and these two factors also help to construct knowledge (Derry, 1999; McMahon, 1997). Social constructivism is associated with many contemporary theories, most notably the theories of Vygotsky, Bruner and Bandura's social cognitive theory (Shunk, 2000). This perspective of constructivism is explained by three assumptions: knowledge, reality and learning. To understand the perspective and to apply social constructivism in a research model, one needs to have a good understanding of the three assumptions.

Knowledge: in social constructivism, knowledge is created by humans and is constructed socially and culturally (Ernest, 1999; Gredler, 1997; Pratt & Floden,1994). Humans create meaning through interactions with others and the environment also helps to create meaning.

Reality: Social constructivists believe that reality is developed through human activity. People are part of society, and they are the ones who invented the things that exist in the world (Kukla, 2000). According to social constructivists, reality cannot be discovered, it has to be socially invented by the people.

Learning: Learning is a social process in social constructivism. Learning does not take place with an individual only, nor passive development of behaviours that are influenced by external forces (McMahon, 1997). Learnings are meaningful when people are engaged socially.

Regarding the research study, the social constructivism paradigm will help to understand the co-construction process of leadership in the GLS Denmark, a postal service, and it will also help to understand how the leader and the company's permanent and temporary employees are actively participating in the co-construction of leadership process. It will help to understand the social construction of knowledge which creates value through interaction, history, culture, language and employees of the company. The paper will focus on the leadership style that exists in GLS, to understand their way of developing the leadership process with the help of the company's leader and employees. As constructivists assume, there will be no experience hence no knowledge if it is not socially constructed with the people of an organization. Social constructivism emphasizes communication, connection and culture to learn about the organizations.

Epistemology

Social constructivism is an example of epistemology, it is a theory which reflects the process of how human beings gather knowledge and the nature of that knowledge. The understanding of this knowledge is based on experience and past knowledge. It suggests that people construct their knowledge and learning through interaction based on what they already know and believe in. Teachers can be a good example who encourage people to ask questions, influence them to challenge so that they can research further to gather more ideas and information so that they can come up with a conclusion (Ciot, 2009) (Cannella & Reif, 1994).

According to Hoffman (2009), epistemology means the rules that human beings use to make sense out of their world. It is a theory which emphasizes on 'How they gathered the knowledge that they already have'.

As social constructivism suggests, language plays an important part in connecting people. It suggests that people exist in language. As a result, the focus is not people but the interaction that takes place between them (Gergen, 1991). According to Berger and Luckman (2011),,

with the agreement of shared meaning which is created through language helps to construct reality.

This theory also suggests that meaning is created over time with the help of ideas and behavior that takes place in a particular social context (Dickerson & Zimmerman, 1966). The social constructivism epistemology opens a pathway for new possibilities, new meanings and perspectives. This epistemology will help us to understand the reality with the help of different lenses and also make us aware about previous scenarios on religion, culture and society. This framework will help the researcher to be more flexible and open related to the emotional experiences of the previous researchers and now. This philosophy will help us to understand the reality of the organization that exists today rather than just gathering facts. Also, it helps us to identify how research participants and researchers create a shared reality. This theory does not claim to provide any truth based on any situation; it just expresses the knowledge that has been gathered from the real-life experiences.

Ontology

Ontology is another view of research philosophy which deals with the nature of reality. It reflects interpretations of an individual who has a certain belief on how facts are being established in reality (Bryman, 2012).

Ontology refers to the facts that are known to the researchers 'the knowable'. The perspective that researchers have about reality is based on the relationship that exists between human beings and the environment (Bryman, 2012). Two important perspectives of ontology are objectivism and subjectivism. This perspective gives a choice to individuals to perceive social factors as subjective or objective. Objectivism suggests that 'the social phenomena and its meaning are not affected by the social actors'. Subjectivism also known as constructivism, which suggests that social phenomena are affected by the perception and actions of the social actors (Bryman, 2012).

According to Berger and Luckman (1996), social constructivism makes no claim of ontology. As it refers to knowledge and experiencing that, the theory claims epistemology claims only. For our research paper we will hold the epistemology view as we want to observe the knowledge the people of the organizations have and how they influence their knowledge with

experience. As social constructivism is used to see how meaning is being shared, how knowledge is considered as belief we want to consider it because it is partially true to our research question. As we want to see how meanings are being shared in a start-up company. With the help of this approach it can help us to understand what is the nature of reality in that particular organization, how people's knowledge gives shape to each other's purpose and organizations purpose.

3.9 Validity and Triangulation

To improve the **validity** of the data that were collected here for the research process, a critical approach should be taken into consideration (Saunders et al., 2012). It will help to evaluate the data collected critically to improve the objective of the data that are used in the research paper. To validate the data that were collected, different theories were used to support the data. According to Messick (1989), validity refers to " where the theoretical perspectives and empirical data supports the effectiveness and appropriateness of the interpretations that were made based on the collected data".

Triangulation is a combination of various methods, study groups, different theoretical perspectives, local and temporal settings which deals with a phenomenon. To answer a research question, a researcher uses various perspectives into consideration (Flick, 2018).
To find an answer for the main research question, the study needs to consider many methodological approaches. It will help to rationalize the choice of methodological triangulation which is mentioned by Denzin (1989) as a best fitted approach for this paper. The available time frame allowed the triangulation method and the exposure of participants to the method which did not influence participant's activity. Due to the duration of the study, the researcher had to contact the company and its employees so that interviews can be arranged in a scheduled time which were suitable for both the interviewer and the interviewees. The relations to the field established even before the researcher started working on the paper and access to the participants were obtained along the way. The research process had to allocate some time for the transcribing and coding process of the interviews. The planning of conducting the research study had to be thorough so that any kind of issues can be avoided and to make the process a success. The triangulation of study requires additional resources which helped the paper to enrich and complete the knowledge that was found, also transgress the epistemological stance as each method has it within themselves (Denzin, 1989). Through

triangulation of methods, theories and data that are collected will help to reach a safe strategy for theory construction and that is what the paper aims for.

Triangulation of data collection through semi-structured interviews are considered to eliminate any potential bias. The interviews required an open mind because the responses that were received could lead to questions that were made on the spot, it is believed that these actions add extra value to the research, so the more interviews that were conducted increased the chance of such on-spot questions arising. The diversity of results shows that the co-creation process in an organization is a complex concept and to analyse it effectively, various perspectives should be taken into consideration so that improvements can be made on the explanations that were given based on the collected data (Natow, 2019).

4.0 Ethical Consideration

To keep an ethical research practice is important as it reflects ethical standards and integrity to conduct a proper research study, this also helps to avoid falsification and fabrication. Keeping an ethical stance and following proper guidelines are two critically important factors before conducting research. How research is conducted, how a researcher formulates research questions, design the research, collect data, analyse the data and share the findings of the research reflects a responsible and moral way (Saunders et al., 2009). There are some important ethical factors that a researcher should be aware of before conducting research are privacy, consent, voluntary nature, confidentiality, deception, embarrassment, stress, harm, discomfort, objectivity and the quality of the research (Saunders et al., 2009). At times the way data is collected, participants may feel discomfort, stress and embarrassment. Some code of ethics should be followed to keep up with the ethical standard such as Social Research Association's Ethical Guideline (SRA Ethical Guidelines, 2003), British Sociological Association's Statement of Ethical Practices (Statement of Ethical Practices, 2017) and American Sociological Association's Code of Ethics (ASA Code of Ethics, 2018). Questions that could create an uncomfortable environment were removed from the interviews. Since, semi-structured interview method was chosen for this paper, the interviewer had to make sure that the participants were participating voluntarily, and they were consistent in their response. Before conducting the interviews, the participants were informed about the purpose of the study, the research question and how the data are collected so that the interviewees could keep an open mind during the interview.

Chapter 4 Analysis

The analysis of the collected data will be presented in this section. This is where the data will relate to the relevant literature to find interpretation of the reality. This connection of data and literature will be used as a reference for later research. The purpose of the study was to find out how employees and managers communicate on a daily basis to co-construct a leadership process and how it influences the retention rate of employees in the organization discussed in detail in this section..

Position of the Stakeholder in GLS	Duration of work
Anders, The Operation manager	more than 10 years
Aman, The supervisor	more than 8 years
Martin, The Supervisor	7 years
Sanjeeb, The Team leader	more than 6 years
Celestial, Permanent Employee	more than 10 years
Mathew, Temporary Employee	less than 6 months
Gint, Temporary Employee	less than 6 months

The above table is a list of people who we have interviewed during our research study and who are currently working in GLS. We interviewed the operation manager who belongs to the top management and has been working in GLS for over 10 years. His interview was quite informative and gave us a very good idea about the organizational culture that exists in the company. However, the manager's interaction mostly takes place with the supervisors. There

are seven supervisors who are working in different shifts of the day. Out of seven we get to conduct an interview with two of the supervisors.

From the supervisor's interview we learnt that they are the one who constantly interact with the team lead and the employees. The operation manager interacts once a week whenever there is a weekly meeting going on. In the case of seriousness, supervisors reach out to the manager and the manager tries to resolve the problem.

The team lead works under the supervisors, at times in the absence of supervisor, he takes the responsibility.

Three interviews of the employees were conducted, out of these three only one is permanent and the rest are temporary.

The analysis will be divided into two parts according to the sub-questions. The aim is to provide a clear picture of the findings that were collected through the interviews.

4.1 Sub-question 1

How does GLS retain its employees by shaping purpose through effective leadership?

By using a constructionist philosophy as our way of looking at the world, we understand that everything is being built within the interaction among actors, where through negotiation of meaning the actors change their perception of what reality is. Therefore, regarding our problem formulation, we want to see what influences the perception of those employees that stick around. We consider as a starting point, a place of interaction, such as leading and following as a process. Where we observe through interviews how these actors are being influenced in the act of following and leading and how that results in an effective leadership, which in turn regarding the research question, will help us understand better those drivers that make them more motivated, and purposeful.

To run a successful institution there needs to present effective characteristics of leadership behaviour, Kelley (1992), says that effective followership leads the way of effective leadership with "vigorously support" of followers which is crucial to reach the institution's

purpose. Without the study of followers, it's difficult to perceive the process of leadership, classical leadership studies have focused more on leadership traits and notice deeply in leadership behaviours without effectively accepting the interaction (Uhl-Bien, Riggio, Lowe, & Carsten, 2013).

Effective leadership

According to the constructionist approaches leadership contrive in a group of people through relational interaction which formulates leadership and its consequence, to co-constructing leadership and followership followers need to lead a vital role (DeRue & Ashford, 2010) (Shamir, 2012).

Successful organization are enduring over time as a result of effective leadership, it remains constantly one of the principal and supreme variables for growth, progress, and innovation, it signifies not the label even recognitions, effective leadership is not a pre-set framework in stages to follow rather effective leadership has been changing steadily with the customs and requirement of the organization by supplying the accurate implement to face challenges (Shamir, 2007). Besides, effective leadership is exact, deep and efficient to motivate people for being corporate themselves as a team as a group to accomplish a determined goal.

Claiming and granting

Co-constructing a leadership identity is a social process of developing a leadership. Claiming and granting is a process where a member of an organization proclaims him/herself as the leader of an organization and employees grant him/her that position (DeRue & Ashford, 2010). Granting occurs when other parties of an organization consider them as a leader. Granting can be observed with verbal consent or with nodding of one's head. According to (DeRue & Ashford, 2010), anyone from an organization can participate in the claiming and granting process, as many individuals provide acceptances for a claim or grant of leadership that a leader's identity becomes stronger. Chaleff's (1995) proposition expresses that without followers' support a leader cannot utilise his power judiciously or efficiently.

Resistant

Resistance and proactive reactions appear by switching the environment of the workplace transformation from production economies to knowledge economies (Grant & Ashford, 2008) (Tepper, Duffy, & Shaw, 2001) (Tepper, et al., 2006). Two types of resistant behaviour are mentioned: as follows constructive and dysfunctional. According to Collinson (2005), workplace resistance does not mean the disappointment or frustration of an employee rather it constructs a positive follower's identity depending on what working environment they are in. Post structuralist suggests that the presence of resistant selves in an organization is important. This statement focuses on how the follower's opposition reflects the construction identity through differentiation rather than identification (Collinson, 2005). They emphasise the factor that a leader cannot control follower's identities, practices, and perceptions. At times, follower's will keep silent on events which they believe are not right or can be handled better but they will not express their idea due to over thinking of the consequences. So keeping silence can be an example of resistant selves also (Collinson, 2006) .

Conformist

Conformist selves are the active followers in the organization. They are not so critical thinkers and follow their leader's order to word (Bjugstad, Thach, Thompson, & Morris, 2006). They are comfortable with their job, maintain a good relationship with experienced employees and are always ready to do any task they are given (Collinson, 2005). Conformist selves are the most loyal followers of a leader, they prioritise organization goal and performance over their own comfort zone, which means they can also compromise when it is needed. Van Vugt and colleagues (2009; 2006; 2008) explained that ancestors believed to admit a central command is more precise to steer some circumstances, as bureaucratic leadership reaches currently so it can differ with early formation of leadership. Modern independent organizations are striving to get rid of these dominant hierarchies. Follower's performance does not remain equal; it can produce a variation of the fruitfulness of the leader-follower relationship. Kellerman's (2008) recommended from her typology that some followers are activists who vigorously believes in their leader, some followers are denoted as diehard for their great sincerity to the work. Followers performance can cause of innovations as well as they can allow and defend wrong leaders, we focus on Jean Lipman-Blumen (2005) 's three types of classification on followers: firstly, "benign followers," as innocent followers, they never arise a question to the leader to fear of losing their jobs; secondly, "the leader's entourage," these type of followers assists like an attendant of the leader as they are

authorised to do so; lastly, "malevolent followers," who are selfish, jealousy and have a strong intention to be more successful than others, they used to act opposite of leader as they can shift them and become a leader.

The following and leading behaviours exist in the company GLS:

To understand what kind of following and leading behaviour exists in the company we have to analyze the interviews that we have taken with the operation manager of the HR Department, the two main Supervisor of the operation department who works under the operation manager and some of their employees.. These interviews will give us a better picture to understand how leaders and followers are communicating on a daily basis.

Starting with the supervisor's interview, we found some reflection of followership theory from his responses. As we are going to focus on the constructionist approach of followership theory, we will try to relate more to it. The reason we think the constructionist approach will fit better in GLS is due to the communication process that exists between employees and the leader. It is more like both the parties are co-constructing leadership in their daily process of work. To understand followership theory, we need to emphasise on the leader's action towards his employees. Here is some information that we found on the supervisor's interview, where the respondent states that:

"What I do every morning I walk and wish good morning to each and every one of them. Chat with the employees. It makes them comfortable so that they know where to go when they need to share their concerns. So my mantra is to spill up some trust and respect and of course it goes both ways. Sometimes if I cannot make it to wish them, the employees would come and ask if everything is okay and why didn't I go downstairs to wish everyone. This technique is my own. I used to know all the employees in the workplace. As we have lots of substitutes it becomes necessary to know everyone." said by Martin, one of the Supervisor

This reflects that GLS does not follow any traditional, mechanistic leadership style; rather it makes sure that employees learn from practically doing it themselves and using the processes that exist in the organization. There is a huge presence of claiming and granting in the organization and it seems to work really well. Here are some examples,

"During the corona both of us were in quarantine and our team lead was also in quarantine. All three of us were in quarantine that time we had to call in a guy who knew how to manage the system. He was from the regular employees and he was chosen because he was an specialist in machinery for that time he was responsible to take care of machinery if it was running properly or not and also we have an operation specialist who was there at that time as well. So it was more like team work." said Aman, one of the supervisors.

and another one

"There is a team lead who has the power to make decisions in the absence of the supervisors. We are all one big family. If there is any conflict we try to fix it and try to maintain a friendly environment in the workplace." said Martin, the Supervisor.

From these two dialogues we understood that the leader knows his employees really well. He knows who has the potential to handle tasks in his absence and that's why he passes on his tasks to employees he knows can do that and then he focuses on other work. When we asked what leads him to take such big decisions he mentioned 'trust' that is important, if the leader trusts his employee it means he gets to know his employee really well and their potential. Giving out such tasks to the employees makes them very responsible, experienced and professional. The supervisor's belief of making someone responsible to do a certain type of tasks creates a leadership quality in that employee and builds confidence which later on enhances and that employee grants the team leader position to the employee which the employee claims. However, this is not the case for all employees because not everyone thinks like that. Saying that there are some employees who show resistant behaviour. These employees are trained enough and when they are given the position, they are not ready to take such responsibility probably because after doing the job they did not find any satisfaction doing it.

"I am not comfortable with that level of responsibility, there are other tasks that I am interested in such as working in Pakkeshop, I would like to do that if there is a need for it." stated by Celestial, a permanent employee in GLS.

However, the employee shows interest in the leadership position but there is some hesitation in his mind. He feels like he needs to have more experience to be in that position and because of that he feels he is not ready to take such position now:

"Of course, if given the chance, I would like to but before that, I have to gain that sort of experience and knowledge to become a leader. Taking such an opportunity is easy but fulfilling the duties is not that easy if you do not have enough knowledge and experience." stated by Celestial, a permanent employee in GLS

The kind of claiming and granting that are seen in GLS are the one with the team leader and employees under him/her. It seems the experienced employees are given the leadership position and the less experienced one's follow them without any hesitation. This is an example of claiming and granting. The supervisor prefers taking suggestions from his followers which shows a better relationship between leader and follower. Since the supervisor has lots of working experience from all the traditional organizations that he has worked on and all the knowledge that he has gathered have helped him understand creating a trustworthy relationship with his employees is very important. If followers follow his leadership style it means it can reflect an effective leadership. However, if the resistance group increases in the workplace, building up effective leadership will become difficult, but what we have observed from the interview results, every employee from all departments is very enthusiastic about their work and they show interest to learn more or to gain more experience from the workplace.

There was another interview with the supervisor's Team Leader, Sanjeeb Kumar of the operation department, who is referred to as the "Team Lead". We need to understand follower's behaviour in GLS to understand their point of view on effective leadership. From his interview we understood that he is happy to follow the supervisor as a leader because he believes that his leader is experienced, knowledgeable and prioritises his employees. So, we can say that he has granted "the supervisor" as his leader in GLS. When we asked him if he sees himself as a leader, Sanjeeb responded

"I do not consider myself a leader, from top level to bottom level we are a big team, there is no "I am the leader" behaviour from our supervisor. The management and

supervisors make sure that all the employees work together and term the whole workforce as a 'Big Family'". stated by Sanjeeb, the team leader.

But we believe that the supervisor's team leader does not think of himself as a leader but the people under him considers him as one because of his position. The team leader's attitude towards not considering himself as a leader shows a reflection of resistant behaviour. However, there was a part where Sanjeeb, the team leader said:

"The company overall does not really delegate someone to be a leader as it requires too much experience and knowledge. To be a leader one needs to have a lot of knowledge about the company and its employees and working culture. For me, I need to learn a lot and that will require a lot of time."

which means top management does not grant the position to someone who is not interested, the position is offered to everyone the one who is interested reaches out to the top management and expresses their interest but it can only be claimed by someone who has the experience and knowledge..

"The supervisor has also a couple of times where he mentions the team leader as a person to refer to" this is an example where "the supervisor" grants leadership position to "the team leader" in certain cases. Summary of the team leader's interview is that everyone in GLS considers "the supervisor" as their leader and they are satisfied with the method of work and they are also influenced by him. There are some team leaders who have been in GLS for a long time and have gathered a lot of working knowledge. That's why they have granted the team leader that position whereas some of them did not. However, "Gint, one of the employees" is an example of a resistant follower. An effective claiming and granting process also works actively between new employees, the team leader, supervisor and the operation manager. However, if experienced ones do not claim themselves as a leader when the position is offered it will not have a good influence towards the less experienced employees as they learn from them the best.

The next interview was conducted on a current employee, who has been working in GLS for four months now. He seemed a very positive and enthusiastic employee who is very well influenced by his leader. When we asked him about the learning process in GLS, he said

"I'd say it's half self-trained and half explained," said Mathew, the temporary employee.

which means that there is a continuous interaction between the leader and the follower and the work is quite self explanatory but in terms of physical it is a hard job.

"My boss will go over it" stated by Mathew, a temporary employee

shows that "the employee" has granted "the supervisor" the leader position and "the supervisor" already claims himself as the leader. A sense of trust and importance towards the employees exists in GLS where their work is taken seriously and opinion is given when they ask for it. From his interview, we assumed that he is well influenced by the leader and his leadership style. He grants "the supervisor" the leader position and works with all his effort to present the best work to his leader. He takes other team leaders seriously, a claiming and granting process was also seen. Getting feedback, suggestions and reviews whenever the new employees need them. For the employee, he wants to earn that trust from "the supervisor" and wants to become a team leader someday which other employees will listen to and will grant him that position too.

The existing behaviour in GLS seems almost effective because there is a presence of a granting and claiming process. This process helps to reach effective leadership and if "the supervisor" continues to do so, he might achieve effective leadership in GLS. However, he has focused on the resistant ones because they can make this whole process of claiming and granting a failure.

The engagement together with the followers and leader to generate outcomes at GLS:

To start out with, we have to retrieve once again the first sub-question as to have it fresh for you, the reader, before we proceed with the actual analysis and interpretation of our findings. Accordingly, our question is: How following and leading behaviours complement each other in order to co-construct effective leadership?

We have described in the above area what effective leadership is based on our understanding of the acts of claiming and granting, and we also describe the identities of followers as being

resistant and conformist. Now we will be moving our attention to the empirical evidence that we have collected in our interviews where we will be presenting instances covering behaviours based on the acts of claiming and granting, and conformist versus resistant. Subsequently we will also interpret the outcomes of relationships.

Claiming and granting

After conducting our thematic analysis where we have attempted to reduce the text to smaller elements that will be able to talk about the subject at hand, we have ended up with some codes such as followership, co-constructing leadership, resistance etc.

From the interviews, we have found out that when a problem arises, the followers tend to refer to someone who is more experienced.

''Had a problem with a task, proceeded to ask for advice from "the team leader". When he couldn't find a solution together, we asked "The Supervisor" for advice. He outsourced the task to an employee, who is experienced in fixing machineries who has been working in the company for a long period of time. Later, the employee solved the problem.'' [stated by Martin, The supervisor]

As we can see here, we have the team leader who is in charge of the Operation department, who is asked to solve a problem. The person coming to him seeks for guidance, for a leader that can help, therefore "The team leader" is granted the position of the leader whereas the person with the problem settled for a following position due to lack of expertise. When he was not able to sell the issue, they asked the Supervisor, who then in terms claimed, an external member to solve the issue, where that employee granted that claim and went on to fix the issue.

To continue with, *''it is more like how the people treat each other, so if someone looks up to you, you become a guru or the leader to them…'' stated Celestial, the permanent employee.*

Here we have something more than just an act of claiming the leadership position by the person that is more experienced. We can interpret this quote by noting that it can be a rule of thumb to become a leader when someone is already considering you as more qualified.

"When I am sick, a staff member who has knowledge about my work is given the responsibility. The chosen person is also trained by me so they know about my job duties but if a person is new then they reach out to higher management and they handle the situation and train the new staff as much as they can." said by the team leader, Sanjeeb

What we understand from this extract is that acts of granting tend to happen more often when a task is of low difficulty or the chosen person has experience about that task..

In contrast to the above-mentioned quote, we have: *'' I know that I have 10 things to do, and I cannot do them all myself. So, if I give this person two, then hopefully I have to trust this person that they're actually going to complete it.''* [stated by Aman, The supervisor]

From here we can distinguish that work load is also a driver of engaging in behaviours of granting and claiming but trust is crucial when delegating such work.

To conclude this first part, here is the last code from the supervisor's interview:

"Some of them are not so willing, but there is also someone who is actually willing. So, I would say, Celestial (an employee from the operation department) has gotten really good at this". [Supervisor Martin said that]

We understand from this quote that not everyone is willing to take positions of leadership, you could tell they may be resistant, but then on the other side, when someone, like Celestial that has been doing so for a few times, is prone to engage in such positions again. So, part of such followership behaviour is also repetition.

So far we discussed the claiming and granting acts, we now move to the other two follower identities.

Conformist and resistant

In the next snippet from the "team leader", *''I am not the leader in what you consider a traditional sense ... I may be taking on the role of a leader once in a while.''* said Sanjeeb the team leader.

This may be seen as a resistant behaviour, that he is not to be confused for a leader, but what he actually means is that, he is not named a leader as in his position but he acts like one when needed. We could tell that hierarchy and labels play an important role in the process of followership. If you are not appointed to act like a leader then it is less likely that you will do so as there is no rule to conform to.

This is the following code: *''I do take it as it is because I have to respect the way that the company decides to use them as part of its strategy or whatever they have. So, if that is the way they want to do it then…''. [Celestial, the employee]*

It brings out both resistant identities to the way strategy is developing, there seems that more can be done in that way, potential for improvement, and on the other hand it also contains a conformist view due to the person acknowledging that it is what it is. As we can see in the following code:

"There are many different ways but the results required are probably different ones", expressed by Mathew

The conformist identity is being justified by the fact that the board may have other plans than his vision for the organization therefore he will just comply with that which is set.

Last in this discussion goes: '' *Giving the proper directions to this person and helping them along just the same way that right now I'm mentoring you, you need to mentor them. And often it's met with like a dude; can I just do my work? And it's like, come on, like, this is like this is character building, get into this. And, you know, it's not for everybody.¨ Martin expressed.*

At this point we have a clear representation of a resistant behaviour. What happens here is that the person resisting in taking over a position of leadership, most probably has already set

up in his job description the tasks which he will be working with for the rest of the time, and he would not like extra work for that matter.

Conclusion sub-question 1

At this point we have arrived at our conclusion, for the sub question 1 and we will do a discussion where we will be looking at the outcomes of engaging in behaviours that co-construct effective leadership. Accordingly, we have discovered that experience plays a vital role when acts of granting positions of leadership take place, a person like "the team leader" is seen as more knowledgeable by the new employees and because of the expertise "the supervisor's team leader" is holding, he is much more prone to become a leader in the absence of the supervisor at times. Second, being a leader requires extra effort and when there is already a great volume of work on the table, the person needs to delegate some work to others. So, becoming a leader involves a subsequent process of granting and claiming when work is too much. Moving further and we can say that following and leading happens by default when one person such as a new employee sees another one, like "the supervisor's team leader" for example, to be more knowledgeable of the processes that need to be done. Following and leading exist as a rule of thumb when expertise is acknowledged.

A significant driver when delegating work, granting someone a leading position has much to do with the level of confidence that the person will also complete the attributed work; therefore, trust is a central concept in co-constructing effective leadership. It proves that repetition is also a driver for behaviours leading to claiming and granting acts, when one person has already been exposed to such positions, it is more likely that they will find themselves again in such activities.

Hierarchy and job labels i.e. team leader, supervisors, give people power and authority to act as leaders, but when such titles are not existent, people tend to be resistant and less engaged in positions of leadership claimed by others.

Resisting behaviour stems also from job descriptions, people tend to do only what they agreed upon, and like to keep their work systematic. This in terms is not much conducive for effective leadership.

Sub question 2

How does GLS management connect personal and organizational purposes within the company?

In order to answer the second sub-question of this research we will use the fundamentals of purpose-driven leadership, by Cardona, Rey and Craig (2019). They suggested that purpose driven leadership is composed of three elements: discovering your own leadership purpose, helping others find their purpose and connecting the personal to the organizational purpose. In this part of the analysis we will therefore:

- Identify Operation Manager's reason for becoming a leader
- Detect what the supervisor's purpose is for starting and remaining in the company
- Analyze how each personal purpose is shaped by the organizational purpose

The discovery of leadership purpose of the operation manager in GLS :

As we learned from Purpose driven leadership, a person needs to discover his own purpose before becoming a leader, because only in this way can he influence other workers from his organization. The key to discovering purpose lies in two aspects: understanding why one has chosen to become a leader and recognizing that purpose is a path not a destination and needs to be continuously rediscovered (Cardona, Rey, & Craig, 2019).

When conducting and coding the interview with the operation manager we noticed a great deal of elements that could characterize his leadership purpose and how it was discovered. We would like to believe that his negative work experience combined with the energy and devotion he was always expressing has lots to do with the kind of leader he is today. When let free to talk about his past experiences he mentions several disappointing working and learning practices.

Operation manager talking about his first job where he worked with a danish company and expressing his opinion about the work culture:

"I really think that if we keep our official language Danish it's going to be much easier for everyone to interact." [expressed by Anders, the operation manager.

The response from his employer followed, however the statement is quite rude but Anders learnt from this experience and makes sure that English is the official language in GLS not Danish because not all nationalities speak danish. :

"Anders, we don't pay you to think". stated by Anders ex-employer.

This incident however turned him into the leader that is opposite from his employer. When asked if his employees ever tried to influence him, he replied:

"yeah, and I asked for that … if you see something that is counter to what I am trying to do, speak up, let me know that I'm not doing something right." expressed by Anders.

Shortly after his first job, he took another job in which he would get screamed at, but he

"put up with it, because he's 40 he must know everything", Gint said.

referencing the age and maturity in knowledge and experience of his employer. Now however, he is the one being admired.

"Many of those we have here I believe are motivated by the fact that we are a multinational company and we handle many different nationalities. Personally, I don't expect people to speak Danish. I would rather have a worker who is proud of being in GLS than he can speak danish. It's not that..it is more of a mindset thing then a question of what kind of language they are speaking.", said by the operation manager, Anders.

The above statement shows that the management leader welcomes people from all nationalities and tries to make the workplace welcoming for them. To start with, he made English the official language of the workplace, because he did not want language to be a barrier in the workplace as well. He wants to develop a workplace where all nationalities will work together and will develop a strong teamwork in the organization.

One of the supervisors said in his interview and the other supervisor affirmed in his interview that

"I knew the operation manager beforehand ... so my plan was to see what opportunities he is going to give out".

They were both intrigued and devoted to work with him.

".......we have temporary workers or workers of our own who can only do one job because it is too hard because you cannot lift parcels for several hours. As soon as we know a worker is working in GLS as a temporary we try to rotate them so they can do more stuff and a rotation can be getting duties in different sections such as from lifting to scan station where the physical tasks are less compared to lifting tasks." said the operation manager, Anders.

The above statement shows that the operation manager observes how other industries in Denmark are operating and he wants to make some changes which will improve employee satisfaction level and will increase the employee retention rate. We can strongly agree that he is learning from the mistakes other employers are making and understood what not to do and instead inspired the ones following him. We therefore consider that the operation manager's purpose is related to his past and these experiences made him who he is and who he wants to become (Cardona, Rey, & Craig, 2019). Instead of having his own views and making decisions only based on what he considers right, he encourages his employees to share their thoughts and correct him when wrong. The purpose he discovered from terrible jobs is to give back what he believes that an employee will never receive in another company, knowledge, skills, experience and a place from which you can learn all these.

The initial employee purpose and motivation for staying there:

As we plan to use purpose driven theory and followership theory for our research paper, we will try to relate these theories to understand our chosen organization really well. According to purpose driven theory, leaders who have a purpose will be able to inspire and motivate its employees. It's the leader's purpose that builds the company and the people within the company helps the leader to achieve that extra mile (Birkinshaw, Foss, & Lindenberg, 2014). To achieve a successful future for the company, purpose should be clearly communicated

within the workforce, leaders should also help their employees to discover their personal purpose. By discovering each other's purpose, both parties can relate to the organization's purpose. If employee's can relate their purpose with the organization's purpose then we believe that the employees are more motivated and inspired to work and develop their organization's future (Pablo et al, 2019).

Having a purpose is not only about making profits. It is more about an aspiration. Purpose gives ideas about the people who work in an organization, it reflects how these employees are motivated and they have a sense of meaning on what they do. All these factors help the organization to gain their employees' support which makes a difference for the future (Pablo et al, 2019. According to the operation manager of GLS Denmark, he thinks that most of the employees cannot get out from the traditional behaviors of an organization due to the fact that they are not exposing their enthusiastic sides because they do not get that option. As a result, employees are not performing enough even though they have the potential to do so. Since the operation manager has been observing the traditional organizations and with his working experience in those, he knew that he needs a committed workforce for the company.

To understand how the operation manager of the company tried to discover his employee's purpose we took some interviews of the employees that are currently working over there. We are going to discuss the interviews of three employees, who are currently working in the operation department. The interviews were with Mathew who is currently working on operation department and another one is with Gints, who works under the team leader, Sanjeeb Kumar and the third interview was taken on another employee from the operation department name is Celestial Fuca, who has been working in GLS for over 10 years.

As we know, if the leader believes in purpose driven theory, the leader needs to connect his/her people's purpose with the organization's purpose that he/she believes in as well. Through these interviews we found out that

"Daily meetings are held in GLS Denmark to make sure that the goals of the organization are clear to its employees, employees from all levels are free to raise questions and share ideas on how to fulfill their goals/purpose. Each department has its own briefing" said Mathew, an employee from the operation department.

"I think it is about treating everyone equally because if we treat them differently than others we won't be able to motivate them. Right now, it started six months ago. We hold board meetings and in the beginning it was for the permanent employees. Now we invite the substitutes as well to join the board meetings because it is important for them to know this information in order to work effectively like other guys." stated by the supervisor, Martin.

This information reflects involvement of employees and updates of organization's goals on a daily basis.

To analyze if the personal purpose of the employees is being discovered or not, we coded the interviews to find significant information related to this subject. Initially we asked both the employees some similar questions like *'How long have you been in GLS'* and *'How long do you plan to stay in the company'*.

Both employees' answers were different regarding their duration of stay. For Mathew, he has been in GLS for four months and for Gints it is six months. However, on the second question both of their responses were the same.

Mathew said *"I'd say it really depends on the tasks I get, so far I like what I'm doing so there is literally no deadline on changing my duties at the moment."*

and Gint's response was *"but I decided to stay just because if I am in the industry I get the chance to work and have experience within this industry and meet like minded people."*.

As our focus for this section is to identify how the leader discovered its employee's personal purpose and influenced them to stay more, we will reflect upon the interviewees' responses based on this topic. When we asked the interviewees about their motivation, we received a positive result. The following question was asked by the interviewer:

"So, now it depends on how things are going to develop for you here. What motivates you in this job?"

Mathew's response was: *"I'd say the most important thing is learning because most of the things I do I've never really done before … The work is difficult but because of the rotation of tasks that goes on makes it bearable…through rotation of tasks I get to expand my expertise*

which will make me experienced and in near future I might apply for the position of team lead".

When we asked him if there is anything else that motivates him more to stay in the organization in the future, he responded by saying *"I guess just challenges in tasks mostly and appreciation from the supervisors and the top management matters as well."*

This response not only shows his motivation that she gets from GLS but also the preferences he gives to his personal purpose development. When we mentioned financial rewards like getting paid his response was

"Well, that would be nice but it was made clear from the beginning that our priority should be gaining experience, knowledge and building trust. Financial factors will increase as expertise in the company increases." said Mathew

This reflects that his personal purpose is not about getting financial reward but rather gaining more experience. Later, we moved further to understand how the company's purpose is clearly communicated with its employees and if the employee (Mathew) feels that his personal purpose goes hand in hand with the company's. As he had some previous knowledge about the duties in GLS he knew what he was getting into but he also mentioned that the company is motivating him by teaching him new skills and he is willing to learn as much as he can from the organization. So, we can say that Mathew wants to build on his existing knowledge and the organization's purpose matches with his personal purpose. When we asked him,

"What would happen in the future because you said that the purposes don't align perfectly, so at some point you will simply separate?"

His response to this was *"I think I have to see how it goes in this way because right now I think working in GLS is really interesting because you get to experience things you wouldn't get to experience in other postal service organizations." [Respondent Matthew]*

He also points out that *"Other organizations often have these limitations but in GLS you kind of get to also expose to this enthusiastic side of yourself which I think is really needed".* [Respondent Mattew]

So, from his responses we found that the process that exists in the company not only motivates him but also fulfills his requirement of his personal purpose. As a result, the challenge that he gets to experience influences his plans to stay in the company for further time in the future if the company gives him that opportunity.

As we go further with Mathew's interview, we found that he is influenced by the leader's positive energy and he appreciates that. He also mentions that the operation manager gives his employee the option to choose duties that they want to work with. He lets them take part into the decision-making process which makes the employee feel important. It shows that Mathew prefers his leadership style and he is also influenced by him in terms of giving his best effort to GLS.

As Mathew has said and we quote *"they try to help you become a better version of yourself"*

This shows that the leader tries to match the organization's purpose with the employee's purpose.

If we make a summary of Mathew's interview, we will say that his personal purpose matches with GLS's purpose and that's why he plans to work here. When he joined there, he had a plan to stay as long as he could because his goal was to explore the tough and enthusiastic side and to gain experience which GLS delivered to him.

Mathew said: *"believe I'm reaching the same level of experience as most of the people that working here"*

which means that the operation manager and his team leader's gave him that opportunity to feel important, prioritized him based on his choice of field that he wanted to work on and he is in the process of fulfilling his personal growth.

This next interview was conducted with another employee who is working under the Team Leader, Gints. He has been working in GLS for the last six months, he started as a temporary employee in the Company and that was his initial purpose. Normally, a temporary position lasts for three months or it could be more sometimes. Here we saw that Gints has been working here for six months and on that response he said

"I stick around because..... I am not professional enough and by being around that is going to end up in me having a profession eventually" *[Respondent, Gints]*

so for him getting enough experience was also his personal purpose and a way to have professional growth. As our main focus was how his personal purpose got influenced by the leader, we analyzed his interview further. We saw that his initial goal was to achieve temporary employment but later on he liked the tasks that he was working on. When we asked him about his future plan in GLS, he said

"my plan was to see what opportunities he is going to give out, and stick around as long as it is relevant to my current career". *[Respondent, Gints]*

It shows he has curiosity to learn from the leader and his teaching techniques. Also, he plans to increase his level of experience to become professional. However, there was a part that he mentioned that financial aspect is an important factor that he expects from a job which means that getting a job which pays higher is a part of his personal purpose.

As Gints said *"three months it's just enough to adapt .... after you barely formed a relationship in the company and how it works"*

From his point of view we can assume that three months temporary employment is not enough to learn, adapt and network in the organization as these are important factors to understand the purpose of the organization. There is a presence of freedom and trust practices which influences employees to think about their organization's good and these are the reasons that employees feel important and are motivated. From Gints's interview we understood that the operation manager trusts him and that is why he is working under the team leader and at times he fills out the team leader's position in his absence.. He is not only responsible for a

certain department he takes all decisions from his past experiences whenever there is a need of expertise and if the team leader is not present, as Aman the supervisor stated

"it is more like I have more experience, so I am able to guide these people towards the direction they need at that moment". [Respondent, Supervisor, Aman]

There was a part where Aman said *"not everyone is motivated to work without some form of reward."*

It means that not all employees will give their 100% effort. They will lack effort, will not finish their work on time and will leave for another job when the time comes. So, for these specific groups of people they prioritize some sort of financial reward as a motivational factor and it is a major part of their personal purpose. But when we asked the supervisor about getting paid some sort of financial reward as a motivational factor his response was-

"this is because I may have a long-term vision" which means his personal purpose is not mostly about money, it's about getting professional through experience which works as his motivation.

According to the supervisor, the way he is working he stated *"I feel like I am getting closer"* which we assume that he is referring to his personal purpose.

Aman also says *"now I am more capable of doing tasks"*

which reflects his professional growth in the company.

If we make a conclusion of the supervisor's interview we will say that his personal purpose does connect with the organization's purpose, moreover, even before getting into the company he knew the the type of work culture the company has and liked the way the operation manager leads his workforce and due to all of these reasons the supervisor wanted to be a part of the company. When he started to work, he was not disappointed because he had the scope to learn from other departments of the company, he also wanted to gain experience like other employees and he wanted to become a professional in various departments of a company. The supervisor likes his current position that he is working on, it

is what he wanted to be in and the operation manager gave him that opportunity to earn it. From the interview we learnt that the operation manager trusts the supervisor and that's why he always presents the supervisor as the top leader and the person to go to if the operation manager is not there.

Finally, we would say that to follow purpose driven leadership, leaders have to discover their follower's personal purpose to connect it with the organization's purpose. For GLS, the operation manager does that at the very beginning by understanding what tasks his employees like to work in and he grants them to work on that. When the leader gives his employees difficult tasks, they believe in his employee's potential. Then the job becomes a learning and development process and through that employees become more confident and committed to achieve the organizational goal. Employees like Mathew and Gints, they plan to gather as much experience as they can to become a professional like the operation manager. This might not be the case for all the employees as it was mentioned by Gints in his interview, because some employees might have different purposes and priority. As a result, they might not give their effort and not work up to their potential which affects the organizational purpose because managers or team leaders are investing their time, energy and knowledge to people who are not interested in it.

How is the initial purpose of the temporary employees influenced by the organizational purpose?

When analyzing leadership with a strong focus on learning and building close relationships with the employees, one way to gain a better insight is by looking at the tensions and conflicts associated with the organizational life, meaning that assessing the interrelationships, intersections and interplay between the leaders and the followers can show more evidence why some interns may continue working within the firm while others will choose to stop. Furthermore, it will also show us how the leader's personal purpose intersects with the personal purpose of the employees and together they will work together towards the organizational purpose. (Carroll, Ford, & Taylor, 2019, p. 118).

When guiding and motivating his employees, the leader takes an approach where he tries to identify what is it that they are more suitable and inclined to do:

"It depends on the situation, the environment is more friendly so that everyone is at a comfort level in which they can share thoughts and concerns. However if there are some sort of conflicts in that scenario we use the rotation system of tasks so that we can avoid such conflicts and the rotation of tasks is also a part of danish work culture. If conflicts arise even after that then we sit one on one to solve the problem. " [Respondent,Martin]

While his strategy seems viable at a surface level, we later on in our analysis process find out, it is not always enough to define someone's personal purpose and motivation. Through conducting the interview with the operation manager, we found that when a temporary employee is hired in GLS, they have to stay in the company for a minimum period of six months. In these six months, through effective communication, the management learns the expectation of that employee and trains him/her accordingly and later appoints him/her on that position on a permanent basis.

"And some people and some of our temporary workers enjoy coming here and lifting parcels, getting the money and then going home and there are some who do not like that kind of work. So we have to find employees who are fit for the work and when they are fit for that job we start using them somewhere else but they have to be here for a while because orelse we cannot invest in the learning process. So, we have to know that they want to be at GLS. ". said the operation manager, Anders.

By doing so, the leader successfully creates a sense of followership, purpose, meaning and democracy with his employees and shows interest in their desires.

However, the way the followers connect to the different things that they are involved in over the course of their working days will have a crucial impact on the way they perceive their purpose within the organization, which will ultimately have an influence on their commitment and motivation to work towards the organizational goals. At some point during the interview, the operation manager touches upon this problem in a rather subtle way:

"As soon as we know a worker is working in GLS as a temporary we try to rotate them so they can do more stuff and a rotation can be getting duties in different sections such as from lifting to scan station where the physical tasks are less compared to lifting tasks," said Anders, the operation manager.

By saying this, the leader shows that actually there is space where he could show more interest towards his employees desires. While some objectives and goals may seem to give a sense of meaning to the followers, most of them are just mundane, small and dull routines which if those involved are not able to connect these partial, yet important tasks with the bigger purpose (both organizational and personal), they will not be able to find the drive to go through with them.

When touching upon this issue, we can also draw a parallel to Weick's sensemaking theory (1994), where if we reverse the words, we can observe that it actually means making sense (Carroll, Ford, & Taylor, 2019, p. 131). In relation to our case, Weick argues that in order for something to become sensible and to clarify it, it is very important that we test our initial assumptions by checking with others' involved interpretations and beliefs. While the operation manager of the HR department believed that a certain task is suitable for a follower, by coming back and checking up on him and how things are evolving he might realize that the individual's objectives might have changed throughout time. There is evidence of this in the interview with the employees, one of the temporary employees in GLS :

"All the new who are coming from the vikars before we hire them and we observe how they are doing their tasks and we provide them a probation period where they can make mistakes as much as they want as it is their learning period. Throughout the learning process we try to motivate them by saying that you can do better etc. We give the new employees an understanding of the company goal so that it is easier for them to understand. But the new vikars are supervised by some experienced employees so that they can learn their work effectively. They stick together so that the new one can learn from the experienced one. We try no to interfere in that process because we believe this process of learning is faster than we are doing it." [Respondent, Mathew]

Mathew is one of the employees who has been working in GLS for four months already and is still looking forward to working there, meaning that the leader managed with this employee to find his own personal purpose and connect it with the organizational one. However, while with some employees, the personal purpose can be easily found which then can be easier connected to the organizational one, with others this task could be more difficult, yet just as

vital in giving a meaning and purpose, thus, the leader has to improve the ability to learn from the unfolding stream of experiences in profound ways and also discover what it is that it drives even the most difficult employees and provide them the context which will give them the satisfaction to continue even with the more boring not so interesting tasks (Carroll, Ford, & Taylor, 2019, p. 123). At some point during the interview, the operation manager confirms this point:

"I mean, every case is going to be different. Some people need more structure and get really freaked out. And I think some people have that and others maybe don't so much and don't need to have that constantly seeking validation". [Respondent, Anders]

But our interviews prove once again that when the leader successfully manages to identify those critical factors to motivate people to fully commit to their responsibility it could have the potential to influence them to stay in the company and work even if as a temporary employees: When talking about one of his employees as being the type who does not like to take initiative:

"There are some employees who has gathered enough experience to be appointed as a team leader or as a supervisor, but however they will not show any sort of interest because they are happy with their position and they does not want to explore any further" said Supervisor, Aman

But the operation manager replied that
"eventually some of the employees after encouraging them will change their decision and will be okay to explore a new responsibility." [Respondent, Anders]

Therefore, this proves that leadership traits can be influenced and built in. However, in order to do that, employees need to be encouraged and be given the space to develop themselves, which ultimately will lead them to successfully also fulfill the organizational goals.

While this makes sense from the leader's perspective, it might not be the best approach in encouraging the development and motivation of his employee, thus, the leader has to come back to him and discover how he evolved and what other things he would be interested in learning instead of just "pass off" the tasks "to continue to focus on his stuff". Moreover, the

leader has to tap into different ways of being in leadership (Carroll, Ford, & Taylor, 2019, p. 124). While with some employees, adopting an attitude which will influence the development of resilience and a sense of individual robustness could work, with others there should be a deeper focus on building attentiveness and collaboration. While interviewing, we have identified a sense of patience, which might be in his best interest in retaining employees:

"So if I give this person two, then hopefully I have to trust this person that they're actually going to complete it. Half the time they will make mistakes in their first tasks and that's okay. It's all good. Just on the next one, be aware of the mistake you made last time and try not to do the same like don't trip over the same goddamn rock you just tripped over okay." said the Supervisor, Martin.

Therefore, if the leader does not manage to connect to the type of personality and personal desires of his employees, he might risk what the operation manager describes as:

"In Silicon Valley speak, they call that brain drain. So, the concept is that people that become really competent, basically leave with all those competencies and you don't get the work back". [Respondent Anders]

Furthermore, a concept in the area of critical reflexivity, called "the crucible practice" by Ann Cuncliffe (Carroll, Ford, & Taylor, 2019), shows that the leader's internal dialogue with himself has the potential to show him the way he constructs leadership by making assumptions about the nature of different things that he is surrounded by. However, this concept can go much further (Carroll, Ford, & Taylor, 2019, p. 123) on the premise that exploring a certain experience from the self-perspective could have limitations, thus, the internal conversation should be transcended to a further dimension where the leader shares these assumptions out loud with his followers while being engaged in the activity in order to create valuable social exchanges, while also gaining a variety of different ideas from the other members involved and discover their own assumptions of the matter from their perspective. Consequently, new ways of creating and developing a collective capacity can be found which leads to a stronger connection with the employees and a better sense of both personal and organizational purpose. This concept is beneficial to adopt especially when creating a sense of togetherness while having meetings with the employees, just as the leader also mentions:

"So I really need to have people in place. And I really think there's value in having everybody together, even though a lot of temporary employees are going to be the first people to go, why do we want to sit together? It's like, because this is important. Like, we can be able to interact with one another. This builds culture, this builds kind of a nice feeling of those that get nothing out of this other than the experience they get from the temporary employment to feel like they were part of something" [Celestial, the employee].

Conclusion sub-question 2

Finally, we would say that to follow purpose driven leadership, leaders have to discover their follower's personal purpose to connect it with the organization's purpose. However, before doing that, it is important that the leader discover his own purpose in order to be able to influence the other workers from his organization. In GLS, the operation manager does that at the very beginning by understanding what tasks his employees like to work on and he grants them to work on that. When the leader gives his employees difficult tasks, they believe in his employee's potential. Then the job becomes a learning and development process and through that employees become more confident and committed to achieve the organizational goal. Employees like Mathew, Celestial and Gints, they plan to gather as much experience as they can to become a professional like Anders or Aman or Martin or even Sanjeeb. . This might not be the case for all the employees as it was mentioned by Gints in his interview, because some employees might have different purposes and priority. As a result, they might not give their effort and not work up to their potential which affects the organizational purpose because managers or supervisors are investing their time, energy and knowledge to people who are not interested in it. In that case, as it was mentioned throughout our analysis, the leader has to gain the ability to identify which are the criteria by which his employees are driven by and find ways of giving them what they want, while also keeping the focus on the organizational purpose. When the personal purpose of the employee differs from the organizational one the leader could either try to find a way to connect them together, or if that is not a possibility, then shift the focus from that employee since it would represent a waste of resources which would end up to a "brain drain" phenomenon as the leader describes it. However, the way in which a follower may relate to a situation might be very different from the way it is perceived by the leader and that is why by using a Purpose Driven Leadership perspective, both the leaders and followers will be enabled to be more efficient in sharing their assumptions about the world through the interrelationships of the organizational life,

which will ultimately lead to a stronger connection and a better sense of both personal and organizational purpose.

Chapter 5 Findings

After analysing all the interviews, now we will try to reflect upon the findings that we have understood from the collected data.

To begin with, we will talk about the communication process that exists in the organization between the management level and the employees. The operation manager, Anders, belongs to the top management, his interaction with the employees does not happen frequently, whenever there is a crisis situation and the supervisors are unable to handle the situation, that is when the manager comes to solve the problem. He has distributed his responsibilities to seven supervisors who communicate and handle all the task operations on behalf of him. The manager communicates with the supervisor continuously. The manager is always updated about the department's activities that are happening everyday.

There are seven supervisors who are responsible for the daily activities that are taking place in the department. They deal with the temporary and permanent employees. The employees interact with the supervisor continuously, keeping them updated on their tasks and if there are any problems, the employees reach out to the supervisors.

The team leader is more like an assistant to the supervisors, when any of the supervisors is absent, he takes up their position and he is well trained and experienced in that department.

Everyone in this company initially starts as a temporary employee, after six months based on their performance review the employees are offered permanent positions in GLS. But there are employees who like to work as temporary employees.

Our objective was to find out the answer for research question, which is:
*How do **the employees (temporary and permanent) and the managers (the leader) interact** with each other in their daily activities to **co-construct leadership**?*

The answer that we found is that the managers interact with the employees majority of the time through the supervisors. Once a week, during the board meeting the manager communicates with all the employees even with the temporary ones. The co-construction process of leadership works mostly in a top-down manner in the organization. Managers

interact with the supervisors, supervisors interact with the employees. However the interaction goes on, employees have the power to share their opinion to the management and management takes them into consideration. One example of that is, if an employee is interested about working in another department, management will take that into consideration, will train the employee necessarily and once the training is done the employee is appointed to that position.

Furthermore, to understand the personal purpose and the followership activities that exist in the company we took interviews of the operation manager and of the employees. From our interview with the operation manager, we understood his personal purpose that he has and how he is distributing that to his employees and it seemed that employees from all levels, be that supervisor or a temporary employee, everyone is aware of that purpose and they share that view with the manager. One common view that we found in all interviews is that they consider the whole workforce as a big family. He is a leader due to his position but he does not act like one, he is like every other employee. Motivation through appreciation, kind words are given to the employees and they are very satisfied with that sort of non-financial reward.

This diagram shows their family structure and the co-creation of the leadership what we found through the research.

Our other focus was to find out the retention rate of the employees in GLS. According to the results, the retention rate is high because once an employee enters as a temporary employee they have to stay there for six months minimum and that time is enough for the management to train that employee according to the employee's desired position. Employees are asked about their preferences as to where they would like to work and share that information with the management and they take necessary action regarding that matter. When a position is granted, anyone from the company is welcome to claim it; the one who shows interest are trained accordingly and then appointed to that position. However, there are some employees who have the capability but still will not show any interest as they are happy in their current position. At times a bit of push is needed from the management and then those employees change their mindset.

The co-construction process of leadership works really well in GLS and the management makes sure that no one feels left out. However, there are always some employees who do not sustain in the organisation for long but it is solely their decision to not to continue with GLS. The work type in GLS is pretty hard so a new employee understands at the initial stage if they will be able to put up with the job. One who decides to work for GLS, after a few hours of working, job rotation is done so that one employee does not have to do the hard job for a longer time. According to the management, job rotation helps to increase experience and knowledge of an employee and it is also good physically.

Lastly, everyone in GLS seems satisfied with their position, the working environment in which they are working in, with their supervisors and the manager. The manager welcomes employees from all nationalities and believes in developing a diverse workforce, and establishing rules that are flexible for the employees and encouraging them to expand their expertise rather than sticking to one department. Finally, we can say that GLS deals with their temporary employees pretty well and involves them in the leadership process so that they feel valuable and show interest to work in the company for more than six months. The effect of the leadership style that exists in GLS has developed an environment which always keeps the employee motivated, enthusiastic and encouraged to do more or to achieve more.
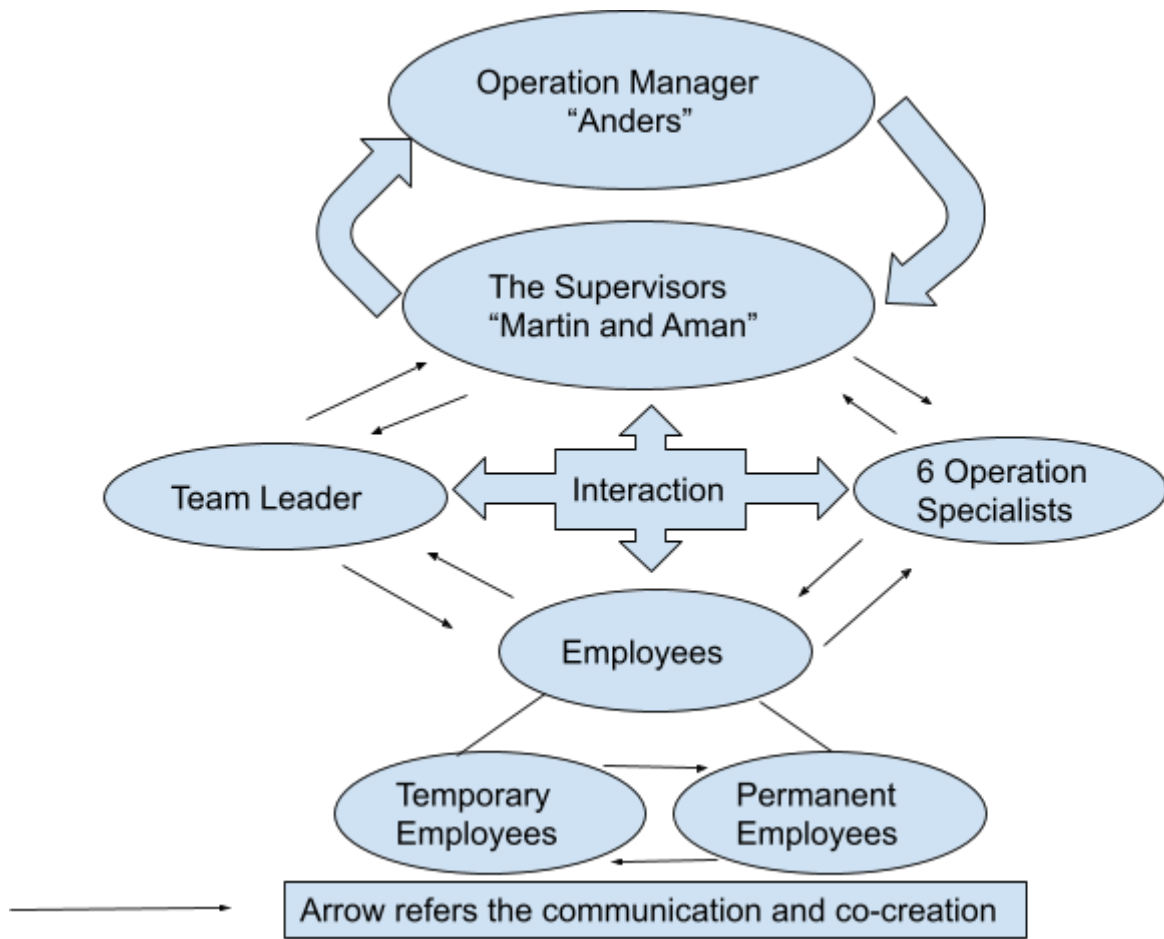
Chapter 6 Discussion

Figure: 2 Represents the existing interaction process that exists in the department GLS

The above figure is a sample of the interaction process that exists in GLS. As shown in the diagram, the operation manager and the two supervisors are the main leaders in the department. They are interacting on a daily basis and on behalf of the operation manager the supervisors conduct the daily duties of the operation manager. The operation manager is always updated about the activities that are going on in the workplace. The supervisors are continuously interacting with other staff and observe the work performance of the permanent and temporary employees, set goals for them, communicate with them in order to ensure there is a problem and every duty has been distributed equally.

The findings revealed that the co-construction process of developing a leadership style exists in the organization, and in this process the employees (both Temporary and Permanent) along

with the managers actively participates. We also wanted to find out how temporary employees remain in the company and become permanent, and from the interviews it is found that the leader tries to understand the needs of the temporary employee, and tries to satisfy the employee. If the temporary employees are satisfied there is a major chance that the employee will become permanent and will take part in the co-construction process of leadership. The interview questions are built on two theories: 1. The purpose driven Leadership and 2. The followership theory. Through coding we found the presence of the two leadership theories and it has been found that a co-construction process of leadership exists in the company.

According to the literature, a leader can experience many paradoxes in the transitional process of developing a leadership style. The paradoxes can be a leader of learning and site manager, acknowledging the past and initiating new directions, building relationships and challenging professional identity, routine decision-making and reflective decision-making and emotional and analytical responding (Peters et al, 2006). We have conducted interviews with the operation manager of the HR department, two main supervisors of the operation department and some of their employees. The results that we received through the interviews we tried to find out if the manager or the supervisors experienced the above mentioned transitions in the leadership process. after analysing the results, we found that some paradoxes are experienced by the manager and supervisors such as acknowledging the past and initiating new directions, building relationship with the new employees and challenging their capability to develop a professional identity in the workplace, routine decision.making that takes place in a weekly board meeting were everyone participates even the temporary employees and emotional responding when conflicts arises.

In order to co-construct a leadership style, leaders have to implement certain strategies, according to Peters et al (2006) the strategies are developing mutual trust and respect, learning the existing culture, negotiating shared values and vision, knowing when to compromise, developing explicit communication structures, reflect to reframe and accessing support (Peters et al, 2006). After analysing the results we found that the manager and supervisors use some of the strategies such as developing mutual trust and respect. Martin, the supervisor claims that their whole team is like a "big family" and he also mentioned that his strategy is to communicate with the employees on a daily basis in order to develop a sense of trust and comfort so that employees could reach out to them without any hesitation.

When a new employee is hired, the supervisor gives responsibility to an experienced employee to teach the new employee his work. Both of the supervisors believe that this strategy is very effective in terms of learning the existing culture of the organization. Negotiating shared values and vision is also a leadership strategy because the supervisor believes that it strengthens the relationship with employees. Also, the employee feels important when their vision is considered by the leaders. During times of crisis, such as Corona, every employee gave their highest effort to provide the best service, so according to the supervisor they compromised their health factor and prioritized the goal of the organization. The company was very happy with their employees and to express their appreciation all employees from all departments were given financial reward on top of their regular salary. These are some of the strategies that were observed by us from the interview results.

After analysing all the interviews, we found that the supervisors are the active leaders who are working on behalf of the operation manager. They consult with managers from time to time, but the supervisors are the ones who are communicating with the employees directly. Here we can reflect upon the claiming and granting perspective of the followership theory, to be more precise, the operation manager has "granted" the supervisors the position to work on behalf of him and they have "claimed" that position. At times, in the absence of the supervisors, there is one team lead who "claims" the position of the supervisor which was initially "granted" by the supervisor. The followership strategy is quite smooth in GLS, as it seems that the operation manager and the supervisor hold a very good relationship between each other. Same goes with the supervisors and with the employees. It has been found that every member who is responsible for the department believes in developing a strong relationship with everyone because the workforce is very diverse and to create an effective leadership style, a continuous interaction is needed.

Both the manager and supervisors have mentioned that, our workforce consists of people who belong from different cultures, to make the interaction easier they use English as a mode of communication language, they do not believe in forcing their workforce to speak in Danish. Both the operation manager and supervisors believe in offering opportunities to the employees that they are looking for and providing them their desired position when the employees have gained enough experience. When we asked about personal purpose to both

the manager and the supervisors it seemed that the organization's purpose has become a part of their personal purpose and they try to transmit that to the old and new employees. In terms of retaining temporary employees, we found that temporary employees are part of another company, when they come to work in GLS their minimum duration is six months. In this time the temporary employee sets their mind if they would like to continue working in GLS. When they decide to continue GLS hires them and discusses with them about their preference of work and based on that they are trained and appointed for that position.

The leadership process that exists in GLS is quite effective because from the operation manager to the supervisors to the employee, everyone is satisfied with the environment they are working in. Employees know that they are important for the organization and they get that vibe from the manager and supervisors. Because of the existing leadership style it is seen that the employees who work on a temporary basis show interest to become permanent. So, the retainment of the temporary employees is higher in the company and one important thing is that though the temporary employees are part of another company, they can still participate in the co-construction process of leadership because the managers and supervisors believe that everyone's output is important for them and the sense of importance is also important for an employee to feel from its leaders.

Chapter 6 Conclusion

To conclude our research, we would like to take a look again at what was the main problem we formulated and how we proposed ourselves to answer it. Since the research question

contains several elements which require separate analysis, we proposed ourselves to formulate and answer two sub-questions and based on them build up the answer of our main one.

Sub question 1: How does GLS retain its employees by shaping purpose through effective leadership?

Another essential element of GLS's strategy of retaining temporary employees is the effective leadership and the way it's formed. By describing effective leadership as being exact, deep and efficient to motivate people to accomplish a determined goal we went on to explain how leading and following behaviors interact and support each other in order to achieve it. There are several essential elements which we must mention:

• Repetition of processes and tasks leads to experience and knowledge in the areas where it's practiced.

• When acknowledged, the experience and knowledge ensure the granting and claiming of leadership as a natural and intuitive process

• Trust is developed between the individuals participating in the claiming and granting of leadership which co-constructs the effective leadership

In simpler terms - repetition of tasks increase the expertise of the individuals which are then acknowledged by their peers and engage in the granting/claiming of leadership and develop the bond between them and ensures the co-construction of effective leadership.

Sub question 2:

How does GLS management connect personal and organizational purposes within the company?

As we could see from the analysis in our research, at the bottom of a company's temporary employees' retention strategy is the process of connecting the personal and organizational purpose. This process starts from the leader which through his professional experience found his own purpose and then established the organizational one. What comes next is the synchronization of the organizational purpose with the purpose of the temporary employees, which constantly come and go, through an intricate process of selecting the most fitting projects for their abilities, which are still beneficial for the company's activity. As a result, the employees are encouraged to develop themselves in accordance to their vision, while at the same time fitting the company's needs, ensuring a shared purpose across all organizational levels and creating a sense of belonging and reinforcing the connection between the employees and the company. Thus, we've discovered how the management of GLS connects the personal and organization purpose within the company.

Now we can finally answer our main research question:

*How do **the employees and the managers (the leader) interact** with each other in their daily activities to **co-construct leadership**?*

From our analysis we could clearly see that the company connects the personal and organizational purpose across the company and the interaction of employees engaging the claiming/granting process of leadership co-construct the effective leadership, thus the employees not only feel satisfied on personal level by their development, but also their growth actually influences the company's activity and their participation in the co-construction of effective leadership has an impact on the decisions made at the top level regarding the strategies implemented and direction where company is headed. This increases the commitment and loyalty employees feel towards the company and results in them staying over their initial intention despite the fact that they are not 100% satisfied with their payment.

Chapter 7 Further Research

While our research provides a concrete answer to the problem we formulated, as well as an ample overview on the situation studied and several factors of influence, an argument can be made that this is just one of the many perspectives that could be employed and, as mentioned in the triangulation chapter, leadership is a very complex and multi-dimensional concept.

There are several other theories which could as well complement our research and highlight other important factors which lead to the situation we analyzed and the same way we took the existing literature on the subject, choose a company where the situation could be identified and then built our research with them - other researchers could do the same and use the information we provided as a foundation or a building element in order to further shed led on this complex issue. Be it another perspective used, or another company analyzed, we believe that there is room for a lot of development in this area of research, and we encourage further research, while not taking off the table the possibility of continuing it on our own in the future. We hope that our findings are eloquent enough to be considered informative, and insightful enough to be used for further discoveries and complement other research.

Research Limitations

Research limitations of any specific study demonstrate the shortcomings of the paper that are typically out of research's control as well as they are also linked directly or indirectly with the research design.(Theofanidis, Dimitrios, & Fountouki, Antigoni.,2019). They further emphasize the practice of the limitation as there is always a chance to have potential biases. Therefore we are also going to confess our research limitations in this part of our research that help the reader to have more rational reasoning to read the paper.

There are few research limitations such as conducting the research process on one company is one of the major limitations. Cultural background is also a factor as the findings can vary if the same research was conducted in a different cultural background (Jeong, 2021). Then the research methodology we used in our paper is qualitative which can never be 100% verified as these data are not numerical so there is more or less likely to have some biases.(Theofanidis, Dimitrios, & Fountouki, Antigoni.,2019) Not all leadership activities or techniques were not used in the chosen company so further research should be done to find out if the company implements the rest of the tools in their company. Due to time restraint only six interviews were able to be taken from the company in order to collect data. Language barriers were also one of the reasons we could not conduct more interviews. There were some employees we managed to reach, and they could speak Danish and their mother tongue only other than English.

Recommendation on future research is suggested as it may help by providing helpful information for analysing purpose and can be used on next research paper.

This study was limited to the employees and managers of GLS, the postal service in Denmark. The study chose to work with one company. The result of the research paper might have been different if more than one company was chosen for this study. More than one company would have given more expanded knowledge in relation to the topic

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