

Question 5: How has your leader encouraged or supported your intrinsic motivation to accomplish goals and tasks?

Overall, participants indicated their intrinsic motivation was encouraged and supported by a quality relationship of mutual trust and affirmation that allowed for autonomy. Furthermore, transparent communication that included active listening and openness provided additional support for their intrinsic motivation and the quality relationship with the leader. Finally, the leader's own commitment and service to the organization and organizational members increased personal intrinsic motivation to meet challenges.

Greg: I want to say yes to everything, as you know because I just thought Brad was a great leader. I really do. Not that he didn't have any weaknesses, but he did a wonderful job for my kind of personality. Well, I guess I would say without thinking about it too long, that, you know I tend to be a person who is intrinsically motivated, to begin with, and if I understand it properly because my nature is that way. I'm an introvert. I tend to act out of a kind of internal goals and want to do the things I enjoy doing and that I feel I'm good at, and, ah I think, you know, in a situation, if I were to compare Brad to a different kind of leader, you know, when the last president was there, for example, and I wasn't working as dean, but had I been working in that kind of situation, with somebody who basically would just give me an order, tell me to do something with it, whether they thought it was something that I was good at, wanted to do, liked, had any part in deciding or *anything* (Code 1: not authoritative; Group Code: democratic; Final Group Code: quality relationships, transparent communication)...I think the fact that Brad was so encouraging of people trying to be part of this decision making process and each one to use the skills and particular talents they have to contribute to the shared ownership and that really did encourage people to operate from what were their internal motivations (Code 1: encouraged; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships)...So, I never felt, you know...I think that Brad made a lot of room because of his nature for people to do the things that they wanted to do and to play their strengths and because of that I think I was able to do things that encouraged the kind of operation out that internal motivation (Code 1: autonomy, let others lead; Group Code: autonomy; Final Group Code: self-efficacy).

Kara: OK, so you think...again Brad was always very positive in all conversations (Code 1: positive feedback; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships). He was never belittling or demeaning anyone anyway (Code 1: affirmation; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships). So, who doesn't want to work for a person who is so kind-hearted and yet has a lot of quote "power" of the University (Code 1: care; Group Code: service; Final Group Code: role modeling). But if you just met him on the street you

would never know that that's who he is you he seems like just an ordinary person (*Code 1: personable; Group Code: building relationships; Final Group Code: quality relationships*). He's not like way up on some kind of pedestal (*Code 1: personable; Group Code: building relationships; Final Group Code: quality relationships*). He doesn't think of himself in that way and he doesn't project that image (*Code 1: personable; Group Code: building relationships; Final Group Code: quality relationships*). So to me that's motivating because I like to work with people who are down to earth (*Code 1: personable; Group Code: building relationships; Final Group Code: quality relationships*) who are very goal oriented and aware of have their own ideas of what's important for the organization (*Code 1: vision; Group Code: vision; Final Group Code: transparent communication*), but are willing to listen (*Code 1: listen; Group Code: transparency*) and are willing to always willing to learn from other people (*Code 1: humility; Group Code: authenticity; Final Group Code: quality relationships*). So, to me, it's like all of these factors together always make me feel like I was encouraged and I was always supported (*Code 1: encouraged, supported; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). In the different jobs that I held in my life, it's so weird but it's true. I always think of life when I wake up in the morning excited to be going where I'm going...because you knew that you're going somewhere positive where you'd be reinforced in what you do (*Code 1: positive feedback; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). You'd have something to listen to be a sounding board which is interesting because someone who is in charge are not, they're not always interested in being a sounding board (*Code 1: listen, sounding board; Group Code: transparency; Final Group Code: transparent communication*).

Ray: Before, you know, when we sat down to talk about them before we ever posted and I never felt that he had directed me to do anything that I probably wasn't going to do already (*Code 1: not authoritative; Group Code: democratic; Final Group Code: transparent communication, quality relationships*)...He had a pretty good understanding of what we needed here and gave me that input that allowed me to do those tasks (*Code 1: let others lead, autonomy; Group Code: autonomy; Final Group Code: self-efficacy*) more easily knowing that, knowing that the person that we were going to recommend would be somebody that he was going to be likely to hire...I do believe that I have the kind of relationship with him that I could have said no (*Code 1: tolerant; Group Code: transparency; Final Group Code: transparent communication*). You know, I, why do you want that. I think we could have had an open dialogue (*Code 1: transparency; Group Code: transparency; Final Group Code: transparent communication*)...Well, OK. We had those kinds of frank discussions about several artists over the years (*Code 1: openness; Group Code: transparency; Final Group Code: transparent communication*).

Mark: We did some projects...he did have the time and he came and listened (*Code 1: listen; Group Code: transparency; Final Group Code: transparent communication*) to the presentation with Tammy at that time and took notes and he wanted to have a copy of that...my contact with him was basically when we met when we saw each other and sometimes short conversation but those conversations and contacts were very, very, important because he was filled with positive remarks (*Code 1: positive feedback; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). It was filled with encouragement and also it was with the fact that the university has challenges but he made it very simple that he can ride through the turmoil (*Code 1: affirmation, clear communication; Group Code: affirmation, transparency; Final Group Code: self-efficacy, quality relationships, transparent communication*)...Absolutely. Brad always respected me...(*Code 1: respect; Group Code: authenticity; Final Group Code: quality relationships*)...I think it's very, very, important that that recognition that they trusted me that my judgment can play a vital role (*Code 1: trusted me; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). That was a great motivation. And, that's called empowerment, I would say (*Code 1: empowered; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*).

Sam: I think so...he trusted me with that process and that that motivates you that (*Code 1: trusted me; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*)... I'm pretty motivated. Nobody really needs to motivate me. But we all have internal motivations. You know it's easier to be motivated when you feel good about where you are and who you're working for. And so he let me dive headlong into that and let me have those conversations and he trusted that I would do the right thing (*Code 1: autonomy, trusted me; Group Code: autonomy, affirmation; Final Group Code: self-efficacy, quality relationships*). Trusting my abilities (*Code 1: trusted me; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*) and that makes a big difference, I don't care who you are. You know that's going to make, you know that's going to help your motivation no matter how motivated you are that's going to give you that extra boost to know that you know he trusts you and he believes in your leadership (*Code 1: trusted me, let others lead; Group Code: affirmation, autonomy; Final Group Code: self-efficacy, quality relationships*). And I think it also reflects...Brad's an interesting person because he's so laid back and personable (*Code 1: laid back, personable; Group Code: authenticity, building relationships; Final Group Code: quality relationships*), you know, people sometimes mistake those qualities for thinking there's something else behind it. And the other thing behind it for me was humility (*Code 1: humility; Group Code: integrity, authenticity; Final Group Code: quality relationships*). And when you're the President of an academic institution, humility and college presidents usually do not go hand in hand. Not just humility, self-humility, humility, humility, in the sense that he was not

threatened by other people (*Code 1: humility; Group Code: integrity, authenticity; Final Group Code: quality relationships*).

Paula: I was born with that...So, I want this university to be the best it can be. I wanted the people I worked with to be the best they could be and I wanted Brad's leadership to be the best it could be (*Code 1: loyalty; Group Code: integrity; Final Group Code: quality relationships*). And, if there was any way I could help them be the best leader here that...that he could ever be I was going to give everything I had (*Code 1: loyalty; Group Code: commitment; Final Group Code: role modeling*). I've thought about that over and over and over again. Why?...Had it been a different leader who was a...who is more dominating in their personality, who is maybe more direct who is maybe more bossy, I would have maybe not felt that same (*Code 1: not authoritative; Group Code: democratic; Final Group Code: transparent communication, quality relationships*)...I did feel like he needed me (*Code 1: felt needed; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). And so I had to. You know, maybe that maybe that was a gift of his.

Mary: Again, I think just allowing me autonomy (*Code 1: autonomy; Group Code: autonomy; Final Group Code: self-efficacy*). I felt like I had a lot of um, I was able to lead within my own circle (*Code 1: autonomy; Group Code: autonomy; Final Group Code: self-efficacy*). To move the students in a direction that we, that the program really needed to go. So, I felt like that was, there was a lot of freedom there (*Code 1: freedom; Group Code: autonomy; Final Group Code: self-efficacy*). He, I would say that Dr. Bradley, was aware (*Code 1: leader commitment; Group Code: commitment; Final Group Code: role modeling*) that there was always an awareness of what was going on which was important to me, that the program was noticed because, you don't want to feel like you're out there alone (*Code 1: support; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). I felt like he had, he was able to listen (*Code 1: listen; Group Code: transparency; Final Group Code: transparent communication*) when that was appropriate and was aware (*Code 1: leader commitment; Group Code: commitment; Final Group Code: role modeling*).

Tammy: As you know there is so much work to be done here and such limited resources. Um, that I think it just personally gave me the feeling that you have to step up to the plate, step up to the plate and you have to give all you have because it's a worthy goal (*Code 1: vision; Group Code: vision; Final Group Code: transparent communication*). We have a worthy mission...Well, I think because he embraced the mission and was so committed to it, um, it was it easy to support that (*Code 1: leader commitment, vision; Group Code: Commitment, Vision; Final Group Code: role modeling, transparent communication*).

Pete: I think it's more like, he's probably done more through having a sense of empathy with me knowing what I'm going through (*Code 1: empathy; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). We never had really explicit conversations about that... Yeah, yeah, that's right, exactly! It was sort of assumed more than anything else. But, not the sense of empathy that he had, that's like okay, somebody else knows what I'm going through (*Code 1: empathy; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). Other people have gone through this. I'm not crazy for wanting to do this. You know those sorts of things.

Elaine: Yeah, he was very encouraging (*Code 1: support; empowered; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). He was very encouraging and just observing him and his work ethic and his motivation to reach out to find common ground with others (*Code 1: support, role model; Group Code: affirmation, role model; Final Group Code: self-efficacy, quality relationships, role modeling*). That's a motivator for me, to emulate that (*Code 1: role model; Group Code: role model; Final Group Code: role modeling*). And I'm probably not as good at that, yet as he has been. It's good to have a reminder of what are some examples of what he has done in the past, that I can recall (*Code 1: role model; Group code: role model; Final Group Code: role modeling*).

The most prevalent theme emerged as quality relationships (32), which included group codes of affirmation (14), building relationships (5), authenticity (5), and democratic (3). The group code affirmation included the following initial codes: trusted me (4), support (3), positive feedback (3), empowered (2), affirmation (2), encouraged (2), empathy (2), and felt needed (1). The group code building relationships included one initial code, personable (5). The group code authenticity included the following initial codes: humility (5), laid back (1), and respect (1). The group code democratic included one initial code, not authoritative (2). The data supported the concept of consideration shown by the leader impacting overall follower motivation, in the themes of affirmation and building relationships (Harrell, 2008). In addition, the data supported the concept of participatory decision making and developmental activities increasing intrinsic motivation in the themes of democratic (Tu & Lin, 2016).

The second prevalent theme emerged as self-efficacy (24), which included group codes of affirmation (14) and autonomy (7). The group code affirmation included the following initial codes: trusted me (4), support (3), positive feedback (3), empowered (2), affirmation (2), encouraged (2), empathy (2), and felt needed (1). The group code of autonomy included the following initial codes: autonomy (5), let others lead (3), and freedom (1). Again, the data supported the concept of leader consideration (Harrell, 2008). However, the data also indicated a strong theme of autonomy and freedom associated with intrinsic motivation. In many cases, participants indicated that they

possessed natural intrinsic motivation, but that the leader's willingness to let them engage that motivation on their own terms increased their overall intrinsic motivation.

Transparent communication (14) included group codes transparency (8), vision (3), and democratic (3). Transparency included the following initial codes: listen (4), transparency (1), openness (1), tolerant (1), and sounding board (1). Vision included one initial code, vision (3). Democratic included one initial code, not authoritative (3). Role modeling (8) included group codes commitment (4), role model (3), and service (1). Commitment included initial codes leader commitment (3) and loyalty (1). Role model included one initial code, role model (3). Service included one initial code, care (1). Again, the commitment the leader expressed both toward the organization and the organizational members, coupled with transparent communication supported by active listening and tolerance to opposing ideas, further supported individual follower's sense of intrinsic motivation.

Question 6: What factors of the relationship between you and your leader have most supported your intrinsic motivation to accomplish goals and tasks?

Overall, participants indicated that the quality of their relationship with the leader was the greatest factor in supporting their intrinsic motivation to accomplish goals and tasks. In particular, the leader had taken the time to build a relationship based on the leader's affirmation of the follower, integrity, which resulted in mutual trust, and an overall expression of evenhandedness in dealing with challenging situations.

Transparent communication supported the quality relationship, particularly in the form of active listening. Finally, the leader's modeled commitment to the organization and organizational members increased their overall trust and willingness to engage challenging tasks and goals.

Gary: Well, first, since you just said that, I will echo that I surely did trust Brad (*Code 1: trust; Group Code: integrity; Final Group Code: quality relationships*). I did feel that Brad was trustworthy (*Code 1: trust; Group Code: integrity; Final Group Code: quality relationships*). If I needed to say something to him, to reveal something to him, if there was something that I didn't do or felt I didn't know how to do...With Brad, I wouldn't have any problem. In fact, on various occasions I could sit down in his office and say, you know, Brad I'm not quite sure how to go about this, I'm not quite sure what it is that would be my next step (*Code 1: guidance, tolerant, listen; Group Code: affirmation, transparency; Final Group Code: self-efficacy, quality relationships, transparent communication*). I never felt that if I revealed something that Brad would say, you know, you're an idiot or, you know, then why are you in this job. That wasn't Brad's approach. So, I think the fact that Brad was approachable surely encouraged that, that you could reveal not only your strengths but your weakness and Brad didn't take opportunity, wouldn't use that against you at another point in time (*Code 1: personable, had my*

back, guidance; Group Code: building relationships, affirmation; Final Group Code: self-efficacy, quality relationships). You know that was really helpful. I think that that encouraged a kind of internal self-motivation.

Ray: Yeah, I mean, I think that's what it would boil down to with me is the way I saw him do his job (*Code 1: role model; Group Code: role model; Final Group Code: role modeling*). The way I saw him interact with other members of his staff, though, once in a while time so I was privy to internal workings that I probably didn't really need to know about that, yet was, and I was able to glimpse into his thought processes on a on a couple of difficult situations, let's call them (*Code 1: role model; Group Code: role model; Final Group Code: role modeling*)...As I said, you know, we, we both lead meetings with a certain amount of humor (*Code 1: sense of humor; Group Code: authenticity; Final Group Code: quality relationships*). As well, as well, I don't know how efficient he was in meetings...a meeting is also relationship building because the more you do that (*Code 1: relationships building; Group Code: relationship building; Final Group Code: quality relationships*). The better people work because they don't, they're not, accomplishing tasks at that point. They are working on a vision (*Code 1: vision; Group Code: vision; Final Group Code: transparent communication*). They're there, they're there and they're visioning strategy and they're strategizing vision. Let me just throw around buzzwords that is true. It's not just what we have this task. We need to have this three hour meeting get it done. No, it's...the relationships are created and I must say that the, the, other role models in my life were also servant leaders (*Code 1: building relationships; Group Code: role model, service, building relationships; Final Group Code: quality relationships, role modeling*). Certainly, more pleasant by far and far more meaningful...I don't know, why would I continue doing the performing arts series. Yeah, there is a need for it. Yeah, but, you know, I, I, believed in the mission that Brad took over from the town saying we really ought to have this (*Code 1: bought in; Group Code: commitment; Final Group Code: role modeling*). And, I can't always say that I was happy...So, that was directly as a result of our relationship that we had (*Code 1: building relationships; Group Code: building relationships; Final Group Code: quality relationships*).

Mark: I think. He was very down to earth individual (*Code 1: down to earth; Group Code: authenticity; Final Group Code: quality relationships*). That's one thing was very important because, again, I want to use this as I said earlier leaders that they take themselves serious... They're not leaders. He was a man he never took himself serious but he took his job serious (*Code 1: humility, leader commitment; Group Code: authenticity, commitment; Final Group Code: quality relationships, role modeling*)...He was very humble (*Code 1: humility; Group Code: authenticity; Final Group Code: quality relationships*). He was very easy to approach (*Code 1: personable; Group Code: building relationships; Final Group Code: quality relationships*). He was always willing to get to know you and your family (*Code 1:*

building relationships; Group Code: building relationships; Final Group Code: quality relationships). And, I think that really adds up to that relationship (Code 1: building relationship; Group Code: building relationships; Final Group Code: quality relationships)...Brad is good listener (Code 1: listen; Group Code: transparency; Final Group Code: transparent communication). He was very good listener (Code 1: listen; Group Code: transparency; Final Group Code: transparent communication). He never attacked your ideas even if it might not be (Code 1: tolerant; Group Code: transparency; Final Group Code: transparent communication). And, he was sincere when he said I want to hear what you have to say (Code 1: authentic, listen; Group Code: authenticity, transparency; Final Group Code: quality relationships, transparent communication). And I think sometimes and I know some leaders...that I don't think they listen (Code 1: listen; Group Code: transparency; Final Group Code: transparent communication). They pretend they are listening and you have to recognize (Code 1: listen; Group Code: transparency; Final Group Code: transparent communication)...But I do when I talk to them, I think they don't...they're not active listeners and I think Brad had an active listening skills which is very, very, important because you feel that you are being heard (Code 1: listen, gave attention; Group Code: transparency, affirmation; Final Group Code: self-efficacy, quality relationships, transparent communication). Somebody who listens so those are the things that I think made him unique (Code 1: listen; Group Code: transparency; Final Group Code: transparent communication).

Sam: Trust (Code 1: trust; Group Code: integrity; Final Group Code: quality relationships) is big and I didn't, I didn't have that with my last boss. There was no there was not intrinsic, intrinsic trust factor there it wasn't. And, he's one of those people too that he might have. He didn't care who got the credit (Code 1: team; Group Code: democratic; Final Group Code: transparent communication, quality relationships). You know, you look at me a guy you know, he's the total opposite. And obviously, this is going to sound self-serving...he and I are a lot alike. I think in the sense that we know we like to banter back and forth and have fun (Code 1: sense of humor; Group Code: building relationships; Final Group Code: quality relationships) and, and I like working with people like that, you know. I mean there's a time for serious thought and preparation and there's a time to be a little less serious about things (Code 1: sense of humor; Group Code: building relationships; Final Group Code: quality relationships) and that, that motivates me, that empowers me, that gives you a self, self...It improves your own self-confidence knowing that he's paying attention what you're doing (Code 1: gave attention; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships). There's no question, but it's not like if you make one little mistake it's, boy, it's going to be on your list or just don't know how to describe it really. I mean it's just a confidence knowing that he's going to treat you the right way (Code 1: trust, affirmation; Group Code: integrity, affirmation; Final Group Code: self-efficacy, quality relationships). His leadership style

that he's got he's got to do all the things, you talk to, is going to empower you, he's going to listen to you (*Code 1: listen, openness, empowered; Group Code: transparency, affirmation; Final Group Code: self-efficacy, quality relationships, transparent communication*). He's going to trust you (*Code 1: trust; Group Code: integrity; Final Group Code: quality relationships*). At the end of the day the buck stops with him (*Code 1: responsible; Group Code: integrity; Final Group Code: quality relationships*). We all knew that. But, you know, you could never say in my mind that he didn't listen to you (*Code 1: listen; Group Code: transparency; Final Group Code: transparent communication*). And, then on the flip side you've got to be smart enough understand that you know you're going to be listened to but that doesn't mean everything is going to go your way (*Code 1: listen; Group Code: transparency; Final Group Code: transparent communication*). Some people think when things don't go their way they're not listened to, which I find utterly hilarious, quite honestly. So, I mean when things don't go my way I think because of the way he did things, the way he listened, when things didn't go my way it never bothered me because I knew he listened (*Code 1: listen, respect; Group Code: transparency, integrity; Final Group Code: transparent communication, quality relationships*). I knew he thought about, he took me seriously, and so it's not like I expect every decision to go my way but it's never really bothered me (*Code 1: trusted me, understanding; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). I've never come back to my office and...you know and I just knew, you know he let me have my say and try to prove my point (*Code 1: tolerant, listen; Group Code: transparency; Final Group Code: transparent communication*). And at the end of the day he said it was the best thing to do (*Code 1: trust; Group Code: integrity; Final Group Code: quality relationships*)...Yeah absolutely. Even on the side where he would call your, I don't know what, they call your bluff (*Code 1: direct; Group Code: transparency; Final Group Code: transparent communication*). That's not he wasn't afraid to tell you something was a bad idea but he did it in a way that didn't make you feel bad (*Code 1: direct, straightforward, guidance; Group Code: transparency, integrity, affirmation; Final Group Code: self-efficacy, quality relationships, transparent communication*). So, he was really honest in a non-threatening way (*Code 1: honest; Group Code: integrity; Final Group Code: quality relationships*). And you know if you walk into somebody's office and you saw an idea, I think it's a bad idea in cabinet they just kind of blow up on you, you're on your part of bringing more ideas. That person had a way, he never blew up (*Code 1: evenhanded; Group Code: integrity; Final Group Code: quality relationships*). You know that's a crazy idea. We're not going to do that. And, you, even though he was in his own tone if you didn't know you weren't sure were right where he was going. But you know I guess I never think that's the other thing, that it is not valued (*Code 1: validated; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships*). You never felt bad if things didn't go your way. And that's,

that's a really important quality in a leader and that's something I probably do a better job frankly. So yeah I really enjoyed that.

Paula: Yes, I did trust him (Code 1: trust; Group Code: integrity; Final Group Code: quality relationships). I trusted him and I believed that he believed in his people (Code 1: trust, affirmation; Group Code: integrity, affirmation; Final Group Code: self-efficacy, quality relationships). I always felt that way. He cared deeply about people so that mattered to me when I saw how much she cared about the people and how much he cared about our kids, our students (Code 1: care; Group Code: service; Final Group Code: role modeling). It mattered to me...I don't think Brad showed ego, that he never showed ego unless he needed to (Code 1: humility; Group Code: integrity; Final Group Code: quality relationships).

Mary: You know when I think about Dr. Bradley and when we talk about Dr. Bradley we were always say, oh we just love Dr. Bradley. I think just his character, his goodness (Code 1: character; Group Code: integrity; Final Group Code: quality relationships). He was a person that could tear up when something when someone was harmed or we heard of a tragedy in our college community (Code 1: vulnerable, empathy; Group Code: authenticity, affirmation; Final Group Code: self-efficacy, quality relationships). He was just so genuine (Code 1: genuine; Group Code: authenticity; Final Group Code: quality relationships). Even at Christmastime when he would go in and read that Christmas story year and year there was something about his authenticity (Code 1: authenticity; Group Code: authenticity; Final Group Code: quality relationships) for me, at least, that made me very willing to work with him and feel...I guess I would say the factors just that authenticity that generosity of spirit, that empathy, you know his tender heartedness towards the community (Code 1: authenticity, generosity, empathy, vulnerable; Group Code: service, affirmation, authenticity; Final Group Code: self-efficacy, quality relationships, role modeling). Very much concerned about the well-being of our community (Code 1: care; Group Code: service; Final Group Code: role modeling).

Tammy: I just felt, I felt that he felt I was confi...or capable and that just gave me all the more internal reasons to live up to those expectations (Code 1: trusted me; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships). His belief in me gave me confidence and the will to do as much as I can (Code 1: trusted me; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships).

Pete: Oh yeah. In some ways I didn't want to let him down (Code 1: loyalty; Group Code: integrity; Final Group Code: quality relationships).

Elaine: I always appreciated that he was an English major like me...finding something in common like that (Code 1: common ground; building relationships; Group Code: building relationships; Final Group Code: quality relationships). And working with

the board, he would give me, give me advice on how to work with them and interact with them (Code 1: support, guidance; Group Code: affirmation; Final Group Code: self-efficacy, quality relationships).

The most prevalent theme emerged as quality relationships (43), which included group codes affirmation (15), integrity (15), building relationships (10), authentic (9), and democratic (1). Affirmation included the following initial codes: guidance (4), trusted me (3), gave attention (2), empathy (2), support (1), empowered (1), had my back (1), affirmation (1), understanding (1), and validated (1). Integrity included the following initial codes: trust (8), evenhanded (1), character (1), responsible (1), and straightforward (1). Building relationships included the following initial codes: building relationships (6), sense of humor (3), personable (2), and common ground (1). Authentic included the following initial codes: authenticity (3), humility (3), vulnerable (2), genuine (1), respect (1), and down to earth (1). Democratic included one initial code, team (1). Cho and Perry (2012) indicated that trustworthiness on the part of a leader directly impacts follower intrinsic motivation and Harrell (2008) argued that consideration for a follower by a leader impacts follower intrinsic motivation. The data supported both trustworthiness and consideration as factors influencing follower intrinsic motivation. Moreover, the data indicated that the leader's willingness to build relationships based on affirmation and mutual trust increased follower intrinsic motivation.

The second prevalent theme emerged as transparent communication (18), which included group codes transparency (16), democratic (1), and vision (1). Transparency included the following initial codes: listen (13), tolerant (2), openness (1), and direct (1). Democratic included one initial code, team (1). Vision included one initial code, vision (1). Berson, et al. (2015) argued that follower intrinsic motivation increases with participation in visioning and goal setting. The data indicated strongly that active listening both in a visioning and goal setting scenario and in a willingness to engage in empathetic understanding increased follower intrinsic motivation.

Self-efficacy (15) included the group code of affirmation (15). Affirmation included the following initial codes: guidance (4), trusted me (3), gave attention (2), empathy (2), support (1), empowered (1), had my back (1), affirmation (1), understanding (1), and validated (1). Role modeling (2) included the group codes role model (2) and commitment (2). Role model included one initial code, role model (2). Commitment included the following initial codes: leaders commitment (1), bought in (1), and loyalty (1). The data indicated that overall leader affirmation and leader commitment provided additional support for follower intrinsic motivation.

Question 7: Are there specific leadership behaviors that influenced your intrinsic motivation to accomplish goals and tasks?

Overall, participants indicated that intrinsic motivation was influenced by leader behaviors supporting perceptions of integrity and authenticity, which included trust, honesty, and humility. Follower perceptions of integrity and authenticity stemmed from the quality relationships the leader had taken the time to cultivate. Finally, the leader served as a role model for both commitments to the organization and organizational members and overall service to people and the mission.

Greg: Well, again, I would say and again this is something I said in that tribute another think that was true about Brad that was particularly was encouraged commitment from me, I, how gracious Brad was and just how much of the milk of human kindness flowed through his veins (*Code 1: character, gracious; Group Code: integrity, authenticity; Final Group Code: quality relationships*). You know, I think again that just wasn't a line of distinction, for Brad, between his official duties and his human duties because of that you could just see (*Code 1: consistent; Group Code: integrity; Final Group Code: quality relationships*). You must have seen this many times. Something happened with a student or a faculty member or staff member anything and Brad would have tears in his eyes just you know obviously that's just a certain kind of person (*Code 1: vulnerability; Group Code: authenticity; Final Group Code: quality relationships*). That's not fair to the person who doesn't have that happen to them isn't sympathetic. But when you see someone like Brad that happens to them in those situations, and as genuine as he was, what it revealed to me was that Brad truly cared about the people with whom he worked (*Code 1: care; Group Code: service; Final Group Code: role modeling*). Therefore, whom he was serving (*Code 1: service; Group Code: service; Final Group Code: role modeling*). And that just draws out of any person a real commitment because you see this person cares about not just about me, this person doesn't just care about me but about everyone at this institution in a serious way, in a personal way in a human way (*Code 1: care, service, leader commitment; Group Code: service, commitment; Final Group Code: role modeling*). It's not just, I'm here to be the person who is in charge and I'm here to be the person who is making a salary and doing his job and getting to fly around the country. The President is a person who cared deeply about what he was doing and the people he was serving (*Code 1: care, service; Group Code: service; Final group Code: role modeling*). The funny thing is talking about servant leadership. Personally, I don't know that Brad knew what that term meant when he came to the University at all. And we used to throw that term around and Brad from time to time would throw it around but I don't think it was a term he was familiar with. And I don't think he really understood the meaning of it, but the ironic thing is it described him perfectly. Here's a guy, who was, just by his nature a servant

leader, who didn't really know that terminology (*Code 1: service; Group Code: service; Final Group Code: role modeling*). Didn't exactly have that definition of that. Clearly it is. But had it resonated with his heart. I always felt it was kind of interesting.

Kara: Well, again, this might sound strange but it might not surprise you...the fact that he had had the sense of humor that he had, for me was very important because it just it always felt refreshing to be able to just have a little levity and joke a little bit and then all of that you know you're going back to work (*Code 1: sense of humor; Group Code: building relationships; Final Group Code: quality relationships*)...There is no doubt I felt like I could tell him anything about related to work because usually visiting about, but like I said we also talk theater and things like that (*Code 1: common ground; Group Code: building relationships; Final Group Code: quality relationships*). There's nothing about Brad that isn't trustworthy and you can't say that about everyone (*Code 1: trust; Group Code: integrity; Final Group Code: quality relationships*).

Ray: Relationship building, his ability to vision in every meeting he ever had (*Code 1: relationship building, vision; Group Code: building relationships, vision; Final Group Code: quality relationships, transparent communication*). It wasn't, you know him, he always, he may not have been the most practical man ever to walk the face of the earth but he has, he has a wide eye (*Code 1: dreaming; Group Code: vision; Final Group Code: transparent communication*)...as I said to him, his ability to treat people as colleagues to never, never, look down at them (*Code 1: collegial; Group Code: building relationship; Final Group Code: quality relationships*). I didn't have the kind of...knowledge that he had...I admired those same kinds of qualities in Brad when I saw them (*Code 1: common ground; Group Code: building relationship; Final Group Code: quality relationships*)...The thing that I most admire is Brad's availability (*Code 1: visible; Group Code: commitment; Final Group Code: role modeling*).

Mark: I think, I think one of the areas that I felt very safe (*Code 1: trust; Group Code: integrity; Final Group Code: quality relationships*) because about Brad...because of his skills, because of his commitment, and he cared and his caring attitudes towards the university (*Code 1: leader commitment, care; Group Code: commitment, service; Final Group Code: role modeling*). Let me give a good example...a touchy situation and one of the things I found out just observe him from outside that he was methodical to get a consensus... (*Code 1: clear communication, team; Group Code: transparency; democratic Final Group Code: quality relationships, transparent communication*). They bought in (*Code 1: bought in; Group Code: commitment; Final Group Code: role model*)...And, one other reason I think that was very limited resentment he told them that we need to change not for the sake of change but because the content of the mission of this institution is changing (*Code 1: vision,*

shared information; Group Code: vision, transparency; Final Group Code: transparent communication)...So, I think he was a master of communication and people skills (Group Code: transparency, building relationships Final Group Code: quality relationships, transparent communication)...And one of the things I have to say this some we some leaders throw people under the bus to save themselves (Code 1: got my back; Group Code: affirmation Final Group Code: quality relationships, self-efficacy)...Brad was the one that knew that he is not going to do that to you...Brad would say I'll stick with you (Code 1: got my back; Group Code: affirmation Final Group Code: quality relationships, self-efficacy). And, you had this sense that Brad will stick with you for a long time to come (Code 1: got my back; Group Code: affirmation Final Group Code: quality relationships, self-efficacy)...He had a high degree of integrity and honesty (Code 1: integrity, honesty; Group Code: integrity Final Group Code: quality relationships). I felt very comfortable (Code 1: personable; Group Code: building relationships Final Group Code: quality relationships)...I think Brad has never failed me (Code 1: trust; Group Code: integrity Final Group Code: quality relationships). I mean he was a straightforward (Code 1: straightforward; Group Code: integrity). He said yes. I mean, he said no, other reason to say no and he didn't bother me because he was very honest (Code 1: honest; Group Code: integrity Final Group Code: quality relationships). I think his leadership styles and I think he should continue and I'm sure that honesty, integrity is extremely important because if a leader does not have integrity and honesty there's no communication (Code 1: integrity, honesty; Group Code: integrity Final Group Code: quality relationships)...his commitment was that he wanted...he was sincere to see this university become a better place for everyone (Code 1: leader commitment, authenticity, service; Group Code: commitment, authenticity, service Final Group Code: quality relationships, role modeling). He wasn't doing it because he wanted to show himself up. If you look at Brad is quite interesting. He is a he is he walks a way (Code 1: walks the walk; Group Code: integrity Final Group Code: quality relationships)...when you see him he comes across and he will try to be as objective as you could. He did not exaggerate (Code 1: straightforward; Group Code: integrity Final Group Code: quality relationships). He said what, what is a rabbit is a rabbit (Code 1: clear communication; Group Code: transparency; Final Group Code: transparent communication). And, his commitment (Code 1: leader commitment; Group Code: commitment, Final Group Code: role modeling), definitely was very, I knew the fact that he really wants to make this university good for everybody not for himself (Code 1: service; Group Code: service; Final Group Code: role modeling).

Sam: Quite a few. I mean, I think honesty, you know, he is a very honest person (Code 1: honest; Group Code: integrity, authenticity Final Group Code: quality relationships). And I think that's really...you know, I never felt like there was a hidden agenda or you didn't know what was going on (Code 1: openness, direct, honest; Group Code: transparency, integrity Final Group Code: quality relationships)...The only way

I think we can be successful is to work together. And he was really, really good at that. So you always felt included always felt like you knew what was happening (*Code 1: inclusion; Group Code: building relationships Final Group Code: quality relationships*). And I think for a leader that's really important to know that you know everything that's going on (*Code 1: shared information; Group Code: transparency; Final Group Code: transparent communication*)...I always knew what was happening. There were no surprises (*Code 1: clear communication; Group Code: transparency; Final Group Code: transparent communication*)...I think you know his I would say his participation (*Code 1: visible; Group Code: commitment; Final Group Code: role modeling*)...So he made it a priority. And that was that was a big deal to everyone in the Department. I mean being visible is important (*Code 1: visible; Group Code: Commitment; Final Group Code: role modeling*).

Researcher: Did you look at him in some ways as a role model?

Sam: Oh absolutely (*Code 1: role model; Group Code: role model; Final Group Code: role modeling*). No question...I think that's the thing that most inspired me or motivated me is the things that he does well that I need to do better (*Code 1: role model; Group Code: role model; Final Group Code: role modeling*). I look at him and I go you know you need, you need to do a little better, that, you know, he is he's a great leadership role model (*Code 1: role model; Group Code: role model; Final Group Code: role modeling*). He's a great personal role model because, again, very involved in the community (*Code 1: role model, service; Group Code: role model, service; Final Group Code: role modeling*). Just a humble guy, you know, and just, yeah, I don't have enough good things about him (*Code 1: humility; Group Code: integrity, authenticity Final Group Code: quality relationships*).

Paula: It's pretty hard not to work your hardest for somebody like you just said a minute ago, who isn't walking the walk. Brad walked the walk (*Code 1: walked the walk; Group Code: integrity Final Group Code: quality relationships*). And Dawn walked the walk. And, you know, so when you were putting in all the hours you knew he was to he didn't have a sort of I'm just going to let you do what you can do so I don't have to. It was. It was more of we all have to do this if we're going to be successful and I'm going to lead by example (*Code 1: lead by example; Group Code: role model*). So, that...that to me was really, really, I think pretty influential in my commitment was that I knew I wasn't alone (*Code 1: had my back; Group Code: affirmation Final Group Code: quality relationships, self-efficacy*). He was putting in the same amount of time differently (*Code 1: leader commitment; Group Code: commitment; Final Group Code: role modeling*)...

Mary: Just genuineness, authenticity, trustworthiness, you know, thoughtfulness too (*Code 1: genuine, authentic, trust, thoughtful; Group Code: authentic, integrity Final Group Code: quality relationships*). I don't think he was hasty when he made

decisions (*Code 1: thoughtful; Group Code: integrity Final Group Code: quality relationships*). And, the other thing about Dr. Bradley that was true for me was that when I did talk to him he was very direct (*Code 1: direct; Group Code: transparency; Final Group Code: transparent communication*). If he didn't want to go in a particular direction he would say so upfront and that sometimes can be difficult. That, you know, that can sometimes be difficult if it's not exactly what you're thinking but I really, there really was integrity and honesty there that was communicated (*Code 1: integrity, honesty, transparency; Group Code: integrity, transparency; Final Group Code: quality relationships, transparent communication*). So, for me...I just to reiterate that you know his modeling (*Code 1: role model; Group Code: role model; Final Group Code: role modeling*) was important and trusting him was huge and also just a sense of integrity and honesty but also a tenderness of heart, knowing that he had the best interests of people uppermost in his mind (*Code 1: trust, integrity, honesty, care; Group Code: integrity, service; Final Group Code: quality relationships, role modeling*). And not, not a big ego (*Code 1: humility; Group Code: integrity Final Group Code: quality relationships*). I think that should be added too. He really, I never felt like he, that it was about him in the sense of stealing credit or the focus or any of that (*Code 1: humility; Group Code: integrity; Final Group Code: quality relationships*). He really was a conduit for good things to happen within the college that goal always seemed present for me that really, was really involved in service, obviously at a very high level, but nevertheless there was never a feeling of grabbing authority (*Code 1: service, humility; Group Code: service, integrity; Final Group Code: quality relationships, role modeling*). He was never authoritarian in anyway (*Code 1: not authoritative; Group Code: democratic; Final Group Code: quality relationships, transparent communication*).

Tammy: Well, I think the fact that his dedication was obvious (*Code 1: leader commitment; Group Code: commitment; Final Group Code: role modeling*). He set the right, you know you could look up to him as a role model (*Code 1: role model; Group Code: role model; Final Group Code: role modeling*). I always felt he was honest and integrity (*Code 1: honesty, integrity; Group Code: integrity; Final Group Code: quality relationships*). He was not authoritative (*Code 1: not authoritative; Group Code: democratic; Final Group Code: quality relationships, transparent communication*). He worked with you (*Code 1: participative; Group Code: democratic; Final Group Code: quality relationships, transparent communication*). You know, him and Dawn showed up every year on [the dinner auction] takedown (*Code 1: service; Group Code: service; Final Group Code: role modeling*). He didn't have to do that. He didn't have to go to all the games he went to. So, his commitment was very obvious and I think it encourages the same commitment from his team, in most people (*Code 1: leader commitment; Group Code: commitment; Final Group Code: role modeling*)...I think it, whether it was the board or him, his suggestion that I obtain an advanced degree (*Code 1: encouraged growth; Group Code: affirmation; Final Group*

Code: quality relationships, self-efficacy)...that he did support me in continuing my growth (*Code 1: support, encouraged growth; Group Code: affirmation; Final Group Code: quality relationships, self-efficacy*). And he knew too it probably wasn't going to help me professionally, so what's left? Personally, that's all that's left.

Pete: I would say the way he opened up his home was helpful, you know in that it demonstrated that those of us on the cabinet aren't just cogs (*Code 1: building relationships; Group Code: building relationships; Final Group Code: quality relationships*).

Elaine: I think observing him be such a people person and wanting to get to know students, staff, alumni, faculty, people in the community (*Code 1: personable, role model; Group Code: building relationships, role model; Final Group Code: quality relationships, role modeling*). That's something that I take away from a leader like that. How personable you can be and still be in a respected position (*Code 1: role model; Group Code: role model; Final Group Code: role modeling*)... It's important because you need that to motivate wanting to do a good job and sort of wanting to prove yourself to the leader (*Code 1: trust, loyalty; Group Code: integrity, role model; Final Group Code: quality relationships, role modeling*)...I think again being such a people person and he seemed to gain energy from being around people and finding common ground with, with others (*Code 1: common ground, personable; Group Code: building relationships; Final Group Code: quality relationships*).

The most prevalent theme emerged as quality relationships (47), which included group codes integrity (23), authenticity (7), affirmation (6), building relationships (4), and democratic (4). Integrity included the following initial codes: honesty (7), trust (6), integrity (5), straightforward (2), character (1), thoughtful (1), consistent (1), and walk the walk (1). Authenticity included the following initial codes: humility (4), authenticity (2), vulnerable (1), genuine (1), and gracious (1). Affirmation included the following initial codes: had my back (4), encouraged growth (2), and support (1). Building relationships included the following initial codes: common ground (3), personable (3), building relationships (2), inclusion, (1), collegial (1), and sense of humor (1). Finally, democratic included the following initial codes: not authoritative (2), team (1), and participative (1). Again, Cho and Perry (2012) argued that leader trustworthiness increased follower intrinsic motivation. The data supported this argument in the themes of integrity and authenticity, which clearly indicated trust, honesty, and humility as leader behaviors that increased intrinsic motivation. Integrity and authenticity were further supported by quality relationships that included participatory activity and affirmation.

The second prevalent theme emerged as role modeling (3), which included group codes service (12), commitment (11), and role model (10). Service included two initial codes:

service (7) and care (4). Commitment included the following initial codes: leader commitment (7), visible (3), bought in (1), and loyalty (1). Role model included two initial codes: role model (7) and lead by example (1). House (1976) indicated that leaders can inspire followers to “emulate” them (p. 6). The data supported the concept of emulation as followers looked to their leader's commitment and service to inspire and fuel their intrinsic motivation.

Transparent communication (13) included group codes transparency (9) and vision (2). Transparency included the following initial codes: clear communication (3), direct (2), transparency (1), openness (1), shared information (1), and synthesized information (1). Vision included the initial codes vision (2) and dreaming (1). Self-efficacy (6) included the group code of affirmation (6). Affirmation included the following initial codes: had my back (4), encouraged growth (2), and support (1). Again, transparent communication increased the overall trust followers felt towards the leader. Coupled with continued affirmation, follower's intrinsic motivation increased while supported by transparent communication and affirmation.

Conclusion

The study presented a mixed methods study seeking to further Winston's (2003) conceptualization of a circular model of servant leadership, by providing empirical evidence which may be used to develop a valid instrument to test the circular model presented by Winston (2003) in the future. Data saturation occurred at eight interviews. However, as ten interviews had been scheduled, all ten were completed. The data analysis indicated four salient themes: quality relationships, transparent communication, self-efficacy, and role modeling.

The variable of commitment to the leader found support in the final group codes of quality relationships (76), transparent communication (63), role modeling (24), and self-efficacy (17). The data indicated distinct support for affirming behaviors, relationship building, integrity and authenticity on the part of the leader, participatory engagement, active listening, and clear communication. The data supported the literature in the areas of relationship quality, participatory leader behaviors, and clear communication of vision and goals (Bass, 2000; House, 1976; Shamir, et al., 1993).

The variable of self-efficacy found support in the final group codes of quality relationships (95), self-efficacy (87), transparent communication (17), and role modeling (9). The data indicated distinct support for affirming behaviors, integrity and authenticity on the part of the leader, autonomy, transparent and democratic communication, and a modeling of commitment and service on the part of the leader. The data supported the literature in the areas of influence of social environment, relationship influence on self-efficacy, and the impact of psychological empowerment

(Winston, 2003; Poon, 2006; van Dierendonck & Dijkstra, 2012). Additionally, the data indicated the influence of autonomy on follower experiences of self-efficacy.

The variable of intrinsic motivation found the most support from quality relationships (122) and nearly equal support from transparent communication (45), self-efficacy (45), and role modeling (41). The data indicated distinct support for affirming behaviors, integrity and authenticity on the part of the leader, mutual trust, and the building of the relationship. In addition, the data indicated equal support for the impact of self-efficacy, transparent communication, and role modeling on intrinsic motivation. In particular, affirming behaviors, active listening, transparency, leader commitment, and leader role modeling of service to others impacted follower intrinsic motivation.

The data analysis provides empirical evidence to support the three variables of commitment to the leader, self-efficacy, and intrinsic motivation as presented in Winston's (2003) circular model of servant leadership. The themes and codes provided in the analysis present a first step in item generation to develop a scale measuring Winston's (2003) model. The next steps in developing a measurement scale could include the replication of this study with another leader to eliminate possibilities of bias (Patton, 2015). However, item generation could begin and utilize an expert panel to review the coding completed by the single researcher in this study. Finally, validation and assessment of generalizability and bias would continue as the scale undergoes factor analysis and construct validation.

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