

**THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEES
PERFORMANCE AND JOB SATISFACTION WITHIN
SMALL FAMILY BUSINESS OF HOTEL INDUSTRY**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2017**

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Thematic paper
entitled
**THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEES
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SMALL FAMILY BUSINESS OF HOTEL INDUSTRY**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management

on
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ACKNOWLEDGEMENTS

The successful completion of this research could not have been possible without the cooperation and assistance of numerous people, whom I wish to acknowledge.

Firstly, I would like to express my deep gratitude and sincere appreciation to my supervisor, Assoc. Prof. Sooksan Kantabutra for his practical guidance, encouragement and valuable advice and suggestions in completing this paper. Indeed, I am really grateful for their supervision, expertise and knowledge from which I have benefited enormously. It would not have been accomplished without his support.

My thanks are extended to all of my friends inside and outside the college in helping me out with their abilities and supporting me during the difficult moments. This paper would not have been accomplished without cooperation from the participants. I am very grateful to their time and dedication in sharing information and stories.

Lastly, I would like to give my deepest thanks to my family - my father Mr.Jumpol Silchai and my mother Ms.Kamolwan Silchai for their support and encouragement. I could not have come this far without their love, patience and understanding.

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ABSTRACT

This study aimed to determine the impact of leadership styles on employees performance and job satisfaction within small family business of hotel industry. The qualitative research method is applied by using open-ended questions to interview the participants. The researcher conducted an interview on small hotel in Thailand by discussing the issue with the hotel owners, managers, and employees and explored the different point of view that each individuals has on the effect of leadership style on employees performance and job satisfaction. The results indicates that in small family business within hotel industry, transactional leadership is being used more frequently than transformational leadership style because transactional leadership style is considered to be more influential and effective. Moreover, the major findings, recommendations, and limitations of this research will be discussed.

KEY WORDS: Family Business/ Hotel Industry/ Leadership Style/ Transactional Leadership/ Transformational Leadership

60 pages



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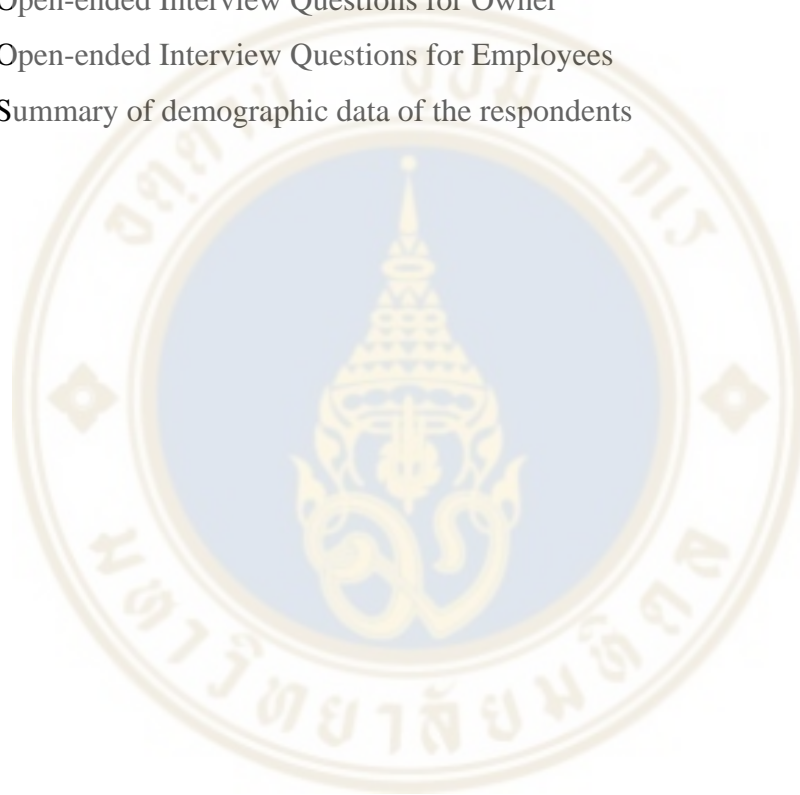
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CHAPTER I

INTRODUCTION

It could be clearly seen that leadership is part of every businesses regardless the types and sizes of business organization. It is believed that leadership is at the heart of effective management, the action and attitudes of those in positions of authority affect the actions and attitudes of employees. The study of leadership has recently become quite intense and diversified (Northouse, 2001)

Numerous theorists have studied leadership styles in different cultures, occupations, organizational settings. There are five main organizational leadership theories that have been developed over past two decades. These theories are Great Man Theory, Trait Theory, Behavioral Theories, Contingency Theories, Transactional Theories and Transformational Theories.

Moreover, in small family businesses these leadership styles are often considered to be in the way of family management. In family business, the organization is more flat than in other kind of companies obviously. The owners or the family members are able to arrive at common decisions or strategy faster, and have got smooth communication among them. However, one of the biggest challenges for family-owned firms, is to manage the organization's people. Human labors are considered as key factor that play an important role in term of increase customer satisfaction by providing high service quality to the customers. Staffs are directly interacting with the customers and definitely impact customers' satisfaction.

In addition, most businesses in the tourism and hospitality sector are family-owned (Getz & Petersen, 2004). Small businesses dominate the tourism and hospitality industry worldwide and are of critical importance for the competitiveness of destinations. Over the past few years, Thailand is one of the most popular tourist destinations for both Thai and international tourists. Hotel is one of the most important support service that provide accommodation and high quality of service to satisfy customers. Nowadays, the number of small hotels businesses have been rapidly growing. More and more traveler

searching for good accommodation as well as high quality of service. However, small family-owned hotels has been facing with many business challenges both the external environment such as room oversupplied, intensive competition due to the competitors appear to be increased in the market, and from within organization such as increased labor turnover rate.

Successful organization not only depends on employees performance, but also an effective leader. In the family-owned hotel the term of owner and the term of manager are merged into one person. As a leader, it is important to understand and realize the different styles of leadership and their effect on employees in order to manage and control employees, both attitude and behavior, which can result in the improvement of employees in their performance and job satisfaction. Therefore, many small businesses need leader who adopt appropriate leadership style to encourage employees to be more efficient and effective in work and also to increase their job satisfaction.

1.1 Research Objective

To identify the effect between leadership styles impact on employees performance and job satisfaction within hotel industry owned and operated by family businesses.

1.2 Problem Statement

Many hotels in Thailand have been facing various challenges issues, but the major problem is a human resource issues such as the high turnover rate of an employees and it significant effect to productivity and performance of the hotel. As every small business knows, managing small-scale business are very challenging because of the operational management issues including human resource, financial or capacity. It is believed that an effective organization rooted from good business leaders. Leadership plays an important role in affecting the success of the company, employees performance and satisfaction. This therefore calls upon this study to identify the effect between leadership style impact on employees performance and job satisfaction within small family business of hotel industry.

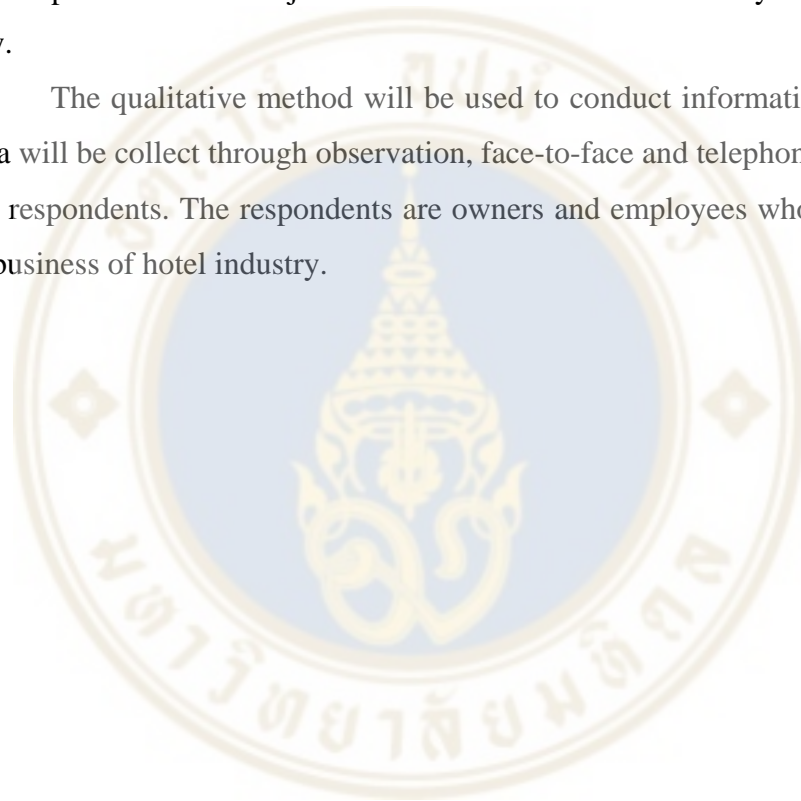
1.3 Research Question

How leadership style impact on employees performance and job satisfaction within small family business of hotel industry?

1.4 Research Scope

This research will be concentrated on how leadership style impact on employees performance and job satisfaction within small family business of hotel industry.

The qualitative method will be used to conduct information in this paper. The data will be collect through observation, face-to-face and telephone interview with total 22 respondents. The respondents are owners and employees who works in small family business of hotel industry.



CHAPTER II

LITERATURE REVIEW

Managing small business are challenging because of the operational management issues including human resource, financial or capacity. It is believed that an effective organization rooted from good business leaders. Leadership plays an important role in affecting the success of the company ,employees performance and satisfaction. This therefore calls upon this study to identify the effect between leadership style impact on employees performance and job satisfaction within small family business of hotel industry.

To understand more about the impact of leadership style on employees performance and job satisfaction within small family business of hotel industry in Thailand. This chapter intents to provides a review of literature related to leadership styles, job performance and job satisfaction. Author collected the important information from different type of sources such as journals, articles, internet and books.

2.1 Definition of Leadership

A simple definition is that leadership is “the set of characteristics that make a good leader” (Cambridge Dictionary) or “the action of leading a group of people or an organization” (Oxford Dictionary). However, some of the most respected researchers also define leadership based on his or her own strategies.

Leadership is defined by Lohmann (1992) as “the formulation of a vision, developing a climate of trust within the organization, and empowering others”, while Walker (1996) stated that leadership is the manner in which the project managers conduct themselves in their role in order to obtain the best performance from the people they are managing. Moreover, Bass (1997) explained leadership as the relationship between the leader and followers is moderated by differences in cultural beliefs, values, and norms. According to Fry (2013), leadership is the use of a leading strategy to offer inspiring motives and to enhance staff’s potential for growth and development.

2.2 Leadership Theories

Leadership theories have been the source of numerous studies. Many have tried to define what allows authentic leaders to be different from others. Therefore, there are as many theories on leadership as there are philosophers, researchers and professors that have studied. However, this research will focus on transformational and transactional leadership styles. The study utilized the full-range of leadership model in order to examine the impact of leadership style on employee performance and job satisfaction.

2.3 Transformational Leadership and The Full Range Model of Leadership

The full range model of leadership was developed by prominent leadership researchers Bernard Bass and Bruce Avolio in the 80's and 90's and has been the subject of extensive research ever since. It consists of: transformational, transactional, management by exception active, management by exception passive, and laissez-faire leadership, have led to the continuing study of follower perceptions of leadership, leader implicit values, and the spirituality of the leader and leadership style (Salter, 2007; Green, Kodatt, Salter, Duncan, Garza-Ortiz, & Chavez, (2008)

2.3.1 Transactional Leadership

Transactional Leadership describe the relationship between leaders and followers in term of exchanges relationship, when leader states his or her expectations to the followers (Burns, 1978; Bass, 1998). This leadership style includes four components (has four main characteristics : contingent reward, management- by-exception-active (MBEa), management-by-exception-passive (MBEp), and laissez-faire leadership.

2.3.1.1 Laissez-faire: Laissez-faire leader is a non-authoritarian style, leader avoided of making decisions and give autonomy to followers to make decision to complete the task. This type of leader provides only needed tool and resources but offer little support, lack of providing guidance and feedback. Those leader creates confusion, low effort and dissatisfaction to the employees.

2.3.1.2 Management by Exception: Management by exception can divided into two forms active and passive. Active management-by-exception, the leader who avoid making decision and waiting for the problems to arise before take

corrective action. The leader provides specific standards and high expectations through goal and objectives to the follower to be achieved. This leader style is a risk avoidance; they are efficient work in predictable situation that they can closely monitor followers performance. Passive management-by-exception, a hand-off leadership style. The leader who only take action when problems occurs, wait until the problem become serious. The leader who monitors their members performance closely to find mistakes and to give their members a penalty when the performance fail to meet standards.

2.3.1.3 Contingent reward: Leader with contingent reward behavior is a leader who provide clarify goal and direction for followers that they will receive reward for completing a task by offer incentives or compensation to reinforcing outcomes of individual performance. This type of leader concerns about task-oriented to meet performance standard of organization. Furthermore, contingent reward can be displayed in positive and negative ways. Positive contingent reward is reward for good performance of employees, offer incentives or promotion in exchange. Negative contingent punishment happened when the employee's performance could not meet the standards of expectation.

2.3.2 Transformational leadership

Bass and Avolio (1994) and Leithwood (1994) developed the transformational leadership model for education, with a primary focus on school principals. Leithwood, Begley, and Cousins (1994), defined transformational leadership as leadership that “implies major changes in the form, nature, function and/or potential of some phenomenon; applied to leadership, it specifies general ends to be pursued although it is largely mute with respect to means.” Later, Bass (1998) continued to research this theory and determined that transformational leaders are judged by their impact on followers in the areas of trust, admiration, and respect.

Transformational leadership consists of four subcategories of behaviors (often called the 4 I's). These are Individualized Consideration (IC), Intellectual Stimulation (IS), Inspirational Motivation (IM), and Idealized Influence (II)

2.3.2.1 Individualized Consideration (IC): Leader with individualized consideration behavior is the leader who focus on individual needs and feelings of followers. Leader with this style see every person as unique, treat their follower

as individuals, understand differences levels of knowledge and ability to complete the goal. These leader with Individual consideration help followers develop their strengths by teaching and coaching. Moreover, the leaders show consideration towards followers when they have issues of the interpersonal relation among colleagues and try to prevent conflict in workplace. Individualized consideration leaders will listen to other's concerns and makes the follower feel they are important and needed.

2.3.2.2 Intellectual Stimulation (IS): Intellectual stimulation leaders are stimulating their employees to think independently by encouraging employees to seek different perspectives to solve problems in a new way. The employees will become an effective problem solvers and be able to handle future problems in more effectively way. Those leaders with display intellectual stimulation talking enthusiastically to their employees about what needs to be accomplished and helping employees to develop their own capabilities to complete tasks in different way.

2.3.2.3 Inspiration Motivation (IM): Inspiration motivation leaders are talk enthusiastically about vision of the future and clearly communicate about their expectation. The leader assigns an employees a challenging work to allow them to express their thoughts and improve their performance. Actually, an inspirational leader stimulates enthusiasm among subordinates, and says things to build their confidence in their ability to achieve group objectives (Yukl and Van Fleet, 1992).

2.3.2.4 Idealized Influence (II): Idealized influence leaders are highly motivated to influence their employees to a higher levels of performance. The leader behaves as a strong role model to the followers, those followers feel admiration, loyalty, and respect for the leader. Leader displayed very high moral and ethical manner. Leader is consistently acting in line which earned the trustworthiness and willingness among employees.

2.4 Employees Performance

Performance is “the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.” Therefore, if performance is how well a person or a machine does a piece of work or an activity, employee performance

is “the job related activities expected of a worker and how well those activities were executed.”

Employee performance is a key factor that contributes directly to the performance of the company. Companies today, with increased competition in the business arena, are keen to boost employee performance in order to enhance their profitability, market reach and brand recognition. Therefore, human resources department and quality managers have to put special emphasis on techniques to guide employees as well as measure their performance. However, apart from that, leadership plays an important role in ensuring employee performance levels remain high.

2.5 Leadership styles and employee performance

The research on leadership-subordinate performance is not a new phenomenon as argued by Fleishman and Harris. The measurement of relationship between leadership and subordinates and their outcomes have been the source of considerable discussion. Some scholars contend that the level of relationship between leader and subordinate does have an effect on the way employee behave, based on the assumption that leaders vary their behavior across subordinates.

Mehra et al. (2006) explained that when a company or an organization look for an effective way to keep their employees to perform better than others. The long-lasting way is to focus on the effects of leadership since the team leaders are believed to play an important role in defining collective norms, helping team to manage and handle their environments, and coordinated the joint action. The leader’s aspect and attitude has given an important vision into relationship between leadership and team performance.

2.6 Job satisfaction

Job satisfaction is “the level of contentment a person feels regarding his or her job.” This feeling depends on the perception of the individual about satisfaction. It is a widely accepted research and one of the most comprehensive research topics in Industrial/Organizational Psychology (Judge & Church, 2000). Many work motivation

theories, such as Maslow's (1943) Hierarchy of Needs, Herzberg's (1968) Two-Factor (Motivator-Hygiene) Theory, have tried to analyze and define job satisfaction and its influence.

Job satisfaction is the positive attitude or emotional expression that people may receive from work or through job feature or condition. Employee satisfaction is important in research and discussion in work and organizational psychology since it is believed to be related to performance.

2.7 Leadership styles and job satisfaction

As stated by Madlock (2008:64), employees will be very satisfied when they aware that their leader has both relational and task-oriented behaviours. Job satisfaction links with job performance, efficiency and turnover reduction. Moreover, Andrews (2003: 28) explained that Effective leaders influence positive inspiration which generate high levels of satisfaction. According to Naidu and Van Der Walt (2005:2), a powerful leadership style influences change and shape the motivation for transformation. Pattersen, Warr and West (2004:5) also states that a employees that enjoy and happy with their job is a productive employee.

2.8 Leadership in small family hotel business

Family businesses performing in the tourism and hospitality industry are very important in order to develop the region. Kokkranikal (1993) stated that successful family businesses help in community improvement, job creation, and better quality of life for the locals since they draw attention to the new businesses as well as people to these areas (Szivas, E, Riley, M., 1999; Hall, CM, 1996; Reichel, A, Lowengart, O, Milman, A., 2000; Balaz, V., 1996)

Family business is a business that established to earn money business which family members are involved. Moreover, it may contain many combination, such as parents and children, husband and wife, or from one generation in which all of them taking different roles. Speaking of the small business, building customers and employees relationship is said to be can be a main factor of competitive differentiation. The

business dealings of small owner managers are not about written agreement or contract but their relationship. This represents loyalty, personal service, understanding the situation facing difficult service, and potential personalization of services and products that develop the hard-to-imitate organization or company which becomes the competitive advantages.

A family business is involved with some benefits. Firstly, it is about flexibility and reaction. Hierarchy in the family business is low, management can make decisions quickly and respond to market changes quickly, for example to customer needs or to the competitors (Ittner and Larcker, 1996). They can modify their products right away to meet customer demand. In addition, the family members are also flexible in their work arrangements and mix and match their lifestyles with the business needs. This is important for the hotels that have high season and requires different production or performance at different times of the day. For instance, it is busy in the morning for a family hotel where breakfast is required, check-out procedure, payment process, and clean rooms occur almost at the same time. Afternoon is another hard-working time for the employees when new guests come to the hotels and lunch at the restaurant or bar. If the employees are not flexible to work unsociable hours and it will be difficult and unprofitable regarding the need for the company to achieve operational requirement. Moreover, family members are with the flexibility to pay instead of requesting monthly payments and payment when the company cash flow cannot be covered. Lastly, it is not uncommon for family members to give unpaid work to support families during busy times as long as they have different line or type of work and earn a living.

Propositions for Qualitative Research

P1: Transformational style positively effects on employee performance and job satisfaction

P2: Transactional leadership style positively effects on employee performance and job satisfaction

CHAPTER III

RESEARCH METHODOLOGY

The research aimed to study about the leadership style impact on employees performance and job satisfaction within small family business of hotel industry. In this chapter, author gather information from secondary data and qualitative research method. For qualitative research method using face-to-face interview and in-depth telephone interview with the total of 22 respondents which consist of 2 owners and 20 employees who work in small family business within hotel industry. The result were used to identify the leadership style that suitable in small hotel and resort in Thailand. This chapter discussed the methodology that been used to conduct data in this research which include research design, data collection, data analysis, data validity.

3.1 Research Design

To achieved the main purpose of this study, the association and effect between leadership styles to employees performance and job satisfaction within hotel industry owned and operated by family businesses are adapted into the questions and the data is collected by qualitative method because it will helps author to understand more about leadership style.

In this research use in-depth interview methods to finding the information that identify the association and effect between leadership styles to employees performance and job satisfaction within hotel owned and operated by family businesses.

Opened-ended questions is designed to help author conduct information and encourage the interviewees to elaborate their answer and also express their experiences.

The information that author conducted from face-to-face interview and telephone interview would be used for analyze to receive a useful result.

Moreover, there will be an observation during interview sessions to find out the reaction of the interviewees while they are answering the questions to see their body language, facial expressions and environment of the workplace.

3.2 Data Collection

3.2.1 Interview Method

The primary data in this research collected by semi-structured interviews that the author conducted with selected group of interviewees who currently working within small family business of hotel industry. The researcher asked participants for their permission to record the voice during the face-to-face and telephone interview. Open-ended questions will be used to conduct information because open-ended question will help author to receive an effective answer with more explanation of interviewee's perspectives and feeling toward their leader. There will be an observation during interview sessions to observe the reaction of the interviewees while they are answering the questions to see reaction and body language of the interviewees.

3.2.1.1 Population and Sample Selection

In this research population is mainly focused on owners and employees who works in small family business of hotel industry. Author chosen hotels A, B as detail below;

Hotel A is located in Pattaya city within the area of Chonburi province. The hotel managed by Ms. A who is 33 years old. There are 40 employees with 90 rooms in total and the sample size is 11 respondents. (1 owner, 10 employees)

Hotel B is located in Ranong province which managed by Ms. B who is 27 years old. She has 2 years experience in hotel industry. There are 30 employees with 48 rooms in total and the sample size is 11 respondents. (1 owner, 10 employees)

3.2.1.2 Participants

Participants for this study included the owners and employees who works within small family business of hotel industry.

Table 3.1 Interviewee List (Hotel A)

Codes	Gender	Age	Period of employment	Position
OWNER1	Female	33		owner
Employee1	Female	44	1 year	chef
Employee 2	Female	29	3 years	reception
Employee 3	Female	19	3 month	waitress
Employee 4	Female	48	7 year	chef
Employee 5	Male	35	1 year	security guard
Employee 6	Male	38	8 years	housekeeper
Employee 7	Female	18	4 month	housekeeper
Employee 8	Female	18	3 month	housekeeper
Employee 9	Female	23	5 month	housekeeper
Employee 10	Male	25	3 years	reception

Table 3.2 Interviewees list (Hotel B)

Codes	Gender	Age	Period of employment	Position
OWNER2	Female	27		owner
Employee 11	Female	26	9 months	Reception
Employee 12	Male	26	2 months	Reception
Employee 13	Female	32	1 year	waitress
Employee 14	Male	23	1 year	chef
Employee 15	Female	36	1 year	waitress
Employee 16	Female	35	1 year	Reception
Employee 17	Female	45	9 months	housekeeper
Employee 18	Male	27	9 months	Fitness staff
Employee 19	Female	28	9 months	Reception
Employee 20	Male	32	1 year	Bellboy

3.2.3 Develop open-ended questions

The open-ended interview questions have been developed in this study for the purpose to find out about impact of leadership style on employees performance and job satisfaction within small family business of hotel industry in Thailand.

Table 3.3 Open-ended Interview Questions for Owner

Findings	Interview Questions
Inspirational Motivation	(1) What is your vision and mission of your organization? (2) Did you communicate the goal/vision among with your employees?
Leadership style	(3) What leadership style do you use to manage your employees?
Contingent rewards	(4) Does your organization has employee incentives, reward or recognition system? How does it work? (5) How do you motivate your employees for better performance?
Contingent rewards	(6) Do you think you are provide reasonable benefits and compensation to the employees?
Management by Exception	(7) Do you closely monitoring your employees while they are working? (8) Do you provide comments or feedback to your employees? Please explain
Management by exception	(9) How to manage your employees when they make mistakes? (10) Are there any punishment when your employees make mistakes? Please explain
Intellectual Stimulation	(11) Do you help your employees to solve the problems when it occurs? (12) Do you encourage your employees to express their opinions and ideas? (13) Do you encourage your employees to solve problems in new ways?

Table 3.3 Open-ended Interview Questions for Owner (cont.)

Findings	Interview Questions
Intellectual stimulation	(14) Can employees making their own decision without asking you? (15) Do you feel comfortable delegating important tasks to the employees?
Individualized consideration	(16) Does your organization provide training to develop employees skills?
Satisfaction	(17) What makes your employees satisfied working in your organization?

Table 3.4 Open-ended Interview Questions for Employees

	Interview Questions
Inspirational Motivation	(1) Does your boss clearly communicates the vision and mission of organization to you? (2) Does your boss clearly communicates your responsibility to you?
Leadership style	(3) Can you please explain the leadership style of your boss?
Leadership style	(4) Does the leadership style affect to your performance? How?
Satisfaction	(5) How do you feel about your benefits and compensation? Is it reasonable?
Contingent reward	(6) Do you receive any reward or recognition when you done a good performance?
Contingent reward	(7) Do you get penalty when making mistakes?
Individualized Consideration	(8) Can you directly talk to your boss when you faced problems? (9) Does your boss listen to your problems or ideas?
Individualized Consideration	(10) Does your boss help you or provide comment, feedback or suggestion when facing problems in work? How?
Intellectual Stimulate	(11) What types of decisions do you make without consulting your boss? How do you feel about it?

Table 3.4 Open-ended Interview Questions for Employees (cont.)

	Interview Questions
Individualized Consideration	(12) Do you feel that your boss support you when you face a challenge?
	(13) What motivates you to do your job well?
Inspirational Motivation	(14) Do you have a clear image of the future while working here?
Satisfaction	(15) Are you satisfied with your job overall?

3.3 Data Validity

To make sure our data from the interviews are valid and reliable, the author used probing technique while interview the interviewees. Probing technique is another strategy that help to gathering clarify information and help the author to have more understanding and confirm the answer from participants, drawing the answer out from participants who are avoiding to express their thoughts and feelings. For example, the explanatory probe is to complete the incomplete statements of the respondents by asking more questions like “Can you explain more?” or “Can you give an example?”, this kind of question will draw out deeper details of the answer and give opportunities for interviewees to elaborate their thoughts and feelings. Reflecting the answer or repeat what the interviewees just said is another technique to help them confirm their answer.

3.4 Data Analysis

After received primary data from the interview sessions, the author analyze the data by coding the transcription searching for relevant information that can be used to interpret and analyze later. The first step was transcript the qualitative data from the voice recordings, and this is an important step before data analysis. Transcribing data used manual techniques based on note taking and summary while listening to the recordings. After transcription process, the author read through the data carefully to gain greater familiarity with the data and categorizes data into codes, highlight similarities pattern

and generate data into categories. All the data has been going through again before doing the analysis for this study.

In the following chapter will present the result from interviews. Data finding has been analyzed and present.



CHAPTER IV

DATA ANALYSIS

According to qualitative research, this chapter will be presented the summary of data finding that getting from interviewees has been analyzed and presented in this chapter. The data was collected from face-to-face and telephone interviews of 22 respondents who currently working in hotel industry that owned and operated by family business.

4.1 Demographic Data

The demographics of the respondents can be summarized in Table 4.1. All respondents are 22 persons consisting of 7 (31.82%) males and 15 (68.18%) females and most of the respondents belong to age range 31-45 years old (36.36%). For education level, the majority of respondents are high school or equivalent (77.27%).

Table 4.1 Summary of demographic data of the respondents

Demographic background	Qty.(n)	Frequency percent (%)
Gender		
Male	7	31.82%
Female	15	68.18%
Total	22	100.00%
Age range group		
18-24 years	5	22.73%
25-30 years	7	31.82%
31-45 years	8	36.36%
45-60 years	2	9.09%
Total	22	100.00%
Education level		
High school or equivalent	17	77.27%
Undergraduate Level	4	18.18%
Postgraduate Level	1	4.55%
Total	22	100.00%

4.2 Research Finding of In-depth Interview

In this part, there is the interviewing result of 2 hotels owner and 20 employees. It shows the findings that were conducted from interviewees, which will be used for analysis later.

4.2.1 The finding of interviews from Hotel A

4.2.1.1 Transactional leadership style

There is no doubt that money and benefits motivate the employees. All participants cannot deny that rewarded by money and benefits are considered as a motivational factor.

“Apart from my salary, the company provides me welfare and free food also I got tips from the customers when I make the customers satisfy with my service.” (Employee 3, waitress, female)

Moreover, the owner of Hotel A supported his employee by explain that “Our organization did not provide bonus or special incentive to employees, but we did raise the wages twice a year in certain amount that will make employees satisfied.”(Owner 1, owner, female)

The owner also gives special rewards to employees who come to work on time and do not take any leave by providing special reward each month. “ I started this special rewards for two months, the result turn out very good. The reward motivates employees come to work on time and i hope it will help reduce employee's absence” (Owner 1, owner, female)

It demonstrates that the owner uses contingent reward system to motivate their employees to deliver a better performance and the outcome showed that there is positive effect to employees performance.

From the interview, it is found that the owner also displays Active and Passive management-by-exception leadership in motivating through a system of rewards and punishment. Evidence showing both positive and negative effects of active and passive management-by-exception.

One of respondent expressed that “The boss usually monitors our works. She tells employees what to do to make sure everything is on track. And yes, it

effects on my work performance. It helps reduce mistake and makes me feel comfortable when the boss rechecks and make sure I am right on track.” (Employee 2, reception, female)

From the statement above showing that since the boss monitor the employees closely to make sure that everything flows smoothly, it had a positive effect on employees work performance and the employees are satisfied with this behavior of the leaders

Conversely, using active and passive management-by-exception also cause negative behaviors. For example, Because of the owner always closely monitor the employees and help them make decisions. Employees are avoiding of making decision by themselves

“I ask the owner almost everything. I only making decision on what I responsible for because I am afraid of making wrong decisions...” (Employee 2, reception, female)

From this statement showing that employees cannot make decision by their own. They have to wait for the owner to make decision for them and it is wasted of time. Evidence support that there is centralized decision making structure.

Moreover, three participants (Employee 2, Employee 6, Employee 10) expressed that they do not want to be promoted, “ I have been working here for so long I would say my job is routine so the activity is the same everyday not challenge at all. This is a woman job so I might not perform as well as woman does. Being a manager is quite tough. I’m happy with what I am doing now. I don’t want to be promoted to an upper level as I do not want to have additional responsibilities on managing other stuffs which is quite stressful. ” (Employee 6, housekeeper, male)

It showed that the employees avoid to take more responsibilities that would come with new position. The author's opinion is that they are focused on short-term goals, work day-by-day and lack of self-improvement.

The author has asked about rewards and punishment which are two factors to influence employees behavior. Majority of the respondents stated that they received recognition from their boss when they delivered well performance when meet with their boss expectations. One respondent mentioned, “I receive compliments from my boss when there are a lot of customers. The boss will send thank you message to

everyone for working hard. This makes me feel appreciated. I think we work as a team, there is no success without good teamwork” (Employee 1, chef, female)

Furthermore, most of the respondents said that they never been punished by their boss when they did mistakes, “I have never been punished, when I did a mistake my boss was only provide some negative feedback and then focus on helping me find a better solution to solve the problem.” (Employee 2, reception, female)

“It is just only warning not exactly a punishment like charging for broken glass, dropped plates. But we as staffs feel this is good because they will be more careful.” (Employee 3, waitress, female)

It appears from the responses of the interviewees that owner and employees of hotel A displayed two core components of transactional leadership, the use of contingent reward and management-by-exception behavior affect on employees work performance and job satisfaction into positive way.

4.2.1.2 Transformational leadership style

An evident from the interviews indicated that the owner uses Idealized Influence to inspire the workers to work more effectively. The owner sees the importance of leading by example and influence others to feel admire and respect. The result is positively effect on employees performance prove by the response as following.

Many employees are older than the owner. So, it is not easy for the owner to control and manage her employees. However, she could have done in the way of leading by example. By doing this, it clearly shows that she earns trust and respect from employees.

“I do not want my subordinates to respect me because of my position as their superior, but respect me and look at me as someone who could guide them” (Owner 1, owner, female) She also explained her way of coaching her employees, “ I set myself as a role model for the employees to show that the task that I assigned can be done in effectively. For example, when employees have to handle workloads, I will help my employees to finish the works. I want them to learn from me how I work by showing it to them in the way that anything can be done as long as you put more effort.” (Owner 1, owner, female)

To illustrate, below are the statements of responses as spoken by the interviewees.

“...I admired my boss of what she did when she working or solving problems. She acts as a leader be able to influence others to follow her direction by showing the success of her work. I have been working here for many years and see how she handle with many problems. She always made a good decision for all of us” (Employee 4, chef, female)

“When work overload, my boss will come and help us clean the room. I feel that i have to work harder because it is not her responsibility but she still helping us to finish the work. I feel that my boss is the best...” (Employee 8, housekeeper, female)

“Boss takes herself as a role model she show us by demonstrate how to clean and manage room in a limited of time especially during holiday season we must proceed it faster. I would say new employee like us still need to have a coach to guide. I think this kind of leadership style is work well.” (Employee 7, housekeeper, female)

Most of the respondents pointed out that the owner treats employees equally like members of the family. They can rely on their boss both working issue and interpersonal issues, she showing her concerns and willing to help as much as she can. The emphasis of the interviewees of Individualized Consideration attributes showing from the following statements.

“My boss always listens to my personal issue. As for financial issue I would have to have one-on-one discussion with the owner.” (Employee 5, Security Guard, male)

“When I have financial issue I have to take care of my sister tuition fee so I advance borrow money and this amount will be deducted from my salary.” (Employee 7, Housekeeper, female)

“We work as a family, my boss treats everyone as members of family. She considers my problems as her own problems, she will help employees to solve those problems even it is not about the work. Even if she cannot help, she will ask and show her concerns” (Employee 2, Reception, female)

“...They can come and talk to me directly if there are any problems both work or personal issue. I can feel if my staffs have something to worry about it will show on their face. The other day I just helping one of our employees pay for their kids tuition fee.”(Owner 1, owner.female)

4.2.2 The findings of interview from Hotel B

4.2.2.1 Transactional leadership style

The owner of hotel B explains the uses of Active and Passive management-by-exception leadership style to manage their staffs. The owner provides specific standard and set expectation through goal and objectives to the follower to be achieved. She explained that “Before start working here, our hotel provide workshop for our employees. The purpose of the workshop is to communicate vision and mission of our organization, explain rule and regulation, responsibilities that the employees has been assigned and expectation that I expect from them”(Owner 2, owner, female)

It is obviously that the owner provides clarify goal and expectation to the employees before start their job in the organization. Therefore, the employees will know what they need to deliver in term of performance to meet the standard of the organization.

Reward and punishment system also used by the owner of hotel B “ When employees made a mistake for the first time, there will be no punishment but only feedback and comment of what they did wrong and how to solve the problem in the right way. But for mistakes at the second times, I will give punishment follow the rule and regulation of our hotel. Last if an employee has made a major mistake or keep repeat the same mistakes, there will be warning letter to inform their performance is unacceptable”(Owner 2, owner, female)

From employees side, all participants said that they never been punished by their leader

“I never been punished by my boss. If there is a mistakes in work process there will be only feedback or negative comment of the poor performance but I think it was good for us to know what we did wrong because it will help us to improve ourselves and perform better in the future ”

In addition, the owner again provided strong evidence in support of using Contingent reward behavior “I will not closely monitor my employees, I only tell them what to do and what is my expectation. For example, I will set the standard of room rate and commission rate. so that employees will know the price that they can sell to customers without asking me. Moreover, this incentive will motivate employees to set their own goal of selling room. They want the room are fully booked” (Owner 2, owner, female)

Furthermore, The owner also stated that “Our organization offer employees a reasonable compensation depends on position and experiences. Beside salary, we offering welfare and free food for our employees to help them reduce cost of living when they come to work. For special incentives, reception will get a commission from selling rooms and scuba diving tour. Other position such as mate and bellboy will get tips from customers directly” the owner explains more that “We did not guarantee service charge and no bonus offered. But when the employees have to work extra hours, the employees get paid for working overtime” (Owner 2, owner, female)

4.2.2.2 Transformatoinal leadership style

Owner of hotel B explain the behavior of Individualized Consideration leadership style by saying that “ I assign task to employees differently, depends on their knowledge and experiences. Some of my employees has been working in hotel field before, so I am comfortable to delegate the challenging tasks to some of my employees to take responsible” (Owner 2, owner, female)

Base on the responses, it is illustrated that the employees are treated differently based on their talents and knowledge. The leader will assign different tasks that match with employees abilities.

“..I like when my boss delegates task for me it challenging me to learn a new things but before the boss assigns the tasks, she will provide an explanation until i clearly understand what i have to do and what is she expect from what she assigns me to do.”

Moreover, the owner also saying that “I let my employees making decision when they facing problems. I only guide them how to solve the problem and after I guided them once they can do it by their own when the problem occurs without

asking me. I always tell them that before making decision, they need to concern about consequences following by the decision that they made” (Owner 2, owner, female)

One of participants explained “In the past, I need to ask my boss before making every decision. Sometimes when my boss was away I even have to make many phone call just to ask her to make a decision for me. After my boss teaching how to handle with problems, I can be able to solve the problems more confidently by myself without asking her.” (Employee 11, reception, female)

4.3 Analysis Summary

Leadership styles have an effects in the small businesses in term of employees performance and job satisfaction indicated from the above analysis and the responses of the interviews, it is clearly show that the owners use various leadership style to influence employees both transactional and transformational leadership style. Furthermore, the studied illustrated that transactional leadership is found to be presented more frequently than transformational leadership style by the leaders. The result show that Hotel A and Hotel B have similarity in term of leadership style that impact on employees performance and job satisfaction.

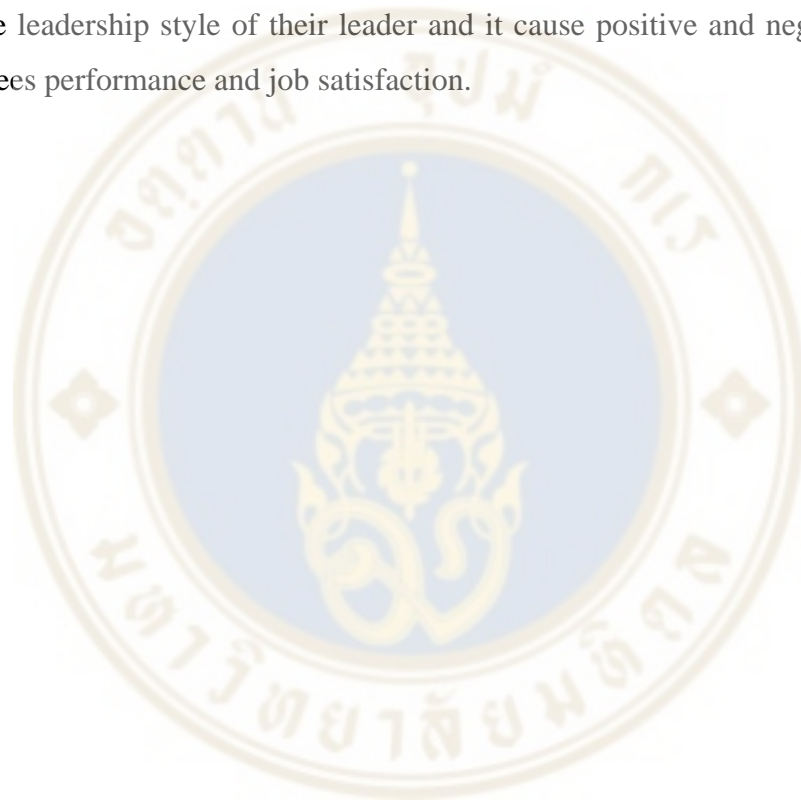
For transactional leadership style, leaders from two different hotel displayed both active and passive management by exception and contingent reward which are the core components of transactional leadership. The individual components of transactional leadership show that ‘contingent reward’ was behavior that leader demonstrated very often. The leader uses a system of reward to motivate the followers work performance. In the use of ‘management by exception’ both passive and active, Monitoring the employees closely present by the leaders is strong positive effect to employees to deliver good performance. In the other hand, if the employees performance could not meet the standards of owners expectation it would be only negative feedback or comments instead of punishment the employees.

Regarding transformational leadership, it was found that leaders illustrated the core component of transformational leadership. Individualized consideration and Idealized influence to be shown more often than Inspirational motivation and Intellectual stimulation. ‘Individualized consideration’ was demonstrated by their leader very

often. The owner spend time teaching and coaching their employees, considering an individual needs and ability.

For 'Idealized influence', Leading by example and acting as a role model is important behavior to build respect from employees. The leader is always demonstrating idealized influence attributes. The outcome of Individualized consideration and idealized influence behavior show that employees are strongly satisfied with their leadership style and it cause positively impact on their performance and job satisfaction.

According from the finding it can indicated that employees are satisfied with the leadership style of their leader and it cause positive and negative impact on employees performance and job satisfaction.



CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

This chapter aims to deal with various sections. This first part is the recommendations for the practitioners in the business. Moreover, conclusions will be discussed based on the findings and results of this study. Lastly, limitations of the study and suggestions for future research is also presented in this chapter.

5.1 Recommendations

The following recommendations are based on the findings and literature review of this study:

5.1.1 Create a clear vision for the organization

The owners must set a clear vision, goals, expectations to teams and also demonstrate their intention to the employees. Owners needs to explain to employees how important of their vision and goals because it will help not only to improve the business but also get the employees to go into the same direction. Clear vision is what determines the direction and purpose of an organization, also inspire commitment in company that make the staffs feels a part of a team. Without a clear vision, the employees can become confused which can lead to the negative effect on employees performance and productivity of the business.

5.1.2 Act as a role model

From the studied, it shows that leading by example is strong positively effect to employees performance. Employees are already admire and trust their leaders. From this strength, the owners should act as a role model to motivate the members to deliver better performance by setting high expectation for themselves and others to encourage employees to aware of self-improvement and believe in their ability that they could achieve the goals. Furthermore, make sure ethic and morale are shown in leaders behavior.

5.1.3 Improve communication skills

The owners should be able to clearly communicate vision, goals, expectations, rule and regulation to guide members how to behave in organization. Schedule a staff meeting in each month for discussing issues that they are facing and helping each other to solve those problems together. It is an opportunity to improve communication and listening skills of the owner to understand more about their employees.

5.1.4 Work involvement

The owners should focus more on employees involvement to increase participation of members, involve them in decision making and give them autonomy to make decision by himself to make they feel empowered, assign challenging work to inspire them to develop their ability and deliver a better perform, give an opportunity to them to solve problems in a new way and make them share their ideas among team and colleagues. Work involvement will make them feel valued that they are part of company and also an important person to achieve the success of company.

5.1.5 Provide training

The owner should not focus more on financial reward and oriented on other reward such as free training to help develop employees abilities of service skills. The organization need a skillful human resources, so the organization should provide useful training skills that suit with staffs interest and skills that would help to improve quality of service and increase customer's satisfaction such as language training (English, Chinese etc.)

5.2 Conclusions

The study aims to identify the effect between leadership styles to employees performance and job satisfaction within hotel industry owned and operated by family businesses. The qualitative method was used to conduct information in this paper. The data conducted through observation, face-to-face and telephone interview with total 22 respondents. The respondents are owners and employees who works in small family business of hotel industry. According to related literature reviews and interviews with

the targeted audiences, the author has concluded that owner of small family business within hotel industry use various leadership style to influence employees both transactional and transformational leadership style. Transactional leadership style is found more frequently than transformational leadership style. From employees side, The employees clearly illustrated that they are satisfied with both transactional and transformational leadership style of their leaders and it cause strong positive impact on employees performance and job satisfaction. Lastly, The following recommendations are suitable for those two case studied, To fill up the gap and complete the full range of leadership and will lead small businesses to business sustainability.

5.3 Limitations and Future Research

During the research study, there are some obstacles that the author has found. The limitation of the research are time-constraints and sampling. Since this research was conducted with a limited period of time, and not able to collect as much information in a period of three months. The author was conducted only a small size of population who works in hotel industry, the sample size of 22 respondents is limited which can affect the reliability of a results.

Above limitation provide the author suggestions for future research, the study should involve more participants from different size of hotel in Thailand. The future research should deserve more attention on the impact of leadership style on the staffs performance and job satisfaction in budget/economy to 5 stars hotels in Thailand to see whether the result would be different from small hotel that owned and managed by family.

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Appendix A: Interviewee

Owner 1

(1) What is your vision and mission of your organization?

Our hotel does not have exactly clear vision or mission. But we focus on providing high quality of service and excellent accommodation

(2) Did you communicate the vision and mission among with your employees?

Since we do not clear vision and mission at the first place, so I only communicate employees responsibilities, and my expectation from them. Once in awhile, we will have meeting just to discuss about work and share our problems and experiences together. I expected to have meeting every month but there is limitation of time schedule of many people who work in different period of time. So I will talk to each staffs directly if there is any issues.

(3) What leadership style do you use to manage your employees?

I work with my employees as they are my family. I never display myself as an owner but I am just a manager who can help them with anythings both work and personal issue. Mostly, I will teaching and coaching them how to do the work or task that i assigned.

(4) Does your organization has employee incentives, reward or recognition system?

How does it work?

Our organization did not provide bonus or special incentive to employees, but we did raise the wages twice a year in certain amount that will make employees satisfied. I started this special rewards for two months, the result turn out very good. The reward motivates employees come to work on time and i hope it will help reduce employee's absence.

(5) How do you motivate your employees for better performance?

I set myself as a role model for the employees to show that the task that I assigned can be done in effectively. For example, when employees have to handle workloads, I will help my employees to finish the works. I want them to learn from me how I work by showing it to them in the way that anything can be done as long as you put more effort. I do not want my subordinates to respect me because of my position as their superior, but respect me and look at me as someone who could guide them.

(6) Do you think you are provide reasonable benefits and compensation to the employees?

Our organization did not provide bonus or special incentive to employees, but we did raise the wages twice a year in certain amount that will make employees satisfied.

(7) Do you closely monitoring your employees while they are working?

Sometimes, most of the time I will stick around just to helping them finish the task or helping answer the question of my staffs if there is any questions. After they finish, I will recheck again just to make sure everything is right on track and no mistakes.

(8) Do you provide comments or feedback to your employees? Please explain

Yes, I always provide comments and feedback both positive and negative to our staffs depends on situation.

(9) How to manage your employees when they make mistakes?

I never blame them if there is a mistake. I will ask them what happening and help them find the best solution. In the same time, I will tell them to learn how to solve the problems if there is a problem like this again, they can solve the problem by themselves without asking me.

(10) Are there any punishment when your employees make mistakes? Please explain

Actually we have rule of punishment if staffs display unwanted behavior to customers or cause conflict among organization. But as I treated my staffs as a family, when they did something wrong I will just talk to them and sometimes provide negative feedback just for them to improve themselves but never really punished anyone.

(11) Do you help your employees to solve the problems when it occurs?

Yes, I am helping them to solve problem. They can come and talk to me directly if there is any problems both work or personal issue. I can feel if my staffs have something to worry about it will show on their face. The other day I just helping one of our employees pay for their kids tuition fee.

(12) Do you encourage your employees to express their opinions and ideas?

I not sure if it can called as encourage but they can express their opinions and ideas freely.

(13) Do you encourage your employees to solve problems in new ways?

Normally, problem that occur is the common problems that we face almost everyday. So we solve the problem the way we used to but only sometimes I will ask my staffs if I can not find the way to solve it so they could help me out with many solutions.

(14) Can employees making their own decision without asking you?

Yes, they can make their own decision. But not very often that they did by their own unless it's the common problem that always happened.

(15) Do you feel comfortable delegating important tasks to the employees?

Usually I always help my staffs to make decision in almost everything, not so many times that I let them making decision without asking unless that the problems is very small that they can handle by themselves. Mostly if I am not the the office they can call or text me to contact me. I only let them responsible for their own tasks only sometimes that i

will delegate new tasks to staffs. Even I assigned new task to them, I will teaching them how to finish the tasks.

(16) Does your organization provide training to develop employees skills?

We did not provide any specific training to the staffs because we are a small hotel. Training is budget required, but I do training some of my staffs in foreign language to communicate with our customers. They are enjoy to learn new things to improve themselves.

(17) What makes your employees satisfied working in your organization?

I set myself as a role model for the employees to show that the task that I assigned can be done in effectively. For example, when employees have to handle workloads, I will help my employees to finish the works. I want them to learn from me how I work by showing it to them in the way that anything can be done as long as you put more effort.

Owner 2

(1) What is your goal/vision of your organization?

We do not really have specific vision of the company, but we do have specific standard and expectation in interm of work performance that we expect from the employees

(2) Did you communicate the goal/vision among with your employees?

Yes, we are communicate our goal to employees. Before start working, our organization provides workshop to our employees. The purpose is to communicate goal of our organization , explain rule and regulation ,responsibility that the employees has been assigned and expectation that I expect from them

(3) What leadership style do you use to manage your employees?

I don't have any specific leadership style to manage my employees. I treat everybody as they are member of my family and treat them equally. But sometimes i need to manage people based on rule and regulation of the hotel to create a system that more professional than the currently that using family style to manage our employees.

(4) Does your organization has employee incentives, reward or recognition system?

How does it work?

Yes, depends on position that they are responsible for. Our organization offer employees a reasonable compensation depends on position and experiences. Beside salary, we offering welfare and free food for our employees to help them reduce cost of living when they come to work. For special incentives, reception will get a commission from selling rooms and scuba diving tour. Other position such as mate and bellboy will get tips from customers directly. We did not guarantee service charge and no bonus offered. But when the employees have to work extra hours, the employees get paid for working overtime.

(5) How do you motivate your employees for better performance?

For me I think talk to employees directly what you is your expectation and what mistake or missing details that they missed, talk the the employees right at the moment when you see an issue. When they aware of the mistakes then helping them solve those problem giving advice to improve their mistake and follow up the result

(6) Do you think you are provide reasonable benefits and compensation to the employees?

Our organization offer employees a reasonable compensation depends on position and experiences. Beside salary, we offering welfare and free food for our employees to help them reduce cost of living when they come to work. For special incentives, reception will get a commission from selling rooms and scuba diving tour. Other position such as mate and bellboy will get tips from customers directly” the owner explain more that “ We did not guarantee service charge and no bonus offered. But when the employees have to work extra hours, the employees get paid for working overtime

(7) Do you closely monitoring your employees while they are working?

I will not closely monitor my employees, I only tell them what to do and what is my expectation. For example, I will set the standard of room rate and commission rate. so that employees will know the price that they can sell to customers without asking me. Moreover,

this incentives will motivate employees to set their own goal of selling room. They want the room are fully booked

(8) Do you provide comments or feedback to your employees? Please explain

Absolutely yes, as i mentioned before that I prefer directly comment to my employees. For employees who deliver a good performance, I am willing to give them complement in personal and in public when we have meeting with all staffs. Poor performance, If I see the mistake I will talk to the employees as soon as possible to explain what they did wrong and also guide them what is the right thing to do or sometimes I asked them for an ideas to solve the problems because they are the one who doing the duty everyday maybe they have better of solution to solve those mistake.

(9) How to manage your employees when they make mistakes?

Same as i mentioned before, i directly talk to my employees if there is something wrong in work.

(10) Are there any punishment when your employees make mistakes? Please explain

When employees made a mistake for the first time, there will be no punishment but only feedback and comment of what they did wrong and how to solve the problem in the right way. But for mistakes at the second times, I will give punishment follow the rule and regulation of our hotel. Last if an employee has made a major mistake or keep repeat the same mistakes, there will be warning letter to inform their performance is unacceptable

(11) Do you help your employees to solve the problems when it occurs?

Yes, I am helping my employees if there is any problem. But normally I only guide them and see what they will do next. I acting like this because I want them to learn how to solve problems and they will be able to solve it in more effective way in the future

(12) Do you encourage your employees to express their opinions and ideas?

I listen to others idea and sometimes I even have to ask opinions from my staffs because they have more experiences than me. If the problem is beyond what I can handle, I will ask advice from many different people like my family, my employees.

(13) Do you encourage your employees to solve problems in new ways?

Yes, If I cannot find the way to solve the problem I will ask opinion from my employees to help me find new of solving the problems.

(14) Can employees making their own decision without asking you?

Yes, like I said before I only guide them for the first time. When they need to make a decision, they need to learn from the previous case or make decision that base on logic thinking. They need to concern about consequences that would happen along with their decision first before decided to do things.

(15) Do you feel comfortable delegating important tasks to the employees?

I assign task to employees differently, depends on their knowledge and experiences. Some of my employees has been working in hotel field before, so I am comfortable to delegate the challenging tasks to some of my employees to take responsible

(16) Does your organization provide training to develop employees skills?

Not really, because we are small hotel business provide free training class would cost a lot. More important that I'm not sure that how long they will working with us. But for some position like chef, we provide course for them to training more skills such as Korean food.

(17) What makes your employees satisfied working in your organization?

I think the positive environment of our company because we working as a family. I admitted that I want to take our company to be more professional in term of standard quality of service. For manage our employees, I think working as a family is more suitable for us.

Participant 1:

Work Duration: 1 Year

- (1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?**

Actually there is no gap between me and my boss. She let me work things on my own and never bother me at all. I am kind of happy with the way she treats me.

- (2) Does the leadership style affect to your performance? How?**

The boss usually monitor our works. She tells employees what to do to make sure everything is on track. And yes, it affects on my work performance. It helps reduce mistake and makes me feel comfortable when the boss recheck and make sure I am right on track.

- (3) How do you feel about your benefits and compensation? Is it reasonable?**

Beside from social welfare I received tips from customer and also have a day off on Sunday.

- (4) Do you receive any reward or recognition when you done a good performance?**

I receive compliments from my boss when there are a lot of customers. The boss will send thank you message to everyone for working hard. This makes me feel appreciated . I think we work as a team, there is no success without good teamwork

- (5) What else do you expect beside the salary?**

I want my boss to create such a friendly work environment where employees feel connected.

- (6) Do you get penalty when making mistakes?**

I was given a warning not a punishment when drop a glass or plates so there is no salary deduction. My boss is such a kind so it make me feel really guilty and try to be more considerate and improve myself to perform better.

(7) Can you directly talk to your boss when you faced problems?

My boss is very open person she always listen to my problem so I feel comfortable to talk with her directly. Whenever work is overload, she came to help me prepare foods and ingredients in the kitchen.

(8) Does your boss help you or provide comment,feedback or suggestion when facing problems in work? How?

My boss always provide feedback right after the problem occur and even help me solve the problems. During peak times my boss will help me to do the job even they are boss.

(9) What types of decisions do you make without consulting your boss?

I follow the instruction according to the process. When raw material is out of stock I decided by myself to use another ingredient to cook instead or introduce new menu for customers.

(10) Do you feel that your boss support you when you face a challenge?

Boss encourage me to enhance cooking skills by letting me develop and implement a seasonal menu by using local ingredients that could easily find within the area.

(11) What motivates you to perform job well?

Since cooking is my passion. Beside from knowledge that I could gain from this job, another thing would be colleague and boss.

(12) Do you have a clear image of the future while working here?

I think it is not clear enough though. I am thinking of having my own business someday.

(13) Are you satisfied with your job overall?

I am pretty satisfied, I could enhance my knowledge by practicing from the real situation.

Participant 2:
Work Duration: 3 Years

(1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?

My boss usually monitor our works. She tells employees what to do to ensure things are on track. I feel satisfied with the way she manage the staffs.

We work as a family, my boss treats everyone as members of family. She considers my problems as her own problems, she will help employees to solve those problems even it is not about the work. Even if she can not help, she will ask and show her concerns.

(2) Does the leadership style affect to your performance? How?

Yes, it affects work performance. It helps reduce mistake and makes me feel comfortable when the boss check in to make sure I am on track.

(3) How do you feel about your benefits and compensation? Is it reasonable?

The company provides me welfare and offers free meals as well as snacks to all of its employees. I also got tips from the customers which considered to be deserved as a reward for delivering a good service.

(4) Do you receive any reward or recognition when you done a good performance?

When there are a lot of work boss will buy us snacks to encourage and cheer us up.

(5) What else do you expect beside the salary?

I prefer good relationship among colleagues and positive work environment.

(6) Do you get penalty when making mistakes?

I have never been punished, when I did a mistake my boss was only provide some negative feedback and then focus on helping me find a better solution to solve the problem

(7) Can you directly communicate with your boss when you faced problems?

Whenever I have problems I usually communicate directly and consult for their advices.

(8) Does your boss help you or provide comment,feedback or suggestion when facing problems in work? How?

My boss always help staffs when we are busy or even if when we are not.

(9) What types of decisions do you make without consulting your boss?

I ask the owner almost everything. I only making decision on what I responsible for because I am afraid of making wrong decisions. For small issues can be figured out by myself such as wrong booking or customer complaints.

(10) Do you feel that your boss support you when you face a challenge?

She always encourage us to give it a try something new and challenge.

(11) What motivates you to do your job well?

Colleague and boss are the factors that motivate me to perform a better work.

(12) Do you have a clear image of the future while working here?

I heard many problems from different department and I don't feel like i want to change my position. I get used to what I do every day.

(13) Are you satisfied with your job overall?

I am happy to work here compare to my previous job. I have a good colleague and ideal boss who I can learn many things from.

Participant 3:**Name: Khun Pang, Position: Waitress, Work Duration: 3 Months**

- (1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?**

My boss is very kind and friendly. She put her effort to teach and coach all of us from the beginning.

- (2) Does the leadership style affect to your performance? How?**

Yes, it affects work performance. It creates comfortable environment in workplace.

- (3) How do you feel about your benefits and compensation? Is it reasonable?**

Apart from my salary, the company provides me social welfare and also offering 3 meals for free. I also got extra tips from the customers when I make the customers satisfy with my service which I am kind of happy with that.

- (4) Do you receive any reward or recognition when you done a good performance?**

I received compliment from my boss and also got some snack.

- (5) What else do you expect beside the salary?**

Social relationship among workers in the workplace.

- (6) Do you get penalty when making mistakes?**

It is just only warning not exactly a punishment like charging for broken glass, dropped plates. But we as staffs feel this is good because they will be more careful.

- (7) Can you directly communicate with your boss when you faced problems?**

I tell everything to the owner about the problem and talk directly to her. I can talk to her about everything as well as discuss about my personal life with her. She always care about staff's' personal life asking when we have problem. I am surprised that she can remember everything. It shows me that she really cares us.

(8) Does your boss help you or provide comment, feedback or suggestion when facing problems in work? How?

My boss provides solution when I confronting the problem. She taught me from the beginning how to manage table and to bring food to guest table or even basic English communication to communicate with foreign customers.

(9) What types of decisions do you make without consulting your boss? How do you feel about it?

Since my job need to get permission from the boss so I normally ask the owner almost everything just simple case that I make decision myself. By learning from mistake and past experience I try to not let that things happen and improve myself to perform better.

(10) Do you feel that your boss support you when you face a challenge?

I assist the owner find best solution it used to happen when Chinese tourist came and the table was not enough I had to arrange table and brought some of guests to another available zone.

(11) What motivates you to do your job well?

The big motivator for me is money and incentive bonus.

(12) Do you have a clear image of the future while working here?

I heard many problems from different department and I don't feel like I want to change my position because I feel get used to what I do every day.

(13) Are you satisfied with your job overall?

Yes, I do satisfied with my current job.

Participant 4:**Work Duration: 7 Years****(1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?**

I have been working here for quite long. My boss does not supervise or monitor my work anymore, she allow me to work on my own. I admired my boss of what she did when she working or solving problems. She acts as a leader be able to influence others to follow her direction by showing the success of her work. I have been working here for many years and see how she handle with many problems. She always made a good decision for all of us

(2) Does the leadership style affect to your performance? How?

I'm self-monitoring and try to enhance my cooking capabilities by learning from YouTube to inspire to create a new menu. Since the job process do not have to go through the manager. I can talk directly to the owner which make it easier to me I can discuss new ideas with ones who have power to decide and promptly take action.

(3) How do you feel about your benefits and compensation? Is it reasonable?

The company basically provides social welfare and food and also I got money from the tip box as an extra.

(4) Do you receive any reward or recognition when you done a good performance?

We receive compliment when we perform well. And, owner has never shown favoritism to anyone.

(5) What else do you expect beside the salary?

I want to have good relationship among workers so I would be happy everyday I come to work.

(6) Do you get penalty when making mistakes?

Most problems are about conflict within the team. Since I am working here for long so I quite understand the situation and how the owner manage the conflict reasonably to all employees.

(7) Can you directly communicate with your boss when you faced problems?

I would listen to problem about conflict among colleagues and inform to my boss.

(8) Does your boss help you or provide comment,feedback or suggestion when facing problems in work? How?

I was given the authority to manage the conflict among teams. However, if things are beyond the control the boss will show up and solve that.

(9) What types of decisions do you make without consulting your boss? How do you feel about it?

Sometimes, because I am working here for so many years and older than others staff in team, I have to manage and help them compromise when there is a conflict.

(10) Do you feel that your boss support you when you face a challenge?

She always support me to create new menu and put more focus on basic Chinese dishes because most of our guests are Chinese customers.

(11) What motivates you to do your job well?

I admitted that money is part of motivation of working because we work for money for living. Another thing is the owner, they treat us like their family member so as long as I stay I would perform my best

(12) Do you have a clear image of the future while working here?

In the future nothing would change I would work in the same position.

(13) Are you satisfied with your job overall?

Yes, I do satisfied with my current job.

Participant 5:**Work Duration: 1 Year**

- (1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?**

As to maintain safety I have to keep an eyes monitor closely. I was given the authority to take prompt action when got threaten from the outsiders

- (2) Does the leadership style affect to your performance? How?**

Of course, it affects performance in a good way because when I have problem, the owner is able to help me and provide feedback. So, I am able to get through the problems and improve.

- (3) How do you feel about your benefits and compensation? Is it reasonable?**

The company provides me welfare and free meal also I got extra tips from the customers.

- (4) Do you receive any reward or recognition when you done a good performance?**

I normally receive compliment when I perform well.

- (5) What else do you expect beside the salary?**

Good boss and relationship among colleagues.

- (6) Do you get penalty when making mistakes?**

Since I have been working here I never get punished yet.

- (7) Can you directly communicate with your boss when you faced problems?**

Manager always listen to my personal issue. As for financial issue I would have to have one-on-one discussion with the owner.

(8) Does your boss help you or provide comment, feedback or suggestion when facing problems in work? How?

The owner is able to provide feedback and solution for me to follow accordingly.

(9) What types of decisions do you make without consulting your boss? How do you feel about it?

When something goes wrong in our area I try to not bother my boss but to handle by myself but if the problem is beyond my control then I will quickly report to the owner and ask for the solution to proceed accordingly.

(10) Do you feel that your boss support you when you face a challenge?

I personally think that my work is quite challenging I have to maintain security handle with unusual occurrences. My boss always provide the support with his guidance.

(11) What motivates you to do your job well?

Colleague is considered to be very important thing and the environment where I feel comfortable to work with. As long as I enjoy working, time flies so fast.

(12) Do you have a clear image of the future while working here?

I want to be the best security guard and perform by best to maintain security and protect the assets.

(13) Are you satisfied with your job overall?

I feel very satisfied with this job is very challenging.

Participant 6:**Work Duration: 8 Years**

- (1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?**

My boss is not a kind of a person who love to monitor but rather give authority to work in my own way.

- (2) Does the leadership style affect to your performance? How?**

I have been working here for quite long and my work is very routine (e.g. clean up the room, make bed, prepare bed sheet) with 8 years of experience I get used to manage these activities on my own.

- (3) How do you feel about your benefits and compensation? Is it reasonable?**

Aside from social welfare and 3 meals, my boss will buy us some snack when we work hard to keep us happy.

- (4) Do you receive any reward or recognition when you done a good performance?**

The reward does not come in form of money or bonus but as a compliment.

- (5) What else do you expect beside the salary?**

The relationship among colleague.

- (6) Do you get penalty when making mistakes?**

There has never been any punishment, only warning and suggest way to improve ourselves.

- (7) Can you directly communicate with your boss when you faced problems?**

I can directly talk to owner both personal and work issue.

(8) Does your boss help you or provide comment, feedback or suggestion when facing problems in work? How?

Most of the time boss will pass feedback and comment to manager and manager will talk to me.

(9) What types of decisions do you make without consulting your boss? How do you feel about it?

My role is not allowed to make decision myself. I need to get permission from manager.

(10) Do you feel that your boss support you when you face a challenge?

I have been working here for so long I would say my job is routine so the activity is the same everyday not challenge at all. This is a woman job so I might not perform as well as woman does.

(11) What motivates you to do your job well?

Money and bonus motivate me to work here because I have to take responsible for family's welfare.

(12) Do you have a clear image of the future while working here?

Being a manager is quite tough. I'm happy with what I am doing now. I don't want to be promoted to an upper level as I do not want to have additional responsibilities on managing other stuffs which is quite stressful.

(13) Are you satisfied with your job overall?

Yes, I feel satisfied if not happy I would quit here long time ago.

Participant 7:**Work Duration: 4 Months**

- (1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?**

My boss monitor us closely in order to make sure things work smoothly.

- (2) Does the leadership style affect to your performance? How?**

Boss takes herself as a role model she show us by demonstrate how to clean and manage room in a limited of time especially during holiday season we must proceed it faster. I would say new employee like us still need to have a coach to guide. I think this kind of leadership style is work well.

- (3) How do you feel about your benefits and compensation? Is it reasonable?**

The company provides social welfare and 3 meals per day. In addition to this, I got tips from the customers. I receive reward when I come to work on time which motivate us to come on time.

- (4) Do you receive any reward or recognition when you done a good performance?**

I receive compliment when I do well in my job.

- (5) What else do you expect beside the salary?**

I met many good friends here we are always helping each other.

- (6) Do you get penalty when making mistakes?**

My boss is kind when I make mistake she just provide suggestion or a better option.

- (7) Can you directly communicate with your boss when you faced problems?**

Yes, when I have financial issue I have to take care of my sister tuition fee so I advance borrow money and this amount will be deducted from my salary.

(8) Does your boss help you or provide comment, feedback or suggestion when facing problems in work? How?

Yes, my boss want to ensure room will be done in a timely manner. Thus, she always guide and show a better way to make a room perfectly tidy.

(9) What types of decisions do you make without consulting your boss? How do you feel about it?

I have no authority to make decision everything is rely on my boss.

(10) Do you feel that your boss support you when you face a challenge?

My work is just an easy task everyone can do. During long weekend there are lot of customers and on that day my team took leave so I had to clean up all guest rooms myself.

My boss came in and helped me prepare half of guest room. I feel really appreciated she is my idol.

(11) What motivates you to do your job well?

I still have to look after my parent and sister I would say money motivate me to come to work here.

(12) Do you have a clear image of the future while working here?

I cannot imagine what would I be in the next future I would probably still work here.

(13) Are you satisfied with your job overall?

I am satisfied with my team we are a good team player.

Participant 8:
Work Duration: 3 Months

- (1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?**

She always coach us every step of how to prepare a standard room and make a room tidy.

- (2) Does the leadership style affect to your performance? How?**

Boss already coached us so that make me feel more guilty when I cannot perform well enough and the owner have to coach me again. But somehow the way she keep monitor make us feel secure.

- (3) How do you feel about your benefits and compensation? Is it reasonable?**

The company offers social welfare and food for us and tips from the customers.

- (4) Do you receive any reward or recognition when you done a good performance?**

What I have done is being recognized I would receive snack and complement

- (5) What else do you expect beside the salary?**

Relationship among colleagues. Luckily, I was surrounded by good friends.

- (6) Do you get penalty when making mistakes?**

My boss is kind when I make mistake she just provide suggestion or a better option.

- (7) Can you directly communicate with your boss when you faced problems?**

My boss is very nice and friendly. There is no distance or gap between us when there are problem I can talk with her directly. She never think she is a boss she like to treats everybody equally.

(8) Does your boss help you or provide comment, feedback or suggestion when facing problems in work? How?

She comment when what I have done is wrong, this way I can improve and perform better.

(9) What types of decisions do you make without consulting your boss? How do you feel about it?

My job have no right to make decision I need to get permission from boss first.

(10) Do you feel that your boss support you when you face a challenge?

My boss always keep an eyes closely monitor us and provide advice when we face difficulties.

(11) What motivates you to do your job well?

Two things motivate me for working here. First is my boss, I feel that my boss is the best boss. When work overload, my boss will come and help us clean the room. I feel that i have to work harder because it is not her responsibility but she still helping us to finish the work. Secondly is my colleague that motivate me to come to work everyday.

(12) Do you have a clear image of the future while working here?

I have no exact image of myself in the future if things won't change I probably still work here.

(13) Are you satisfied with your job overall?

I am satisfied with my job, My boss coach us everything so I learnt a lots from her.

Participant 9:**Work Duration: 5 Months**

- (1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?**

My boss always monitor housekeeping activities and make sure things are complete in timely manner. Sometimes she even help us prepare the guest room.

- (2) Does the leadership style affect to your performance? How?**

My boss keep an eyes monitor us so I try to be very careful not to make any mistake.

- (3) How do you feel about your benefits and compensation? Is it reasonable?**

Apart from social welfare and food I also got tips from the customers.

- (4) Do you receive any reward or recognition when you done a good performance?**

What I have done is being recognized I would receive snack and complement

- (5) What else do you expect beside the salary?**

Incentive bonus and relationship with colleagues.

- (6) Do you get penalty when making mistakes?**

No, since I work here I never get punishment but my boss will provide some advices when I make mistake.

- (7) Can you directly communicate with your boss when you faced problems?**

Whenever I have problem I can talk with her directly.

- (8) Does your boss help you or provide comment,feedback or suggestion when facing problems in work? How?**

She provide a positive feedback when perform well and suggestion when thing is needed to be improved.

- (9) What types of decisions do you make without consulting your boss? How do you feel about it?**

I have no power and authority to make decision.

- (10) Do you feel that your boss support you when you face a challenge?**

Yes, she always make herself available and stand by to ensure things work smoothly.

- (11) What motivates you to do your job well?**

There are three most important thing that I prefer boss, friendship and money.

- (12) Do you have a clear image of the future while working here?**

I never think about it yet, things are changeable.

- (13) Are you satisfied with your job overall?**

I am satisfied with my job.

**Participant 10:
Work Duration: 3 Years**

- (1) Can you please explain the leadership style of your boss? How do you feel with this kind of leadership style?**

Boss engage in teaching and monitoring while providing guidance all along the process.

- (2) Does the leadership style affect to your performance? How?**

Yes, it affects performance because I do not have experience in this field before. My boss has been teaching and coaching me from the beginning.

- (3) How do you feel about your benefits and compensation? Is it reasonable?**

Apart from social welfare and food I also got sales commission.

(4) Do you receive any reward or recognition when you done a good performance?

Not exact reward but compliment

(5) What else do you expect beside the salary?

Boss and good friendship.

(6) Do you get penalty when making mistakes?

No, I never be punished when make mistake just a prewarning.

(7) Can you directly communicate with your boss when you faced problems?

My boss listen to problem both work and personal issue. She is like the first person that I am thinking of when I have problems.

(8) Does your boss help you or provide comment,feedback or suggestion when facing problems in work? How?

I bring what I learnt from past experience to improve my work performance.

(9) What types of decisions do you make without consulting your boss? How do you feel about it?

When sale the room, make a quotation, introduce promotion and package for a group tour.

(10) Do you feel that your boss support you when you face a challenge?

I found that his work is challenging because I have a chance to meet new people everyday and sometimes have a chance to meet foreigner customers so I can learn to speak other language.

(11) What motivates you to do your job well?

It is undeniable money is one of motivation but boss is also important

(12) Do you have a clear image of the future while working here?

I am very satisfied, my hometown is at Burirum and my family live there but I never go back and visit only call my family. So, I feel like I am home when I work here.

(13) Are you satisfied with your job overall?

Working here makes me improve myself everyday. I do my best everyday and i think i will working here unless they fired me.

