

**HOW LEADERS MOTIVATE THEIR EMPLOYEES:
A CASE STUDY IN THE CORPORATE DIVISION OF
AN AUTOMOTIVE COMPANY**



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A CASE STUDY IN THE CORPORATE DIVISION OF
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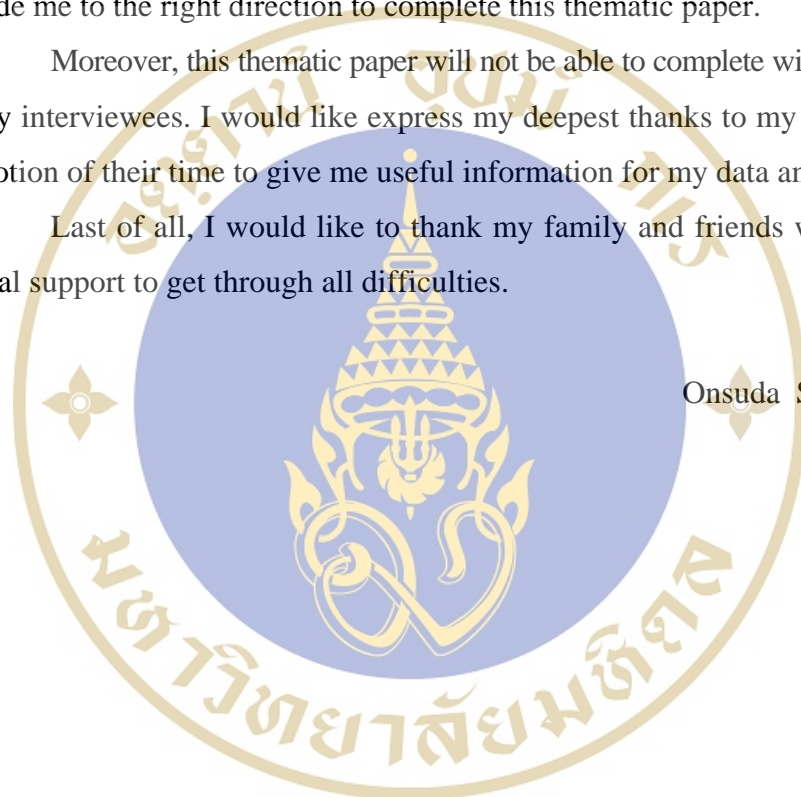
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ABSTRACT

The purpose of this study is to identify effective leadership that executives apply to motivate their subordinates and maintain their job satisfaction levels. The methodology of this study is in-depth interviews with 2 leaders who are executives and 6 subordinates who hold manager position in Corporate Division of an automotive company in Bangkok.

The result of this study illustrated leaders' mind-set and behavior from leaders themselves and from their subordinates' point of view. They both were perceived as good leaders. Conclusion and recommendation are made based on leaders' outstanding behaviors.

KEY WORDS: Leadership/ Corporate Division

33 pages

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CHAPTER I

INTRODUCTION

Every organization needs leaders to move forward. The leaders not only move the organization forward by thinking of policy and strategy, but also manage their followers to drive them toward the same goal.

Such leaders exist in both front and back offices. Front offices mostly combine all departments that are concerned with the revenue and sales of a business, such as Sales Departments and Marketing Departments. On the other hand, back offices are a corporate division that includes departments that work like back stage people who support the organization but do not create any revenue. However, both front and back offices are important for the organization to grow because the front offices will make revenue for the company, but without the back offices, the company will definitely not be able to take care of those employed in the front offices. Without an IT department, the company will not be able to create internal programs and there will not be any support if computer problems occur. Without an Accounting and Finance Department, the company will not be able to make payments to customers and no one will be responsible for the company's financial statements. Similarly, without an HR Department, no one will pay salaries to the employees or provide welfare for them.

Leaders in front offices can drive their subordinates' motivation by giving them challenging sales target or goals to achieve, but what about back offices? Most of the jobs in the Corporate Division of a back office are routine. So leaders in a Corporate Division must try to motivate their subordinates in other ways to keep them motivated and satisfied.

The scope of this study is to investigate how the executives in a Corporate Division perform their jobs as leaders to motivate their subordinates and maintain their levels of job satisfaction. Thus, this study will focus on executive leadership, especially with those issues that are related to their relationships with subordinates

CHAPTER II

LITERATURE REVIEW

2.1 Definition of Leadership

Leadership is a relationship. It is a relationship between those who desire to lead and those who are willing to follow (Kouzes, Posner, 2002) To quote General Dwight D. Eisenhower “Leadership is the art of getting someone to do something you want done because he wants to do it” Baldoni (2003) also states that leadership means getting things done the right way by making people follow their leaders. But to be able to do so, the leader needs to make the followers trust him/her and in order to make them follow, they need to have motivation.

2.2 Outstanding Leadership in Thailand

According to GLOBE, an organization which studies culture, leadership and organizational effectiveness, there is a large scale Cross-Cultural Study of Leadership. The researchers collected data from many countries around the world and combined it together in clusters.

Thailand was one of the members of the Southern Asia Cluster. The results of this study on outstanding leadership in Thailand are shown in Figure 2.1 below.



Figure 2.1 The Leadership Scores for Outstanding Leadership in Thailand

Source: <https://globeproject.com/results/countries/THA?menu=list>

According to Figure 2.1, the study found that the most outstanding leadership in Thailand was in the category of Charismatic, which means the leader can inspire, motivate, and expect high performance outcomes from subordinates. But leaders need to be Charismatic, Team Oriented, Participative, and Humane Oriented to be outstanding leaders. With such characteristics, leaders will focus on people or their subordinates by building teams, helping to make decisions and being supportive and considerate.

Not only Thailand, but other countries in the Southern Asia Cluster, which includes India, Indonesia, the Philippines, Malaysia, and Iran also have similar results. Transformational-Charismatic and Team-Oriented Leadership are top rated for effective leadership in all these countries. They want leaders to have vision, be inspiring, be decisive, performance-oriented, and willing to sacrifice their own personal benefits for the team (Liddell, 2005).

2.3 Transformational Leadership

From the GLOBE study, outstanding leadership in Thailand is described as leaders who are Transformational-charismatic and Team-Oriented. Transformational Leadership is an appropriate category for further study.

Transformational Leaders are those one who can encourage and be an inspiration to their followers. As a result, they can both achieve incredible consequences and improve their leadership ability at the same time. Moreover, there is evidence showing that transformational leadership can raise followers to a level of performance that is beyond expectations and it can also help create high levels of job satisfaction and commitment from followers (Bass, 1985, 1998).

In order to become a Transformational Leader, some academics have said that they should have charisma. According to Burns (1978), charisma exists in every transformational leader, but not everyone who has charisma is a transformational leader. With charisma, a leader's followers will be impressed their leadership skills and do things willingly for them.

2.4 Components of Transformational Leadership

According to Bass and Riggio (2008), there are four components in Transformational Leadership called the four "Is" which are Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS) and Individualized Consideration (IC).

2.4.1 Idealized Influence (II)

Idealized Influence means leaders must be a role model for their followers. Such leaders are trusted and admired by their followers. Leaders with considerable Idealized Influence will do the right thing both morally and ethically.

Similarly, Kouzes & Posner's study (2002) states that one of the five practices is Model the way which means "You must lead from what you believe." Kouzes and Posner suggest that effective leadership must show explicit values about what leaders think and believe which they should then demonstrate as actions to shape their followers' behavior. Baldoni (2003) also says that leaders must communicate with their followers both professionally and over personal issues to gain their trust if they wish to provide an appropriate model for their followers. Apart from providing a good model, leaders must also behave morally. Bass (1998) suggests that transformational leaders must pay

attention to morality in order to be able to develop their follower's mind-sets and make them care for the team or organization more than for their own benefit.

2.4.2 Inspirational Motivation (IM)

Leaders must motivate and inspire their followers by giving them some challenges and by encouraging them in a positive way to help them get through their difficulties. Leaders must set goals and let their followers share their vision. Another practices from Kouzes and Posner is to Inspire Shared Vision and Encourage the Heart. According to Kouzes and Posner (2002), leaders inspire a shared vision with their followers by looking ahead to the future and thinking of the interesting possibilities. Leaders must communicate with their followers and make them understand and accept that vision as their own. But leaders cannot force other people to believe what they believe. Moreover, leaders must Encourage the Heart. When followers keep on working hard, they will become tired and want to give up. It is necessary for leaders to give them sincere moral support to help make them continue working. Leaders can encourage followers by saying 'thank you' and giving them compliment when they do the right things in order to show them that their efforts are appreciated.

2.4.3 Intellectual Stimulation (IS)

Leaders should encourage followers to be creative and think out of the box. They should try to solve old problems in new ways with their followers. This matches Challenge the process, one of the five practices of Kouzes and Posner (2002). They state that "Leaders are early adopters of innovation." Leaders must dare to do something challenging by starting to do something new instead of following the same old routine or the same process as before. Leaders must dare to test and take risks despite the possibility that they may fail. But they need to learn from their failures so that they do the right thing next time. However, Kouzes and Posner also suggest leaders should take a small step first to reduce the risk of failure and to create confidence by small wins and to provide moral support. They should be open and listen to their followers' opinions without judging and try to see problems from different angles. One way to become creative and to solve problems in new ways is to be humble. According to Asst. Prof. Dr. Pasu, the dean of the Faculty of Commerce and Accountancy at Chulalongkorn University,

leaders that are humble or have Intellectual Humility will be able to accept that other people are more proficient than themselves. So they will listen and always be willing to learn new things from other people. As a result, their vision will be broader and they will be able to find new ways to solve problems in the future.

2.4.4 Individualized Consideration (IC)

Leaders should pay attention to each follower closely to teach them and help them develop themselves. Each individual should be treated differently according to their needs. For example, some followers may need close supervision, some may need to be praised or recognized, some may need some independence or autonomy to perform their own tasks. With regard to 'Autonomy', many academics suggest leaders should consider. Bass and Avolio (1990) states that transformational leaders must give autonomy to followers and let them think for themselves so they can come up with new ideas. Moreover, Avolio and Gibbon (1998) also state that a main goal of transformational leaders should be to enhance their followers' self-development and self-management. Baldoni (2003) suggests that leaders should let their followers realize their potential and allow them sufficient autonomy to be able to make decisions within an organization's rules and regulations. Moreover, leaders need to coach their followers. Through coaching, leaders will have a better chance to get to know their subordinates because they can talk to them more. This relationship can then be used to motivate them and to gain their trust. Recognition of the followers' achievements is also important. This is at the fourth level of the Hierarchy of Needs. If employees' achievements are recognized, they will be motivated.

In conclusion, leadership means developing leaders who can make their subordinates follow them willingly. Leaders with Transformational Leadership skills will provide a role model to inspire and give support to their followers and at the same time they will create a good relationship. As a result, their followers will accept and trust them. Moreover, Transformational Leadership is always referred to as an effective leadership model, especially in South Asian countries, including Thailand.

Following the literature review above, the requirements of effective transformational leadership can be described as follows in Table 1.1.

Table 1.1 Summary of what leaders should be/do and how it impacts on followers

Leaders		Impact on Followers
Mind-Set	▪ Inspire a shared vision	▪ Be able to move in the same direction
	▪ Dare to challenge and change	▪ Be motivated to think out of the box
	▪ Be creative	▪ Be motivated to create new things
Behaviors	▪ Be a role model	▪ Perform the right way
	▪ Give autonomy	▪ Build confidence and motivation
	▪ Encourage and support followers	▪ Build motivation



CHAPTER III

METHODOLOGY

3.1 Primary Data Collection Method

Although there are many academic theories about the qualities of leadership in various aspects, they do not consider the effects and feelings of the subordinates in the relationship with their leaders. There is a serious need to investigate real life situations. Therefore, a qualitative research method is appropriate for use in research. According to Patton and Cochran (2002), qualitative research is research that focuses on particular issues and summarizes data in words and not in numbers. The goal of this kind of research is to find the answer to 'what', 'how' or 'why' rather than to find the answer to 'how many' or 'how much'. Qualitative research aims to find concepts and connections in raw data and organize them into theory (Strauss, Corbin 1998).

3.2 Interview Method

The interview is one of the important tools to collect data for qualitative research. Interviews can be divided into three types: unstructured interviews, semi-structured interviews and individual in-depth interviews (Bloom, Crabtree 2006). All these types of interviews aim to discover other people's experiences and behaviors. In an unstructured interview, the researcher will collect data by making conversation with the participants and observing their behavior and interaction without preparing questions in advance. While in semi-structured interviews, the researcher will prepare open-ended questions in advance and ask follow-up questions after receiving answers to the questions. In individual in-depth interviews, the researcher will prepare some open-ended questions, but as the interview proceeds, the researcher may find some interesting new issues from the interviewee's experiences and then leave the prepared questions to replace them with new ones.

After considering these various types of interview, the researcher decided to use individual in-depth interviews for this study. The interviews were arranged to gather data from both leaders and their subordinates. The interview method was as follows.

3.2.1 Sample Selection

The Corporate Division of the company is displayed below in Figure 1.3. The Executive Vice President's position is at the top of the command line in the Corporate Division and this position is held by a Japanese executive. Then the Vice President is under the Executive Vice President and this position is held by a Thai Executive. Both of these positions are responsible for all departments in the Corporate Division.

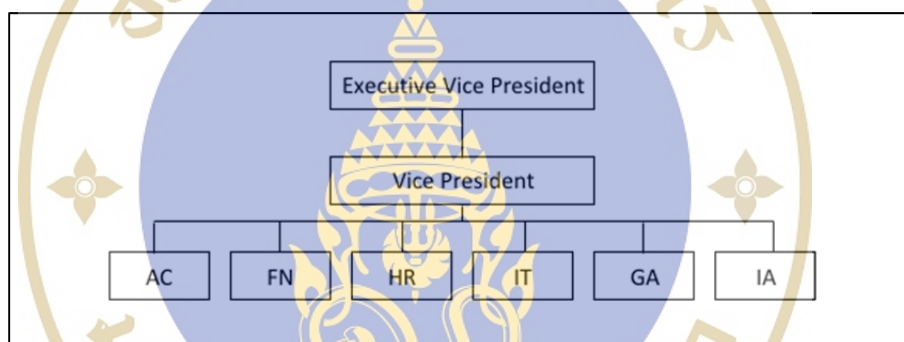


Figure 3.1 The Organization Chart of the Corporate Division illustrating the command line

As this research focuses on Leadership in the Corporate Division, all the sample of interviewees are from the Corporate Division.

They were divided into two groups: a group of leaders and a group of subordinates. The group of leaders consists of two persons from BOD, one of which is a Japanese Expatriate and the other is a Thai Executive. Their responsibility is to manage all the departments in the Corporate Division. The reason that these two executives were selected for the interviews is because they have looked after the Corporate Division directly for many years. So the employees in each department know them quite well which made it easier to collect information about them. The other group of subordinates consisted of managers from every department, such as Accounting, Finance, HR, IT,

Internal Audit and General Affairs who currently work in the Corporate Division. All the managers had more than three years of service. Most of them were familiar with both the organization and its two leaders.

Table 3.1 Interview list of leaders

Code	Position	Nationality	Years of Service	Gender
A	Executive Vice President	Japanese	4 Years	Male
B	Vice President	Thai	26 Years	Female

Table 3.2 Interview List of subordinates in the Corporate Division

Code	Position	Department	Years of Service	Gender
C	General Manager	Finance	23 Years	Female
D	General Manager	IT	15 Years	Male
E	General Manager	Internal Audit	9 Years	Female
F	Section Manager	HRM	25 Years	Female
G	Section Manager	Accounting	17 Years	Female
H	Section Manager	General Affairs	4 Years	Female

3.2.2 Development of open-ended questions

Open-ended questions are an appropriate method to obtain information about leadership styles from leaders and how their subordinates view their leadership. A list of open-ended questions was provided to lead the interviewees into sharing their experiences.

Table 3.3 Examples of open-ended interview question

Questions for Leaders	Questions for Subordinates
1) How do you see your role as a leader?	1) Why do you think Leader A is a good leader?
2) What is/are your priorities as a leader?	2) What behaviors make you think so?
3) What do you do as a role model?	3) Does he support you when you lack motivation?

Table 3.3 Examples of open-ended interview question (cont.)

Questions for Leaders	Questions for Subordinates
4) Do you give autonomy to your subordinates? How?	4) Do you see him as a role model? How?
5) How do you support your subordinates?	5) Does he have a good relationship with you?
6) How can you support demotivated subordinates?	6) Does he inspire you?

3.2.3 Conduct of the Interviews

The interviews were arranged one at a time to suit the interviewees' convenience. The interviews took place at the office. Each interview took approximately 15 – 20 minutes. There was a little pressure on the time for the leaders' interview sessions because they are both executives at a high level and they were only able to give a limited time for the interviews. Therefore, every question and answer had to be concise and complete. But the atmosphere for the interviews with the subordinates was more casual and the interviewer was able to ask a greater range of questions and there was also more time to listen to the interviewees' experiences.

3.3 Research Framework

After carrying out the literature review and conducting the interviews, it was necessary to combine the data from each. In this research, the literature review was used as a guide to form two sets of questions for the leaders and their subordinates. After the interviews were conducted, the primary data was collected and compared. The relationship between the primary data and the Literature Review is shown in the research framework below.

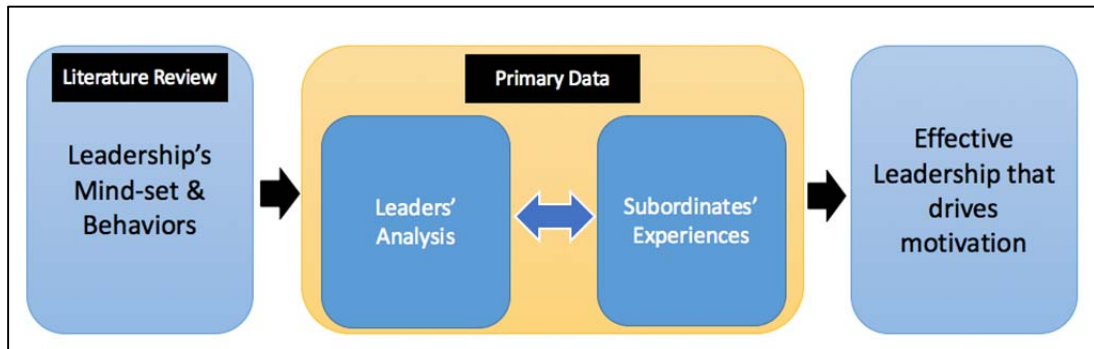


Figure 3.2 The Research Framework



CHAPTER IV

DATA ANALYSIS

After the qualitative research was conducted, the findings were grouped into two sections, the Leaders' Section and the Subordinates' Section.

4.1 The Leaders' Section

In this section, the way Leader A and Leader B perform their roles as leaders was presented. Then there were the results from the LBA Test (Leader Behavior Analysis) which both leaders completed at the end.

4.1.1 Leader A

4.1.1.1 Good communication is very important

From Leader A's perspective, he said maintaining good relations and communicating with subordinates is very important for a leader. He explained that by communicating directly with his subordinates, he is able to understand what they think and want to do. Then he tells them whether he thinks their ideas are good or not. Leader A's priority as a leader is "Good communication." He explained that only one-way communication does not get good results. Therefore, he needs to keep communicate and discuss everything with his subordinates.

This shows that he wants to understand his subordinates and to know what they are thinking before he makes a decision. He cares very much about his subordinates' opinions.

4.1.1.2 Giving support to subordinates willingly

Leader A said he is willing to give his support or instructions to subordinates if they need his help. If someone is demotivated, he said he would talk to them to find out the cause. Then he would try to find a solution. He said that "If you expect real trust from subordinates, you must try to understand what they think and do

first, then everything will be settled.” Moreover, he also said he is happy to share personal matters with his subordinates to let them understand his character. This makes communication easier.

He is open with his subordinates and he wants them to get to know him, so that they can understand each other and his subordinates will then trust him. He cares about his subordinates so that when someone has problems, he is willing to help them by talking to them to find out the cause and to try to come up with a solution.

4.1.1.3 Giving Autonomy to Subordinates

“I can judge whether my subordinates can do their tasks or not. If they can, I will let them do. Then I will make the final decision because that is the duty of the boss. But I will not ask them to do too much because they will then become bored and frustrated. So I let them decide some matters for themselves.”

This reflects his trust of his subordinates and shows how open he is to allowing his subordinates to make their own decisions about their work.

4.1.1.4 Language is a Barrier

Since Leader A is Japanese, he was asked about the difference between Thai subordinates and Japanese subordinates. He said he feels there are some differences. Thai staff are more easy going than Japanese staff. But the way he manages them is quite similar because he will learn about their characters and deal with them individually. Therefore, nationality is not an important matter. However, the problem seems to be just the language barrier because some Thais cannot communicate in Japanese or English fluently.

Although he is Japanese and his subordinates are mostly Thai, there is no problem with understanding each other, because he looks beyond the cultural differences and focuses on each individual’s character. The only obvious obstacle is language.

4.1.2 Leader B

By comparison, Leader B, does not believe good communication alone is enough, she thinks leaders must try to encourage their subordinates to develop themselves and show their potential to be able to advance in their careers as well. She also believes focusing on tasks is important.

4.1.2.1 Showing Leadership

As a leader, Leader B says she needs to show her leadership. Her priorities as a leader are Concept and People. She explained that a leader shows their leadership by telling the team about the concept of work or background information that the team needs to know, then discusses the possible effects on other stakeholders. She believes in letting subordinates do their jobs and only supervising them when they face problems. But before helping them, she will let them do the work by themselves first. However, if it is a new task which has never been done before, she will work together with her subordinates as one of the members of a team. If no one wants to share their opinion, she will be the one who starts. If no one speaks, she will ask them to share their ideas because she thinks that the people who know best are those who really do the job, not the leader.

The way she shows her leadership is when she explains the concept of work. Then she is the first to begin the discussion if no one has any ideas. But she will encourage her subordinates to express their opinions whenever she can.

4.1.2.2 Letting subordinates show their potential

Leader B believes the next thing to do as a leader is to let her subordinates show their potential.

She explained that people in the Corporate Division may feel demotivated because most of their jobs are routine. But she will try to push them to do projects and let them show their potential to give them a chance to advance their careers.

She cares about and understands the situation of subordinates who work in the Corporate Division and she tries to help them prove themselves so they can get promotion.

4.1.2.3 Giving support to subordinates

She said “It is important to make people get along with the concept of a job. If they are not ready, I must make them ready. They may only be 70 – 80% ready so their leader must provide them with the remaining 20-30% in terms of both moral and work support”. With regard to giving support for a task, Leader B will help her subordinates by recommending them to contact the “Right Person” in another department to help them work smoothly because she has worked there for 26 years, and she knows the work culture and the people very well. As for moral support, she

always cares about her subordinates when there any problems occur, so she will encourage her subordinates and help them resolve their problems whether it relates to the job or personal issues.

She believes that her subordinates can do their tasks and she will support them every way that she can both with work support and moral support.

4.1.2.4 Giving autonomy to subordinates

She will support everything her subordinates decide to do, but she wants them to discuss with her first before making any decisions. However, if it concerns the job they are working on at that time, she will respect their decision because she believes that everyone knows their own work well as they know more about it than anyone else. “But if it is serious problem or they need their leader’s support, they will come to me,” she added. If it is something minor, she will let them decide without interfering.

This shows that she trusts her subordinates to make decisions about their own work. But if they come to her for help, she will always be there to help and support them.

4.1.2.5 Being Humble

She does not accept that she is a role model. She says she is not really a good leader because she is a dictator. “I think I am a dictator. Most of the time I let my subordinates speak, but actually I already have an idea in my mind. Then I will propose my idea which will be better.” She says “No one can be copied 100% because no one is perfect enough for you to copy everything. The appropriate thing to do is to choose what is good and most suitable for you and then apply those qualities.”

This shows how humble she is. She does not say she is a role model because she is not perfect. Therefore, she wants her subordinates to choose what they think is best and apply it themselves.

4.1.3 Leader A and Leader B’s Similarities

There are similarities between the analyses above of Leader A and Leader B.

4.1.3.1 Support their subordinates

Leader A he will give support by giving his subordinates advice and talking to them if they feel demotivated. He tries to show his concern for his subordinates. Leader B also supports her subordinates in their work and when they

need moral support. She does not only give advice, but she also tries to push them to perform good work to show their potential as well. She takes an interest in their career development too.

4.1.3.2 Give autonomy to their subordinates

Leader A he will consider what he can leave to his subordinates to decide. Then he will make a final decision. But Leader B prefers her subordinates to discuss things with her first. Then she will share her ideas with them. But she will let her subordinates make decisions about their own work without interfering.

The reason why Leaders A and B have these two points in common is because they trust their subordinates. They believe that their subordinates have the potential to handle their own tasks. But they never refuse to give their help to their subordinates. They realize that it is their duty to be there for their subordinates. They are always willing to give support and advice to their subordinates when it is needed.

Although both of them treat their subordinates in similar ways by allowing them autonomy and offering support when it is needed, there is one important respect in which Leader A is different from Leader B.

4.1.4 Leader A and Leader B's Difference

Closeness to Subordinates

Leader B is much closer to her subordinates than Leader A.

Leader B's position as Vice President is just one step above that of General Manager and she has been working in the Corporate Division for 26 years. Therefore, she knows her subordinates quite well and she can give them advice on many issues that concern their work. But Leader A, who holds the position of Executive Vice President, which is number two after the President. Most of his subordinates are afraid to approach him for advice because of his senior position. They think that their jobs or their problems are not important enough to be addressed to Leader A. Moreover, Leader A is a Japanese Executive and not everyone can speak Japanese or speak English well, so the subordinates of Leaders A and B prefer to go to Leader B rather than Leader A.

4.1.5 Analysis of Leadership Behavior of Leader A and Leader B

In order to add more weight to the analysis of the leadership of Leader A and B, Leader A and Leader B were also asked to do a test called Leadership Behavior Analysis or LBA. This test helps them find out the flexibility of their leadership styles.

(HIGH) SUPPORTIVE (LOW)	High Supportive Low Directive Behavior Supporting (S3)	High Directive High Supportive Behavior Coaching (S2)
	Low Supportive Low Directive Behavior Delegating (S4)	High Directive Low Supportive Behavior Directing (S1)
(LOW) DIRECTIVE BEHAVIOR (HIGH)		

Figure 4.1 The Four Basic Leadership Styles as types of problem-solving and decision-making

Blanchard (1985) mentions that with supportive behavior, a leader will use two-way communication, listening and supporting subordinates to help them make decisions. While directive behavior is the way that leaders use one-way communication by telling subordinates what, where, when, and how to do a job.

As a result of the above test, both leaders scored S3 for their primary style, S2 for their secondary style and S4 and S1 for their developing styles. S3 means that leaders use a “Supporting Style” which allows their subordinates to do their routine and let them solve problems on their own. The leaders will listen to their subordinates and discuss problems with them when necessary. This style is suitable for subordinates who already know their jobs well. For S2, leaders will use the “Coaching Style” which means they will provide direction for their subordinates, but they will also listen to their subordinates’ opinions as well. Both S3 and S2 styles involve two-way communication, but the level of decision-making control is greater in S2 than in S3.

After discussing the results with Leader A, he smiled and said he agreed with the result. He explained that he preferred two-way communication so he tried to

communicate with his subordinates as much as he can. He does not use his power to force his subordinates to do what he wants because he does not want his subordinates to feel frustrated. He is always happy for his subordinates to come to him and ask for his advice. If there is anything he can help with, he is willing to help to solve problems.

However, the surprise comes from Leader B. After seeing the results, “I’m not sure, as I told you, I think I am a dictator.” she said half-jokingly. In spite of this response, her true behavior was reflected in what she said in the interview about the role of a leader and the results of the LBA test. Afterwards, she added “But one thing I can tell you is that I am always happy when my subordinates come to me for advice and I can tell them what I think and let them decide what they want to do.”

4.2 Subordinates Section

After conducting interviews with the subordinates, it was found that all of them said that Leader A and Leader B are good leaders. They provided examples and incidents to support their opinions as follow:

4.2.1 Qualities of a Good Leader

4.2.1.1 To be open-minded and to listen to subordinates

Leader B and Subordinates D, E, F and G all agree that Leader A is open-minded and listens to his subordinates. Leader B said that Leader A will listen to her first and try to help, and he will not say ‘no’ immediately. Subordinate D said Leader A will listen to Subordinate D without looking down on his opinion. This makes Subordinate D happy so he wants to come up with new ideas for his work all the time. Subordinate E said that when she has a problem to discuss with Leader A, he will listen to her first before making any decision or recommendation. Subordinate F said that Leader A listens to her, so she can give him her opinion. “Once I needed to arrange an Executive Seminar for our executives, so I prepared information about hotels and activities to propose to him. Although he did not agree with some of my ideas for activities, he did not make me to cancel them”. He said ‘My idea is to do this and that, next time, if you have a chance, please try it my way’. Subordinate G said “When I make a mistake, I

don't feel nervous about telling him, because he listens to me and never blames me. This makes me feel that I must do better next time.”

Thus, the way Leader A shows his open-mindedness and listens to his subordinates' ideas makes his subordinates happy and they feel confident about giving their opinions and they are willing to work harder on their jobs.

4.2.1.2 Decisive

This quality exists in both Leaders A and B according to Subordinate H's opinion. “I think Leader A is decisive and able to give me clear directions. He can make sure the work is done and I don't have to worry about it, so I can start work on my other jobs.” Leader B is also decisive and clear. According to Subordinate H, “Leader B can make a decision for me right away when I ask for her advice. But if she is not sure about something, such as a problem about the law, she will ask me to find out more details about the issue before making a decision.” Subordinate D also mentioned that Leader B is decisive. “Leader B is decisive and clear about what one should do and not do.”

Both Leaders A and B are decisive. When they make a decision, they are clear which allows their subordinates to continue their work easily. However, they are cautious about making decisions, so if they are not sure, they will find out more information before making a final decision.

4.2.1.3 Making Good Relationships with Subordinates

When Leader B was asked if she has a good relationship with Leader A. She answered “Well, we are close but there is a barrier because of sex. I know some personal issues that he wants to share and vice versa. But I don't think personal relationships can affect work. You should be professional and be able to work and personal issues or one will become biased.” Subordinate E said that both Leaders A and B care about her: “Leader A came to me in his second year in Thailand after observing my work performance for one and a half years, and he told me that he saw my potential, but as I had worked in Internal Audit for many years, he was afraid that I would get bored and want to transfer to another department. That's why he wanted to discuss whether I was interested in working in another department or not. After he talked to me he went to talk with Leader B. But I said I still enjoy working in the Internal Audit

Department. Therefore, they let me stay but promoted me instead.” This shows how much Leaders A and B care about their subordinates.

Subordinate G mentioned that “Leader B tries to find opportunities to talk to her subordinates in person. She has empathy. For example, when I was sick, Leader B asked me how I felt, and if I had been to see a doctor and she suggested I should go to a particular hospital. I feel like she is my big sister.”

Both Leaders A and B care for their subordinates. They express their concern clearly through their actions and words. Their subordinates feel that they are treated well and that they are appreciated which results in relationships based on trust.

4.2.1.4 Compromising

According to Subordinate G, “Normally, Leader B is very strict with deadlines and schedules, but as my job is accounting and we have to wait for other departments to submit financial documents before we can summarize them, sometimes we have problems that make delays, so we can report these to her in advance. She will understand and then help us negotiate a new deadline.

Although she is very strict, subordinates can explain and she will compromise with them. Not only will she understand, she also helps her subordinates to negotiate with the person who is waiting for the job to be finished.”

4.2.1.5 Problem Solving

According to Subordinate H, “Leader A can see things from a bird’s eye view. He is able to make subordinates who work in different departments work well together. This is the first thing that a leader must have. Problem solving should be part of the big picture. If you don’t finish work properly and on time, it may affect other people’s work in the next step.” Leader B concerned about solving work problems, and cares about her subordinates’ work conditions as well. Subordinate E explained that once the air conditioner in her Internal Audit room was not working and there was a problem with her chair. So, Leader B contacted the General Affairs Department immediately to solve the problem, because Leader B cares about Subordinate E and wanted her to work under good conditions.

Leaders must be able to solve problems for their subordinates. If they can solve them successfully, they will be able to gain the trust and respect of their subordinates.

4.2.1.6 Giving Autonomy

When asked “Do Leaders A and B give you autonomy at work and how?” Subordinate E answered that both leaders gave her the freedom to get on with her work. “As my job is in Internal Audit, I have to examine other departments and detect errors. There have been cases where I found some errors and I had to report them to the mother company in Japan. The executive of that department tried to negotiate with me in order to decrease the number of errors that I would report because some items could actually be omitted. So I discussed this with Leaders A and B and they let me report the facts without forcing me to help that department cover up. They told me that I should do my best in my work, and that if anything happens, I can always rely on their support.” This shows that Leaders A and B both trust Subordinate E to do her job well. As a result, Subordinate E will be confident in herself and work hard because she knows that no matter how many errors she detects, she will be able to report them all. If any problems occur, both of her bosses are there to give her their support.

Moreover, Subordinate D also mentioned that both Leaders A and B let him work freely. “Because my work is about IT, Leaders A and B who are executives and are not experts in this field, will let me design and propose ideas to them freely. Then they will sometimes suggest I add something later. I am very happy to work with them because I can work independently and still get their support.” Similarly, Subordinate D also has freedom in his work. This shows that Leaders A and B trust Subordinate D because he is an expert in IT. Therefore, they allow him to work independently. They let Subordinate D do his job, but they do not desert him. They are ready to give him advice whenever he needs it.

4.2.1.7 The urge to learn new things/ to know all the work operations

Subordinates C, F and G all say that Leader B is a very good manager that can advise them about everything. Subordinate C who is a Finance Manager mentioned that Leader B is a bookworm. She reads many things and she reads fast. Leader B also urged Subordinate C to read the news by asking her about interest rates and exchange rates every day. So, from that day, Subordinate C has to prepare information before she comes to the company every morning. Then this became her habit and she likes it because she is up-to-date with the world news every day. Subordinate F also

mentioned that Leader B knows everything. When Subordinate F starts to talk about something, Leader B seems to understand very quickly and they can continue their conversation immediately. Subordinate F also said that Leader B is a modern manager who likes to do new and challenging things. Subordinate G said that Leader B does not only understand her executive work, but she also knows about all the work operations work because she began her job there 26 years ago as an accounting staff member. Then she was promoted until she has now become the Vice President. She also volunteers to help other people with their work. She can even replace them when they take leave. That is the reason why she knows many things, even about the law problems that Subordinate H is working on. Leader B can also give her advice. Moreover, Subordinate G mentioned that Leader B is humble. When she does not know something she admits that she does not know it and will ask her subordinates to explain things to her.

Most of Leader B's subordinates said that she is a super woman who can do everything. She knows a lot and never stops learning.

4.2.1.8 Inspiring subordinates by being a role model

All of the chosen for this interview were at management level and most of them mentioned the way Leaders A and B behave, inspiring them as role models which they can adapt to use with their own subordinates. According to Subordinate D, "Working with Leader A is very satisfying; the way he listens to me when I present my project without interfering or forcing me to do what he wants. I feel motivated and want to create more new projects. I believe that my subordinates will feel the same as me if I listen to them like Leader A, so I will definitely adapt the way I work with my subordinates."

Subordinate G said that Leader B valued team work and treated her subordinates equally. "Leader B makes me realize that we must get together. For example, when Leader B wants to hold a dinner party for the Accounting Department, she will make sure that everyone is available on that day. She never leaves anyone out. Also, she treats everyone equally, so there are no special treats for favorites. She always emphasizes after the department's dinner party that we succeed in our work because of everyone not just one or two persons, because we are a team. After listening and seeing Leader B in action, I really appreciate her and I want to treat my subordinates like her."

Subordinate F said “I admire Leader A. I learned from him that we must respect other people. Everyone who holds a managers’ position must work hard and must be capable. I appreciate that Leader A respects and trusts us and that he never interferes with my work. He lets me do what I should do, but if I need him, he will always be there.”

4.2.2 Effects on Subordinates’ Service

Although many interviewees have worked at this company for more than 10 years, nobody mentioned clearly that they had stayed because of their leaders. For example, Subordinate F has worked there for 25 years until she retired, but the reason for this loyalty is because she is Generation X people who need stability and does not want to change jobs. Similarly, Subordinate G has worked there for 17 years. She said that she has become used to the organization’s work environment so that it is like a comfort zone. So she does not want to change her job.

However, some people like Subordinate E and Subordinate H mentioned that their leaders also have an effect on their service in the organization. Subordinate E said that she still works there because she is well-known. She contributes to the organization, and then she gets promoted when appropriate. Moreover, before the annual reshuffle, Leaders A and B also discussed with her in private whether she wanted to move to another job or not. Subordinate H said that Leaders A and B are both good leader and she is happy to work with them because her job is going well. That is why she chooses to stay in this organization.

CHAPTER V

RECOMMENDATIONS AND CONCLUSION

5.1 Conclusions

After analyzing the data from the interviews and the Literature Review, the primary data was combined and compared as shown in the following table.

Table 5.1 Comparison of Primary Data and Literature Review and the results

Leader's Behavior		Actual Impact	
	Literature Review	Primary Data	
Mind-Set	Dare to change/challenge	Open to new ideas	Subordinates are motivated to think of new ideas/be creative
	Inspired Shared Vision	Decisive	Subordinates know the clear direction
	Be creative	Show Leadership / make subordinates show potential Urge to learn new things / Leaders know all	Subordinates have guidelines and are motivated to perform at their best
Behavior	Be a role model	Be a role model	Subordinates can apply to their subordinates
	Give autonomy	Give autonomy but some things need to be discussed / get advice	Subordinates are happy to work with less pressure
	Encourage & support	Communicate with subordinates Problem Solving	Leaders understand subordinates and begin to trust each other Subordinates feel confident to overcome obstacles

According to Table 5.1, based on information from the Literature Review and the primary data from the interviews, the results are quite similar. Leaders must have the right mindset in order to be good managers. From the interviews, it can be seen that both Leaders A and B are accepted as good leaders by all of their subordinates. All of them said that they listen to their opinions, they are open-minded and give autonomy to their subordinates and not desert them. Both of them are always there to help, if their subordinates need them. Because of their good listening and open-mindedness, their subordinates feel confident about sharing their ideas and working hard. Because they

are decisive and able to solve problem, their subordinates respect and trust them. Because they have good relationships with their subordinates, they can be closer to one another. Leader B said that a good leader must be able to separate personal from work issues. If not, there will be a bias. If the leader has a good relationship with one of the staff in particular, there is a possibility that the leader will do special favors for them. But other staff appreciate the way Leader B creates a rapport with her subordinates and Subordinate G even said Leader B treats all her staff equally without having any favorite.

In order to sustain good leadership, a leader must keep their eyes open wide all the time to learn something new. Another important thing that a leader should be is to be humble. Without being humble, leader at a senior level will never be able to control their egos and accept that other people can be better than them.

5.2 Recommendations

From the above conclusions, the researcher recommend that leaders should have the following qualities.

5.2.1 Be open-minded and listen to subordinates

If a leader is open-minded and listens to subordinates, he/she will be able to understand their subordinates better. They will be able to see the reason behind their subordinate's behavior. They will be able to see their true potential. Their subordinates may come up with good ideas unexpectedly. This is the beginning of building trust.

5.2.2 Build trust

The next step is to build trust. This must be mutual. Leaders should build trust with their subordinates. Then subordinates will begin to trust their leaders. When leaders listen to their subordinates, they will understand them better. Leaders should trust their subordinates to handle their own tasks and let them perform their own jobs. By giving them autonomy, subordinates will realize that their leaders trust them. They will work hard to make leaders confident that they can do their jobs well. The way to make subordinates trust leaders is to be decisive and help them solve problems. When subordinates face problems and cannot solve them by themselves, leaders must help

them find the best solutions. This will prove to subordinates that they can rely on their leaders.

5.2.3 Be supportive

Good leaders must support their subordinates both professionally and morally. During their routine work, they may face problems and obstacles that are hard to handle. Leaders must be there for them to help them get through their problems. Leaders must express their willingness to help their subordinates if they are needed. Leaders may begin with supporting their subordinates in their tasks first. Then, when subordinates realize that their leaders care about them and will help them solve the problems they have, they will begin to trust their leaders. Then they may begin to share their personal issues with them and their relationship will become closer.

5.3 Limitation and further research

5.3.1 Limitation

Although the researcher was able to find satisfactory answers to the research question, there were some limitations of this study due to time constraints. Firstly, this research focused on the Corporate Division of only one company in the Automotive Industry. The researcher might have investigated some other interesting aspects from different companies in the Automotive Industry, if there had been more time available. Secondly, the researcher had only a limited time to conduct in-depth interviews with the executives. As their schedules were very tight, the researcher had to make everything concise to avoid taking up too much of their time. If the researcher had been able to make appointments with them at the weekend or after work, there would have been more data for the analysis.

5.3.2 Further Research

It is recommended that further research should be conducted on cross-cultural leadership. As this study analyzed one Thai leader and one Japanese leader, it was clear that there were some important differences between them with regard to their point of view and their priorities. It would be interesting and useful to do some further research on this particular aspect of the study.



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Appendix A: Interview Questions (For Leaders)

No.	Questions
1	How do you describe yourself as a leader?
2	How do you see your role?
3	What is/are your priorities as a leader?
4	How do you behave to your subordinates?
	Do you Make good relationship with your subordinates? How?
	Do you think you are a role model? How?
	Do you give autonomy to your subordinates? How?
5	What will you do if you know that your subordinates are demotivate? How can you support them?
6	Are there any differences between Thai subordinates and Japanese subordinates? (For Leader A)

Appendix B: Interview Questions (For Subordinates)

No.	Questions
1	Do you think Leader A/B is a good leader? Why?
2	What behaviors of Leader A/B that you think are good?
3	What make you work here for so long?
4	Have you ever feel demotivate in work?
	Does Leader A/B support you? How?
	Does Leader A/B try to make good relationship with you? How?
	Does Leader A/B be a role model to you? How?
	Does Leader A/B give autonomy for you to work? How?
	Does Leader A/B support or inspire you? How?

