

**THE EFFECTS OF LEADERSHIP IN LINE MANAGERS ON
MOTIVATION AND SATISFACTION OF EMPLOYEES
TOWARDS INTENTION TO LEAVE IN A LUXURY TRAVEL
AGENCY IN BANGKOK**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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Thematic paper
entitled
**THE EFFECTS OF LEADERSHIP IN LINE MANAGERS ON
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TOWARDS INTENTION TO LEAVE IN A LUXURY TRAVEL
AGENCY IN BANGKOK**

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THE EFFECTS OF LEADERSHIP IN LINE MANAGERS ON MOTIVATION AND SATISFACTION OF EMPLOYEES TOWARDS INTENTION TO LEAVE IN A LUXURY TRAVEL AGENCY IN BANGKOK

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ABSTRACT

The current situation of travel industry in Asia has been almost transformed because of the increasing number of new travel agencies, the price constraint but high expectation from the customers. The objective of this research is to investigate how different leadership style of different line managers affect motivation and satisfaction of the employees in the team and leads to intention to leave the company. The theoretical frameworks which the researcher selects are Contingency approach and Hersey and Blanchard's Situational Theory which composes of 4 dimensions of leadership style: directing, coaching, supporting and delegating styles to match different levels of ability and willingness of staffs in the team and another theory is Motivation – Hygiene Theory inclusive of Motivational factors (Intrinsic factors) and Hygiene factors (Extrinsic factors). To collect the data, one on one interview is conducted with 23 people in the company by using different interview questions between line managers and employees.

The results reveals that Country Manager, Product and Marketing Manager and Operations Manager use supporting leadership style into their team. However, the conflict happens when the staff under Country Manager does not accept her leadership style. Another leadership that the researcher found in this travel agency is coaching style that Sales and Reservations Manager uses but this manager still stands between coaching and directing styles sometimes. It depends on whom the manager deals with. The best leadership style which is delegating style can be found in Financial Controller Manager from accounting team where staffs have high ability to perform tasks and willingness to engage in tasks.

KEY WORDS: Situational Leadership, Motivation and Satisfaction, Employee Turnover, Intention to Leave, A Luxury Travel Agency in Bangkok

161 pages

CHAPTER I

INTRODUCTION

1.1 Research Background

Regarding the publication of The World Tourism Organization about Tourism Highlights 2016 Edition, the number of international tourists who came to Asia and the Pacific increased to 279 million people in 2015 which made the economic growth stronger. To be more focused, South-East Asia is the top destination in Asia Pacific and Thailand becomes the first winner of South-East Asia destination.

Therefore, tourism is one important field of hospitality industry to encourage Thailand's economy. To be more specific, travel agencies are major player especially inbound travel agencies which welcome travelers from international countries to travel in Thailand.

The current situation of travel agencies especially in Thailand has been transformed rapidly because of the competition between travel agencies in terms of price and services as well as the continuous increasing of customer's demands and expectation.

Abercrombie and Kent, known as A&K, was originally founded by Geoffrey Kent. After that, Abercrombie and Kent became a worldwide group of companies and the first office was opened in London. At this moment, Abercrombie and Kent has over 52 offices all over the world in 26 countries.

One of Destination Management Companies in South East Asia continent is Abercrombie and Kent Thailand. This office in the Land of Smile was established in 1988 in order to provide a full range of travel services.

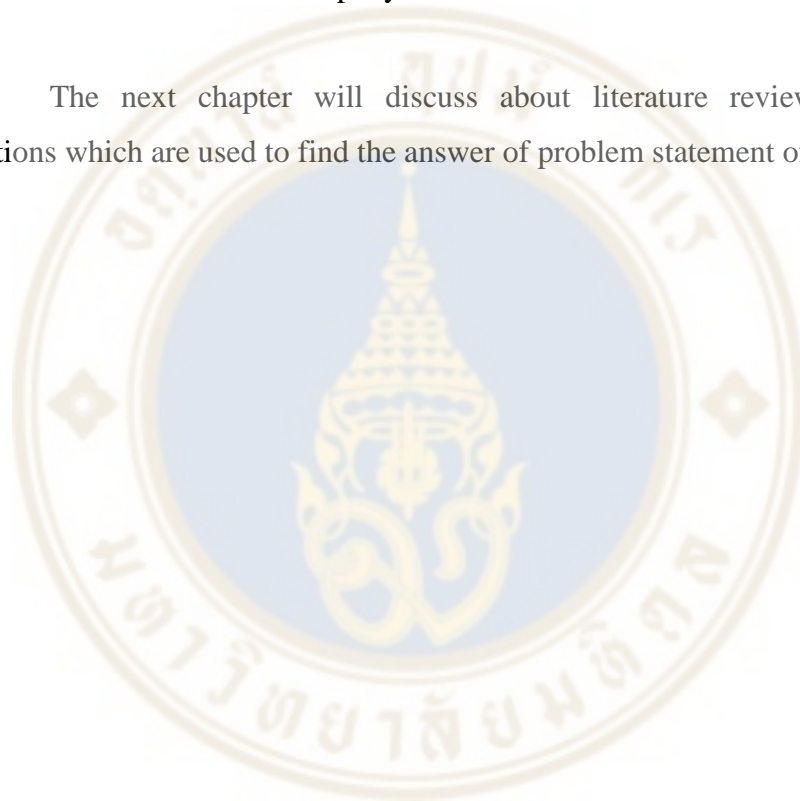
Internally, Abercrombie & Kent Thailand is the headquarter office in South East Asia destination because Managing Director will oversee other regional offices such as Myanmar and Vietnam from Thailand office. In addition, Cambodia office is combined into organizational chart of Thailand company structure. Until this time,

Abercrombie & Kent Thailand has been changing the company structure as well as management team inclusive of line managers.

1.2 Problem Statement

In consequence, this paper will advance the idea how leadership style of different line managers affects motivation and satisfaction of the staff in the team and leads to intention to leave the company.

The next chapter will discuss about literature review and research propositions which are used to find the answer of problem statement of this study.



CHAPTER II

LITTERATURE REVIEW AND RESEARCH PROPOSITIONS

Due to competitive market of travel agencies in Thailand to response high demands of customers, Abercrombie and Kent Thailand, Luxury Travel Agency in Bangkok, has set up new management team. Organizational chart, job description of each position, internal working process and company system have been changed radically with unique leadership styles of new line managers. Most of employees in the company have been affected by this radical change and they have started being demotivated to do their jobs and unsatisfied. Some of current employees have high intention to leave the company. As a result, relationship between subordinates, both original and new employees, and management team has been unstable as well as it affects ability and willingness to work of staff. Surprisingly, duration of staying with the company has been shorten to 1 month according to the latest circumstance in May 2017.

After studied the researches in terms of leadership, motivation and satisfaction and turnover, most of previous researches were conducted in hotels and restaurants in Thailand rather than travel agencies. Moreover, most of previous researches focused on job related factors which are based on individual points of views and then focused on organizational factors which concentrate in management level and cooperation between management team and subordinates. However, the author hypnotizes that organizational factors inclusive of leadership styles of management level will impact motivation and satisfaction of employees and lead to intention to leave.

According to Abassi et al. (2000), employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment. Turnover can be identified into voluntary and involuntary turnover. The difference between these two types is willingness of decision maker who will leave the company. In terms of voluntary turnover, it refers to people in the organization who is willing to leave the company based on their own decision making. In the contrary, involuntary turnover means a group of people who is forced to terminate their job, lay off or retire under expected or unexpected circumstances.

In the previous researches, the real reasons behind inter-company mobility or turnover actually come from internal factors which can be divided into two sources: job organizational factors and related factors.

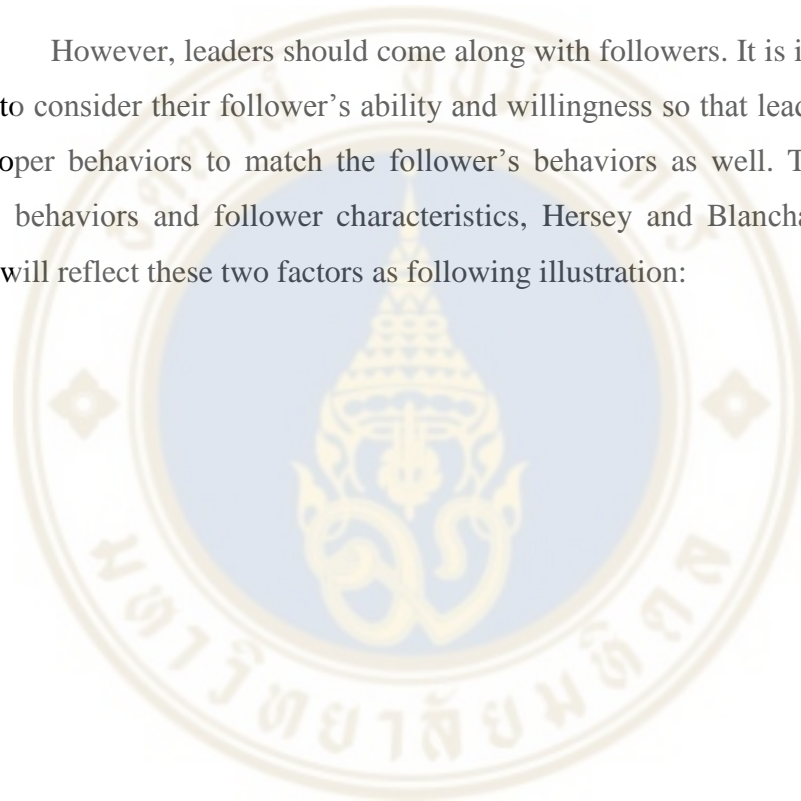
In terms of organizational factors, it would be the managerial styles of top management team and leadership styles of line managers which influence positively or negatively subordinates. The organizational factors focus on cooperative relationship between management team, supervisors and subordinates. Therefore, management team has the high impact on job related factors which relate to motivation and satisfaction of employees in the company. Job related factors compose of six variables: 1) role ambiguity, 2) role conflict, 3) work overload and resource inadequacy, 4) job security, 5) promotional opportunity and 6) career development.

To study the case of high turnover in a luxury travel agency due to organizational management and motivation and satisfaction, the researcher found the following concepts per below:

2.1 Contingency approach and Hersey and Blanchard's Situational Theory

The contingency approach is the effective behavior which leaders choose to conduct due to various situations in the company. According to Gary Yukl, Angela Gordon and Tom Taber, they focus only on leadership behaviors and it can be identified into two main dimensions: task behavior and relationship behavior. Therefore, different leaders might show different behaviors in various circumstances and different periods of time.

However, leaders should come along with followers. It is indispensable for leaders to consider their follower's ability and willingness so that leaders can perform their proper behaviors to match the follower's behaviors as well. To consider both leader's behaviors and follower characteristics, Hersey and Blanchard's Situational Theory will reflect these two factors as following illustration:





Relationship Behavior 	High	Leaders	Supporting Style Low Task – High Relationship <ul style="list-style-type: none"> • Participative or supportive style • Provide support and encouragement • Develop follower’s skill and confidence • Consult followers when making decisions and solving problems 	Coaching Style High Task – High Relationship <ul style="list-style-type: none"> • Coaching toward achievement style • Combine task and relationship behaviors
		Followers	High Ability – Low Willingness High readiness but lack of confidence and need personal support	Low Ability – High Willingness Moderate readiness because of confidence to proceed but lack ability
		Leaders	Delegating Style Low Task – Low Relationship <ul style="list-style-type: none"> • Delegating style • Low concern for both tasks and relationships 	Directing Style High Task – High Relationship <ul style="list-style-type: none"> • Authoritative style • Plan short-term activities • Clarify tasks, objectives and expectations • Monitor operations and performance
	Low	Followers	High Ability – High Willingness Very high readiness because of ability and confidence to perform tasks themselves	Low Ability - Low Willingness Low readiness, low ability, and lack of confidence
	Low	Low	High	High
		 Task Behavior		

Figure 2.1 Leadership styles and ability and willingness of employees based on Hersey and Blanchard’s Situational Theory

According to task readiness or ability to do the tasks, the following factors should would be taken into consideration:

- Ability to perform a specific task
- Competence, skill and knowledge.
- Educational level
- Past experience with task
- Overall job performance
- Meeting job deadline history
- Required technical knowledge
- Problem solving ability to task
- Decision-making skills
- Demonstrated planning skill

Regarding emotional readiness or willingness to do the tasks, it should refer to the following variables:

- Willingness to engage the task
- Confidence, attitude and security
- Job commitment
- Motivation to achieve
- Energy level
- Interest level
- Appropriate initiative for task
- Ability to work independently
- Willingness to persist despite obstacles

2.2 Motivation-Hygiene Theory


Motivation is a critical attribute for both managers and employees to achieve either personal or organizational goals. Motivation is important to managers in terms of how to motivate the employees to do the best in their job and to satisfy in their job. For employee's point of views, motivation is essential to encourage them to do the job with satisfaction to get desirable outcomes and to meet their personally required needs.

From times to times, motivation theories were created from various initiators and the researcher selects Two-Factor Theory or Motivation-Hygiene Theory to analyze the case study.

Frederick Herzberg is an innovator of this theory which considers intrinsic and extrinsic factors to motivate and satisfy employees in the organization. Literally, intrinsic motivation reflects the action which people are intrinsically motivated to do and meet their inner satisfaction. In the contrary, extrinsic motivation means that the action which people are motivated to do by outside encouragement or external rewards although without satisfaction.

According to Motivation-Hygiene Theory, Herzberg called motivators as intrinsic factors while called hygiene factors as external factors. These two factors have different levels of satisfaction. To clarify the concept of Herzberg's theory, below is the illustration:

Table 2.1 Motivational factors and Hygiene factors of Motivation-Hygiene Theory

Motivational factors (Intrinsic factors)	Hygiene factors (Extrinsic factors)
<ul style="list-style-type: none"> • Achievement • Recognition of achievement • Advancement • The work itself • The possibility of personal growth • Responsibility 	<ul style="list-style-type: none"> • Company policy and administration • Technical supervision • Interpersonal relations with supervisors • Interpersonal relations with peers • Interpersonal relations with subordinates • Salary • Job security • Personal life • Working conditions • Status
	
<p>Satisfaction No Satisfaction No Dissatisfaction Dissatisfaction</p>	

Before motivating employees from their inner-self, the line managers should maintain the level of hygiene factors (extrinsic factors) to be at no dissatisfaction. In fact, motivational factors (intrinsic factors) are more important because it is able to increase satisfaction of the employees and decrease intention to leave. However, both extrinsic and intrinsic factors should be used moderately and based on other factors such as age, position, etc.

2.3 Propositions

From the theories mentioned above, the proposition can be enumerated as follows:

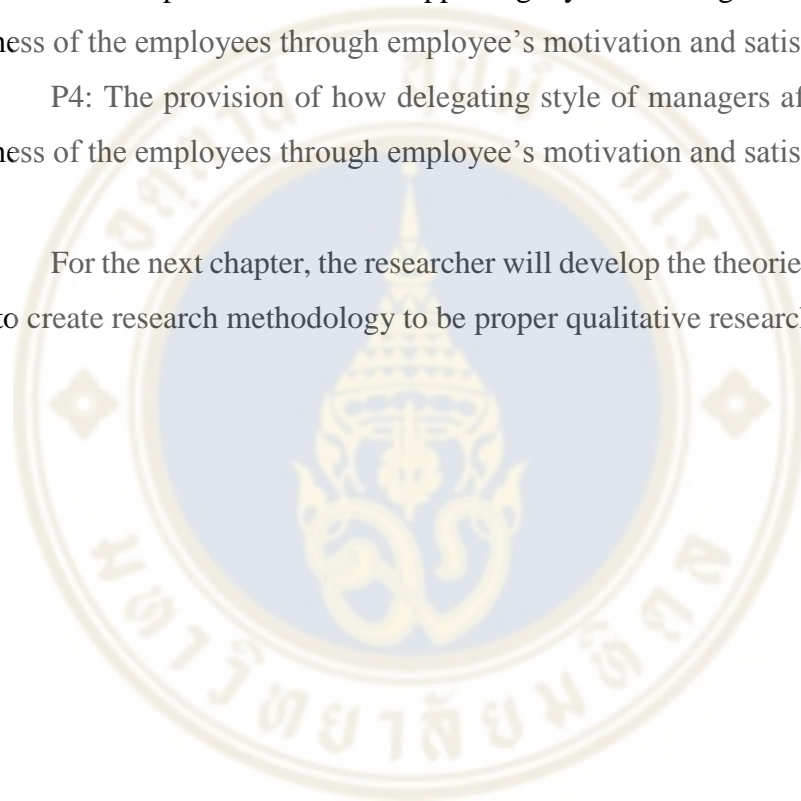
P1: The provision of how directing style of managers affects ability and willingness of the employees through employee's motivation and satisfaction.

P2: The provision of how coaching style of managers affects ability and willingness of the employees through employee's motivation and satisfaction.

P3: The provision of how supporting style of managers affects ability and willingness of the employees through employee's motivation and satisfaction.

P4: The provision of how delegating style of managers affects ability and willingness of the employees through employee's motivation and satisfaction.

For the next chapter, the researcher will develop the theories in the literature review to create research methodology to be proper qualitative research.



CHAPTER III

RESEARCH METHODOLOGY

3.1 Objective

The objective of this research is to study how the leadership style of different line managers affects motivation and satisfaction of the staff in the team and leads to intention to leave the company in a luxury travel agency in Bangkok.

3.2 Interview Method

The research methodology was qualitative in nature by conducting one on one interview in a luxury travel agency in Bangkok, Abercrombie and Kent Thailand. The interview was conducted from 15 minutes to 1 hour in length with two sets of different interview questions between line managers and employees of line managers. The interview questions were designed to find the relationship between leadership style of each line manager and staff through motivations and satisfaction and intention to leave the company.

3.3 Observation Method

The observation has been conducted during 2 years in the company to understand the environment of the company, the company culture, the working process of each department which influence people behavior and leadership style.

3.4 Sample

The researcher conducted one on one interview with 23 people in the company composing of 5 line managers of different departments (Financial Controller Manager, Sales and Reservations Manager, Country Manager, Operations Manager, and Product and Marketing Manager) as well as employees in each department as per following details:

- 1 Accountant Manager and 2 Accountants related to Financial Controller Manager.
- 5 Destination Specialists and 2 Reservation Executives reported to Sales and Reservations Manager
- 1 Ticketing and Reception Office and 1 Documentation Specialist reported to Country Manager,
- 1 Operation Officer reported to Operations Manager
- 1 Product Supervisor, 3 Contracting and Product Assistants and 1 Marketing and Communication officer reported to Product and Marketing Manager

3.5 Data Collection Method

After developed the interview questions and selected the samples, the researcher made appointment with line managers and employees in different times as per convenience of each person. The interview session was conducted between 05 July 2017 and 13 July 2017.

During the interview, notes were made on the content. After conducted the interview, the sound records were transcribed in word documents to be the database in order to analyze with the research frameworks.

3.6 Data Analysis Method

Once the conceptual information was established, the analyzing process began with the assistance of coding qualitative data which the researcher used to transcribe all data after conducted interviews and interpreted the codes with the research frameworks which are Contingency approach and Hersey and Blanchard's Situational Theory and Herzberg's Motivation-Hygiene Theory.

3.7 Data Validity Method

The researcher applied probing technique for data validity by creating different questions with the same meaning of previous questions to ensure if the answers from the interviewees are accurate.

After constructed the research methodology, the researcher will discuss about findings in the next chapter based on theories in literature review chapter.

CHAPTER IV

FINDINGS DISCUSSION

After conducting the interview with line managers as well as employees in different departments, the researcher found that most of line managers at this company tend to use Supporting Style to work with the teams. However, Sales and Reservations Manager usually use Coaching Style while Financial Controller Manager uses Delegating Style.

4.1 Accounting Team

The leadership style which Financial Controller Manager uses is Delegating Style. Financial Controller Manager will set the outline task or the goal once there is the project to handle. Since the staff in the Accounting team have many years of experiences to handle the jobs and cases independently, Financial Controller Manager will tell only his expectation for the project and the target. The interview of Financial Controller Manager will prove high ability of the staff to handle tasks as follows:

“If staff can handle their works by themselves, I will tell what I expect, the target and the policy. Don’t tell them what they have to do and how to do it. I will not go through the details. I just tell a big picture.”

In addition, he will set up the brainstorm session to discuss what the target of the team is and then the staffs are able to share the ideas and the manager will listen and collect the comments from them. At the end, the manager and the team will make decision together which way they need to use. The interview of Accountant (2) can support this idea as follows:

“We have to discuss together what we can do in a certain limit and what we cannot do. It is flexible in a certain limit”

Also, the manager himself is open to listen the new ways to handle the jobs from the staffs and if the new ways are more effective, the manager allows the staffs to try to

do it because the manager focuses on the accurate outputs and does not monitor the working process of each staff. The staff is able to do their jobs on their own ways. Although it is different way to get the jobs done, if the team get the same and correct results, the manager is fine. Due to the interview of Accountant (1), he said:

*“If I have better ways to do my jobs, my manager will allow me to do it and see the result. **I can share the ideas and create the ways to do my jobs**”*

Actually, Financial Controller Manager knows exactly by himself which tasks staffs in the team handle day by day, week by week and when the outputs should be finalized. If the outputs are reported on time and accurately, it is fine for the manager. If the outputs are overdue date, the manager will walk to the staff directly and ask if staffs need any supports or helps. The interview of Financial Controller Manager can be used as an evidence:

*“If the works are still on process although today is deadline, **I need to follow up but not put the pressure on staff**. I just ask what is going on and why the works have not been done. Do you have problems and need any helps on that? **Once I know the problems, I will jump into it and find the solution immediately**”*

However, if staffs in the team have the problems which concern about the tasks and might affect to the team performance, they are able to talk directly to Financial Controller Manager because the manager is open and has high willingness to help. The manager will take action on the issues immediately and does not tell staffs to ask other people in the company because the manager himself has responsibility to assist staffs in the team first. The manager said that if he ignores the problems from staffs and tells them to ask others, staffs might disrespect him because the manager is a person who has to support staffs to overcome the difficult situations. The manager needs to build up the team to be stronger and to be more convivial.

To assure the manager's behavior, Accountant (1) said:

*“I can talk everything with him. [...] Then he will advise us the direction to do like plan A, B, C. [...] He will give us direction and **does not leave us to loss**”*

And

*“Once I have special cases, **he will cut off everything by himself** like you have to do like this and I just follow it. Therefore, we can solve the problems immediately*

and it does not take too much time. If there are anything else happen, he will be responsible for it”

As a result, staffs in the team feel safe and stable to stay together with the manager because staffs know that they are able to talk to the manager not only about the daily jobs, the issues, but also everything inclusive of personal stories. Staffs become more open to talk to the manager because they trust the manager and are confident in him. The researcher found interesting point about the meaning of subordinate from Financial Controller Manager as follows:

“Subordinate comes from the combination of two words: look (daughter / son) and nong (sister / brother). Therefore, you have to treat your subordinates as same as how you treat your daughter / son or sister / brother. Subordinates are not others because we are family. Therefore, you need to understand them. Personal relationship with the subordinates is important too because sometimes you need to know how their family is and you cannot focus on tasks only. Personal touches cannot be learned in short term. We need to practice how to keep personal relationship in the team as well and it depends on your personal experiences”

From the point of views of staffs in accounting team, the manager does not act like a boss. The Accountant Manager said *“I think he does not look like a boss. He looks like a big brother”* This feedback reflects clearly how the manager treats the staff.

In terms of feedbacks, Financial Controller Manager actually gives the feedbacks due to different personalities of each staff because each staff in the team has different levels to accept the feedbacks from the manager. Usually, the manager will not give direct negative feedbacks because it might hurt the feeling of the staff. Accountant (1) said:

“If there are any cases such as double payment to the hotel, my manager will let me know to be aware of in the future. He does not blame me but he just tell me to be aware of it and I think I more respect on him.

In conclusion, delegating style is effective for Accounting Team because of the ability and willingness of each staff in the team which supports Financial Controller Manager to oversee overall working performance of the team. How delegating style motivates staffs in Accounting Team to perform their jobs?

Accounting Manager

She is able to perform specific tasks by prioritizing her jobs but she is still worried about the tasks which might relate to others in the company. For this case, she is not confident to make decision by herself in some important cases. Therefore, she still needs to consult with her manager before making decision even though her manager believes in her ability to make decision and solve the problems.

Apart from the main jobs, she is willing to help others but if she is busy, others need to give time for her to clear her main tasks first and then she will help you later.

Due to good environment in the team inclusive of good manager who takes care of staffs very well, she feels comfortable to work with the team as well as her manager. She has high willingness to get the jobs done even if it is too difficult for her.

Accountant (1)

Due to leadership style of the manager, Accountant (1) has freedom to work independently so that he is able to perform tasks very well because once he has better ways to do the jobs, the manager will allow him to do it. Therefore, he is encouraged to create initiative ideas to perform tasks.

Accountant (1) is also a good example for demonstrating planning skill because he has notebook and he will create his own monthly planning. For example, he has to proceed checks around 25th of each month to close the deal and then update the information in the system, prepare pay slip and scan the pay slip to send to the suppliers. After creating the monthly schedule, he will know what he has to do during each period of the month and he can adjust the schedule to be more flexible for him. All in all, he can control his works with his technical knowledge and his ability to finish his jobs on time.

To manage the works more smoothly, he also has experiences how to solve the problems but once there are complicated cases, he trusts his manager and he is courageous to talk to him directly for advices and assistance. In consequence, Accountant (1) feel secured because the manager is willing to support the team all the time.

Accountant (2)

Due to Delegating style of Financial Controller Manager, she feels comfortable to handle her jobs and to work with the manager because she and the manager have worked together for long time and each person is confident in the ability of each of them. Therefore, she has high confidence to do her jobs, to make decision and to solve the problems.

Since manager provides freedom to each staff in the team, Accountant (2) can handle her works independently because she has many years of experiences and worked with the company for long time. She will prioritize her day to day works and have her own planning schedule accordingly. As a result, she can finish her daily jobs quickly and it might be before due date. However, she has to close the monthly statement which is more difficult than her daily tasks. She might need to focus more on complicated tasks but since she has high technical knowledge and previous experiences how to deal it, she can achieve the goal of the team usually.

To measure how leadership style affects motivation and satisfaction of staff in Accounting team, the researcher calculates the average score of motivation and satisfaction of the team as follows:

For intrinsic factors, Accounting team gets 4.67 of 5 points because Accounting Manager have moderate level of confidence to make decision by herself so that she prefers to consult with Financial Controller Manager before making decision. For the rest of two staff, they evaluate themselves with full score.

For extrinsic factors, Accounting team gets 4 of 5 points because of the salary. The salary adjustment at the company is low due to inflation rate and travel agency's salary standard.

4.2 Sales and Reservations Team

Rather than Supporting Style, there is another leadership style used by Sales and Reservations Manager which is Coaching Style. The leader who applies Coaching Style will focus more on task as well as supporting staff in terms of confidence, problem-solving and providing feedbacks.

Sales and Reservations Manager is able to define the task clearly and delegate the jobs to each staff in her team because each staff knows which markets they have to handle. In addition, Sales and Reservations Manager always expresses what she needs staffs to do, how to do it and when staffs need to finish. The manager is strict to the company's policy so that she will set the deadline of tasks as per her interview *"We have to send out the proposals to the agent within 24 hours after received the requests"*

Since the working of Sales and Reservations Team is under pressure most of the time, the manager tries the best to address task concerns. Most of the time, the manager will handle the requests by herself or other staffs in the team will help to monitor mail box of person who is out of office because it is important to get the jobs done as per company's policy and deadline.

However, the leadership style of Sales and Reservations Manager is sometimes between Directing Style and Coaching Style but it depends on whom she coordinates with. Some staff who might have less experiences but improve their ability to do the jobs from the past might be satisfied on Coaching Style because the manager still allows them to handle jobs on their own ways but she still monitor how they communicate with the agents and the format of the proposals. For example, Destination Specialist (1) said:

"I was unsatisfied at the beginning because my manager mentioned deadline and she requested me to send out my works by today all the time. Fortunately, at this moment she leaves me to handle the jobs by myself so that I am not too stressed" and *"At the beginning, my manager guided me what to do and how to do but after that she just assigns tasks to me and I handle it by myself"*

For this case, Sales and Reservations already set clear standard and deadline to the team and this Destination Specialist understands how to manage his tasks under the standard that the manager set and finishes it on time as per policy.

On the other hands, the manager might use directing style to the staff who cannot manage tasks properly. For example, Destination Specialist (3) had been working as Reservations for long time. She has been promoted to the new position while she has low ability and willingness to do the jobs as Destination Specialist. Most of the time, she needs the manager to scan the enquiry before sending to her and once she cannot do the jobs, she feels annoyed and does not need to do the jobs. She cannot be tolerant on over workload and is confused how to manage jobs properly.

One day, Sales and Reservations Manager, using Coaching Style, needs to test the understanding of Destination Specialist (3) on how to create outlined itinerary to propose the customers. Unfortunately, all outlined itineraries could not be used because it did not meet the customer's preference and it made Destination Specialist (3) felt upset as she said:

“She asked me to create the outlined itineraries but once I sent it to her, she does not accept it and she changed all and then I have to follow her guidelines instead”

For this case, this issue might come from two causes:

- The first one is that Sales and Reservations Manager actually supports Destination Specialist (3) too much because when this staff cannot handle her tasks, the manager will do it by herself regarding the interview of Destination Specialist (3) *“If I cannot handle it, she will jump into it and then do it by herself. [...] She helps me to reply the emails because I don't know what I have to communicate with the agents”* Therefore, this staff is still not able to handle her own tasks and cannot improve her ability to do the jobs.
- The second reason is that Sales and Reservations Manager does not train Destinations Specialist (3) properly as the staff said *“My manager trains me only one hour and then let me do it on own”* In consequence, this staff might not have enough knowledge how to give the suggestion to the customers or how to create the outlined itinerary with logical program.

After rejecting the outlined itinerary, Sales and Reservations Manager, using Directing Style, decided to provide new outline itinerary to this staff so that staff can create the program based on her outline.

It would be better for Destination Specialist (3) as well as the manager to support each other in proper ways by learning how to manage tasks under time limit and training staff properly. The manager should not support by handling jobs instead of staff.

Since Destinations Specialist (3) feels annoyed often, Sales and Reservations Manager can switch the leadership style to Coaching Style to express confidence in staff's ability. For example,

“My manager still cheer me up that you can do it and if you have any problems, I just let her know”, said Destinations Specialist (3)

Apart from Destination Specialist (3), Coaching Style of Sales Manager might not be applicable for other Destination Specialists especially in terms of tasks because they have many years of experiences as well as high ego to deal with.

In reality, the conflict still happens due to Coaching Style especially with Destination Specialist (Series) who feels unhappy to coordinate with the manager because this staff actually knows how to handle tasks by herself but the manager still told her how to do it step by step. It could be implied that the manager does not believe in ability of Destination Specialist (Series) to get the jobs done on her own ways as Destinations Specialist (Series) said:

“I think she told me like I am a new staff who has not experiences before. She told me how to handle the bookings step by step but I think she should know that each person has its own ways to do their job”

In addition, Sales and Reservations Manager assigns extra tasks to Destination Specialist (Series) without asking the willingness of the staff. For this case, the manager needs to test the ability of this staff if she can handle difficult tasks apart from her main jobs. However, the manager should inform the staff first that another team requires assistance from Sales and Reservations Team to support due to over workload and both of them should agree together. However, the conflict already happened as Destination Specialist (Series) said:

“I received extra works from Sales manager and I cannot handle my main jobs because my manager needs me to finish extra tasks first which come from another line manager [...] I am not totally happy. She just talked with another line manager to delegate works to me but she has never asked me if I am available to help or support.

I think the extra works do not my main jobs and she should ask me the willingness to do it first”

In the contrary, Sales and Reservations Manager does not monitor and involves in the jobs of Destinations Specialist (2) because this staff actually handles the key agents of the company and she can handle the jobs by herself very well within deadline as well as solve the problems by herself properly. Therefore, the manager will engage in some joint problems or the specific cases as Destination Specialist (2) said:

“Once I have to request special rates from the suppliers or the hotels, my manager will jump into it and help me to negotiate rates. I think my manager did it very well when negotiating the rates with the hotels” said Destinations Specialist (2)

The manager might consider that Destination Specialist (2) has many years of experiences as well as this staff has more knowledge than herself who has joined the company at the end of last year. Therefore, the manager expresses confidence in this staff's ability which contrasts to Destination Specialist (Series) even though that staff has more experiences than the manager.

In regard to providing supportive feedbacks, most of staffs rarely receive the feedbacks from her or receive indirect feedbacks as Reservations Executive (1) said:

“Country Manager told me that my manager said I can finish works quickly and have good performances so that my manager needs to promote me to be Destination Specialist”

It would be more effective if positive feedback are given directly to the staffs who perform very well so that the staffs will know that the manager does not ignore the working performance of the staff and the positive feedback is one of motivational tool to encourage staffs to perform better.

In another case, Reservations Executive (2) has not received any feedbacks from the manager although she passed probation period since this May. Actually, after probation period, the manager will call the staff to meet and discuss together how the working performance is. However, Sales and Reservations Manager has not asked Reservations Executive (2) to meet and give her feedbacks about working performance so that she has not known how to improve the ways she works. The staffs assumed that she already worked well and keep doing it as it is.

All in all, most of staff in Sales and Reservations Team can handle their own jobs on their own ways except Destination Specialist (3) but each staff is treated in different ways. Therefore, it might be difficult to deal with the manager because she usually uses coaching style with Destination Specialist (1) and (2) and Team Leader (Series). Most of the time, she will apply between directing style and coaching style with Destination Specialist (3) while she will use only directing style with Destination Specialist (Series). For two Reservations Executives, since she does not deal with them directly due to position, she sometimes coordinates with them by using coaching style.

Destination Specialist (1)

In regard to Destination Specialist (1), he has been graduated Master Degree from England so that he has upper level of education comparing to original staffs. However, he has joined the company 6 months and he had worked in one travel agency for several months before studying in Master Degree so that he might have low competence and low skill to finish the jobs quickly comparing to other staffs who have many years of experiences to handle the jobs more efficiently and more effectively.

However, he still has high willingness to engage the tasks because he is new comer and is highly interested in learning the working process, how to handle the requests especially the complicated ones. He is encouraged to dedicate in his assignments although it is too difficult and overloaded for him to handle because he is new staff. Due to the interview, he said:

*“I think it is quite challenging for me because I have opportunity to handle new request that **I have never done it before in the previous company.** I have to handle requests which compose of multi countries at this moment. Therefore, I have chance to handle complicated quotation”*

Apart from willingness to engage the tasks, he is willing to persist despite obstacle sometimes. Although he has never been assigned to do extra jobs apart from his main jobs, he becomes one of staff in Sales and Reservations Team who handles the complicated requests because he has to proposal in Spanish language although he has never learned Spanish language before. It is not surprising why he spends more time to handle the requests. During the interview, he said:

“Although it is difficult I will do my best to get the jobs done but my willingness is 50/50 because it depends on tasks. [...] I am not willing to do Spanish Speaking requests but I think I need to learn another language such as Spanish. I can handle Spanish Speaking requests without complaining it”

He is fast learner to learn how to handle requests although he has never experienced before. As a result, the manager believes in his ability to do the tasks independently and he is satisfied to handle the jobs without involvement of the manager.

Furthermore, due to trust of manager towards his ability to handle tasks, he has opportunity to share the initiative for tasks. His interview could support as follows:

“If I need to change sometimes, I just tell my manager with the reasons why I need to change and my manager will accept if suitable”

Destination Specialist (2)

Regarding Destination Specialist (2), she has 5-year experiences at the company and she has her own specific markets to handle so that she has been accumulating the agent and guest profile. Absolutely, she has high ability to perform specific tasks especially complicated enquiries from high-demanding guests because she has high competency, high level of skill and real knowledge of company products, hotels and services. Due to her ability to handle the tasks, she reveals the efficient and effective ways to finish her jobs on time as per her interview:

“I will handle the requests which are the most urgent first. I just prioritize my works. Actually, I can finish all day to day tasks. Therefore, I think I can handle and finish my jobs on time.”

Since her overall job performance seems satisfied for the manager, Destination Specialist (2) has freedom to handle her own works with her own working process. The manager rarely involves in the ways that she handles the jobs because the markets she handles have its own identities so that the ways to create the proposals, to calculate the prices and to communicate with them would be different. Another reason why the manager trusts her to handle without involvement because she is only one person who takes care of key markets of the company as Destination Specialist (2) said:

*“In terms of working process, I think she might not involve too much in my jobs but I still keep her in cc when I send the emails to the agents. I think she does not pay too much attention on my works if there are not any problems. **She still leave me to do my jobs on my own ways”***

Even if Destination Specialist (2) has the issues on her bookings, she will use her previous experiences to solve the problems and most of the cases can be solved by herself. As a result, she has high ability to solve the problem as well as high decision-making skill. It could be implied that she has high confidence to take care of her bookings by herself without assistance from the manager and it depends on many years of experiences, high ability to handle task inclusive of high competence, problem solving and decision making skill and knowledge.

Moreover, she is also willing to persist despite obstacle especially during high and peak season of travel industry. Due to many years of experiences in travel industry, she is able to handle other requests apart from her main markets. If she is not too busy from her works, she is willing to support others as well.

The most essential thing that Destination Specialist (2) proud to have is positive attitude on her works. She said:

*“I think I have full capacity to handle my tasks because if we do the jobs we love, we need to do it better. **I love my jobs** actually and I have high willingness to do my jobs”*

Therefore, she is highly interested in learning the new things about products of the company because she has worked with this company almost 5 years and does not find new sightseeing which are more attractive and unique. During interview, she mentioned as follows:

“Since I worked for 5 years at this company, I just need to know new ideas of products and how to do my jobs in better ways. I need to have new ideas which are beyond the original ones. I think we can accumulate more knowledge and think beyond”

Destination Specialist (3)

According to Destination Specialist (3), she has joined the company for 6 months, the same time as Destination Specialist (1) but the characteristics are totally different. After probation period, she has been promoted from Reservations Executive to Travel Consultant because the manager expected that she can do it. However, she has never worked as Destination Specialist so that she has not previous experiences and it affects the ability to perform specific tasks inclusive of low competence, low skill of problem solving and decision making and knowledge of products and hotels because roles of reservations and travel consultant are different.

Therefore, it is difficult for Destination Specialist (3) to learn the new things as quick as possible. Also, the manager had trained her only one time so that she has still low ability to perform specific tasks.

Furthermore, Destination Specialist (3) has low ability to work independently because the manager has to assist her most of the time to handle new requests. It is difficult to find the confidence from Destination Specialist (3) because she needs to ask the manager or other staff in the team most of the time to ensure her thoughts before proceeding the next step of work. During the interview, she said:

“[...] And now, my manager leaves me to handle the requests on my own ways but I am not quite sure. I still ask my manager about the hotel options sometimes”
[...] I need my manager to share the ideas because I have no ideas to recommend customers”

Due to over support from the manager, Destination Specialist (3) cannot persist despite obstacles which actually come from over workload. When she receives many new requests on the same day, she cannot prioritize which request has to be done first. Most of the time, she cannot finish her jobs on time so that the manager who focuses on deadline decides to do it by herself.

The problem is that once Travel Consultant (3) receives new requests or complicated requests that she has never done it before, the willingness to engage to task will decrease and she has low level of interest to learn new things to improve her working performance. She expresses her feeling during the interview as follows:

“Once I receive new requests that I cannot handle it, I feel annoyed and I don’t need to do it. I need to go back to my comfort zone”

Team Leader (Series)

Due to position, she has high ability to perform her own tasks and also other tasks which Sales and Reservations Manager delegates to her.

In addition, when Sales and Reservations Manager is out of office, team leader of Series will be a person who oversees and delegates the tasks to Destination Specialists instead. Therefore, team leader of Series will learn how to balance the power between how to be staff under Sales and Reservations Manager and how to manage the team on behalf of Sales and Reservations Manager. During the interview, team leader said:

“I think I can handle various jobs because I meet new team at this company and I can learn more and I have more responsibilities and improve myself more. [...] if I am not too busy, I am willing to do extra jobs apart from my main jobs”

With the mindset of team work, she is willing to engage the task and to support others in the team to overcome the difficult situation. As team leader would like to support team and others in the company, it is important to her to be an open person who is ready to learn new things to handle the jobs effectively. In consequence, she is highly interested in learning new things as she said during the interview:

“I am ready and open to learn new things and I will ask others to learn how to do it. [...] I don’t reject works once my manager delegates to me. [...] I will try my best to do the jobs although the jobs will be difficult but I don’t reject immediately”

As a result, she has positive attitude on her jobs as well as believes in her competence to learn new things and find the ways to get the jobs done efficiently and effectively by learning and asking from others who have experiences.

Rather than handling her own jobs, supporting others and being ready to learn new things, she has also ability to solve the problems especially on her own tasks because she handles her tasks independently so that she will know the exact details of her works. She said during the interview:

“[...] I can handle cases by myself. My manager just delegates tasks to me and I handle it by myself on my own steps. At this moment, I can control my jobs so that I don't consult her”

Destination Specialist (Series)

Another person is Destination Specialist (Series). Absolutely, she has many years of experiences in travel industry so that she has over confidence to handle her own jobs.

Due to high confidence and knowing in depth the details of her own works, she is able to solve the problems by herself and can make decision up to certain limit of power in terms of works which might not affect company business. She said during the interview *“When the problems occur, I can handle by myself because I know the details of the file”* Therefore, she rarely asks for assistance from the manager accordingly

However, she has negative attitude towards manager and it might affect the motivation and satisfaction to do the jobs. Actually, negative attitude towards the manager comes from extra tasks assigned by manager. Manager delegates extra jobs without asking Travel Consultant (Series). Therefore, she expresses her opinion as follows:

“I can do extra jobs apart from my main jobs due to my previous experiences. [...] I think if it is not my main jobs, manager should ask me if I am willing to do extra jobs.”

For this case, she has bias on her manager. She will choose the person whom she needs to help by herself. She said *“I know who is too busy and I am willing to help them and ask them by myself”*

Although she has high ability to perform tasks, confidence to make decision to solve problem and willingness to support some of people, she is not satisfied to do her jobs because of supervisor as she said:

“I am not happy to work with my manager. I actually assume that manager is one of my colleagues but I think my manager cannot help others. I don't need to build relationship with her”

Reservations Executive (1)

For Reservations Executive (1), she has high ability to perform specific tasks in terms of reservations because she has previous experiences from the previous company. She knows the scope of reservations works so that she is able to finish her works quickly and has good performance to handle tasks.

In addition, she has high willingness to engage the tasks by learning how to handle the works from different Destination Specialists who have different working styles and it is challenging for her. Although the tasks that she receives every day might be difficult, she is able to get the jobs done on time and overall job performance looks good as per her interview:

“At the beginning, I don’t know what Travel Consultants need me to do and how to communicate with them. But now, I know how to do it properly. I think it is smoother to deal with suppliers because I know how to talk with them and which questions that I should ask”

Since she has joined the company, she has high energy and interest to learn new working process and do more challenging jobs. She had been assigned to do extra job which is beyond her expectation but she is willing to persist despite obstacle. She told the story as follows:

“One of Destination Specialists needs me to change the price I the system but I actually use the system a few times to change the service status or add flight details but I have never used other functions in the system. [...] I am quite confused because it is not my job and I don’t know what I have to do but I just tried it. I think it is a chance to do it although I have never learned it before”

Unfortunately, her ability to make decision is limited by Sales and Reservations Manager. Once the plan does not work, she has to ask manager first what she should do next but if she has the idea which is better, she will discuss with the manager and respect the decision making of manager.

Reservations Executive (2)

According to Reservations Executive (2), she has high ability to perform her own tasks. However, since she has worked in travel industry for many years and has done many challenging things in other companies, she feels bored sometimes to work as Reservations because she has more competence, skill and knowledge to do other things. In the contrary, she has positive attitude on Reservations which is a new opportunity for her to learn new things as she said:

“I think I use a few ability to do my jobs but I am still learning more about Reservations duty from this company. [...] However, I have never been Reservations before although it looks boring but I can gain new experiences and knowledge.”

Since she has been considered as an active person and she is highly interested in doing more challenging jobs, she is ready to support others although it is apart from her main jobs. Therefore, she has high willingness to persist despite obstacles and high willingness to engage the task. Once in a while, she had helped Customer Service to book service for in house guests although the manager was not satisfied on this case because it should not be the job of Reservation Executive (2) because Customer Service has to be responsible for in house guests. However, due to team work and positive attitude, Reservations Executive (2) said to the manager that *“It was fine for me to help because it was easy to do it”*

As a result, Reservations Executive (2) cannot show full competence to solve the problems and make decision because of the manager. Manager limits her responsibilities and limit the scope of works which affects ability development. Her works become only routine and it makes her feel bored over the time.

To measure how coaching and directing style of the manager affect motivation and satisfaction of staffs in the team, the researcher calculates the average score as per details below:

For intrinsic factors, Sales and Reservations team gets 3.9 of 5 points due to work itself and advancement. Staffs in the team are under pressure most of the time because of over workload and complicated details of the requests. Moreover, most of staffs cannot see the career path in the company because the company already has full of managers.

In regard to extrinsic factors, this team gets 3.9 of 5 points because of supervisor and working condition. Supervisor or manager might use improper leadership style to staffs so that motivation and satisfaction of the staffs would be low. Due to working condition, most of staffs work under pressure due to time limit to finish the jobs as per company's policy.

4.3 Country Manager Team

According to Supporting Style, Country Manager will focus less on task but focus more on supporting the team. Since Country Manager actually oversees the company structure as well as the whole working process of the company, Country Manager, due to interview, does not use micromanagement which means that she does not monitor the details of how staffs handle their jobs. Country Manager will give a big picture and guideline to achieve the goal. Country Manager said:

“I think people are capable to do their job by themselves” Therefore, Country Manager prefers to have staff who can be responsible on their tasks.

In terms of high support of Country Manager, she actually sets weekly meeting with line managers of each department in order to understand what happens in each team and discuss how line managers inclusive of Country Manager herself will interact with the team. Sometimes, Country Manager also talks to her staffs directly. There are two staffs who are under Country Manager directly: Ticketing and Reception Officer and Documentation Specialist. Since this Country Manager has joined the company less than one year, she still prefers to learn the details of working process. Due to interview, Country Manager said:

“I will see how they are doing things and how they can improve it on that and I will sit down with them and understand the direction in which you want to do your jobs”

Country Manager needs to know the working process of her staff in the team because she is willing to help and support them once the issues happen. It is good to support her staff; however, it might controvert that she does not prefer to use “micromanagement”. She said:

*“I would like to **understand exactly what everybody is doing** so that I can help them better. I want only understand what everybody is doing so that when they have problems, I can give you advices, opinions because I understand **day to day works** and how difficult the tasks are”*

To be more specific, two staffs who are reported to her directly confirmed the researcher that Country Manager involves in their jobs by asking them the details of works and how they handle their jobs. After demonstrating the working process, Country Manager needs to change the working process immediately in order to match the process which Country Manager prefers to do. Ticketing and Receptions Officer said:

*“Due to many years of working experiences, I am sure that my working process can support the company business quite well **but Country Manager said that she does not like it and needs to change my working process immediately to support other teams**”*

Nevertheless, *“Country Manager has never known the details of my jobs before so that she will not know exactly if my working process will impact other teams or not”* and *“**Manager never asks me** how I feel about changing working process”*

The radical change without checking the feeling of staffs in the team results in negative feedback to Country Manager. Both of her staffs are not satisfied to handle the jobs because it is not flexible and there is no freedom to handle their own jobs although both of staffs have done their jobs for long time with the company. Regarding the interview of Documentation Specialist, she said

*“It is quite **stressful** for me because I actually know quite well about how to handle my works due to company’s policy from the head office but **Country Manager needs to change the way I have been working**. [...] I think that I and my Country Manager just **have the different ways to get the jobs done** but we can get the same outputs.*

According to Supporting Style, Country Manager should be more open to listen the ideas how to complete tasks. She looks open during weekly meeting with other line managers but she sometimes closes her mind when discussing with her staffs who are reported directly. Consequently, the conflict happens. To clarify the controversial, Documentation Specialist said:

“I had shared my opinions to my Country Manager but she does not accept it because I think she needs to focus on policy from head office. It is not flexible and I think some steps are duplicated and complicated to do”

In terms of engaging in joint problem-solving, Country Manager is willing to do it if her staffs need help from her. However, it might be slow to wait for the answer from Country Manager because it is not her main job to solve problem for each person. Actually, Country Manager is able to give advices to solve the problems and then staff will have guideline to solve the problems by themselves. Documentation Specialist said:

“Country Manager can support me once I don’t understand the details of the policy from the head office. She can communicate with the head office but it takes more time to receive the feedbacks from her because she has many things to do”

Additionally, Country Manager needs to monitor the details of email which her staff send to other teams and then the feedbacks from other teams to her staffs. Nonetheless, Country Manager has not enough time to monitor all emails from her staffs and her staffs have never received any feedbacks about her working process. Therefore, the monitoring is not effective to change the working process. Due to the interview of Ticketing and Reception Officer, she said:

“First month Country Manager needs me to copy her in emails to get some feedbacks from other teams and monitor if the way I do my jobs supports other teams effectively but she forget it right now. Although I keep her in cc, she has never given feedbacks back to me. Country Manager had told me that she needed to review the email format but she has still never started doing it”

The feedback is another controversial issue between Country Manager and staffs in the team because Country Manager said that feedback is important because staffs need to know how they have done the jobs but as per the case of Ticketing and Reception Officer, the researcher found that Country Manager does not focus on giving feedbacks to her staff. Ticketing and Reception Officer said:

“I think she does it to show that she can handle it for her good looking but it is not effective and she has not enough time to look into the process actually”

As a result, the researcher found that Country Manager might not have real supporting style to encourage the ability and willingness of her staffs in the team. Due to more than 10 years of working experiences for both Ticketing and Receptions Officer

and Documentation Specialist, the ability to handle the jobs and the willingness to engage in their jobs could be high. However, when they have to work with Country Manager who might use directing style instead of supporting style, would the ability and willingness change and affect motivation and satisfaction of staffs?

Ticketing and Receptions Officer

Therefore, leadership style of Country Manager does not match to task and emotional readiness of both Ticketing and Receptions Officer and Documentation Specialist because both of them have many years of working experience in this company so that they would know the working process in depth in terms of their own works and the coordination between departments. As per the interview of Ticketing and Receptions Officer, she said:

“I worked with the company for long time and I do my jobs like this many years and I think it is good enough to work like this although it is not the best way to do the jobs but I have never made big mistakes to get any complaints.

Due to this statement, the researcher found that this staff has high confidence in her ability to do the jobs because her roles are still able to support the company’s business and it is convenient to handle day to day works independently because of her skill and knowledge which have been practiced and accumulated from many years of experiences. Not everyone can use the ticketing system to check the code of ticket promotion and proceed ticket reservation. It is complicated to remember various order codes to make ticket reservations.

In addition, she has high problem solving ability along with high decision making skills so that she can solve the problems by herself because she still controls her jobs. This is another reason why Ticketing and Receptions Officer is not satisfied with Country Manager because Country Manager has tried to change the ways she works which are more complicated. It could be implied that attitude of this staff towards Country Manager might be negative and she confirmed it as per following interview:

*“I have negative attitude to my manager. Although I like her to talk to me directly, I still feel angry because of her characteristics. She monitors my routine works which I can handle it without any mistakes. **The more she monitors me, the more she does not trust me**”*

Even if Ticketing and Receptions Officer will be monitored by Country Manager, she still remains her well-done overall job performance by finishing her works on due date or before the deadline because she has discipline on her jobs. If she cannot finalize the jobs within one day, she will inform other people with the reasons.

Moreover, Ticketing and Receptions Officer has tried to discover the initiative ways to facilitate the working process once she has urgent cases to be out of office. She knows that ticket system is now online and people who have the passwords can check and book the flights in the system. Actually, only Ticketing and Receptions Officer will have the password to access ticket system but to be more effective, she is proactive to ask for the passwords for every staff so that they can check the flights on their own. To support the initiative for task, the interview reveals that:

*“I try to improve the ways to work more effectively by myself. If it supports other teams to do the jobs better, I try my best to keep developing. **I am willing to find the better ways to support other teams by myself**”*

Although she is not satisfied with radical change from Country Manager, she still has to adapt her working process because of her position which is inferior to Country Manager.

In consequent, she feels unsecured on her jobs because if she still resists change she might lose her job. Apart from change resistance, she is not satisfied on the level of salary because she has not been considered to increase the salary for many years. Unfortunately, she assumed that her position might not be important for management team.

In the contrary, Ticketing and Receptions Officer has high level of job commitment with the company. Due to the interview, she said:

*“**I need to stay with the company until retirement** because I have been working with the company for long time”*

Consequently, even if she received the tasks apart from her main jobs, she is willing to persist despite obstacles because she has high willingness to support and help others and she knows that her ability to be responsible on extra tasks can achieve the target.

Documentation Specialist

Regarding Documentation Specialist, she has been working with the company for long time as same as Ticketing and Receptions Officer. Therefore, she has high ability to perform specific task especially how to prepare appropriately the documentation before delivering because her skill and her knowledge have been accumulated for long time. Due to many years of previous experiences to handle the tasks, she is able to work independently because she knows well how to handle her jobs as stated in the interview:

“I actually handle my jobs on my own ways and know how to adjust the format of documents, how to do it and how to manager it”

Since she can manage her works systematically on each day, she is able to finish her works on time and overall job performance is satisfying for Sales and Reservations Team which has been coordinating with her directly to prepare final documents. Documentation Specialist informed how to manage her day to day jobs as follows:

*“I have my own steps to do my jobs. **I prioritize my jobs first and if there are any urgent requests, I will handle it first and then do other assignments later”***

The difference between Ticketing and Reception Officer and Documentation Specialist is about attitude. Documentation Specialist has positive attitude on extra tasks while Ticketing and Reception Officer has negative attitude towards Country Manager. Documentation Specialist thought that it has been a chance to try to do new assignments which she had never handled it before. In consequence, she is highly interested in doing extra jobs if she is not busy on her main jobs. Extra works motivate her to learn new things in the company. She said:

*“I had received extra tasks apart from my main jobs. For example, I had to create sample itinerary without pricing and send it to Sales Manager to check. **I think I am happy to do it because I am able to develop my skill. I also learn more about products of the company.**”*

All in all, Documentation Specialist is confident to handle the jobs although the jobs will be apart from her main jobs. She has high willingness to engage every task that manager assigned to her due to her interview *“I perform very well and I am willing to do my jobs 100%. I think I am quite confident”*

All in all, leadership style of Country Manager which is directing style instead of supporting style might affect motivation and satisfaction of staffs as per the average score below:

Regarding intrinsic factors, Country Manager team gets 3.5 of 5 points due to recognition of achievement and advancement. Ticketing and Reception Officer is a person who is affected by these two factors the most because she thinks that her position is not important and her salary has not been adjusted for long time. It implies that manager cannot recognize how she dedicates herself to do the jobs for the company. She cannot also find the career path in the company accordingly.

For extrinsic factors, the team gets 3.5 of 5 points due to supervisor and salary. Relationship between supervisor and staff is not good because of leadership style and interaction between them. For salary, it has not been adjusted for long time as per Ticketing and Reception Officer's interview.

4.4 Operations Team

Another line manager who uses Supporting Style is Operations Manager. This team actually works as family which means that they support each other. Operations Manager during the interview said that they have the goal and the target which are set for the team and they need to finish the tasks within deadline. Since this team has its clear roles of each staff inclusive of Operations Manager himself, they are able to be effectively responsible on their tasks. Due to the interview, Operations Manager said

*"I, as a manager, will focus on assigning guide to handle the bookings, another person will go through the details and put the data into system and the last person will prepare documentation. **We can handle our own jobs due to experiences**"*

Although each of staff including Operations Manager has its own roles to do the jobs, they can assist each other because all of them already learned the whole process of Operations jobs. Therefore, this team is able to support each other.

Due to teamwork, Operations Managers still give the opportunity to the staff to share the ideas how to complete tasks efficiently and effectively. As per the interview of Operations Officer, he said:

“We can talk everything. If I found that this is not ok for my manager, I can tell him directly”

Most of the time, Operations Manager supports staff in the team very well but Operations Manager still decides to handle most of works by himself. That is, he will look after all processed of works. However, each of staff has its own responsibilities and staffs are willing to do it in terms of ability and willingness. Operations Officer said:

“My manager does everything by himself and if he needs helps, he will ask me later. But sometimes, I need him to assign me more tasks because I am willing to do the jobs. [...] In my opinion, I need him to assign tasks to me because if I do more, I can learn more”

Since Operations Manager rarely assigns jobs to staffs, it might affect negatively the feeling of staff negatively in terms of willingness because staffs might assume that Operations Manager does not trust in the ability of staffs so that he decides to handle by himself.

However, once the problems occur especially from in-house guests, Operations Manager is able to jump into it and find the solution immediately. For example, if the guests arrive the hotel before official check in time, Operations Team might contact the guide to offer them to do sightseeing first and then return to the hotel to get their room.

Regarding to providing feedbacks, Operations Manager had given feedbacks to staff who handled cruise file smoothly. However, Operations Officer who has passed probation period said that Operations Manager did not give him the feedbacks about working performance. The manager accepted all things that Operations Officer wrote in the performance appraisal but did not give the additional feedbacks or how to improve the working performance. For this case, it might affect the confidence of staff who is still not sure if his performance meets the expectation of the manager. This Operations Officer is new so that he still needs to improve his ability to match the service standard of the company. Therefore, he needs recommendation from the manager as a guideline to do his jobs more effectively.

To summarize, supporting style of Operations Manager is applicable effectively to Operation Officer although staff himself prefers the manager to delegate more jobs so that he can learn more the working process of Operations Team, practice

his skill to be more practical and professional. To prove that supporting style of Operations Manager matches to ability and willingness of his staff, below is the analysis of Operation Officer's ability and willingness.

Operation Officer

After conducting interview with him, Operation Officer actually has high willingness to engage the tasks but the manager does not assign more tasks to him. He is highly interested in learning the new things such as how to assign guide, how to arrange the vehicle, how to operate the trips, etc. Therefore, Operation Officer expects to receive more tasks from the manager. He said

“In my opinion, I need my manager to assign more tasks to me because If I do it more, I can learn more. I think I still do know about the company or how the company does the business”

Due to high energy level, Operation Officer is willing to do extra jobs which might be difficult for him although he has joined the company. He would like to do more challenging jobs and support the cruise group which is the hardest job for Operations Team. He has high motivation to achieve the difficult tasks because he needs to experience more the working processes of the team. From the interview session, he said:

“I am willing to go out because I can stay in different environment and it is not boring. [...] I escorted the cruise group and I learned that the more we have staff on ground, the more effective we handle the group in order to avoid any mistakes”

In terms of regular bookings, he is confident to handle it because he has experiences so that ability to perform a specific tasks is good because there are not missing services happened. He explains about how he handles routine works as follows:

“I will look after the report week by week. Two weeks in advance for making reservation for vehicle, preparing cash advance for guide and checking if the guides bring job orders or not”

Therefore, he is able to demonstrate the planning skill very well and it avoids the unexpected cases.

In order to measure how supporting style of Operations manager affects motivation and satisfaction of staff in the team, the average score will reflect as follows:

In regard to intrinsic factors, the team gets 5 of 5 points because of work itself. Operation jobs are still challenging for the staff and staff have high willingness to learn new things in Operations team.

According to extrinsic factors, Operations team gets 4 of 5 points due to some technical supervision such as working delegation of manager. Operations manager delegates a few jobs to the staff to handle. Therefore, it might affect to confidence of staff if the manager trusts the ability of staff to leave the staff to handle the jobs independently.

4.5 Product and Marketing Team

Another line manager who uses Supporting Style is Product and Marketing Manager. After conducted interview, Product and Marketing Manager himself focuses less on task but he has high willingness to exchange the ideas with the team, to support staff and to engage in joint problem-solving if needed. Product and Marketing Manager actually does not like micromanagement and all staffs in the team confirmed it. The manager himself said *“I don’t use micro management. [...] For me, it just gets the right result. I like to be more organic”*

In addition, Product and Marketing Manager prefers to allow staffs in the team to be responsible on their jobs because there are two original staffs who actually have their own roles and know how to do their tasks as well as new staff who has many years of experiences in hotel contracting. Therefore, Product and Marketing Manager who has been promoted believes in the ability of his staff to handle the jobs. He said:

*“I would like to give the opportunity to my staff to **do their work**. [...] I would like them to have their space to **do their own job in the ways they want**” and “Generally, I prefer to work **under the capacity of each staff**. So, I don’t rush people to do things. If you give more time to them to understand and to do their job, they will perform better”*

However, when Product and Marketing Manager provides the guideline to his staff, their staff are still unsatisfied on the way that he delegates jobs because the information is inaccurate and he usually does not provide all information in proper way

to use in the projects. Therefore, it takes more time to find the right direction to do the projects. Due to interview of Product Supervisor, she said:

*“He needs us to do the job on our own ways. He is quite open but **if we don’t have any directions before, it is quite risky to go in the wrong direction. He does not inform the important information** so that I cannot use it to get my jobs done.*

The negative feedback from the staff about working style of Product and Marketing Manager might come from the knowledge of manager himself because Product and Marketing Manager does not have knowledge in terms of details of products, the working process of product team as well as the whole working process of the company. Once he was promoted to be Product and Marketing Manager, staff in the team especially two original staff in Product Team do not trust him due to low ability in terms of product knowledge. Due to opinion of Product Supervisor who has 15 years of experiences in travel industry in terms of products, she said:

*“I think **my manager should have more knowledge about company products. I myself give him advices and find the solution to solve the problems rather than he supports me because he does not have enough product knowledge**”*

Furthermore, it might affect his confidence to make decision in some cases because he does not know the details of works so that he cannot find proper solutions by himself. Staffs in the team might feel unsecured because they sometimes have no ideas to handle some cases as Database Specialist said:

*“I think my manager does not know anything. Once I need to ask him or need help, I cannot ask so that **I feel quite stressed**”*

Regarding lack of knowledge, it becomes one reason why this new Product and Marketing Manager is open-minded who prefers exchanging the ideas about how and when to complete tasks. He becomes more supportive person who stay with the team. Staffs in the team also accept his open-minded character as Product Supervisor said

*“My manager **requests for the ideas, recommendation** because he cannot see a big picture of work details so that he needs the information from the team. [...] **He gives opportunity to share ideas. How do you think about this? Are you ok with it? He still asks us first**”*

To confirm this, Product and Contracting Assistant (1) also said: *“He is quite open and actually **my manager will ask us to know the deadline to submit works**”*

Product and Marketing Manager will not specify the deadline by himself. He will ask the team when this project will be finished so that staff can evaluate their competency at that moment how they can handle the tasks to be efficient and finalize it on time. However, if Product and Marketing Manager is pressured by top management, he will follow up with the team.

However, Product and Marketing Manager sometimes has his own mindset which is incorrect to follow because he is new for this position, does not totally understand the working process of product team and does not have full of knowledge about products. Although original staffs try to explain the correct information and how to create the program in logical ways, Product and Marketing Manager sometimes rejects it and needs staffs to do as he planned. Therefore, staffs decide to do it as per his request but they are not willing to do it because it is not correct but they follow it to avoid any conflicts with manager. To support this case, Product and Contracting Assistant (1) said:

*“But in the contrary, sometimes, I talk to him, **he does not listen to me.** I keep telling him many times but **he already has his mindset** and he insists to use his mindset. **He usually is open but once I tell him, he does not accept it**”* In addition, Database Assistant said in the same way *“As I talked to my manager, **he pretends to listen** things that I said but once he assigns jobs, he just needs me to do as he mentioned. I think **he already has his own plan to do** it but he just asked me for opinion but does not use it.*

Fortunately, Product and Marketing Manager is willing to support and assist staffs in his team if they need. He said:

“I compassionate about my staff. So, I always stay behind them and fight for them.

Most of staffs in the team thinks that Product and Marketing Manager focuses on long term relationship of the team rather than team performance. Sometimes, he does not supports the team in terms of work efficiency because he involves in specific issues and staffs do not know the result of his solution as Product and Contracting Assistant (1) said:

*“**He choose to support cases like negotiating the rates with the hotels but with the suppliers, he does not help.** He still needs me to keep negotiating with the*

*suppliers or restaurants although I cannot get the preferred rates [...] One time, I cannot negotiate rate with the hotel so that I asked my manager to help me and he is ok and keep negotiating with the hotel. **However, I don't know if he can achieve it or not because he does it by himself***

As a result, Product and Marketing Manager should engage in joint problem-solving if staffs request his help. He should not choose the cases that he needs to solve only because he has to learn to solve the problems to prove the ability and willingness to support the team as a leader.

Even though Product and Marketing Manager is able to engage in joint problem-solving, he might not solve the problems on the right points. For example, he knows that staffs have too much works to handle and it might affect the working performance of the team so that he requires staff who is in another team to help Product Team. However, he should ask other staffs in the team to support each other. Sometimes, the solutions from Product and Marketing Manager are not effective as Product and Contracting Assistant (1) said:

*“If the team is too busy, my manager will ask for help from other teams to support his team but I think it is **not fair for other teams to do Product jobs because we already have new staff to support so that we can handle it**”*

Additionally, Product and Marketing Manager gives feedbacks to the staffs but most of feedbacks will be provided after 4 month probation, 6 month and 1 year performance appraisal but in terms of daily jobs which staffs handle day to day, Product and Marketing Manager might not give feedbacks regularly because most of staffs have not received feedbacks on their projects which they sent to manager. Most of staffs focus on feedbacks on their day to day works rather than feedback of their overall performance in each year because they need to use the feedbacks to improve their experiences, knowledge, and skill as Product Supervisor said:

*“In the past, I don't understand **why I don't receive any feedbacks** and why my manager needs to keep it with himself only because **feedbacks are the information to do my jobs and help me to gain more experiences and I can develop my jobs in the future**”*

On the other hands, Product and Marketing Manager can perform well in terms of marketing jobs because he has many years of experiences from copy writer.

Therefore, he might apply his knowledge into the works of Marketing and Communication Specialist. Due to the interview of Marketing and Communication Specialist, the manager is more open because once she needs to adjust the details in monthly newsletter of the company, she gives him the reasons why she needs to change it and the manager approves it as Marketing and Communication Specialist said:

“He is very open and he likes to discuss things before making decision. If I have problems, I just ask my manager and he usually will discuss about options and we can make decision together which the best way to do is. [...] You can propose new ideas and he will support you”

Both of Product and Marketing Manager and Marketing and Communication Specialist might have the same basic knowledge of marketing so that the ideas and the communication might be linked each other. However, Product and Marketing Manager does not provide the reasons why Marketing and Communication needs to do some assignments. Therefore, she only does her jobs without well understanding why the manager assigns this task to her. Due to the interview, Marketing and Communication Specialist said:

“I think he tends to say what I need to do but he does not always explain the story behind. Sometimes, I just do it without clearly understanding why he needs me to do it but I can guess why he needs it”

Apart from analysis of leadership style of Product and Marketing Manager, the researcher also considers the ability and willingness of staff in Product and Marketing team in order to analyze whether supporting style of Product and Marketing Manager is applicable effectively with ability and willingness of each different staff in the team or not.

Product Supervisor

Product Supervisor has many years of experiences in travel industry especially in products. She is confident in her ability to perform her tasks and willing to engage the tasks. Since Product & Marketing Manager has never had experiences in products because he came from copy writer but he has been promoted to be Product & Marketing Manager last year, Product supervisor would like to support him by telling which effective ways are for product development. Due to lack of product knowledge

of Product manager, it is mandatory for Product supervisor to use her own working experiences to make decision by herself how to arrange the program logically. If she receives incorrect direction from her manager, she will solve it by herself and tell him directly why she needs to revise.

Unfortunately, when she works for long time in this company, she found that her attitude changes to be more negative and her energy to support other staffs in the company decreases than before because of low service mind. Actually, she is willing to help and support others and team but after her observation, anyone does not need her support especially from her team. This personal feeling affects negatively motivation and satisfaction throughout the time and it pushes her to find the new job.

Product and Contracting Assistant (1)

She has high ability to perform the tasks and is highly willing to do her own jobs. She can handle her own jobs independently due to experiences, high competence to finish the jobs on time, knowledge to make her own decision to adjust the program to be more logical. Therefore, Product and Marketing Manager only delegates the assignment to her and she will handle her jobs on her own way. He does not follow up her because she knows the deadline and she is responsible on her jobs. Therefore, her overall job performance is good.

Product and Contracting Assistant (2)

She has joined Product and Marketing Team but she has experiences in hotel contracting. She is confident in doing her jobs so that she is able to handle her jobs independently as well as make decision to solve the problems by herself. She explained: *“I am hard working and I have own leadership style [...] I think I have my own leadership and I don't need to have leader.”*

Nevertheless, working at this company is different from previous companies where she had worked because when she has started working at this company, she has to contact both hotels, suppliers and also support other teams in the company. Therefore, she has to observe how the manager delegates the jobs and how to manage her main tasks and support other teams so that it might make her confused. Sometimes, she is not

satisfied on handling extra jobs but she is proud in herself once she can support other teams effectively as she said during the interview:

“[...] I have to leave my ongoing tasks and handle extra works first. Therefore, I cannot complete my main jobs as I planned before because there are anything else from others that I need to support. However, I can finally finish my main jobs although it is quite slow as I expected. [...] I think the challenge is that I can support other without any problems and close the deal.”

Although her jobs are challenging than before, she is not satisfied on her nowadays jobs because she cannot find the dream job since the beginning of working in travel industry. She has high opportunity to resign from the company if she finds the jobs which are suitable the most. Therefore, her job commitment is low because she cannot find herself which jobs will fit to her willingness as per her interview:

“Sincerely, I am not still happy with my jobs because I don't know what I like to do. I just do it because I have experiences in travel industry. [...] I am too tired and bored. What I want to say is that I am bored on how to handle the jobs like this. I have to do the same things all over again”

Database Specialist

Since Database Specialist has moved to Product and Marketing team to implement the product and service in the system, she might have to handle the jobs from both teams (IT and Product and Marketing teams). Therefore, the ability to perform the real tasks to support the team is not effective as she expected. She said:

“I might work quite slowly because I have to train new staff to experience more system which is a part of IT role although I have moved to product team already [...] I almost have never cleared my day to day tasks for product team at this moment”

However, if she is not too busy, she is willing to help and support others especially training new staffs to be familiar with the system. Unfortunately, she has to get her main jobs done on time as well as she has to recheck the details if the jobs from other staffs in Product and Marketing team are accurate. It is difficult for her at this moment to manage the works more efficiently and effectively.

Marketing and Communication Specialist

Absolutely, she has high responsibility to finish her works on time because of high ability to perform tasks. She starts her day by checking her emails and prioritizing her works. She has also positive attitude to handle her jobs because she does the works that she loves and she illustrates her passion into works through high competence, creative skill and knowledge how to write the attractive contents. She said:

“Whatever happens I don’t care. I just get the jobs done [...] I think I like my jobs because it is not too hard and it is quite interesting because I can use my creativity”

To finish each job smoothly, she prefers to focus only one thing at one time. She can do many things in the same time or multi-tasking but it would be better for her to finish task by task. She would like to finish the whole processes of one project first and then start another project later. It implies that she demonstrates planning skill very well so that she can finish her tasks before or on time. Most of people compliment her how well she is able to handle tasks and deliver the finished works.

Apart from her main jobs, she is willing to persist despite obstacles or extra tasks if manager delegates to her. She has mindset that manager decided to assign the extra tasks because he trusts her ability to do the jobs. She can motivate herself to finish her jobs as quick as possible because she has a goal to achieve it.

As a result, the average score of motivation and satisfaction of the team will show how supporting style of Product and Marketing manager affects motivation and satisfaction of staffs as follows:

Due to intrinsic factors, Product and Marketing team gets 3.4 of 5 points because of work and responsibility of staffs which are not clear and might affect to workload of other teams.

In terms of extrinsic factors, the team gets 3.4 of 5 points because of supervisor. The manager has low level of product knowledge and does not understand the company working process as well as the working process of the team. The ability to make decision in critical issues of manager is low.

After disused the findings based on theories the researcher used, conclusion of findings and practical recommendations will be provided in the next chapter. Limitations of this research will be discussed in the next chapter accordingly.



CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

After analyzed the data collection, the results reveal that the best leadership style which is delegating style can be found in Financial Controller Manager from Accounting Team where staffs have high ability to perform tasks and willingness to engage in tasks.

Another leadership that the researcher found in this luxury travel agency is coaching style that Sales and Reservations Manager uses but this manager sometimes uses directing style due to ability and willingness of staffs. However, both coaching style and directing style have negative effect to motivation and satisfaction of staffs in the team especially Destination Specialist (Series). Although Sales and Reservations Manager proper leadership style such as directing style towards Destination Specialist (3) who has low ability and willingness, she provides over support until Destination Specialist (3) cannot handle works independently.

In the contrary, Country Manager, Operations Manager and Product and Marketing Manager use supporting style into their team. However, conflict happens because Country Manager in fact uses directing style instead which does not match high ability and willingness of staffs in the team.

5.2 Recommendations

Regarding to recommendation chapter, the researcher would like to provide the suggestions to develop leadership style of each line manager to be more effective as well as to encourage the ability and willingness of staffs in each team to match leadership style. Once the level of leadership style matches the ability and willingness of staff in the team, the motivation and satisfaction in terms of works and relationship will increase and it might decrease intention to leave and staff turnover rate accordingly.

5.2.1 Accounting Team

After analysis, there is only one leader in the company, Financial Controller Manager, who is able to use Delegating Style with the team because staff in the team have many years of experiences in terms of finance and accounting which both of them require technical knowledge. Staff in this team have known the nature of company's business so that they have bargaining power to deal with suppliers outside the company and they are able to negotiate with suppliers and make decision by themselves to solve the problems. However, if the cases will affect the company's business, staffs are able to talk to Financial Controller Manager directly and he will find the proper solutions immediately to solve the issues quickly. Staff in this team actually have tentative plans to finish their job on time and if they found that there are better ways to finish the jobs and get the same and accurate outcomes, they will propose to the manager and he allows them to try it. Therefore, staff in the team will be motivated themselves to do the jobs with freedom and initiative ideas to get the jobs done on time and accurately. For this case, the researcher would recommend both leader of Accounting Team and staff to maintain the working process, the communication, the relationship, the ability and willingness as it is and this team would be the ideal model for other teams to follow how to manage the team effectively.

5.2.2 Sales and Reservations Team

Sales and Reservations Manager uses Coaching Style most of the time and sometimes she uses Directing style to several people. All in all, the different leadership styles that the manager uses are usually effective but sometimes are not because she over uses it until the staff cannot handle tasks by themselves. For example, she uses directing style with Destination Specialist (3) who has low ability and willingness to do the jobs. Actually, the manager should provide how to do the jobs and when to complete it. However, Sales and Reservations Manager provides over support because she considers that Destinations Specialist (3) cannot prioritize her tasks and handle tasks properly. It would be more effective if the manager advises how to prioritize the jobs and check her workloads that she has. The manager has responsibility to delegate the tasks to other staffs in the team to support Destinations Specialist (3) but it is not necessary for the manager to do it by herself.

It would be better if Sales and Reservations Manager will dedicate her time to train more Destinations Specialist (3) because the manager had trained this staff only one time with simple example. After that, the manager assigns the request which is more complicated to Destination Specialist (3) but she has never handled it before. As a result, Destination Specialist (3) does not know how to do it and she is not willing to do the difficult requests. The motivation to do the jobs drops and she is not satisfied the way that manager delegates the jobs to her.

Actually, training should be divided into three levels: beginning, intermediate and advance level and it should be conducted step by step. Below is the suggestion for training program:

1. Beginning level

The manager might use simple quotation as an example to train new staffs. Moreover, the manager should train how to use the system to create the proposal and calculate the price

2. Intermediate level

The manager can provide more difficult quotation to the staff but the samples should be based on either Thailand, Laos or Cambodia portion. The manager should not provide multi country quotation at this stage.

3. Advance level

The manager is able to assign multi country requests to the staffs. Staffs might have to contact with regional offices to get the proposals from other countries and then they have to reconcile other proposals into one program logically.

It is impossible to train staffs who has not had experiences only one time because staff does not know the whole working process of Destination Specialist. Training is not only about the system that staffs have to use but it is also about how to understand the requests, how to create the programs logically, how to calculate the price and how to write the email to communicate with the agents. It is difficult for new staffs.

In the meantime, Destination Specialist (3) should motivate herself to have can do attitude because she has been promoted to be Destination Specialist so that the manager has to find the ability and competence in this staff. She should be open to learn how to handle complicated requests to improve her knowledge and to practice her skills.

To develop decision making skill and problem solving skill, the manager might provide small cases first to test the ability to make decision and find the solutions. Once the staff is familiar with simple cases, the manager might increase the level of difficulty by assigning more difficult cases. From point of views, issues or problems are challenging and can be motivational tool to improve the ability to do the jobs. Once staffs are able to solve the problems by themselves, they will be more confident and will challenge themselves to do more difficult jobs.

In the contrary, Sales and Reservations Manager also uses Directing style which is not suitable for Destination Specialist (Series) because this staff has many years of working experiences in travel industry and she is confident in her ability to perform tasks. To delegate the jobs more effectively, the manager should check the workload and willingness to do the jobs because both manager and this staff have issues on this. Once the staff accepts to handle the tasks due to finishing her main jobs, Sales and Reservations Manager is able to assign tasks to her and allows her to get the jobs done by herself because she knows how to handle tasks properly.

Work delegation to staff is another tool to prove how the manager believes in staff's job performance. If the manager assigns the difficult tasks to staffs, it would be implied that staffs have high competence, knowledge and skill to handle challenging tasks and manager considers that staffs can do the jobs with preferred outcomes.

For these two cases, Sales and Reservations Manager does not trust ability to perform the tasks of both Destinations Specialist (3) and Destinations Specialist (Series) otherwise the manager will not take over requests from Destinations Specialist (3) and handle it by herself as well as the manager will not explain the details how to the jobs to Destination Specialist (Series) who has high ability to perform the tasks.

5.2.3 Country Manager Team

The researcher found that there are conflicts between what she said in the interview and how she interacts with her staffs. She does not prefer micro management. That is, she will not go into details of working process and will not monitor how staffs do their jobs. However, she does not interact with her staffs as she said because she prefers to know how staffs do their jobs and observe the working process in each step. If it does not match to her direction, she would like to change it immediately. Although

staffs informed her that the way that staffs handle the jobs will get the same results as per her expectation, Country Manager still insist her staffs to use her direction.

For this case, the researcher considers Country Manager using Directing Style rather than Supporting Style. She has authoritative style to change the working process of her staffs to match her direction and she cannot be flexible on alternative ways which are better to do the jobs.

However, Country Manager should study the background of her staffs in the team before jumping into the details of works. The profile of staffs will assist her to evaluate the ability of staffs to perform the tasks and the timing of accumulating experiences will reveal the competence, skill and knowledge of staffs. For example, Ticketing and Receptions Officer has over 10 years of experience to work in this company. Therefore, if Country Manager did the research before, she might change the way to convince staff more efficiently and more effectively to adjust the way to work.

After learning the background of staff, Country Manager might have a small meeting with her staffs to discuss each other. She might ask her staffs to get to know each other first to show sincerity and build relationship. The next step, Country Manager might ask for which type of works they handle actually and how has been going on. These questions will lead to mutual discussion to exchange the ideas and initiate the better ways to achieve the goal. The goals might be finding the better ways to work more effectively for both staffs in Country Manager's team and other teams.

After meeting, it is not necessary to sit with her staffs to learn exactly the ways they handle works because staffs have more experiences and are able to handle their job independently. If Country Manager sits and monitors every single details how to do the jobs, staff will feel that her manager does not trust her ability and trust is the most important factor to work cooperatively. Trust between leader and staffs is essential and it affects the job performance of the staffs as well as intention to leave.

When Country Manager needs to change the ways that staffs work radically without asking the opinion and feeling, the manager would not believe in ability of her staffs to handle the jobs.

It might not be necessary to change the whole working process because the working process which staffs use for long time actually does not affect other teams. Moreover, it is difficult to change mindset of staffs who worked at the company for long

time. Ticketing and Receptions Officer accepted that she is conservative person who resists change and it is regular that people resist change because they are worried about the following results. Therefore, radical change of Country Manager is not effective for the staffs because of staff's attitude.

To avoid conflict, Country Manager should use soft ways to convince her staffs by discussing together to find the weak points of working process that staffs face each day and then find the solution together to improve the ways that staff work more effectively. Ticketing and Receptions Officer felt that her position is not important for the company because her salary has not been increased for long time. Salary is considered as one of extrinsic factors or hygiene factors.

To be considered as important person, Country Manager should support Ticketing and Reception Officer by giving the opportunity to share initiative ideas and make staff to be a part of the team. Although those ideas will improve few function of whole working process, the improvement will become multiplier effect in the long run. In consequence, staffs in the team will have more roles to implement the working process with the manager in order to support the company. Staffs will become high value person which increases motivation and satisfaction of staffs and they will dedicate themselves to do their jobs and support the company and it will affect positively the salary adjustment.

While Country Manager should learn the background of staff and use soft ways to convince them to accept the change, staffs also need to adjust the mindset and be more open to new things. Regarding Ticketing and Receptions Officer, she accepts that she has conservative mindset and resist the change at the beginning. She also accepts that she has negative attitude towards her manager because of leadership style towards staff. For this case, they should spend more time to consider the way Country Manager works, interacts and communicates with the staffs because the manager has joined the company while management team has been changed and the company structure has not been settled now. In the contrary, Documentation Specialist has positive attitude to do the jobs and provides some initiative ideas to Country Manager about her works to be simpler. Once Country Manager found the ability to learn new things and willingness to do the jobs, the manager promotes Documentation Specialist to be Database Assistant in Product and Marketing Team. Although she worked as

Documentation Specialist more than 10 years, she is able to create new potential to grow in the organization.

5.2.4 Operations Team

Another leader who uses Supporting leadership style is Operations Manager. He is open to listen the ideas from his staff and relationship between manager and staff in this team is good. Once staff found that the ways that the manager uses to work is not effective, staff can tell him directly. In the contrary, once staff does not know how to contact with suppliers, Operations Manager is able to advise and provide support to the staff.

However, Operations officer is not sure if his manager believes in his ability to perform the tasks or not because the manager delegates a few of works to him and actually, Operations Manager will handle the bookings by himself. Once Operations Manager has over workload, he will delegate the jobs to the staff but it is not correct in terms of leader.

Due to lack of work delegation skill, Operations Manager should consider the ability and willingness of the Operations Officer and delegates the works that are suitable for him. Since Operations Officer has high willingness to engage in tasks, Operation Manager should delegate various types of tasks t but it should be step by step, from the easiest ones to the complicated ones. The difficulty of tasks is another variable to motivate the staffs to keep trying to get the jobs achievable. Operations Officer told the researcher that he loves challenging jobs especially outside works because he will gain more experiences rather than sitting in the office and do the routine jobs.

To support his willingness, Operations Manager should assign more challenging tasks such as handling cruise group which is the most challenging task for Operation Team. Delegating difficult tasks to the staffs might encourage confidence of him and Operations Officer will be proud in himself how he dedicates in works and it achieves the goal. Motivation and satisfaction in jobs will increase in the same direction.

5.2.5 Product and Marketing Team

Last line manager who uses Supporting style is Product and Marketing Manager. Actually, he is willing to support the team and believes in the ability to perform the tasks of each staff in the team. He is one of managers who set up one on one meeting, weekly meeting, monthly meeting and annual performance review. Before starting one project, he will have meeting with the team to clarify what to do, set the deadline together with the team and then allows staffs to do their jobs independently. He knows that his staffs have many years of experiences so that he will not monitor the ways that staffs work. However, if his staffs need assistance, he will give the advices or if there are difficult cases that he needs to involve, he will solve it by himself.

However, Product and Marketing Manager has been promoted officially at the beginning of this year and he has never had knowledge on products of the company, suppliers and hotels. Before becoming Product and Marketing Manager, he was copy writer and he has skill to write the description of the tours but he has not the real experience in company products.

Once he becomes Product and Marketing Manager, he receives complains from staffs in his team especially about his knowledge. Therefore, the researcher would recommend him to focus on developing his knowledge, not only about the products but also about the working process of the company's business because he is confused in working process between departments and once he delegates the assignments, it is not accurate and conflicts between teams happen many times. He is able to learn from original staffs in the team by setting up small meeting and discuss about which tasks Product team is responsible for, how staffs handle the tasks, etc. Product and Marketing Manager should accumulate the basic knowledge of the team before going in to details.

After having basic knowledge of Product Team, he might sit with two original staff once a week to learn the detailed working process such as how to create the program, how to calculate the price for year round brochure, etc. To be effective leader, manager should have basic knowledge and operational knowledge so that manager is able to support the team once any issues occur. Product and Marketing Manager should become open minded person who is ready to learn new knowledge from experienced staffs and discuss with them to check his understanding about the knowledge that he gains from staffs. He should have self-monitoring on his ability to

learn and understand the knowledge and he needs to accept the comments from staffs accordingly. Open communication and sharing knowledge session might encourage the relationship between manager and staffs as well.

Due to lack of knowledge, Product and Marketing Manager is not able to make decision in critical issues and it takes long time to solve the problems because manager has to ask Product Supervisor first about information and then communicates with top management. To improve the ability of decision making and problem solving, he should learn from management team which has high level of decision skill and problem solving skill which might relate to the company's business. Product and Marketing Manager should start learning the whole picture of company's business to see the working process of each team and how to deal with the oversea agents properly. Most of the time, once the team has over workload, he will delegate to other teams to support but he does not consider that there are other staffs in the team to support each other.

Product and Marketing Manager should reconsider the way that he delegates works as well. Although most of staffs have high ability and willingness to handle their jobs, they still need support from the manager as well. The manager should not only attach all correspondences which include all information but he should have also synthesis skill to summarize the information to staffs and give a guideline to them to avoid any mistakes.

If the manager prefers to develop competency, skill and knowledge of staffs in the team especially new staff, he should assign more challenging tasks to new staff to handle. This is another strategic management which is called learning by doing. New staff should not work for hotel contracts only because original two staff are able to handle the whole working process of production. Learning by doing will be supported by two original staff to train new staff to work on production and this training will build relationship between original staffs and new staff as well because they have to discuss together to exchange the knowledge and get to know more each other. Once new staff practices her skill to handle production, new staff will help original staffs due to over workload.

During learning by doing and training session, Product and Marketing Manager should join times to times but does not monitor all the time because original

staffs actually have experiences and willing to share the knowledge to new staff. It shows that he trusts the ability of his original staffs to conduct the training and support new staff. It increases the value of staff to support the team. Motivation to support team and satisfaction to work with the team will increase.

Since the ability of manager does not match the expectation of staff in the team especially two original staffs, they complains their manager sometimes. However, staffs should be open and support manager as well. Most of the time, staffs do not need to communicate directly with the manager because staffs assume that the manager will not understand what they need to say so that they avoid to have open communication with the manager. It might take long time to improve the ability of the manager who has not had experiences on products before but if staffs prefer to work as a team and have a good leader who supports the team, the whole team should support together.

5.3 Limitation of the Research

- Some of employees and managers are not willing to participate in one on one interview session so that the researcher is unable to collect the data from every subordinates in each team.
- Since Abercrombie and Kent Thailand includes other 3 staff in Cambodia, the researcher is not able to conduct the interview with Cambodian staff because the relationship between Country Manager and staff in Cambodia is not close enough to observe during working time.

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APPENDIX A

Sample of Interview questions for Line Managers

Interview questions for line managers

1. What is leadership style do you use? How is your working style / leadership style in terms of work, people and teamwork?
2. What is your greatest strength / weakness in term of your leadership style?
3. How managers communicate / coordinate with the employees? (due to characteristics of different employees)
4. Describe a situation in which you modified your communications and/or behavior to address different cultures or background of each employee.
5. How do you delegate responsibilities to your team? How did you determine who was assigned various tasks?
6. Describe about a time when you had a reporting employee who performed very well (exceeded goals and sought more responsibility). How you handled this situation?
7. In the contrary, describe a time in which you delegated / assigned work to an individual who was not meeting your expectations. What was the outcome? How you solved this issue?
8. Please discuss a time when you confronted employee who had a performance problem. What was your relationship with this individual? Describe what you did, said, felt and thought as well as the outcome. What activities did you perform? What was the result of your assistance?
9. Describe a time when you had to manage people to accomplish a difficult or undesirable tasks. How did you motivate / support them?
10. How do you motivate the employees to produce optimal performance?
11. Provide examples of the various approaches you used to motivate / support different people based on each employee traits. How did you determine best approach for each individual?
12. Discuss about someone you were directly responsible for growing and developing. What was your approach to this person development? What was your role? Describe your approach to developing others in your team.

13. Do managers give feedback(s) to the employees?

If yes, how you give the feedbacks to the employees? (official / unofficial)

If no, what do you think about the effects of none of feedbacks to the employees?

14. How is relationship between managers and employees (in your team)?

Do managers focus on relationship, tasks or both?

15. How do you measure success for you as a leader?





Interview questions for employees

1. Which leadership style managers use with you? How do you feel about working style / leadership style of managers?
2. How do you feel about your assignments / tasks which managers assigned to you?
3. How do you handle / manage the tasks day to day? Please explain your ability to do the job and willingness to do it. How you show your willingness to do your job?
4. What is your strength(s) and weakness(es) in terms of work?
5. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?
6. What do employees need from managers to support in terms of tasks, issues when they happen? How managers support you on difficult tasks, issues? Do the managers allow you to make your own decision in a certain limit? How they consult you when issues happen?
7. Do managers give the feedback(s) to the employees?
If yes, how managers give you feedback(s)? (official / unofficial)
If no, how do you feel about managers who rarely give you feedback(s) or have never given feedback(s) to you?
8. How managers motivate/support you to increase working performance?
9. How do you communicate with managers?
10. How do you feel about communication style between you and your managers?
11. How do you handle with your managers with their leadership style?
12. How your leadership style affects motivation and satisfaction of the employees?
13. How is relationship between employees and managers? Do managers focus on relationship, tasks or both?
14. Describe an ideal manager in your opinion.
15. What is a leader's best asset, in your opinion?



APPENDIX C

The Results of Interview from Line Managers

Interview of Country Manager

1. What is leadership style do you use? How is your working style / leadership style in terms of work, people and teamwork?

I believe that the best way to lead is through example so I think that a good leadership style that I need to practice is by understanding myself what my colleagues or my staff need actually do so that when I explain it to them as I have done by myself already. For example, when I started working with A&K Thailand, I looked up into the company structure and how we could grow the company business but before I do it, I need to understand exactly what every single person has to do in the office. If you are going to be a leader, you lead the team and continue to grow the business, everybody in the team helps business to grow, increase profit and market share. Understand how everybody in the office do day to day task in the office? Help them to grow the team and understand what the problems are understand what they do it by themselves.

2. Describe a time when you had to manage people to accomplish a difficult or undesirable tasks. How did you motivate / support them?

See how they are doing things and how they can improve it on that. And then sit down with them and understand the direction in which you want to take the business. I personally would like to see people grow and develop within their role and within the business as well. If you can see somebody who may not perform their best or they might be struggling in their job, it would be better to find another way (unusual way) to use within the business. So, they might be moved to another role to fit in the organization. I try to look for ways to change the company structure or give the opportunity to somebody to try role within the business in order to excel their performance and grow career path. I always believe that a good leader is somebody who would like to train and maintain and groom their staff to grow and develop. In my opinion, a good leader is somebody who leads by example and encourages people to move up or move ahead of them. I believe in giving somebody a platform to grow and develop further and accelerate in their career.

Additional question - How do you consider the skill of each employee?

It depends on they handle the day to day works, tasks, their time management and also how they handle the difficult situation. If they make the mistakes in their booking or the agent complaints or difficult clients. If they are proactive.

3. What is your greatest strength / weakness in term of your leadership style?

Strengths

Getting into the details. I would like to understand exactly what everybody is doing so that I can help them better because I don't want to use micromanagement. I want only understand what everybody is doing. So, when they have problems, I can help. I think people are capable to do their job by themselves and do not want to watch every email going into office email but I would like to know exactly what everybody is doing so if something happens and you need my advice or opinion, I can help you because I understand the day to day works how difficult the tasks.

I would to be able to relate the task and the problems which happen and then solve it.

So, I can help

Weaknesses

Sometimes, I know in my head what I want to do but sometimes, I do not always communicate the best to everybody in the office. For example, we are going to change the tariff for PD department and I decided to reload the tariff in different ways to make it simple. But when I come up with those strategies, perhaps I cannot explain it very well. I hope that I could explain it better.

I have a big picture in my head but I cannot explain it the whole picture. I gave them only the middle picture. That's one thing I have to learn and nobody is perfect but just try to do their best. We should learn from the mistake to improve it better.

3. How managers communicate / coordinate with the employees? (due to characteristics of different employees)

It is important to meet regularly. Every week we have department meeting so we can understand what is happening in each department and discuss how the head is interacting into department (communication). Give an open communication. It is very important to make sure that everyone understand and it is a challenge for each dept. to achieve because some dept. have high and low season in different times. Open communication is quite important to understand where each dept. is in term of pressure, timeline, deadline and we might need to move some people who might not be busy at that time to help others (flexibility) and try to move the pressure away from other depts.

For dept. meeting, we meet together (5 – 6 people) although one dept. might not be affected from another dept., they still know what is happening in the office. And

then, it is a job of the dept. head to cascade the info to the team. I don't need to have one on one meeting with everybody once the info is passed down, it should be ok.

4. Describe a time in which you delegated / assigned work to an individual who was not meeting your expectations. What was the outcome? How you solved this issue?

I think everyone has the opportunity to perform. First, I would have a meeting and say that we have concerned about your working performance and we need to use performance indicator because it can be measured. And give them clearly status with document, mention timeline and we schedule next meeting to review if the working performance is improved. If the performance indicators have been met, that is fine but it is not, you would need to look at the next step. Maybe look into another position in the company and move them to the new position. However, we have 4 month probation period to consider their performance. If their performance has not been met, their contract would be terminated automatically.

5. Please discuss a time when you confronted employee who had a performance problem. What was your relationship with this individual? Describe what you did, said, felt and thought as well as the outcome. What activities did you perform? What was the result of your assistance?

We will train them again. It could be line manager, me or some head offices. Sometimes, you cannot understand all things in one time right so that you need to learn it over and over again. That's fine and they have the opportunity to relearn and if they are not able to do it after relearning and relearning, maybe it is not the right job for them.

6. Describe about a time when you had a reporting employee who performed very well (exceeded goals and sought more responsibility). How you handled this situation?

The first thing to do is to acknowledge and meet them and let them know they do it very well. The feedback is very important because everyone needs to know how they have done. If they see the opportunity in the future and if they are interested in it, they would be promoted in the organization. The company need to support internal growth (grow from within). It is high investment to train them and they learn so much and would need to keep them with the organization. I would always be the first person who need to encourage them to grow in the company such as we would like to promote you but need to give them back to probation period again to prove themselves in the organization and that is a challenge.

7. How do you think about giving the feedback to the employees?

It is really important. If someone cannot be performing, I will show a big picture and how can be done better in the past and in the future. Just give them the guideline by training.

Good things → Compliment them: you are doing a good job.

8. How is relationship between you and your employees?

Interaction + energy

I don't know. I feel I have a good relationship but at the end of the day, I don't know. From what I understand, I feel like everybody is happy but I don't know what the people think inside. I think that if they are unhappy maybe people will have bad energy in the place. But I feel good energy in the office and I feel like everyone seems to be happy. So, I think that everything is ok.

Additional question - How do you know?

In the meeting with dept. heads, you know they talk to their staff and I think they would know if their staff are unhappy. I ask all the time with dept. head: is your team happy? Because it is important and I don't want to see everybody is unhappy. So you keep checking all the time.

9. Do you focus on relationship or tasks or both?

I have to balance it. HR is such a big part of relationship role if you don't have the team to lead, you don't have the works to do. So, you need to make sure the works have been done right. The place they need to come and the team to manage. So, it is important for the team to run efficiently and effectively.

Additional question - How is the difference between efficiently and effectively?

Efficiently is people are doing and following the procedure. Doing things in the ways that come up with the most outputs. Utilizing the tools and resources in the org. to make sure that you come up with the outputs. We are making the business with profits.

10. How do you measure your success as a leader?

Staff happiness → it is important for me to make sure that everybody come to work and enjoy where they work and they like being here. I hope that I create a workplace where people need to come and enjoy working, team and management. They feel being supported

The performance of the business → Try to make my team to do job easier make the system and the process more efficiently.

Interview of Product Manager

1. How is your working style / leadership style in terms of work, people and teamwork?

I like to give the opportunity to my staff to do their work. So, I don't use micro management. Micro managing means that you check every single details of works. You make sure that your team does everything step by step and correct it until things are on the right track (watch you do everything and it is too much) but some people including me don't like that. I like to treat my staff like adults. If we talk about the project, we discuss it and we make sure that everything is clear and then I like them do the project by themselves. If they need helps, I can support them but I like them to have their space to do their own job in the ways they want. So, we set the timeline and then I follow up and check if it is ok or it is still on quote but I don't stop them and tell me everything you have done now. For me, it just get the right result. I like to be more organic. I like my staff to spend their time to do their works. Actually, we already discussed the timeline and we agree together and everyone understands the project and then we start. I don't try to give the deadline by myself but I ask my staff to specify their deadline but I will give the deadline or follow up with them once I was insisted from upper manager and give them the reasons why we should finish on that specified day. Generally, I prefer to work under the capacity of each staff. So, I don't rush people to do things. If there is no time pressure, they will perform better. If you give more time to them to understand and to do their job, they will perform better.

2. What is your greatest strength / weakness in terms of your leadership style?

Strength

I compassionate about my staff. So, I always stay behind them and fight for them. They are my team and we are team. As long as my staff work for the team, I am willing to support them to improve and advance their skill even I leave. I think everyone deserve the chance to grow. So, I try to encourage my team, every member of staff and I want to help them to achieve more and hope to do they want to do. I have to understand different characteristics of each member as

much as possible. I still need to keep relationship, not only focus on discipline to work.

Weakness

I care too much but they still respect me. So, I try to balance the relationship between the staff loving you and respecting you as a manager. However, we need to get the result and boss is a boss. So, I need to provide the result to my boss and the same time, I don't need my team to hate me. Sometimes, I need to learn to say no to my staff but don't hurt them to feel uncomfortable but discipline is discipline. If my staff do something wrong, we still need to correct it.

3. How managers communicate / coordinate with the employees?

It is difficult to manager to deal with different cultures of staff because my staff is Thais. Sometimes, communication problem can happen. Communicating can be a challenge especially if the staff is not full in English and it can be frustrating. However, we have now good system to communicate basic things so that I usually communicate with staff by email and then set up meeting together and follow up by email. However, direct communication is still better to sit and talk until we understand together. Communication is a tool to understand the team get to the same point.

Actually, we set up one to one meeting and everyone is getting the point because one person cannot understand well English comparing to another person. If we have group meeting, some of them will talk in Thai but one to one meeting does not allow them to speak in Thai, all is in English and we can take more time to understand each other, no time pressure, and no embarrassment. It is easier to concentrate in each person, what they say. So, I found that one to one meeting is more effective and more productive.

4. Describe a situation in which you modified your communication and/or behavior to address different cultures or background of each employee.

Some of my staff ask me to communicate with them only by email but I found that it wasn't productive. I don't like it. I am willing to try as their preference and see it if it works. If it doesn't work, I explain them and adjust it.

Additional questions - How do you learn the different characteristics of your team member?

It just takes time especially if we have different cultural background. I have worked here for 6 years and I do understand a lot the different cultures but when we are influenced by working environment in the company, international culture, it is easy to forget the culture difference. Learning my staff is just going through together, communication is a good tool to understand them but I don't need to go in person too much. Actually, I am interested in what they do apart from working hours. When the staff needs to take annual leave, I may ask where you are going, going for holiday? You need the hotel? Therefore, I try to support them just to create positive feeling. Just like learning their life but not intrusive.

5. How do you delegate responsibilities to your team? How did you determine who was assigned various tasks?

It is quite easy for me because the team do their job before I joined. At that moment, we already had two staff in PD team and they already have their own role but once I joined the team, I just changed a little bit how to do their work and still happening and we added the new staff as well. I think I support them because I am demanding to get a new staff to join team to take a pressure away to avoid doing too much works. In terms of the roles, we define new roles and still adjusting the original roles. In fact, I just joined in PD team and basically I have learned what they do last six months with the helps from my staff and it is my job to get the right result from what they do. We got new staff to make the life of original staff to be easier and work easier.

6. Describe a time when you had to manage people to accomplish a difficult or undesirable tasks. How did you motivate / support them?

Main issues actually come from our TOCs and I am the main person who handles it. I advise how we can do and fix it from the outside first if we can. I give some opinions what will happen or sometimes I decide how to do for them.

Additional questions - For internal issues, if the team has issues, how can you support them?

When we have too much works (when I joined), I told MD that we need extra person. While waiting for new staff, I ask for the support from other department

to support workloads of the team and make sure we get the result as we need. When I can do it by myself, I do.

7. Describe about a time when you had a reporting employee who performed very well (exceeded goals and sought more responsibility). How you handled this situation?

My two original staff performed very well actually. What I need to do is giving the compliment to them. Reinforce them by sending email, well done, etc. I know they can do it. For the new staff, I do it the same verbally, email.

8. In the contrary, describe a time in which you delegated / assigned work to an individual who was not meeting your expectations. What was the outcome? How you solved this issue?

I will meet and talk to them. One to one chat why you cannot meet the deadline? What is happening? Try to understand why. It could be personal problem, relationship with the employees. The important thing is trying to identify the issues, the causes of the issues and then fix it. However, it is difficult sometimes to get the real reasons and they don't know how to do. Therefore, I am willing to share my personal experience. For the work, I might find the resources which support the team to work more effective and efficiently.

Additional question - How is about working performance?

The cause of working performance comes from they don't know how to do it so that I am willing to train them to do it. Finding the tools and fix the problems. If they don't want to do it, that's the problem. So, we need to find the motivation. Actually, people want to come to work. It could be financial compensation, extra reward, etc. Something changes their focus to the positive way to do their job.

9. Do managers give feedback(s) to the employees?

Absolutely, I give feedback to the employees. We do a review. We do 6 month and 1 year review and I will introduce to our office to do it too. First review is after probation and we will keep doing it every year. In the review, we will ask how they feel about this job what they like / dislike about their job their aspiration in the future the working conditions and the review will help us to get to know them better as well. Sometimes, people don't really say what is in their mind but now they have a chance to sit down and write. This is the opportunity to say / write something. It is like communication and it is a good way to learn more about staff.

We set a form and then give it to the staff for a few days to write. Don't get too rush. They fill in and send back to the manager. Then, manager reviews it and we have a meeting. Then, manager will give their feedback on staff feedback. For example, how do you think about office environment? You write it down and then manager reviews it. Once we have a meeting, manager will give feedback to you and then come up with the solution.

10. How is your relationship between manager and employees?

It's good. When we sat in the original office, we sit back to each other facing away. It is not very nice. But for new office, we will face each other and it is more connected talk to each other. We can see each other and talk more each other.

11. How do you measure your success as a leader?

There are many different ways to measure. Obviously, the performance of the team. Like my boss tell me how your team performance is. PD team does not have exact measurement like Sales team. It is tangible thing to measure... rebuilding department, the system so it might be how does things go after rebuilt and how we can fix the problem after improvement 50/50

Additional question - How well we support other departments?

How my staff feel about their working process, teamwork, their own works, their attitude? Good atmosphere it is easy to see, to feel. It is not only me to be happy but my staff have a lot of things to do. We should be happy together as a team.

Interview of Operations Manager

1. What is leadership style do you use? How is your working style / leadership style in terms of work, people and teamwork?

We are family because we have a few people to work as a team so that we need to work flexibly. Sometime, I am flexible on working hours but we need to finish our works as we set the goal and the target. Finish on time / deadline. If you finish the tasks on time, you might come to work a bit late on the next day. But you have to be responsible on your own task. As you know, Operation team needs to stand by all the

time once we have urgent cases, we have to be available and support the team maybe during weekend.

Additional question - How to handle unexpected situation during weekend?

We actually need to handle in house guests and we know how to handle it. We do not leave the guests to confront the upset situations. We need to find the solutions on spot to solve the problems or we need to deal with difficult situation on spot once the guests are on ground to avoid any complaints. For example, if the guests check in before official check-in time, we might offer them to do sightseeing first and then return to the hotel for check in and get the room.

2. What is your greatest strength / weakness in term of your leadership style?

Strengths

In details – recheck details many times

Weaknesses

Not too strict like Operations team in other companies

3. How managers communicate / coordinate with the employees? (due to characteristics of different employees)

We communicate regularly, give advice but we do not complain staff in public. We will give negative feedback privately to avoid any mistakes. We need to save face. On the other hands, if staff in my team do the right things, I will compliment them in public.

4. How do you delegate responsibilities to your team? How did you determine who was assigned various tasks?

We actually have 3 people in the team and everyone can do everything (all in one) so that we can handle task of other people in the team once some of them are not in the office. However, each of them has their own responsibility. For example, I, as a manager, will focus on assigning guides to handle the bookings. Another person will go through details and put data into system because he is very in details. For the last person, he will prepare documentation. Each of them can handle their own jobs due to experiences.

5. Describe a situation in which you modified your communications and/or behavior to address different cultures or background of each employee.

I will use different communication for different staff in my team. For example, some are open minded and some are stubborn so that I have to find the way to confirm that my idea is correct.

Additional question - How to prove that?

I need to tell them that I have more experiences and knowledge than you. If you need to convince someone to do something as you recommend, you need to learn / study things and know in details very well.

6. Describe about a time when you had a reporting employee who performed very well (exceeded goals and sought more responsibility). How you handled this situation?

I do not need to handle anything if I work with well performed person. Delegating many tasks or difficult tasks to well performed people means I believe in their ability because they can handle it. It does not mean I, as a manager, push the jobs to them. Sometimes, people need to do difficult jobs like a challenge but it is not necessary to delegate difficult jobs to only one person because it is too much pressured. We should give a bit of pressure to encourage people to do their job, such as challenging the deadline, if we can handle this booking?

6) In the contrary, describe a time in which you delegated / assigned work to an individual who was not meeting your expectations. What was the outcome? How you solved this issue?

I am willing to train them if they do not work quite well. I am happy to work with people who say I do not know what to do rather than people who do not know they do not know. The second group might affect the working process (not smoothly)

I will talk to them in person and adjust how to do the works or get the works done.

7. Describe a time when you had to manage people to accomplish a difficult or undesirable tasks. How did you motivate / support them?

It depends on what the problems are, where the problems are. It comes from myself who delegates the task and they cannot do it. If they make the mistakes on assigning the vehicle, it might be their own problems. I cannot blame them immediately but I have to solve the problem first. After solved the problems, I will talk with them this is wrong and how to do it better in the future and how to prevent this unexpected situation to avoid any mistakes. We need to solve the problems regularly but we just need to find a better way to avoid the future mistakes.

8. How do you motivate the employees to produce optimal performance?

From delegating the tasks → new and challenging

The new ways to work to avoid any mistakes which had happened

Additional question - How to motivate different people in the team?

Some of staff do not come from luxury customer target so that I try to encourage new staff in the team to join inspection trip to experience 5* hotels or our excursion to experience luxury services that we provide to the customers. Once they learn about this, they might more understand and feel familiar with the working process and need to stay with the team. Give the opportunity to get new experience to the new staff.

Additional question - How to motivate staff who stayed very long time with the company?

I had talked with him and he feel like his working life is quite stable. Therefore, I just recommend him how to cover his tasks. He can be flexible on paper work and tries to learn more the system (put data in the system). He can do it.

Additional question - How to handle generation gap?

It is quite difficult to handle this situation because one of our staff in the team is the most senior person. However, once I got the promotion and become manager, I need to talk with him that the working system has been changed and this is a new system. If you do not understand, you can ask me and I will tell you how to do it. I use direct communication.

9. Do managers give feedback(s) to the employees?

Absolutely. I have given positive feedback to my new staff who can handle cruise file smoothly and very well. Therefore, I compliment him by words.

Additional question - How do you feel about giving feedback?

It is good because I can encourage staff in my team to do the better jobs. For negative feedback, I will evaluate and tell them to improve it.

Additional question - How to develop working performance of the team?

System development and communication between regional offices like they need to update us about the clients when they are in other regions apart from Thailand. We can update situation all the time with suppliers in Thailand → be more connected

10. How is relationship between managers and employees (in your team)? Do managers focus on relationship, tasks or both?

Good relationship. No conflicts because each of them has their own responsibility and can support each other. Everyone can handle responsibilities of others once others are not in the office.

Focus on relationship or work?

Balance both. If focus only work but ignore relationship, staff do not like manager.

11. How do you measure success as a leader?

Staff in the team is happy to work with manager. Leader is a person who can lead, train people and understand the team but boss just orders it / command it.

Interview of Sales and Reservations Manager

1. What is leadership style do you use? How is your working style / leadership style in terms of work, people and teamwork?

Fairness to the team (both for myself and staff in the team). If there are too much works in the team, I myself will jump into it and handle the bookings / requests by myself. I am approachable person if you need the support you can talk to me directly. I expect that we can help each other and work as a team once one person takes leave we should handle their work accordingly.

2. How do you delegate responsibilities to your team? How did you determine who was assigned various tasks?

Each staff has their own market to handle so that I can delegate work based on the market they handle. For example, I delegate Spanish request + US to A.

US is main market of A&K Thailand

However, everyone can takeover or handle the file while another person takes leave. We can help each other. Because we have to send out the proposals to the agent within 24 hours after received the requests.

3. What is your greatest strength / weakness in term of your leadership style?

Strengths

- Fast learning in system, working process because I am a person who has to train staff in the team
- Adaptable person → person who can adapt the difficult things to be easier and more understandable.
- Listener

Weaknesses

- External characteristic → strong face, hard voice
- Strong character
- Direct person → If you did wrong, I tell you immediately. If you did correctly, I compliment you. Therefore some of people may not like strong character but I try to adjust.

3. How managers communicate / coordinate with the employees? (due to characteristics of different employees)

I have to know how to communicate with senior staff in the team. I cannot order / command senior staff but I have to change the way to talk such as request it, need help, and need support (soft way). However, if I talk with junior staff, I can talk with them friendlier.

4. Describe a time in which you delegated / assigned work to an individual who was not meeting your expectations. What was the outcome? How you solved this issue?

I have to consider myself if I trained staff well enough (all details are covered). I will sit with them and train them again until I am sure that my staff can do it properly. I will ask them to show how to do it step by step and if I find that it is not correct, I will train them once again. I actually give the opportunity to the staff to learn because some of new staff do not have travel agency background or experiences in TC. I have to understand skill of each staff. If staff is newly graduated, I have to train them on travel industry background otherwise non experienced staff has never understood because we need to understand things to perform well and it is easier to do jobs.

5. Describe about a time when you had a reporting employee who performed very well (exceeded goals and sought more responsibility). How you handled this situation?

Experienced staff has high ego. How to handle them is that I have to decrease my ego and give them the opportunity to share the ideas / opinions. Don't tell them this is right or wrong. Just ask them open ended questions or find a better ways to do jobs or solve the problems. If I tell what is right or wrong, experienced staff might fell failed.

6. Describe a time when you had to manage people to accomplish a difficult or undesirable tasks. How did you motivate / support them?

Staff can talk to me directly. I will ask them what is going on, what is right or wrong. If staff do it wrong, we accept and how to fins the solution. I am not a person who blame staff who do the wrong things because everyone does not want to make mistakes. One staff who actually handle more than 100 bookings if he/she make only one mistake from 100 bookings, it is not a big deal. If people do not make any mistakes, they have never done the jobs. I focus on finding solution first and then find what happens because we have to reply to the agents and then find the ways to prevent the future issues.

7. How do you motivate the employees to produce optimal performance?

Nowadays, there are too much pressures in the team. Therefore, I try my best to decrease pressure by handle the workloads by myself and then delegate the works to staff after that. I think it is indirect motivation. If one person handle too much works, I will jump into it and help them to handle some works to lower the pressure. Sincerely, since I get higher salary than staff in the team, I should have more pressure than them. I cannot sit and see them work very hard it is not fair.

Additional question - How to develop working performance of the staff?

In fact, we should have team meeting but (unstable situation in the team) we do not have fully well performance staff or enough staff, I will walk and talk directly to staff to do it more properly and correct it. If all is stable, we should have weekly meeting regularly to lead the team relating to company policy. Since there are too much pressure at this moment and I jump into everything, put everything, team will be unhappy and more stressed.

8. Do you give feedback to the team?

Yes. For example, if this booking is for VIP or difficult to handle it on own (key agent) when staff create proposals, I have to check first before sending. Or maybe, I give the outlined itinerary to the agent and once creating proposal, staff can create proposals based on outline. I suggest like this you may try to do it and send to the agent. Direct feedback and indirect feedback.

9. How do you think about giving feedback?

It is a good way to develop staff. If I do not give feedbacks to them, they might do it wrong over again. If I give both positive and negative feedbacks, if positive feedback, staff may feel good that others see the good things they do (good jobs). If negative feedbacks, I think people will be encouraged to develop themselves but how to communicate negative feedbacks to staff without guilty.

Additional question - How to communicate negative feedback without guilty?

Soft communication. Don't point out the wrong things that they did because it may decrease their ego. I will give them alternative ways to do it better. (other solutions) try to do it?

10. How is your relationship between managers and staff in the team?

Top – down relationship

I can talk with everyone in the team because I am open. If I have something to talk with, I will walk to the person I need to talk directly. I need to save face in some cases. I need to talk in person privately.

Down – top relationship

Nobody is perfect. Once I have new policy from top management, I know that not everyone will be satisfied with it. Some will accept but some will not. Therefore, I have to accept it because there are two side effects. It takes time to prove that I am open / direct person / trust person or egoist.

Additional question - How to handle a person who might not accept you as a leader?

If I face with strong person, I have to decrease my ego and adapt my character to avoid any conflicts. To be a leader, strong character cannot be used all the time. I have to use some psychological ways to communicate with. I cannot change others but I can change / adjust myself. Soft way communication. If staff still have strong character with me, I need to talk with them one on one.

11. How to measure your success as a leader.

From my team. If my team respect me, that is my success because it is too hard to get the respect from others. We have to consider working experiences, emotional intelligence, and problem solving skill. Once everyone respect each other. That is my success.

Interview of Financial Controller Manager

1) What is leadership style do you use? How is your working style / leadership style in terms of work, people and teamwork?

We use teamwork. I ask my staff for opinion for example if we need to run a project, we will meet up to discuss first to know what our target is and what your opinion is. I don't command the team. Our team will discuss and brainstorm and listen to get the comments from staff in the team. And then we will make decision which way we need to use. Or if we need to change something, we will ask the feedback from team first if they agree or disagree. If they do not agree, we need to convince first. We need to make it clear.

People are the important resource so that we need to focus on staff as well. We need to respect staff accordingly. Every position has the importance itself in the organization. We need to value their job either or managers or messenger. And they are willing to do their job.

Manager should really understand the details of works from the beginning to the end of the work process. If you cannot understand the working process or the work details, you cannot control your team. Manager / leader gives her/his hands dirty (proverb). Managers can work like staff for example, you can issue the voucher or do paper works like staff in your team as well. You cannot order / command only. As a leader, you need to be in front line and support team member together. You should work with them and be tried with the team.

2) What is your greatest strength / weakness in term of your leadership style?

Strength

- Compromise → listen and find a middle way to make win-win situation.
- Balance the power (compromise VS authoritative)

- Back up plane → Avoid any mistakes (preventive plane) → Slow but sure

Weaknesses

- Lack of strong characteristic (tough boss)
- Conservative (Risk averse) → achieve the target quite slow / not too much high like top management expects

3) How managers communicate / coordinate with the employees? (due to characteristics of different employees)

We use direct communication (talk in person). Invite staff to have a meeting in person and discuss for example, company has launched new policy and absolutely, some agree and others maybe not. Therefore, we need to clarify what the objective of the new policy is. Good points and weak points? If the new policy has good points rather than weak points, we need to discuss to make team members understand as much as possible. If you need to implement change, you need to clarify with the employees unless the plan will be failed and people will resist. Therefore, we need to spend more time to try to explain the reasons behind the change to make sure that everyone understands clearly and reduce resistance.

However, we have time limit as well but we need to do it as an example too. If some of the members still resist the change without reasons or it might affect the team negatively, we need to become authoritative person, need to make decision immediately and cut out somebody who might affect teamwork negatively. We need to accept the majority of the team. We still give opportunity to adjust themselves but if it cannot be effective, we need to leave it behind.

4) Describe a situation in which you modified your communications and/or behavior to address different cultures or background of each employee.

We need to talk in person separately due to different characteristics of each staff. Communication style is different between each person due to different background of each staff. Different attitude.

I feel not ok with group communication especially when we need to talk in details / delicate things. But if we need to delegate works which team needs to work together, we can set up group meeting. It is easy / convenient to talk about delicate things in person (one on one communication) although it spends much more time.

We need to evaluate the different characteristics of each staff. I focus on people management.

5) How do you delegate responsibilities to your team? How did you determine who was assigned various tasks?

Consider the working experiences (previous experience), skills and evaluate strengths and weaknesses of each staff.

When assign the jobs, you need to train and I am willing to spend time on training by myself and monitor the working process (step by step) until they can handle it in a certain level I will leave it with them. I will focus on output instead and don't monitor the working process. I am open to listen the new way to work if staff need to change the way they work and it is more effective. If the way they propose is quicker to get the same and accurate output, let's do it. (to find the better way)

6) Describe about a time when you had a reporting employee who performed very well (exceeded goals and sought more responsibility). How you handled this situation?

If they can handle their works by themselves, I will tell what I expect, the target and the policy. Don't tell what they have to do, how to do it. I will not go into the details. Just tell a big picture.

7) In the contrary, describe a time in which you delegated / assigned work to an individual who was not meeting your expectations. What was the outcome? How you solved this issue?

Find the weak points of the person who cannot perform well. I actually give the opportunity to learn because people can be developed or improved and see willingness of people. If they are willing to do their job but the ability is quite low, I will train them or assign work which is not too difficult for them because it might affect the company business and I have to solve the problems later on.

Additional question - How do you know that that person has willingness to do their job?

We will prove it from the output. Once we assign the jobs, we can find what time the works are done (before, on time, or late). If they are willing to do it, the works will be done before deadline. Therefore, manager needs to know the jobs that staff handle. I can know exactly which tasks my staff handle day to day, week by week and when the outputs have been shown. If the works are still on process although today is

deadline, I need to follow up but not put the pressure on that. I just ask what is going on and why the works have not be done, do you have problems and need any helps on that. Once I know the problems, I will jump into it and find the solution immediately.

If staff have problems and need to talk with, I have to help them immediately. If I tell them to ask others, staff might disrespect me and why manager does not help them.

Sometimes, we have different levels to deal with staff because manager and staff actually have different levels. I have to use my power legally: when use my power to delegate my jobs to my staff and another different power to deal with top management but some people cannot differentiate it so that staff might feel they don't get any supports from their managers. Staff might consider that manager just push this work to them because he/she does not want to do it. It is not job delegation. However, it is difficult to balance the power. I just experience from trial and error. For example, I could assign simple case to staff first once they can handle it, I can give them more difficult case to handle. If I jump into all cases and solve it by myself, staff cannot learn to do their jobs and cannot solve the problems by themselves. Therefore, I need to communicate with staff clearly on this because they might misunderstand why manager push the cases to them. Nevertheless, if the staff are intolerant on the pressure or have low capability to handle the cases, I cannot assign difficult cases or too much jobs to them because it is useless. Sometimes, if we assign tasks without considering the ability of the staff or their willingness, the issues might happen. If my staff are under pressure, I will jump into it and what the problems are. If I am open-minded, staff will come and talk to you. If staff feel we are the same team and comfortable to tale with manager, they will talk with you more openly and directly. If staff ask for my support or helps, it is because they really need helps and I have to jump into it.

There are many ways to help staff. I do it by myself or I train staff. However, if I do it by myself, staff cannot develop their ability.

8. Describe a time when you had to manage people to accomplish a difficult or undesirable tasks. How did you motivate / support them?

I help or support my staff based on the logical reasons as well. If I need to help or support my staff, I would not say that I will support my staff all the time because if they do something wrong, I cannot support or pretend that my staff do not do things

wrong. Sometimes, we need to consider external factor as well which affect our working process and our outputs. My staff sometimes have different aspects but we need to consider the whole picture of the organization as well. I try to come up with win-win situation but one side might win more than another side / team but I need to explain my staff why we get the result like this after I jump into it to solve the problems.

9. How do you motivate the employees to produce optimal performance?

Money compensation.

Subordinates come from two words: look (daughters / sons) and nong (sister / brother). Separate between look and nong. How you treat your daughters / sons or sisters / brothers, you have to treat your subordinates in the same ways. Subordinates are not others because we are family. Therefore you need to understand them. Personal relationship with subordinates is important too. You need to know how their family is. Sometimes, we need to talk some personal touches. Don't focus only tasks. Personal touch cannot be learned in short term. It comes from personal experience and it takes time to gain experiences. Only learn theory of people management we cannot understand the whole picture and process. We need to practice it as well. It is more difficult to learn for aged managers as well because they have their own style and they might not need to adjust their leadership style. If they need to learn, they should learn in the younger age (young executive). You need to grow with that leadership style.

Additional question - How to motivate different staff in the team?

I have to be friendly with my staff and they feel like they can talk everything with me. I have to make friends with my staff. No too high power distance. When I treat my staff, I have to consider the different style of each staff. For example, I have to communicate directly with someone (open conversation) while I have to use indirect speech to others. I do not treat different staff in the same ways due to different styles.

10. Do managers give feedbacks to the employees?

I have never given direct feedback. I will consider first the different style of my staff who is open minded so that I can talk with them directly (direct speech). I can use direct approach with some of them and indirect approach with others. I don't complain my staff directly. I just call them and use direct approach for negative feedback. I use usually indirect feedback for my staff. Most of staff will be shocked and cannot accept direct feedback from managers.

How do you feel about giving feedback?

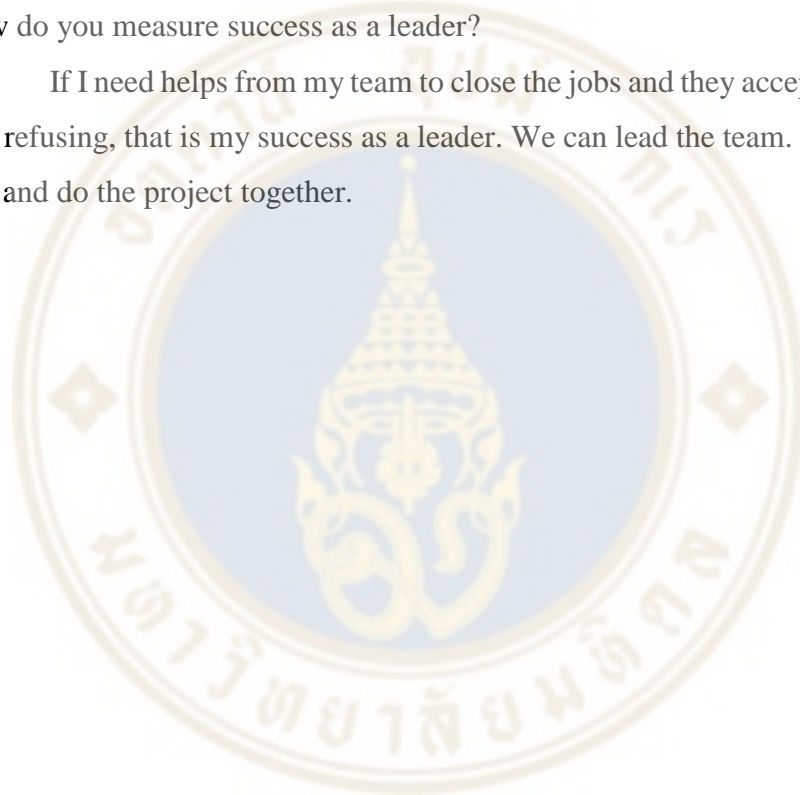
Giving feedback is important. We need to communicate and give feedbacks to the staff regularly both formal and informal. We need to clarify the ways we need to do our jobs. The direction has to be clear to avoid any mistakes.

11. How is the relationship between managers and employees?

I am quite sure that we are the same team (Good relationship). We work and walk together. We understand our objectives and goal in the same way. No conflicts in the team we do not have different aspects in our jobs.

12. How do you measure success as a leader?

If I need helps from my team to close the jobs and they accept it immediately without refusing, that is my success as a leader. We can lead the team. Team is ready to support and do the project together.





APPENDIX D

The Results of Interview from Employees

Employees under Country Manager

Ticketing and Reception Officer

1. Which leadership style managers use with you? How do you feel about working style / leadership style of managers?

Country manager will ask me the details of work, how do you handle your works. And then I have to show how to handle my jobs. However, my manager needs to change working process to match new working process that manager thinks rather than supporting. But country manager is quite new and needs to change working process immediately, I am not a bit satisfied with it.

However, if I look back, I may be conservative because I worked with the company for long time and I do my jobs like this many years and I think it is good enough to work like this although it is not the best way to do the job but I don't make any big mistakes to get complaints. Since country manager told me that my working process is not quite effective but I still don't know the effective way to work from my manager because she is quite new at A&K.

She told me that changing working process is for development but I still have not seen which part manager needs to develop if changing my working process. I might resist the change before it happens.

Additional question - Once country manager need to change working process, you will change or still do the same process?

I have to adjust working process due to my position because if I don't adjust my working style / process, I might receive negative feedbacks or effects on my working life. However, the feeling of my adjustment is not good or good / happy or unhappy.

Due to many years of working experience, I am sure that my working process can support quite well the company business but country manager said that I don't like it and need to change to support her team more efficiently. However, her team is quite new as well (most of staff is quite new) and she has never learned before my jobs so that she will not know exactly if my working process will affect negatively her team or not.

2. How do you feel about communication style between you and your managers?

She does not force me to do it but I feel that I have to change as she said because she said that her team is waiting for the change from me.

Additional question - How to handle tasks from different staff from other dept.?

The way to handle tasks is not different but the way to reply or serve the service might be different due to person I communicate with. I act differently it is not because I have bias but I consider how they can understand the info I provide or the level of willingness to learn / ability to learn. If staff does not need to learn, it is not necessary to train them but if they are willing to learn, I am ready to share the info and train them. However, I am willing to support others.

3. What is your strength(s) and weakness(es) in terms of work?

Strengths

- High responsibility
- Discipline
- Be on time
- Accuracy
- Direct person
- Willing to do things although it is too tough but can handle and go through it.

Weaknesses

- Not in details persons → Just tell me what you need me to do. If I did it and you say it does not match what I need you to do, we should talk together reasonably. I already provided you the outcomes that you need but you say that I should change the process although you will get the same outcomes that I provided you already.
- High ego → I need to stay with the company until retirement because I worked with company for long time.
- Strong person
- Conservative → need managers to consider the feeling of original staff who has been working with the company for long time. Don't apply radical change but manager should learn the way they do their jobs first. Don't command them to do their job like this. Manager never asks how I feel about changing working process.

4. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

At first sight, I feel angry but I have to do it due to my position. I am subordinate of country manager and I am worried that if I refuse doing it, I will receive negative feedbacks. Country managers never request it with soft style. She just order it. However, I still handle additional works quite well. Some of additional works like party arrangement should be rotated to other departments to help but most of party arrangement has been assigned to me but this is not mentioned in my job description. I think it is not unfair. On the other hands, once the additional jobs were done and the results were quite good, I think I can do it quite well and in fact, I am willing to support and help but the way manager request me should be soft and more respectful because she needs helps from me.

5. What do employees need from managers to support in terms of tasks, issues when they happen?

I need support from my manager in every topic such as good listener who can listen the issues from employees, problem solving, overall of work, and consider my works if it matches to my personality or characteristics because it might affect the working performance and salary adjustment. Once I send the request for salary adjustment, I will be asked back if you have a good working performance to get salary adjustment. After I have checked with travel industry, my salary level is quite low (below the standard) because my salary has not been increased for long time. I think company does not see the importance of my jobs but my position and works are the key of the company more than 10 years. I don't know the company forget my jobs / position. She does not learn and consider the details of works in depth.

6. How managers support you on difficult tasks, issues?

Routine jobs and need skill. I have many years of experiences to handle it by myself and my previous managers trust me to handle it by myself so that I am quite confident to do. However, I think my new manager does not know my jobs quite well and I don't have a big case which I cannot solve it. I still control my jobs actually.

7. Do managers give the feedback(s) to the employees?

First month she needs me to copy her in email to get some feedbacks from her team. The way I do my jobs will support her team efficiently or not but she forgot it

right now. Although I kept her in cc, she has never given feedbacks back to me. She had told me she need to review the email format but she still has never started doing it.

How do you feel about not receiving feedback from manager?

No feeling. Actually, my jobs are routine and have its standard format. It is not necessary for country manager to look into it too much (focus on it too much). So, I don't understand her objective why she need to jump into it. If she needs to really know, she needs to give me some feedbacks but no feedbacks from her in reality. I think she does it to show that she do it efficiently (good looking but not effectively). She has not enough times to look into it actually.

8. How managers motivate/support you to increase working performance?

Not at all. I just do my jobs by myself. I try to improve the way to work more effectively by myself (proactive). If it supports other team to do better job, I try my best to keep developing. It is not important for country manager to tell me you should do this and develop that but I am willing to find a better way to support other teams by myself. I know my responsibility. However, the system has not been changed all the time so that I will not change my working process all the time as well. The system actually has its own platform to use.

9. How do you communicate with managers?

By email and then talk directly. How do you feel when communicate in person with manager? I feel good because I can express my feeling on work directly.

10. How your leadership style affects motivation and satisfaction of the employees?

Not at all. Negative attitude to manager. Although I like her to talk with me directly (in person), I am still feeling angry because of her characteristics (commander, too much follow up (in details)) Micromanagement / monitor my routine works which I handle it without any mistakes actually. The more she monitor, the more she does not trust me.

11. How is relationship between employees and managers? Do managers focus on relationship, tasks or both?

Quite low because country manager is quite new. But she tries to approach me but there is a gap between original staff who works with the company for long time and new staff like country manager, we may not learn each other quite well in terms of

personality. I just think that I do my best on my jobs day to day. That's it. It takes time to develop relationship with manager because I don't mind to be loved by manager. Sincerely I still need family relationship but at this moment, country manager might not have enough time to make relationship with others so that family relationship does not happen. And I don't know country manager receive any feedbacks from previous managers about me so that country manager still act like she monitors me all the time when she needs to talk to me. She focuses on works rather than making friend.

12. Describe an ideal manager in your opinion

- Understand every staff. Willing to help and support all the time. Good energy to work and good relationship with staff. Separate personal relationship and works.
- What is a leader's best asset, in your opinion?
- Understand staff and details of works / working process
- Understand company structure / organizational system

Documentation Specialist

1. Which leadership style managers use with you? How do you feel about working style / leadership style of managers?

She is too fast and the way to work could match with her plan. She is in details as per policy from head office

2. How she communicates with you?

She is quite good to communicate with me.

3. How do you feel about her working style?

It is quite stressful because I actually know quite well about how to handle my work due to policy from head office but she needs to change the way I worked actually it should be changed little by little. I actually handle works on my own ways and know how to adjust the format of documents how to do it how to manage it. We just has different ways to do our jobs so that it does not match together although we can get the same output.

4. How do you handle / manage the tasks day to day? Please explain your ability to do the job and willingness to do it. How you show your willingness to do your job?

I have my own steps to do my works which MD had planned for me. I prioritize my jobs. If there is any urgent request, I will handle it first and then do other requests later as per priority. Then prepare the document for in house guests which I need also to prioritize which guests will come first.

How do you think about your ability and willingness to work?

I perform very well and I am willing to do it 100% I am quite confident

5. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Efficient work because I have more experiences.

Weaknesses

- English skill

Additional question - Have you shared the ideas when you discuss together?

I had shared my opinions to her but she does not accept it because I think she needs to focus on policy from head office. It is not flexible and I think some steps are duplicated and complicated.

6. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Yes but from previous manager. For example, I created sample itinerary without price and send it to him once it is ok, he just passed to RSVN to calculate the price of the program. I think I am happy to do it and I can develop my skills as well. I also learn more about products of the company.

7. How managers support you on difficult tasks, issues?

She will support me. Sometimes I read an email and I don't understand or it is not quite clear or head office recommended us to do like this but we try to do it but it doesn't work, she can communicate with the head office but it takes more time because she has many things to do.

What do employees need from managers to support in terms of tasks, issues when they happen?

Negotiate salary!

About work? → I need her to understand more about details of work.

Additional question - Since we have new staff who handles documentation instead of you, did you train her?

No because Country manager is responsible for this training by herself but if new staff has questions, she can ask me all the time.

Additional question - How do you feel about this situation?

It is ok for me but I think it is not ok for others because some works are stuck with me but I do not handle the documentation anymore so I have to pass it to new staff but new staff does not know how to do it properly as well as Country manager does not know exactly how to do it properly as well. Therefore, manager has to walk around the office about the details of the bookings she acts like middle man. It is quite easier to delegate me to train new staff because it is easy to understand. I can give a big picture of the working process and after that manager can change the details of work after that.

8. Do managers give the feedback(s) to the employees?

Not yet

How do you feel about it?

- 50/50
- Ok or it is not ok for her. I don't know what she thinks about my working performance.

9. How do you handle with your managers with their leadership style?

I have to follow her way to do my jobs to avoid any conflicts.

10. How leadership style affects motivation and satisfaction?

I think sometimes she does not listen anything so that I am not satisfied on that. I think she should listen more about opinions from subordinates. I feel stressed.

11. How is relationship between you and manager?

In the middle level because I have not personal touches with her too much. I don't talk with her many times.

I think she focuses on relationship rather than work. I think she does not go to in details on work. She does not look into the issues of each department.

Relationship → communication with new staff. She spends more time to talk with them.

12. Describe an ideal manager?

- Solve problems
- Listen and understand problems
- Understand staff → each staff has different characteristics. The ability of staff
- Support staff when the issue come out
- Confidence

Employees under Product and Marketing Manager

Product Supervisor

1. Which leadership style managers use with you?

Request for ideas, recommendation (brainstorm) because he cannot see a big picture of work details so that he needs the information from the team. After collected the info, he might analyze the info and then make decision and send the summary to the team.

Additional question - Before making decision, he ask you once again?

Not at all. Once he got the info, he might think if it makes senses and then he send the summary to the team and might ask if it makes senses. If I read and I quite understand, it might make senses but if I don't understand what he writes, I have to talk with him once again. But most of the time, he will make decision on his own way how to do it.

2. How manager communicate with you?

Friendly conversation. He will ask me what do you think and should the project be like this and how to do it and if we can make it. If it does not make senses, what should we do to make it more make senses? We can recommend him and talk to him directly.

3. How do you feel about communication style and working style between you and your managers?

It is ok but it is not 100% because his ability is not quite good now. My previous manager is smarter than present manager. PD manager cannot see the whole picture of working process and PD dept and company because we discuss with him and

we found that he does not understand the whole working process of PF team and company. He will ask me the same questions, talk the same topics over again and he resists to think that this what I need to happen. For example, quotation and bookings should be handled by Sales and Reservations Team but he still think why PD Team does not do this. It is because PD Team actually make quotation for the whole year. I keep explaining and clarifying about this topic but he does not totally understand the process. He cannot separate the difference between the roles of Sales and RSVN team and PD team and that is why I assume that he does not understand the whole working process of the company.

Or he might understand but he does not accept in this point but it is wrong if he still have the wrong mind set on working process. I think he has never had experiences on travel industry because he came from copy writer but I myself worked in travel industry 15 years. If I know that what is good or bad I will tell him but he sometimes does not accept my suggestion because he has own mind set already and that is correct. He just needs me to listen his ideas and that's it. However, I don't like to work like this because working should be based on team work but at this moment, it is not a team. Working as a team should support / help each other, understand the whole working process, know which works should be handled by which team.

Additional question - Product team works as a team?

Not at all due to characteristics of different staff in the team. I had worked as a team in the past and it does not look like this.

Additional question - And PD manager tries to create team work ambiance?

Not at all because he had joined PD team while we already had original staff before. Therefore, he focuses on works first. I think he does not focus on teamwork or relationship because we don't have any conflicts in works. He tries to manage working process rather than making relationship / team.

Additional question - How PD manager manage working process?

He gives the opportunity to share ideas. How do you think about this? Are you ok? He still ask us first.

4. How do you feel about the assignment PD manager assigns to you?

Sometimes, he assigns the works without original email from the agent so that I cannot track the history of requests. He just sent me the email and mentions what

he needs and what the deadline is. Therefore, I have not all information that I should have so it takes more time to ask back and forth to gain more information to start doing job. He does not enough knowledge and understand the working process. I have to think by myself what he needs although the info is not enough. I need to manage the order by myself. For example, once he sends me the project, I have to ask him once again this project is for whom, which is the market, what do they need. He does not give a direction. He needs us to do the job on our own. He is quite open but if we don't have any directions before, it is risk to go in the wrong direction. He does not inform the important information but he writes only unnecessary information. So, I have only useless information that I cannot apply to do my jobs. Takes more times... He send all information to us but doesn't summarize the details. He has never made any decisions.

5. How do you handle / manage the tasks day to day?

I use my own experience. So, I make decision by myself with my own ways because I think he does not know more than me and once I finished works, I send it to him and it is approved every time but after he sent it to the agent, it is correct or not because I have never received feedbacks back from him. I don't like to do too many things and it takes very long time. Therefore, I will finish my works in one time and wait for feedbacks by return. I will give all information to the agent the information that they need to know I will tell it all in one email and then send it so that the agent does not ask me back and forth. I don't handle works with incorrect direction although it comes from PD manager and I don't ask him if I can change I just correct / change and send it to him once I finished. I choose to clarify it in the email that I change this program because this that those. However, I have never received feedbacks from him by return. But he still acknowledged back about the change I made and then pass to the agent.

I don't receive any new knowledge from this PD manager because he does not train me, he does not tell me about the agent, this is correct or not.

6. Please explain your ability to do the job and willingness to do it. How you show your willingness to do your job?

If some assignments make senses to handle it, I am willing to do it. If not, I will send back to the manager and why I will do like this not like that. I cannot work under direction (nonsense direction). However, if he still resist his ideas / his direction, ok I will do it based on his ideas although I am not willing to do it.

He sometimes force me to do it but he will refer to top manager, customers who need things like this but some projects are sent back to revise as well.

7. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Make decision by myself in a certain level
- Confidence in the way I work (no mistake). Many years of experiences

Weaknesses

- Fast thinking → Once it is not correct, I will reject and object why it is.
- No consideration
- Low service mind → but I don't like it because I need to help / support team and others but now I just do my own jobs and anyone does not need my support especially in my team. Motivation and satisfaction decrease throughout the time and I need to change the office because this office makes me like this. (just leave things go like this / don't support anyone)

Additional question - Does it affect relationship in teamwork / works?

It affects but not too much but it does not create any conflicts. Once I need to help or support team, I will ask them but they reply me "That's fine I can handle it" but I know that they are too busy / overloaded and they are not happy because of too much works. Sometimes, they need to find out the right answers but they don't ask me. I feel bad every time when I receive the answer "That's fine I can handle it" and I ask them again "Are there too much works?" but they said "I will handle it" I am not ok. I feel we have a gap but I am an open person. I think each person has different characteristics. I sometimes have to give blank space for person who is difficult to access.

8. How do you feel about not receiving feedback from PD manager?

In the past, I don't understand why I don't receive any feedbacks and why he needs to keep with himself only because feedbacks are the info to do my jobs. Feedbacks will help me to gain more experience and I can develop my jobs in the future. If I don't receive any feedbacks, I don't know it is good or bad about jobs I had done and I cannot improve myself to do my jobs. I have not background / references to adapt for new jobs in the future how to handle this requests from the repeat agents. If I don't get any feedbacks, I just think that is ok and just do my day to day jobs that's it.

9. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Yes, making decision in management level such as financial payment which actually I cannot do it by myself. Once I have to be assigned the jobs based on higher level, I will refuse doing that. It is too risky and it affects others.

10. What do employees need from managers to support in terms of tasks, issues when they happen? How managers support you on difficult tasks, issues?

I think he should have more knowledge. I myself give him advises and find the solutions to solve the problem rather than he supports me because he does not have enough product knowledge.

He should summarize the details of various information that he is a main contact to get the information from oversea agent or suppliers.

11. How managers motivate/support you to increase working performance?

He tries to find the better way to work more easily and systematically. He is still open and need to brain storm to get the ideas from staff in the team.

The motivation he gives to you increase working performance?

Not at all. Everything is stuck at top management. He cannot make decision by himself because he has to propose to top management first because he does not have enough knowledge to make decision (he does not know what to do). He lacks confidence. He becomes just a middle man to pass the messages.

12. How your leadership style affects motivation and satisfaction of the employees?

He is not inspiration for me and he does not have any knowledge to share with me. I am not satisfied in leadership style of this manager.

I don't focus on relationship (how manager make friend or tight relationship) rather than knowledge of manager. Therefore, relationship does not affect motivation and satisfaction.

13. How is relationship between employees and managers? Do managers focus on relationship, tasks or both?

- 50/50
- Can talk and can understand. So so. Do you best on your works and do my best on my works.

- Focus relationship rather than work. We are working as a team but it is not about requesting for support, nice talking, but it is about how to do the jobs effectively (with knowledge).
- It should balance it between work and relationship.

14. Describe an ideal manager in your opinion.

- Should balance knowledge and relationship
- Understand staff and train them. Everybody needs to grow and leader should support staff to grow as well. I want my team grow together with full capacity and full of knowledge but I cannot do it because I don't have opportunity to do.

Additional question - How manager develop people in the team to grow?

I cannot tell it at this moment because he just joined the team and he is going to manage the working process to be more systematic. I think we are still on the same point. Don't have the right direction to go and to grow at this moment.

15. What is a leader's best asset?

- Attitude is the most important to live your life. Should be realistic.
- Decision skill → confidence to make decision. He should analyze things that I said before passing the messages to top management to close the project in one time. He just pass the message and I don't know he already understand all information or not once he passed it and top management has feedbacks back, he just come back to me to clarify it / to find the right answers.
- Vision → We can know what the vision of this manager. Leader should look forwards and beyond one step of competitors or beyond one step of the present point to develop team.

Product and Contracting Assistant (1)

1. Which leadership style managers use with you? How do you feel about working style / leadership style of managers?

He is quite open and actually he will ask to know the deadline to submit works. He can extend the deadline if he can but if not, deadline is deadline. His leadership is not quite obvious but I found that if the team is too busy, he will ask help

from other departments to support the team but I think it is not fair for other teams to do PD jobs because we already had new staff to support so that we can handle it.

Additional question - And now, he takes PD works back to PD team?

Yes, because I asked him to take it back because Fam trip is job of product team and I have to take responsibility on that. Product team actually create program and quote the price but once it is confirmed, PD team will pass to Sales and RSVN team to put the services into the system.

2. How manager communicates with you?

By email first and then talk in person. At this time, we communicate in person more. However, he does not give full details of info so that I have to ask him back to get more info. He actually send many emails separately but all emails have the same subject. He will delete the internal correspondence between him and agent which I can use to track info. He does not give me clear details. He cannot keep me in cc and he pretends that he forgot to do it. So, I have to tell him to keep me in cc and who involve in this project. I have to recall him many times to keep concerned people in cc.

3. How do you feel about working style / leadership style of managers?

I think he might feel that I am demanding and focus too much in details. But I am not ok with his working style because he does not rethink or consider things before assigning works. He does not summarize things to do in the email and he does not give me the full info and also he gives inaccurate information (make mistakes) and I don't know where he got the info.

Additional question - How do you feel about inaccuracy information which PD manager provided to you?

I just sent the email back to him and said it is wrong. It should be like this... I have to tell him what the right information is.

4. Do you get any feedbacks from PD manager?

He has never sent feedbacks back on works to me. He just acknowledges back. For example, the program that he proposed does not match to the flight time, I decided by myself to change the tour or to remove it from the program. Once he found it, he does not give me a feedback about this change. But he is still open for other ideas which make senses. Once he has a meeting, he might compliment by words like good job.

How do you feel about receiving feedback?

I feel great! Apart from that, does it motivate you? How he motivates you to work (as a team)? Lunch team in the past makes me feel better to be a part of the team. At this moment, he tries to manage us to sit together as a team. How do you feel? So so. I think sitting together does not make us to talk in person more frequently. He still send the email instead of talking.

Additional question - Due to seating plan at this moment, it makes you to communicate with PD manager more frequently?

Yes, like I sent the email to him but he answers me by talking to me directly. In the past, he had to reply by email because we sit far away. We talk more frequently.

Additional question - How do you feel about communicating in person more frequently?

Nope I don't talk with him because once I talked with him, my facial expression will show (annoying). Why you don't talk with PD manager? Sometimes I talk with him, he does not listen to me. I keep telling him many times but he has already mind set and he resists to use that mindset. He is sometimes opened but once I tell him, he does not accept it.

However, he is open minded when I correct the program. He is ok with that but sometimes, we cannot change the direction because he already fixed it. Most of the time, we need to do the jobs as per his mindset.

Additional question - How to handle this situation?

I just follow the direction if it is wrong you have to accept it because I already told you.

5. How managers support you on difficult tasks, issues?

Yes, if I cannot finish my works on time, he will find out and communicate with the agent to extend deadline. He can communicate with the hotels first to negotiate rates and after all is stable, I can handle it later. One time, I cannot negotiate rate with the hotel so that I asked my PD manager to help me and he keeps negotiating with the hotel but I don't know if he can achieve it or not because he does it by himself.

6. How do you handle / manage the tasks day to day?

- Urgent request
- Prioritize my works first

How do you feel about your ability / performance to handle works?

Do my best. Can meet the deadline. On time. I work very fast but I need to improve English skill.

How is about your willingness to do the job?

I think the team is now quite big. I feel either good or bad because if we have too much people, it is quite complicated to work. I think some of members in the team do not work quite effectively because they should finish their job on their end but they still pass it to others to close the job although we are the same team.

7. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Not at all. Annoyed ask the same questions again and again. I think she should do it own her own but I cannot say anything because I am younger than her.

8. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Diligence
- Hardwork
- Full capacity
- Open minded

Weaknesses

- Complaining many times
- Fast thinking

9. What do employees need from managers to support in terms of tasks, issues when they happen?

Manager should make decision on own. He lacks confidence to make decision. For example, I cannot negotiate rate with restaurant / supplier many times for series but my manager still needs me to keep negotiating but I think he should jump into it and help me to negotiate the rate. He choose to support some cases like negotiating the rates with the hotels but the suppliers, he does not. But for specific regional supplier he will do it because the rates are for year round.

10. How your leadership style affects motivation and satisfaction of the employees?

Affect very much. I don't want to work with him because he does not have knowledge / no skill to do the jobs. If I work with smart person, I will learn from him/her too.

11. How is relationship between employees and managers? Do managers focus on relationship, tasks or both?

I don't know what to say. I can talk with him as usual but in terms of works, I don't want to work with him. But I think he tries to improve it.

Focus on work and relationship. He observes the team when we are talking together.

12. Describe an ideal manager in your opinion.

- Don't put too much pressure
- Have knowledge
- Can support and help once we have too much works.

13. What is a leader's best asset, in your opinion?

- Knowledge → Know more than staff in the team so that manager can clarify or explain when having meeting.
- Great performance.

Product and Contracting Assistant (2)

1. Which leadership style managers use with you?

He looks like friend. I can talk to him, tell him but I don't know if he can help me or not. It is easy to talk with him (low power distance). I think he is willing to help me although it is not 100% to solve or support. Sometimes I feel frustrated because I am a new staff and also him as well. He can help me around 60%.

How do you feel about working style / leadership style of managers?

I cannot say that he should be a leader.

Additional question - So, how is leader?

Representative of the team to discuss with other teams but I don't see at this moment because I have joined the time for 4 month. If I have issues, I can tell him and he can help me but outside the team I don't know.

2. How do you handle / manage the tasks day to day? Please explain your ability to do the job and willingness to do it. How you show your willingness to do your job?

Clear the old assignments from yesterday first and then prioritize. I have to check my emails first if there is any urgent case, I will do it first.

How is your ability to do your jobs?

Quite well. And how do you about your jobs? How is your willingness on the jobs? Sincerely, I am not still happy with my works because I don't know what I like to do. I just do it because I have experiences. Actually, I have been working in travel agencies (hotel contract) but I am not 100% happy. Sometimes, I feel bored on my jobs. However, I works in PD team first time at this company which is different from previous jobs because I actually contacted with the hotels, contract rates, Sales but once I moved to this company, I have to learn more about products so that I still feel confused.

3. How manager assigns jobs to you?

My manager sent the information to learn more. He just assigns the job by keeping me in cc like on the job training. He does not tell me directly.

4. How do you feel about your assignments / tasks which managers assigned to you?

It's weird. It is different from others. Actually, others will tell me to do like this. They already have plan to do things 1,2,3 step by step but he just keeps me in cc and I have to know by myself that this is my job that I have to know. I think each department has different ways to work and each manager of each team does not work coordinately.

5. How is relationship between you and manager?

I feel uncomfortable sometimes because of the gender and different culture. I cannot gossip with him like I did in girl gang.

6. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Work hard → need to finish work
- Own leadership → I can handle the issues by myself

Weaknesses

- English skill → not fluently

7. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

I feel confused because I have to do everything. Everything is mixed up. I was hired to support all departments but I think I should focus on product contract only but in the job description, the company mentioned unlimited.

Additional question - How do you feel about assigning job?

I am willing to assist and to do my job but I think it should be assigned via my manager. Actually, I have day to day jobs to do but you assign me directly like this so that I have to leave my ongoing tasks and handle your assignment first. Therefore, I cannot complete the tasks as I planned before because there are anything else from others that I need to support.

Additional question - Do you tell your manager about this issue?

I cannot tell him like that because I can finally finish my works although is it too slow as I expected because I have to support others first.

Additional question - How do you feel about receiving the tasks apart from main tasks?

I am too tired and bored. What I want to say is that I am bored on how to handle the works like this because I have been working in travel industry many years and I have to do the same things all over again. Tired and bored in work, routine works.

Additional question - Have you ever handled a new challenges at this office?

Challenge on support others without any problems and close the deal.

Additional question - How do you feel once you can support others achievably?

I feel comfortable and I can be back to concentrate on my main jobs.

8. How managers support you on difficult tasks, issues?

If I need help or support, he should do it fast and give me feedback as quick as possible. I think he might have a lot of works to do so that he forgets to do it and I have to remind him to do it because I am still waiting for the feedback / answer.

9. Do you get feedback from manager about working performance?

He gave me feedback like I have done my jobs on time as planned.

How do you feel about receiving feedback from manager?

It's ok. I think we can know each other where we are now and what I am doing.

10. How does manager motivate you to do your jobs?

Cheer up and he trusts me that I can do my jobs and get the jobs done. You can do it. He compliments me. I think another factor is that he sits close to me so that it becomes another pressure to motivate me to get the jobs done.

11. How to handle leadership style of your manager?

I try my best to handle the issues by myself first and don't wait for him. If I cannot solve the problems by myself, I will tell him later.

12. How is relationship between you and your manager?

Ok no problem with it. But sometimes, I feel annoyed to not get things done because there are too many details to work and cannot close the project in one time. He is not clear sometimes just case by case so that I have to ask him back and forth. It takes more time to communicate.

I think he focus on both. He tries to adapt himself to have better relationship with staff in the team. He tries to talk to them more often.

13. Describe an ideal manager in your opinion

I think I have my own leadership and I don't need to have leader. But I can talk with manager in everything, support each other, respect each other, fairness.

Share ideas together.

Additional question - What is your leadership in yourself?

I can solve the problems by myself. Make decision by myself. No ego I still respect you by asking for opinion before making decision. Open minded.

14. How you communicate with manager?

Skype, mail, direct communication?

Additional question - What is his communication style with you?

Friendly. Soft communication. Sometimes, I think I am too serious than him and once he talk to me with friendliness, I just notice that I am too serious and need to adjust myself. I think he might tell me indirectly that you are too serious. We can balance the communication style each other because I try to find the middle way for proper communication. I just concentrate on my jobs but once I am interrupted by another job, I might change to be more serious because I have to leave my jobs behind first. So, we can learn each other.

Database Specialist

1. Which leadership style managers use with you?

He just assigns jobs to do and once I finish it I just send back to him. How he communicate with you once he needs to assign the jobs? Most of the time he will send the email to me (indirect communication). He also follows up but not go to in details. He just check the details as per his understanding.

How do you feel about working with your manager?

Ok because he does not monitor every single details or rushing things but sometimes he does not know about things that I have to do once he assigns (lack of knowledge). I hope that he may know what I need to do, duration to work, it would be more effective.

Additional question - Have you told him before about this? You should learn more...

In fact, I have never talked with him officially. But others in the team need him to listen more. But me, I have never experienced on that.

Additional question- Is he open minded?

As I talked with him, he pretend to listen things that I said but once he assigns jobs, he just needs me to do as he mentioned. I think he already has his own plan to do it but he just asked me for opinion but does not use it. But I am not sure if he will behave like that most of the time or not.

2. How do you feel about your assignments / tasks which managers assigned to you?

He assigns the jobs matching to my work scope but he does not understand how much I handle the works and how the working process is. And he said why you cannot delegate to others to help but I said that it is too difficult for others to learn because it is too technical. I cannot push everything to another person too much because she is quite new as well. Sometimes, I might work slowly because I have to train new staff to experience more the system.

Additional question - Since you have been moved from IT dept to Product dept, how the difference on works?

I think works do not change but some tasks have been moved to others. But if I work in PD team, I still do my jibs on his scope. I don't receive any works apart from the scope at this moment.

3. How do you handle / manage the tasks day to day?

At this moment, I cannot handle my jobs quite well because I have to train new staff who have joined A&K Thailand about system but I almost have never cleared my tasks day by day.

4. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

If I am available, I am willing to help and support but at this moment, I am too busy to do my jobs because I have to check jobs from others in PD team as well. Therefore, I have double works, too much works from others. I have few times to handle my own jobs.

How is your ability to do your jobs?

I cannot perform very well because I cannot handle my own jobs and the system will be more complicated because of new policy. Therefore, I need to spend more times to read new policy and put the data more accurate.

Additional question - So, you are still working as IT and product in the same time?

Yes because new staff who looks after TS system cannot handle the jobs effectively.

Additional question - How do you feel about this situation?

I am quite confused because I have to handle both sides and I need to finalize it as soon as possible.

5. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Responsible to do my jobs

Weaknesses

- I am too lazy and need to find the better way to get the jobs done
- Express my feeling first / complaining first

How is about your willingness to do your job?

50/50 when comparing to the past. I think my manager does not know anything. Once I need to ask him, I cannot ask him so that I feel quite stressed because I don't have any information to do my jobs.

5. How leadership style of manager affects motivation and satisfaction?

Yes a little bit because he does not know about products before. He does not know the system, how to get things done, working process. How long we can do it and how much we have to pay attention on details.

6. How manager support when you have problems?

Actually I don't talk with him too much. He just supports me by providing more resources (people) to work more quickly and effectively.

7. Does manager give you the feedbacks?

Not yet but I have catch up meeting with him next week and this is my first time to talk with him in person.

How do you feel when you do not receive any feedbacks from manager?

It is good that he does not put pressure on me. However, I feel that he should motivate me sometimes. If I cannot finish my works on time, I just let him know with the reasons because sometimes I have to wait for the info from others to put into the system. Actually I communicate with him by email and in person.

Additional question - How he reacts when he communicates with you?

Respect me and request me softly when need helps.

8. How is relationship between you and manager?

No conflicts but just complaining a little bit about how he work. I need him to know more about working process. He can balance work and relationship.

9. Describe an ideal leader in your opinion.

- I need manager who has experiences on this jobs. Should know contract, system. Understand working process and details.
- Understand staff

Additional question - When he delegates works, he give you full details of works?

Not yet. He told me point by point but I don't understand what it means. I am not sure how I have to do it. For example he needs me to train new staff and he said 1, 2, 3 but I need to know how much I have to go into details (just a big picture or all of details). So, I have to ask him back to make sure once again.

Marketing and Communication Specialist

1. Which leadership style managers use with you?

He is very open and he likes to discuss things before making decision.

2. How do you feel about his working style?

I like his working style because I like to discuss what the best thing to do is
It is very easy to handle it because I can discuss with my manager

3. How do you handle / manage the tasks day to day?

Usually, I manage my own works. A lot of my tasks will be handled by myself. I prioritize my works but it depends on deadline. What is more important I will do it first and then do other things later.

4) What is your strength(s) and weakness(es) in terms of work?

Strengths

- I have positive attitude so whatever happens I don't care I just get the works or things done

Weaknesses

- I can focus on only one thing at one time. I can do many things but need to finish task by task. My manager recommends me like if I have a big project, I just spend two hours for this project and other two hours to do something else but I don't like to do that. I want to finish one project and then do another project after that.
- Finish the whole process of one project first and then do another thing later.

5. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

I think I still should do the task apart from my job because my manager assigns it to me.

And how do you feel about it? How is about your willingness to do that task apart from your job?

I think I just do my job because no one will not do it. So, I have to do it anyway.

6. What do you need to support from managers to support you once you have issues?

If I have a problem, I just ask my manager and usually he will discuss about the options and we can decide together which the best way to do is. Can you give me an example how he supports you. I am writing monthly newsletter and I just want to change the topic that I write. So, I send him the email to tell him that I want to change the direction to write the newsletter and I give him the reason why I need to change and then he agrees with it. You can propose new ideas and he will support you

7. Do you receive any feedbacks from your manager?

He did it after my 4 month probation but he did not really say anything. After that he does not give me feedback about working performance.

How do you feel about giving feedback?

It is quite good. After I finishes projects, he just said good job

8. How he motivates you to do your job?

He does not do it that much. He just tells me what I need to do and then give me timeline.

Additional question - How can you motivate yourself?

I just want to get my works done. My motivation is I want to have free time so that I just do everything quickly so I can have free time. But actually, I have never had free time.

Additional question - How can you explain your ability to do your jobs?

I can handle most of the tasks anyway. Most of my jobs is writing, editing. So, it is quite easy for me.

Additional question - And how do you think about your work / jobs at this moment?

I think I like my jobs because it is not too hard for me and it is quite interesting because I can use my creativity.

9. How can you handle the leadership style / working style of the manager?

It is quite easy because he just send me an email what I have to do and then I just follow. Usually he send the email to communicate but we also have weekly meeting so that we can discuss in the meeting and usually we already know what is happening. So we don't talk very much in the meeting because we already know and we already communicate by email.

Additional question - What is about weekly meeting of your team?

Just to let him know when I finish my project. One on one meeting. So I can update what is happening on this project. Are there any issues? When I will finish this project.

10. So, how is relationship between you and your manager?

I think it is quite good and it is easy to talk to him. Most of the time, he focuses on work rather than building relationship because we don't talk about other things. We just talk about works.

11. Describe the ideal leader

The ideal leader is someone who has a clear vision and what we should achieve and leader can communicate that to the team. He has a vision but he cannot explain it clearly.

Additional question - Could you please explain more what a vision is of your manager?

I think he tends to say what I need to do but he does not always explain the story behind (why I need to do this). Sometimes, I just do the project without clearly understanding why he needs me to do that but I can guess why he needs it. Sometimes I am wrong and sometimes I am right.

Additional question - How do you feel about it?

- It is ok because I understand it anyway.
- It is easy because we can communicate quite well. It is easy to understand what he wants but sometimes he does not explain why so that I have to guess it.

Employee under Operations Manager

Operation Officer

1. Which leadership style managers use with you?

Friend it is not manager and subordinate. We can talk everything. If I found that this is not ok for my manager, I can tell him directly to adapt himself because we had worked together before. Sometimes, he needs my advices or vice versa. We can support each other.

2. How do you feel about working style of leader?

It is quite good but I think we should have a bit space or distance because I think we are too close. I think if we have a bit space, subordinate might have high respect to manager. When manager assign tasks, subordinate will pay respect on him.

Additional question - How to improve it?

Should have more leadership although he will have it now.

Additional question - If increase more leadership, what are aspects should he should have?

Since top manager does not explain him clearly, then he cannot pass the clear info to me. Therefore, he should clarify with top manager first before pass the info to me to avoid getting back and forth.

Additional question - How manager delegate task to you?

Actually, each person has their own responsibilities. Actually, my manager will handle the task first. He will not assign the task to staff until he cannot handle it because it is too much for him. One booking is handled by three person.

3. How do you feel about your assignments / tasks which managers assigned to you?

In my opinion, I need him to assign more tasks to me because if I do it more, I can learn more. I think I still do not know about the company or how the company does the business. But I think he might delegate works step by step

4. How do you handle / manage the tasks day to day? Please explain your ability to do the job and willingness to do it. How you show your willingness to do your job?

I just look after week by week. Two weeks in advance for vehicle bookings, cash advance and check if guides bring the job orders or not.

How do you feel about the ability to do your jobs?

It is ok for internal working with the team but I am not confident to communicate with in house guests as well as oversea agents because of English skill. But I am quite confident on day to day works because I recheck the details all the time. I don't have any missing cases at this moment.

How do you feel about willingness to do the jobs?

Absolutely!

5. What is your strength(s) and weakness(es) in terms of work?Strengths

- I am going into details.
- Cooperative

Weaknesses

- English skill

6. What do you need from manager to support?

I need him to communicate clearly with the customers. Actually, he can call me during weekend if he needs helps from me but he still does it by himself.

7. How manager supports you once you have issues or difficult tasks?

I can consult my manager which supplier I have to contact, if we can handle the booking from this agent and how to deal with them and he can advise me the details, info.

8. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Sometimes. I escorted cruise group but it is necessary to support cruise group because the more we have staff on ground, the more effective we handle group to avoid any mistakes.

How do you feel about this extra assignment?

I am willing to go out there because I can stay in different environment and it is not boring. And I have to go out such as joining inspection to update products we sell although we had visited there

9. Does manager give you feedbacks in terms of working performance?

I just wrote things in the review form and he agreed with it. I asked him do you need to add something more, he has no ideas to share because it was ok.

How do you think about giving feedback from manager?

Once I receive feedbacks, I can improve myself. Actually, I need to know how he thinks about my working performance rather than I write it from my side only.

10. How manager motivate you to work?

He tries to tell me that the company provides high commission. Also, OP for cruise is the hardest thing to handle and you should try to do it. I need to learn more.

Additional question - How is the difference?

Totally different because it is quite big scale to handle and the cruise company has high demand and needs us to support on ground immediately, not in advance. So, OP works are quite challenge and I need to do it more.

FIT bookings is routine works but cruise is quite more challenge

11. How you handle leadership style of manager?

If he assign task clearly, I just follow it. But it is not clear, I will ask him once again. My manager does not feel angry

12. How leadership style of manager affects motivation and satisfaction?

It quite affects my motivation and satisfaction because my previous managers were not good so that I quitted. I don't like manager who just command to do things but manager itself does not do anything. On the other hands, my manager at this moment does everything by himself and if he needs helps, he will ask me later. But sometimes, I need him to assign me more task because I am willing to do jobs.

13. How is relationship between you and your manager?

It is ok because we have more things to talk together especially personal topics. I think he balance the focus between work and relationship.

Manager should not support all things I do. If it is not good, he should tell me directly and I will improve it.

14. Describe an ideal manager?

- Leadership → support team
- Keep good relationship.
- Understand staff

15. What is a leader's best asset?

Ability to work

Employee under Sales and Reservations Manager

Destination Specialist (1)

1. Which leadership style managers use with you?

Tell me directly what she needs me to do. If I need to change something, I just tell her and she listens to it. If she accepts my ideas, I will follow my ideas as I suggested. If I give the reasons why I need to change, she actually accepts if suitable.

2. How do you feel about working style / leadership style of managers?

It is ok but at the first time, I was unsatisfied because she mentioned deadline (within 24 hours) and she asked me to send the proposal by today all the time but I understand that it comes from company policy. At this moment, she leaves me to handle request by myself so that I am not too stressed.

Direct communication with strong accent but I don't care about it too much because I am not sensitive. I just listen what she needs me to do and that's all.

3. How do you feel about your assignments / tasks which managers assigned to you?

I think it is quite challenging for me because I have opportunity to handle new request that I have never done it before in the previous company. I have done multi countries proposal at this company but I just did only one country in the previous company. So, I have a chance to do the quote more complicated / difficult.

4. How do you handle / manage the tasks day to day?

I just do it step by step. If I cannot finish it by today, I just tell the agent that I cannot send it to you today. And then, do other things. Prioritize works first

5. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Patient – Sometimes, I feel bored once I receive request for Spanish language because it takes too much time to translate the details. → high ability to do it because I think it is new challenge

Weaknesses

- Slow working

6. Please explain your ability to do the job and willingness to do it. How you show your willingness to do your job?

I am not quite willing to do it but I think that I need to learn another language apart from English. I can do it without complaining for Spanish request.

7. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Not at all. I have never handled other jobs apart from my position. How to handle group leisure? Because it is different from FIT request? → It is quite difficult to do it but I think the ways to do it is quite similar but I have to ask for the rates and details from the suppliers first once I receive all info, I will start quoting. What is the result for handling difficult works? → It is quite good and proud to be able to handle it.

Additional question - How do you feel once you get the booking confirmation?

First time, I feel excited to get the booking confirmation but after that, if it is just normal bookings, I don't have any special feelings on this. But I sometimes got the booking which I have to compare the price with competitors or OTA / website, once the booking is confirmed, I feel good because I can compete it

8. What do you need from manager to support you?

I just tell her directly what is going on and I actually needs helps. I think manager should support staff. I had calculated the wrong price and I told her. She gave me the advice / the solution and I follow it.

Additional question - Does the manager give you a chance to make decision?

Yes at this moment but at the beginning, she guided me what to do and how to do but after that, she just delegates works to me and I handles it.

9. Do you get some feedbacks from manager? (working performance)

At the beginning, she compliment me once booking is confirmed. I think it is good because everyone needs positive feedback from manager.

Negative feedback? → It is good because I can improve my performance later.

10. How manager motivates you to work?

She does not monitor me all the time actually. But I think if she thinks I have struggles, she will support me later. Compliment most of the time.

She is flexible but I think it depends on agents we handle as well. For example, if I handle Tereza Perez, I have to send the proposal within 24 hours so that she might be too stressed. But for me, we don't have to strict on timeline too much, if I cannot finish it, I just acknowledge the agent first and then send the proposal tomorrow. But if I leave it two days, I think she might ask me why.

If I cannot send it within once day, she might ask me why I cannot send but I just give her the reasons and she is ok.

Additional question - How do you think about the system? Once you did not use it.

She might ask me why I don't use the new system to quote but I can give her the reasons that we don't have this service in the new system so that I don't use it and she is ok.

11. How do you handle working / leadership style of manager?

I follow what she needs to do but if it is not ok or not suitable, I will give suggestion. If she is ok, I will do it if not, actually I need to do on my own. If the works are not out of my work scope, I am willing to do 100%

If I have never done it before, I am more willing to do it. However, if I receive works out of my work scope, it is important to ask her why I need to do it.

12. How is relationship between you and manager?

It is ok in terms of work. Personally I don't talk with her after work so there is no personal relationship after work. I respect her but I think she is not too bossy. Physically, I think it is not easy to access and talk with her because she looks calm and use strong communication. I think she can balance it but I think it might focus on works a bit more.

13. Describe an ideal manager in your opinion.

- Not too bossy
- Talk about anything / can consult
- Don't too in details too much
- Support / jump into it / do like us

14. What is a leader's best asset, in your opinion?

- Leadership → Support staff / flexible / friendly
- Support staff / scrutinize the details before passing to staff / protect staff once issues occurred but base on real story / reasons

Destination Specialist (2)

1. Which leadership style managers use with you?

- Assign works that I actually handle
- Hard to understand things
- Cannot control emotion sometimes

Additional request - How manager communicate with you?

Send email / talk directly first and then send email.

2. How do you feel about work delegation of manager?

I think I can work systematically. Each person can handle own work due to different markets.

3. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Sometimes I have to handle request apart from my day to day works like I handle request for Singapore portion from direct agents or requests from third party if there are too much works to do.

How do you feel about works apart from your day to day jobs?

If I am not too busy, I can handle it because I had handled requests from Third party as well.

Additional question - How to handle too much works?

I will do the requests which are urgent first. Prioritize works. Actually, I can clear all task every day.

4. How do you feel about your ability to work?

I think I have full capacity to handle my jobs because if we do the jobs we love, we need to do it better. I love my jobs actually. Also, I have high willingness to do my jobs.

5. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Responsibility
- High willingness to do the jobs
- Love challenging jobs
- I love to do the jobs from the beginning to the end rather than taking over files from others. → I can still do the jobs that I take over from others but

I have to track all history from the beginning and my ideas might be different from others who had handled before and it is difficult to change the program later.

Weaknesses

- None

6. How manager supports you once you have issues?

Once I have to request rates from the supplier / hotels, my manager jumps into it to negotiate rates. I think she did it quite well when negotiate the rates with the hotels.

Additional question - How is about in house cases?

She can reply to the agent if the agent needs the rates immediately. She can quote the rates and propose it immediately or once we have cases, she can pass it to Customer Service or Operations Team on behalf of me but clients have to keep her in cc.

7. Do you get any feedbacks from manager?

Actually, I have never received any comments from my manager. But I receive feedback from the agent and my manager will pass it to me how the agent is thinking about / feeling.

How do you feel about not getting the feedbacks from manager?

Normally, if I don't get any feedbacks or conflicts, I can still do my jobs because I think we don't have any conflicts together.

Additional question - How do you think about feedbacks?

Other offices → Actually, we have to get performance review annually or two years to indicate KPI, measure performance for salary adjustment. But I have never found this system in our company since I have been working with the company 5 years. So I don't know the tendency of the company (how is the company in the future). Therefore, I think it is better to have performance review because I can know working performance and how to improve it. So, we will have manager who knows us at the beginning.

8. How to handle leadership style of manager?

If she delegates works to me, I will do it within the day she assigns. If I have issues, I will try my best to manager it properly.

I think she strict on how to handle request and send it on time. In terms of working process, I think she might not involve too much in my works but I still keep her in cc. I think she does not pay too much attention on my works if there are not any problems. She still leave me to do my jobs on my own ways.

9. How leadership style affects motivation and satisfaction?

At this moment, I think 50/50 because I don't talk with her too much. I think I can handle and finish my jibs on time as per her request and I don't have any conflicts with her.

I expect that my manager should be more experienced than me have more knowledge than me so that I can learn from my manager or manager should have vision to motivate me to think beyond the presence. I think I don't see anything new and challenging from my manager because we spend time too short.

Additional question - What is the challenge?

Since I worked for 5 years in luxury travel agency, I just need to know new ideas of products and how to do work in better and new ways. I need to have new ideas which are beyond the original ones. I think we can accumulate more knowledge and think beyond. I think she still works based on original process.

10. What do you need from manager to support you in terms of works?

I think she should manager work flow to be more effective. I think she can delegate works equally and I need her to pay more attention on my work flow.

11. Describe an ideal manager in your opinion.

- High leadership → confident to make decision, fast action, clear
- Format to work → Clear working process, systematic
- Friendly easy to talk
- Control emotion quite well. (high EQ)
- Fast learning / easy to understand

12. What is a leader's best asset, in your opinion?

- Support staff
- Making decision and accuracy

Additional question - Does manager delegate works effectively?

70% because after I observed, I think easy requests might be delegated to staff who actually handle only easy requests. I think she should delegate difficult and easy works to each staff equally. If she does not delegate works equally, staff do not have the same ability to do the works. If staff who actually handles difficult requests takes leave or sick, staff who actually handle only non-complicated requests cannot handle on behalf of those staff.

I think if I were manager, I will delegate the requests from the easy ones to the complicated ones. Just prioritize it properly.

Destination Specialist (3)

1. Which leadership style managers use with you?

She delegates tasks to me with time limit / deadline. Most of tasks have to be sent within one day or two days. If some tasks are not clear, she will clarify the details or I just email back to her to ask for more information from the agent. I need her to scan enquiry before sending it to me.

2. How do you think about her working style?

I am under pressure and I have never been travel consultant before and I have to deal with her directly. Once she follows up with me, she needs me to send the proposal within deadline. She cannot wait and I am too stressed and then I got sick.

3. How manager support or train you to do your jobs?

If I cannot handle it on time, she will jump into it and then do it by herself. She actually asks me if I have still pending requests to do and why you cannot do it. Can you reply to the agent? If not, she just do it by herself.

Additional question - Apart from doing by herself, what are other ways to support you? (issues, difficult works)

I will call her to see and help me and she will help me. But sometimes, I have to wait her to be free. Sometimes, she helps me to reply the email because I don't know what I have to communicate with the agents. And booking that I took over from previous staff has a problem, she helps me to clarify on this issue which is apart from my position.

4. How do you feel about leadership style of manager?

I think it should be more flexible because she is strict. Some days she is flexible but another days she is strict. I think it is not stable for her. But I try my best to adapt myself to her because I think this could happen in every organization.

Additional question - If she is not flexible, how do you feel?

I feel annoyed and I need to resign because I cannot be tolerant. At the beginning, I go back home quite late and she does not train me quite well. She just train me only 1 hour and then let me do it. It is not the same as new staff who just join us. I think she might assume that I has been reservation before and I will do it but it is quite different actually. Once she trains others, I will listen from that and I still keep asking others.

Additional question - How do you think about training only 1 hour?

At this beginning, I don't need to go to work because I am quite pressured. I am stressed every day because I cannot finish my jobs day by day and I also work too slowly because I just start doing my jobs as TC. She just tell me she will help me but she forgot it after that. Once I will go home but I cannot finish it, she will ask me why you cannot send this proposal today. I forgot what she told me before.

Additional question - How to handle this situation?

I solve it by myself. Sometimes, I ask others and analyze it and then reply to the agent. I think it is quite good because I can learn how to solve the problem without supporting from manager all the time. What is right or wrong no one complains me.

Additional question - Did she allow you to make decision?

At this moment, yes full authorization to make decision but at the beginning, she monitored all details. I feel quite more relaxed because she is more flexible.

5. How do you handle / manage the tasks day to day?

I will check all mails first and then which one is urgent I will do it first. If I receive amendment, I will do it as priority. I don't like to leave all emails in my inbox. I will move it into sub folder in my email properly

6. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Request for rates from the hotel. I am willing to it be myself because manager said that PD team is quite busy so that we have to check rate by ourselves first.

Additional question - How do you feel about it?

It is ok for me if I am not too busy. But once I am too busy, I will do my main jobs first and then do others later. But I am willing to help.

Additional question - How do you feel about being Destination Specialist?

It is depending on tasks in each day. Some days, I feel happy to do my jobs but another day, I don't want to do it.

- Fun → because I got the confirmation from the agent. I am proud and need to do it over again willing to do it more need to suggest more tours to sell
- Annoyed → If I don't get any feedbacks from the agent / wait for long time to get the feedbacks. I may think that my program is not suitable for the clients, something like that.
- No need to work → Work load + tired and sick I need to resign but I think once I move to another company, I will face the same situation as well. I think pressure happens anywhere.

Additional question - Annoyed what?

Workload. I cannot clear all tasks day by day and I cannot stop thinking until I fall asleep. Once I wake up, I just go to the office early to clear my jobs. I don't know how to clear things in my head.

7. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Try my best to get the jobs done on time
- Be on time
- Do the best on my jobs

Weaknesses

- Product Knowledge
- Public speaking / excited
- Not talk too much / calm

8. How manager support you when you have issues?

I try to solve it by myself first. If I cannot to handle it, I will ask her for helps. I think she takes action but it is not enough. I think she monitors all email of us and if she see the email which she should jump into it, she can do it immediately. No

need to wait for me to tell her later. On the other hands, it might be possible that she need us to try to solve the problems first if I cannot do it just let her know. But I think she can jump into it immediately because she has power to make decision.

Additional question - Does the manager support you enough to do your jobs?

- 80%
- 20% → need her to jump into it immediately

9. What do you need from manager to support you more?

I need her to share ideas because sometimes I have no ideas to recommend customers. Support knowledge / hotel and product for example giving me suggestion about which hotel I should quote and propose for my reference and then I search for more options.

Additional question - When manager delegates tasks to you, did she give details to you?

Not at all. Just forward new request to me but I don't know how to do it then.

Additional question - How do you feel when you receive new requests that you have never handled it before but manager does not give you guideline as well?

I feel annoyed and I don't need to do it. I need to be back to my comfort zone because she thinks I can do it but she never asks me if I really can do it or not. She just delegates tasks to me and then you just try. She asks me to create outlines but once I sent to her, she was unsatisfied and she changed it all and then I need to follow her guideline instead. Therefore, I think why she does not give me the outline at the beginning.

And now, she leaves me to do it on my own but I am not quite sure. I just still ask her about the hotel options sometimes.

10. Did you receive feedback from manager?

At the beginning, she complimented me because I did it as per agent's preference. But at this moment, she does not give me any feedbacks.

How do you feel about receiving feedback?

Happy. I need to keep doing it because it is fun. Cheer me up! Once I receive negative feedback from manager, I feel annoyed and I am not sure how to write it correctly and properly.

Additional question - How do you think about feedback?

Cheer up staff and motivate them to do better things by themselves. Feel proud to do it by myself.

Additional question - How she involves in your works?

At the beginning, she was not trained quite well. But after that, it is ok and flexible.

11. How manager motivates you to do your jobs?

If I have any problems, just let her know. If I cannot handle tasks properly because of over workload, she will jump into it and manage it like you should clear each task. When I receive many tasks, I cannot manage it properly because I have to reply it within one day and I feel pressured. At this moment, she does not write “within today”.

Additional question - Did you talk with her about this situation?

I talked with her and I feel tired and annoyed I need to work as RSVN. But she still cheer me up that you can do it and if you have any problems, just let me know. If you cannot send the proposal within today, you can acknowledge email to the agent and tell them when you will submit it.

However, I am quite honor to send by today because she told me like that.

Additional question - How to communicate with manager? (direct / indirect)

We just talk each other during lunch time / going back home together. I just express my feeling today I am not feeling well or we use that time to say apologize once we have conflicts in works.

I will clarify the cause of conflicts within that day because we still work together. In terms of work, I can talk to her directly but she is quite busy and she needs to do her own tasks first and once she has free time, she will handle it. But I think it is slow and I feel annoyed. I think she does not prioritize me because I and she are quite familiar together. She helps others first although I asked her as the first person.

I just need her to solve the problems or give me advices immediately because I can forget what I need her to help and how to do jobs.

12. How to handle leadership style of manager?

I have to adapt myself to work with her. I think it is difficult to ask her to adapt herself. I think she has strong person for long time. Her words hurt others feeling.

Sometimes, I just leave my works although I don't still finalize it because she talks to me improperly. I sometimes use my feeling to do my jobs as well and once I feel bad, I don't want to do anything. I just go out from the office and then back to recovery my feeling. I concern about my position which is lower than my manager.

At this moment, I am quite ok. At the beginning, I am not ok and find the new jobs. I don't want to do my jobs in the past.

13. How leadership style affect motivation and satisfaction?

If she is flexible and support me, I am happy to go to work every day. If I have problems and she jumps into it immediately, I feel happy to work.

I think it is not 100% There are some things that I need her to change but I don't know how to say with her.

Each person has their own ways to do the jobs so that I have to adjust myself to stay together.

Additional question - How different working style manager uses?

- Different style to communicate with each person
- But to pressure each person is not the same but the way to delegate works might be similar.

14. How is relationship between you and your manager?

During work, respect her as manager and respect what she trains me. She is strict and I have to do as what she needs.

Off work, she can be friend and you can talk with her.

Once I cannot do it as she wants, she might complain and she will do it be herself.

I think she focuses on work as priority but sometimes she ask me what is going on with you if she see that I don't talk too much. She still cares the feeling but not too much. Sometimes, she sends line to me to ask.

15. What is a leader's best asset, in your opinion?

- Need to know level of knowledge of each staff
- Support staff / help staff immediately
- Discuss in everything (personal / works)
- Check if we still stuck in something and leader can help.

Team Leader (Series)

1. Which leadership style managers use with you?

Strong person direct communication She delegates works which are suitable for each staff in the team.

Additional question - How do you feel about manager characteristics?

I think strong person and direct communication for manager is good sometimes but sometimes it is not. I think manager should consider when she should have strong person. If she have strong character in every single details, I think it might affect the feeling of staff (negatively) / affect emotion.

Additional question - Which strong character affect in good ways?

Direct communication → support team like if we have one person who has too much work and another person is not willing to help team, she will talk to another person directly that you should help team because others have also many workload as well. → Work delegation

Additional question - Which topics that affect feeling (via strong character)?

Double standard for example, manager can do it but staff do not allow to do it. I think once manager does one thing and staff will do the same but manager just tell them that they cannot do it but manager can do it. I think it might affect the feeling and emotion (inequality). Sometimes, my manager does not allow me to make decision in some cases or it might be about policy of the company. I think manager comes up with the policy and strict with it for staff but flexible for manager. I think if manager still does it all over again, it might affect the feeling of staff in the team. Most of the time. / uncomfortable

2. How to handle leadership style?

It depends on which topics. I actually focus on reasons. If she gave me reasons which are suitable for works and I can do it better, I accept it. On the other hands, if it is not reasonable, I will tell her directly it is not ok and give her reasons why it is not ok and discuss together understand each other.

Additional question - Is she open minded once you explain? How she reacts?

I have to consider first and if I cannot really handle the cases or difficult tasks, I will tell her and she needs to know that I cannot fix it and should reconsider why. I think she is open.

Additional question - And she does as per your suggestion?

Sometimes she follows it but sometimes we find the middle way together. It is quite ok.

3. How to handle your day to day works?

I have to read all emails first and then prioritize works and if this work has to concern to others, I have to send the email to whom may it concern first. While waiting for reply from suppliers, I just prepare my portion which I can handle and once I receive the info in the afternoon, I can continue working on it / combine it and then send to the agent.

How do you think about your ability to do your jobs?

I think I can handle various jobs because I meet new team at the company and I can learn more and I have more responsibilities and improve myself more. I can deal with others more outside the company I have to negotiate with others I have opportunity to share my ideas.

How do you think about your willingness to do your jobs?

I am willing to help and support team, everyone. I don't reject works once manager delegates to me I just do it. Actually, I support team most of the time and I try my best to do my jobs to support team and company.

4. What is your strength(s) and weakness(es) in terms of work?**Strengths**

- Positive attitude to do my job. I will try my best to do jobs first. I don't reject works immediately.
- I am ready to learn new things
- I am open to learn new thing and ask others to learn how to do it.

Weaknesses

- I don't reject / refuse works although it is not my job but I still do it

5. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Everyday

How do you feel?

If I am not too busy on my day to day works, I am willing to do it but once I have too much works, I think if manager should ask me first how many works I handle at this moment.

Additional question - Did you communicate with manager about receiving works apart from your position?

Yes I had talked with my manager but I did not get any feedbacks from her. So, I just let it go.

6. How do you feel about not receiving feedback from manager after you propose things?

I have no ideas I just accept it because I already talked with her. Once there is any new things that are not ok, I will let her know once again. If I talked it to her, it is ok.

Additional question - How do you think about feedback from manager?

I think it is ok because I will know how to do my jobs better because we work as a team

7. Did manager give you feedbacks about working performance?

Direct feedbacks → not yet to receive it

Most of time I will receive feedbacks about cases (each case). I think feedbacks are about works but not about my working performance. For example, she might give me the ways to handle cases better.

8. How manager can support you once you have issues?

Most of time she does not support me because I don't have cases which concern to her. I can handle cases by myself. She just delegates jobs to me and I handle it by myself on my own steps. At this moment, I can control it so that I don't consult her.

Additional question - What manager support apart from works although you don't have any issues?

Not yet. I think most of staff are quite new and I think manager has to look after new staff first to build the team. Therefore, she does not focus on me. I think once everything is quite stable, she might look after me and discuss once again.

Additional question - Which way you communicate with manager?

Via email because once others need to track the info, they can find it in the email.

9. How to handle leadership style of manager?

If she is quite strong, person, I have to consider the suitable time which I can communicate with her. (consider context). I have to learn her personality, character of my manager. Try to communicate with reasons.

10. How leadership style affects motivation and satisfaction?

I think it totally affects everyone. I think manager should support us, understand staff, focus on fairness of staff and team. She is ok sometimes.

11. Describe an ideal manager in your opinion.

- Pay attention on works
- Understand staff
- Support
- Talk with reasons

12. How is relationship between you and your manager?

It is ok, most of the time. I think it is not 100% because we have to adapt ourselves together but overall, it is ok for me.

I think she quite focuses on works but I think she should build relationship as well. She should balance it.

Destination Specialist (Series)

1. Which leadership style managers use with you?

Actually, I have two leaders in the same time: team leader and manager and my team leader will be under Sales and Reservations manager once again so that I have two managers.

In fact, who involves the most in my works is team leader, not Sales manager because Sales manager will take care of FIT, another part of the same system. Therefore, she does not involve in my jobs because she don't know how to do it. On the other hands, me team leader will know how to handle my works because it is the same system in the same pattern. So, I can coordinate with team leader easily.

Additional question - How manager communicate with you / her working style?

Not too bossy for team leader but I think we communicate together a few time because of personal feeling. I think she and me have own ego since first meet. I just came back from recovery and I consider myself as old staff of the company while my team leader is the new one and becoming leader of me. She closes her mind why the company allows me to back to work. So she has negative attitude with me at first sight and why company does not find the new staff for her but she does not talk with me directly and I know from others.

2. How do you feel about it?

I am not ok. I think she evaluated me from her own thoughts. She does not evaluate me from my working performance. I think she close herself.

I am not ok but I don't care because jobs which I and she handle are separated from each other. Details of works are different but scope of works is similar, working process is the same but pieces of works are different to handle. So, we do not concern each other and I do not have any problems on my works. I don't miss anything so that she cannot complain me. I think we have higher distance at this moment.

Additional question - How do you feel about not communicating with team leader?

I don't feel anything because she does not support my works except I take leave and she will monitor my mail box instead. When the problems occur, I can handle it by myself because I know the details of the file. She does not know the details of my file so that she cannot solve all of the issues. She knows the cases if Operations team cannot contact me that's why she has to know. However, she needs to ask me because I handle that file.

Additional question - Since you are the same team but you don't support each other, what do you feel?

So so because she does not affect my life and I think I don't need support from her because if I have problems, I will coordinate with other teams, not her. No attachment.

3. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Not really for my team leader but Sales manager do it.

How do you handle it?

I can do it actually due to my experiences. However, I have to handle my main jobs first but sometimes, I cannot handle my main jobs because manager needs me to finish other tasks first which come from other line managers which have high power. Therefore, I have to do other tasks first. However, I do my jobs very fast and I need to clear all task day by day. If I cannot close my jobs on that day, I have to start doing it on the next day as first priority.

How do you feel about receiving tasks apart from your day to day jobs?

I am not totally happy because of the way she communicate with me. She orders me. She does not ask me for helps. She force me to do thinks without telling me. She just talked with other line managers to delegate works to me but she has never asked me if I am available to help or support. I think if it is not my jobs, she should ask me the willingness to do extra jobs. Although I don't do it, she should use more proper words to convince me, not force me to do it without telling me. She just thinks that I have woo much works because of low season but what is logic? Although I am not too busy, I still handle daily jobs every day. I think if I see who is too busy, I am willing to help them and ask them by myself. But I have to do it because it is order.

I know if I am free, who is busy and I know I have to help which portion, not all of things. I will choose non complicated works because I don't want to make any mistakes. But you cannot pass all main tasks from your department and then force me to do it by deadline. I can do it but I am not happy to do it.

4. How manager communicates with you?

She does not have manager style due to age, EQ, behavior. She is not suitable to be manager because I had been manager for long time.

5. Describe an ideal manager in your opinion.

- Support staff and improve staff to be a better person
- Not too bossy
- Cooperative
- Respectful

Additional question - What do you think about manager?

Bossy. She delegates works due to her personal preference. She choose to do good things with somebody. Change behavior and voice tone to order for each person. She choose to say hi with someone, not everyone. I avoid communicating with her actually. I don't have any relationship with her. I choose to use email with her to inform something like I need to take leave. I don't want to communicate with her in person. No way to communicate in person.

6. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Strong person / direct talk
- Friendly / good relationship
- Fast doing jobs / pay attention in details because of working experiences

Weaknesses

- Trust people easily
- Facial expression

7. What do you need from manager to support you?

I don't need manager to support my works because I actually work with Operations Team. I don't quote the program and don't answer the question from the agents. My works are not too complicated so that I don't want any supports from her in terms of working process.

But I need her support once in house guests have issues and Operations Team cannot handle it. She should make decision immediately without requesting for the details from me. I don't like working in the loop.

Since I worked with her, she has never jumped into it because she does not know about Series. She does not look into Series and she does not see the busy time of Series team.

I think she should know background of Series and series products in our brochure because she has to oversee both FIT and Series team. She should learn overall image to create the report to increase sales. She just not only handle bookings with team, quote the prices, but she also know the outcome of sales.

8. Did you get any feedbacks from manager?

Not yet. I think she tells me like I am a new staff who has not experiences before. She told me how to do it step by step but I think she should know that each person has its own way to do their job. If she writes the steps to do the jobs in details, why she does not send to email to book by herself? But I think it is too complicated and unprofessional.

9. How do you feel about her working style?

I think she needs everyone to do their job as per her steps / direction but I think it is quite similar to pattern we learnt from class room. It is not suitable / applicable for working in the office because each of person does not have same working style. Finally, we can convert bookings but just different ways to get the outcome.

10. How do you feel about not receiving feedbacks?

I don't care. I think my works might be up to manager but I will know myself how good I can handle the jobs. I know my ability to do my jobs actually and people whom I contact with know very well about how I handle my works. I think feedbacks of mine come from people whom I coordinate with (colleagues) rather than my manager.

11. How manager motivate you to do your jobs?

Not at all.

Additional question - How do you satisfy to work with manager?

No. I think I will be happy to work if the working environment is good. Colleagues. I assume that manager is one of my colleagues. I think she cannot help others anyway. I don't need to build relationship with her.

12. How is relationship between you and your manager?

Not at all. Don't build any relationship with her.

13. How do you handle with your managers with their leadership style?

- So so, I just follow what she needs but I don't have any relationship with her. I just focus on task only
- She focuses on work because she does not have friends.

14. What is a leader's best asset, in your opinion?

Love others rather than yourself → Leader should be happy with staff who can advance themselves. Support / improve staff

I think she does not support staff anymore because she just tells what she needs and they just follow it. They just follow the direction from manager only.

Leader should give opportunity to staff to try to do it and tasks should be suitable for them. And then, look into the performance / outcome and if you see that staff can do it more, you just give them more difficult tasks / challenge. She does not promote her staff if he is good or effective to do the jobs. She still keep him in a certain level to not be outstanding / outperformed.

Additional question - How do you know?

I think she delegates complicated tasks to one person but not delegates uncomplicated tasks to him. She does not need to vary skills of him to handle tasks. I don't see she compliment people to be better than her.

I think leader is like parents. If you see one person can improve itself, you will be happy to see it because you train them by yourself and although they will be not with you but still keep talking about you, I think it is real leader.

Reservation Executive (1)

1. Which leadership style managers use with you?

Strict step by step if there are any mistakes, she will tell what is right or wrong and then we can improve it later.

2. How to communicate with manager?

Normally, we talk together. For example,

3. How do you feel about this working style?

I feel frustrated at the beginning because I came from a small company but this is a big company so that management team is quite strict on working process. But at this moment, I can adapt myself to work in the team and company.

Additional question - How do you feel at this moment?

I feel more comfortable but at the beginning, I just feel uncomfortable because I don't know how to work with her, which is her working / leadership style? At the beginning, I am worried about if it is correct or not when I do my jobs because I don't know what she likes.

Additional question - How manager delegates works to you?

She sent email to me but actually she will delegate works to TCs first and then TCs will communicate with me later. I still receive request from my manager directly but most of the time, I will receive request from TCs who handle bookings.

Additional question - What are characteristics of manager's email?

She will mention what she needs, deadline. If it is not available, what to do next? If it is ok or confirmed, I have to let her know as well.

4. How to handle day to day jobs?

Prioritize works. I will work on urgent request. If it is not quite urgent, I will put it on queue.

How do you think about your ability to do jobs?

It would be better than the beginning because I don't know what TCs need from me and how to communicate with them. But now I know that how to do it properly. I think it is smoother to deal with suppliers because I know how to talk with them and what are the questions that I should ask them. 70% of confidence to work.

How do you think about your willingness to do you jobs?

80% of willingness but other 20% I have to consider what I have to do. Actually, I have to do it all because that is my jobs but sometimes, it is routine job like checking room availability, promotion it is not quite challenging.

5. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

One time. She needs me to change the price in the system but I have never used this system before. I used it a few times I just change service status or add flight details but I have never used other functions in the system. But my manager just trained me basic things that Reservations should know. But I tried to do it but I told her that I don't know how to do it. All in all, I have not done it.

How do you feel once you receive the jobs apart from your job description?

I am quite confused because it is not my job and what I have to do because I don't use the system all the time. but I just tried it. Finally, I found that it is not my way anymore so I just told her that I don't know what to do. But I think it is a chance to do it but I have never learned it before.

Additional question - Do you need to learn more about system if you get a chance?

Yes, basically, I should know basic things in the system. If someone trains me, it is quite good to know that.

6. How manager supports you once you have issue or difficult works?

I think she supports me but actually she does not deal with me directly but sometimes she contact me directly and needs me to check the availability. If the rooms are not available, she will propose other hotel options to check. So I think she trains me to look for new aspects.

Additional question - Did you receive a chance to make decision by yourself?

I am just be a part of making decision but not 100% because she needs me to book the rooms, I don't find any problems at this moment.

7. Did you receive feedback from manager?

Yes. I had been called to meet my manager and CM and she needs to promote me to be TC and she asked me if you are willing to be TC. But I don't know what TCs really do but I have been working as RSVN so that I know how to handle tasks and I know scope of RSVN. CM told me that my manager told me that I can finish works quickly and have good performance so she needs me to try to be TC. However, my manager does not tell me directly. She just told CM instead. Indirect feedback

How do you feel about feedback?

- Negative feedback → may a bit upset / what I did wrong? How should I improve myself?
- Positive feedback → proud

8. How do you handle leadership style of manager?

I just do what she needs me to do to avoid any conflicts. I just follow what she needs me to do step by step. If I have better way to do it, I will ask her first and allow her to take into consideration. I cannot make decision this is better than that I just give her suggestion.

9. How is relationship between you and your manager?

I think it is ok in a certain level. I just do my jobs. In my opinion, works from manager are priority for me. If I saw email from my manager, I will read her email as the first. I don't let her wait for long time because this email comes from my manager. I just think my manager is priority.

I think she focuses on work rather than making relationship. I think she shows that works come first.

10. Describe an ideal manager in your opinion.

- Protect staff.
- Reasonable → We can discuss with reasons. If I have problems, I talk with manager with the reasons and I think manager will listen it.
- Support staff

When comparing to the present manager:

- Protect staff → 85 – 90% for my manager in a certain level
- Reasonable → I think she has the reasons. She provides me the reasons I have to do like this. I think her reason is quite credible. If I follow her advice and any mistakes occur, I think she might support later because she requests me to do like that.
- Support staff → not 100%
- I have not seen / experience before.

11. What is your strength(s) and weakness(es) in terms of work?

Strengths

- I try my best to do my jobs (high willingness to do the jobs)

Weaknesses

- Lack of paying more attention in details.

Reservation Executive (2)

1. Which leadership style managers use with you?

I think she is quite too serious rather than the works she delegates to me. Facial expression is quite calm and strong when she talks to me about works she delegates to me.

I think she is strong person however, I worked with her for long time, I quite understand what she is. I think she is quite in details, demanding but about works only because she knows what she needs so that I have to find what she needs.

2. How do you think about this working style?

I am ok about this working style but apart from that, she has strong voice too much so I think she talk to me like blaming me but I think she does not understand the real situation on that so she talk to me in improper way.

Additional question - At that moment, how do you feel when she scold you?

I feel bad and need to resign immediately. I think the thing happened is quite little because I think she can talk to the hotel first. She should not talk like if I don't check what happened. That word hurts me like I make a big mistake. In fact, the hotel already had information and it was ok.

That occurs from works and she just took over from me when I already left the office because of out of office time. She does not know this case and does not have info so that she cannot reply to the agent and it made she feel angry. Do a little thing to be a big thing.

3. How do you feel about assignment from manager?

I can do it by myself in term of reservations duty and I think it is quite boring sometimes.

4. How to handle your day to day work?

I just start doing it by sending the emails to supplier and hotels in the morning and I will follow up with them in the afternoon. I try to do finish my job day by day.

How do you think about your ability to work?

I think I use a few ability to do my jobs but I still learn more about reservation duty from this company because I worked with other companied before and I do a lot of think but once I moved to this company, I just do only reservations. However, I have never done reservations duty before although it looks boring but I can gain new experience / knowledge such as information about private jet and promotion in the contract rate / details of the hotels because I have not focused on that before.

How do you think about willingness to do your jobs?

I can do it I like it when I keep doing it. It is not quite boring but I think I have more ability to do others more. I think I cannot do other things because of my position (limited by position). What do you need to do more to accelerate your capacity and value yourself?

I think I cannot do it more because if I do it more, others may think it is not your jobs. Did you do something to show your ability and willingness to do your jobs?

Yes, I had helped Customer Service but my manager said that it was not your job and Customer Service should do it by herself because it was her job. I can do it because Customer Service needed me to book service which it is my job. However, if it is in house guest, this responsibility should be for Customer Service. But I think it is not mine or yours you just send it to me and I do it. I think it is not a big issue.

Additional question - How do you think about this case?

I think she was blaming me and I was worried that my manager will complain Customer Service as well. But I said it is fine for me to help because it is easy to do it. She just needs to separate the role / duty clearly.

However, I accept that I don't too pay attention in the details but at a certain level, I need to work in product team like putting the data into system. I am interested in it.

Additional question - How do you think about separating the roles?

I can do it without sending email to my manager first. I am not too busy and cannot help or support others.

I think she (my manager) does not need people to help each other. I think it depends on who needs helps. I think it depends on she needs me to helps whom (her willingness)

5. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Friendly.
- Cooperative
- Good relationship with colleagues

Weaknesses

- Not too much pay attention in details → I still don't know the details of products so that I cannot write the full details or correct details into one email.

6. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Not at all.

7. What do you need from manager to support you once you has issues / difficult works?

Give guideline to me. However, I rarely works with my manager. Actually I will work with TC. So I don't know what I need from my manager to support. I had worked with her in the previous company and I remembered that she does not support me enough. I just try to do it by myself and she did not jump into it anymore. I told me but no feedback so that I did it by myself. But in another case, she gave me recommendation to solve the problem and then call to the hotel to negotiate and the case is closed.

Advise better ways to solve problem.

Additional question - What do you need from managers to support you? (without cases)

I need her to cheer me up first based on reality. She can point out what is wrong and give me advices. I think she is quite good to give advices. She quite talks directly and she has enough information to give but it is just about hotels especially hotels in Samui. In terms of sightseeing, I cannot ask her because she has not full info about it. However, I think she cannot cheer up others

I think she should jump into the cases and learn the details of it first. Then, discuss together. After I worked with her, she does not jump into it much. Most of the time, she will jump into it at the end of the case. I think she oversee the whole picture of booking only. She does not look into the details until the issues or something happen. Once the cases end, she just ask what happened something like that.

Additional question - How does she should cheer up?

Like I know it already happened but you should be aware of it next time but I think she cannot do it.

8. Did you receive feedback from manager?

Not at all. After probation period, she has not asked me to review the performance together until today.

How do you feel about it?

I don't feel anything. I think it is ok to not talk with her I just know that I pass probation. So so.

9. How manager motivates you to do your jobs?

She complains me... I think she does not motivate me too much because she knows me how I do my jobs. She does not follow up me because I will tell her first why I cannot close the jobs today. What I have to wait for? She does not tell me what to do because I know what I have to do.

10. How you communicate with manager?

Communicate in person first and then send email later because I think she has a lot of emails so that I think it is more effective to tell her first in person.

I respect her and her facial expression is quite calm and I don't know how much works she handles or if she is too busy. I have to ask her if you are too busy. Do you have time for two minutes to talk?

Additional question - How do you feel when you communicate with manager?

I feel uncomfortable at the first time because she looks calm. But after I talked with her, nothing happens. It is fine.

11. How you handle leadership style of manager?

I don't talk with her too much. So so.

12. How leadership style affects motivation and satisfaction?

- Motivate me to finish things soonest. First priority.
- So so just do my job.
- Sometimes, she is too bossy because she is manager

13. How is relationship between employees and managers? Do managers focus on relationship, tasks or both?

So so. No conflicts. I think she focuses on work. I think she receives the policy from head office how to do thing and she passed the policy to staff. Therefore, she does not care about the feeling of staff. You just do it as per policy.

14. Describe an ideal manager in your opinion.

- Calm and understand staff (personal and work)
- And strong in the same time
- Give advices with cheer up
- Share things together

15. What is a leader's best asset, in your opinion?

- Listen the ideas of staff
- Trust them
- Open minded
- Sincere
- Share ideas together

Employee under Financial Controller Manager

Accounting Manager

1. Which leadership style managers use with you?

- Relaxed
- Motivate staff → He can tell us to do something and we are willing to do it.

2. How do you feel about this leadership / working style?

Ok, comfortable, not under pressure

3. How do you feel about your assignments / tasks which managers assigned to you?

He is quite in details (provide information) and ask us if it is ok. Ask if we are available to do other things?

4. How to handle day to day jobs?

Prioritize / urgent / have deadline ex. reports from oversea office / MD

5. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Open minded
- Understand others

Weaknesses

- Hesitant
- Risk averse to make decision because we evaluate the effects once we make decision sometimes it might be slow to do things.

6. Please explain your ability to do the job and willingness to do it. How you show your willingness to do your job? How do you think about your ability to do jobs?

Not full capacity I am not quite sure to make decision so that I still ask my manager before making decision although he delegate the power to make decision. But I am not sure to make decision because it might affect others in the company.

How do you think about your willingness to do your jobs?

99% I am happy with the team.

7. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Many times.

How do you feel?

I don't feel uncomfortable. I think if I receive the requests, I am willing to do it but it should not be during busy period. If I am too busy, I will tell them just wait I will do it later. Just prioritize it.

8. What do you need from manager to support you? Once you have issues?

I need him to guide me. He does not advise directly but he will give me the example / case study or recommendation if I were you, I will do like this... but what do you think? He does not dominate me.

9. Does he give you feedback about working performance, etc?

He gives me the authorization to make decision. Give freedom because he has to look after regional offices (financial term) or oversea offices.

Additional question - How do you feel about giving the authorization?

It is not 100% I think I still need to ask him in some cases that the results might affect others in the company. I might make decision by myself if the cases relate to external factors but for internal, I am still worried about making decision because I think he is the one who knows the company structure and the system very well. If we found the problems like this, we should do like this or not. I just consult him.

10. How manager communicates with you?

He walks and talk to me directly. How do you feel about it? I think it is better that sending email. I just use email to send file, document.

Additional question - How do you feel when he sits together with you?

I am quite ok. I don't wait because we can finalize things together and then I can do other things next. If I have to wait for email back and forth, it might take long time. Sometimes, it is not too official to do things because he is here.

11. How to handle leadership style of manager?

Listen more I think this leadership style is quite ok for me and I think others might think like this as well. I think he does not look like boss he looks like big brother (closer / more convivial). I am willing to do things immediately if he need helps. I respect him.

12. How leadership style affect motivation and satisfaction?

It does affect. I think 80% which affects motivation and satisfaction. I feel comfortable to work with him and I am willing to do it although works will be difficult. I might not be willing to do if others. It depends on who assign works.

13. How is relationship between you and manager?

Familiar with. Family and we can talk everything together including personal topics. Open communication. I think he focuses both work and relationship (good job and good relationship) I am happy with this leadership style

14. Describe an ideal manager in your opinion.

Like him

Accountant (2)

1. Which leadership style managers use with you?

Freedom to work and once you have problems, you can talk to manager. If I have better way to do my job, he will allow me to do it and let see the result. I can share the ideas and create the ways to do my job. But once you have issues, I can ask him and he will advise me and solve problems

2. How do you feel about this working style?

It is quite good. I am not under pressure. I become creative person to handle my own job. He does not like manager who order to do like this. This style might match to people who have working experiences. If it is new staff, new staff might be confused or lost how to do their job. Because I have experiences to do jobs, I can understand the

working process and I can run the process accordingly. But I think if it is new staff, my manager will provide direction to work. Don't leave new staff to do it on own

Additional question - How manager communicates with new staff who has joined team?

I think my manager will focus on overall picture of working process but I and other staff in the team will train new staff in details of the process.

For special cases, my manager will give advice better. I can ask him how to handle it. Actually, each of us knows our own roles and how to do jobs and how to deal with it.

3. How manager supports you?

He cuts off everything once I have problems. He will jump into it and give the ways to solve the problem. For special cases, he will cut off by himself like you have to do like this and then we can close the issues. He can solve the problems immediately and it does not take too much time. How to solve the problems accurately? He needs us to follow this direction if there are anything else occurred he will be responsible for it.

4. How manager communicates with you?

If it is not urgent case, he will not monitor and follow up everything because he knows that we can handle our own tasks. If urgent case, he will talk to me directly to handle this case first. If he tells us to do other things, we need to stop doing our own tasks and do it for him first.

Additional question - Apart from work?

I can talk everything with him and I am not ok with the system or anything, he will listen all and he leaves us to talk everything and he will have his own direction like what should be like this A B C. He has alternative plans. If we do like this, what is the result? If I think it does not work, it just tell him and suggest him another plan. He will give us direction and does not leave us to loss. He will observe the feeling of staff or environment before talking about cases to avoid any conflicts or unexpected emotion.

5. How to handle day to day work?

I will write in my notebook that what I have to do it tomorrow. Actually I create my monthly planning. For example, I have to proceed check around 25 of each month to close deal and update in the system and then make pay in slip and then scan pay in slip in the afternoon to prepare sending. During 01 to close the statement, what I

have to do during this period? I have my own schedule. Each day of each month what I have to do? Therefore, I can be flexible due to Saturdays and Sundays. I can move some tasks to do before or after it depends on due date.

6. How do you feel about ability to do your job?

It is ok because I can control all works. I think the company changes the work flow and we have new ways to do the job. The company can solve some problems which I had mentioned from my previous resignation. Therefore, when I come back this time, I can do my jobs more smoothly combining with my knowledge and my ability. The system supports me to do my jobs efficiently and effectively. After I told him previously, the system has been improved as I mentioned.

I think I can manage and control my jobs so that I can plan what I have to do and during high season, I think I may work during Saturday and Sunday instead of working late during weekdays that is not effective.

However, once I come back to work with the company at this time, I am willing to do my jobs more than previous time because of efficient system. Once I have done my jobs, I feel comfortable. You can talk with him directly

7. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Knowledge → we can solve the problems or deal with it effectively
- Adapt apply

Weaknesses

- Emotional → especially deal with suppliers or people outside the organization

8. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

Most of the time such as looking after the office but I think we should help together. Order stationary, or during renovation, I will come to the office to observe. Control store, how to manage how to move things.

How do you feel about this extra works?

If I am not too busy, I can do it. I think it is like service mind to help other in the office. If I am too busy, I feel a bit upset. I will do it later.

Previously, I have to fill up credit authorization form for the hotels which is not my job anymore like supporting document. But now we have new staff in PD team so that I can pass it to new staff because it relates to hotel contract. I think there are many things to be rotated to proper dept.

9. Did he give you feedbacks about working performance?

He will not give any feedbacks if there is no anything went wrong. If there is any case like double payment to the hotel, he will let me know to aware of. He doesn't blame me but he just tell me to aware of. And I feel respectful on him. Sometimes, I forget to make payment and I just tell him directly. How he supports you? He just asks me what happens and he will approve to pay immediately except big amount. He does not make a big deal.

I think I am quite ok with this team and my manager at this company is the most ok. How he is ok? Both works and relationship. I can talk with him about personal topic, family, any issues I can tell him all and he will know the situation of me parents. He understands all things and once I need to take leave he approves me without asking too much. He does not be in details / demanding. I just clear tasks before leaving it is ok. Or if I cannot finish tasks, I have to tell him and he will look after during my absence.

If you are happy to do it, you just do it if it does not bother others

Actually most of people avoid to confess once they do it wrong. But for me, I can confess my manager that I do it wrong but he does not blame.

He knows everything about company and most of staff need to tell him about anything and he is willing to listen and if he can advise back immediately, he will do it. But some issues he might need time to collect the data from others in the office as well and then he will communicate with top management and get the solution then.

10. How he motivates you to do your jobs?

I think my jobs should be finished by myself so that no need to motivate me to do it. I can motivate myself to so the jobs. I can manage my jobs.

However, he motivates other things apart from works like training, education. He recommends me to participate in tutor class to be a professional accountant. He support career growth / career advancement. He support me and team to join training course such as you can take leave for training to gain more knowledge. He

understand this point because he also need to join training to accumulate the duration of training as well.

11. How leadership style affects motivation and satisfaction?

I feel comfortable to do the jobs. I don't be forced to do my jobs. I know myself how to do / manage my jobs. Although there are too many works to handle, I feel not bad (no headache) with the team / with the system and working process.

12. How is relationship between you and your manager?

I am quite happy with him. He asks me first to check my availability if I can come to the office to observe office renovation and I am ok. He will ask us before doing or making decision / work assignment. He consider willingness of his staff.

I think he quite balances both work and relationship. I give him 10/10 (full score) I have no conflicts with him.

I think we have due date to finish our own jobs actually and each of us knows how to handle and when to finish works.

However, this leadership style may not match to all of staff because we all have different working style and I just have one type which matches to his leadership style.

13. Describe an ideal manager in your opinion.

- Understand staff / situation of staff
- Support
- Can help in everything (personal / works)
- Like my manager

If I have cases which are out of control, I will let him know and he will communicate directly with whom may concern. After that, once he get all information, he will advise me how to do it A, B, C and I just follow him. He finds solution for the team.

I feel safe because he supports me and find proper solutions because I don't know how to deal with for this difficult cases. If I don't know how to communicate with supplier, just let him know.

Accountant (3)

1. Which leadership style managers use with you?

You can do whatever to get the outcome. Compromise but there is a certain limit to do things like this is a point that we have to accept and we cannot cross over. Therefore, we have to discuss together what we can do in a certain limit and what we cannot do in every topic. Flexible in a certain limit

2. How do you feel about working style of manager?

I feel comfortable and it is easy to do things. I worked with him for long time and he knows how I handle my jobs so that he will not monitor me in every single details. I can do my jobs on my own ways and it is ok for him and team. No problem and I can finish it as per due date because he gives me freedom to do my jobs. He trusts me to do my jobs.

3. How manager communicates with you?

He walks and talks to me directly. If I have any urgent cases, I will meet him and talk to him directly but most of the time he will walk to me. And we can finish works together. I think we know how to do our own jobs each other.

I think he might be under pressure from top management rather than from the team. I think he should take care of himself.

Additional question - When he receives the new policy from top management, how it affect to the team?

Sometimes, it might affect but he will ask us if we can change the working process. He will ask us directly. He needs to ask us because we are person who do that job and we support all details. It depends on topics. If one on one, it is about my jobs only but if team meeting, it is about system which affects the team.

We communicate together in the team. If he cannot inform us, it is too tough for people who perform the jobs and then affects my manager too because we cannot support the details.

4. How manager delegates tasks to you?

I think we have our own jobs / roles clearly and we know it. So, I have to go through the details rather than my manager and report him case by case. I think if the roles are quite clear, no issues occur. He trust me 100% if I report him, he has to listen

me because I did it and I knew it. I think my relationship with him is like brother and sister. I can tell him directly.

He tries to fight for benefits for his staff.

5. What is your strength(s) and weakness(es) in terms of work?

Strengths

- Direct talk
- Work fast
- Strong personality
- Conscious + reasonable person
- Clear do jobs
- Fair

Weaknesses

- Aggressive sometimes → because it is wrong so I just speak up

6. How to handle day to day works?

Which task is urgent, and then I clean it up then I will manage paper works after that. I finish all day to day tasks every day. If I have to finalize statement each month, I have to take more time to do it. Sometimes, I am too stressed. It is more difficult to recheck if the amount does not match with the oversea office.

7. How manager supports you once you have issues?

He asks me if I need helps but as you know it is my jobs. So, I have to handle it. I am not sure if I tell him, can you help me properly? But he said that you just tell me who I have to follow up but I need to try my best first because my manager actually has a lot of things to do. If I cannot close the cases, I will contact him for sure. He actually tries to look after because he also has deadline from head office. He supports me to send the report on behalf of me to follow up works. I am quite lucky ☺

8. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?

I had handled contract rate like rate comparison but my manager cannot reject it because another team needs help but there were only three people in the team at that moment and I am not comfortable. How to handle it? → I have to do it but it is last time to do and no more for the future. It is not our job to do but it is not correct that

Accounting team has to handle look after contract rates (not willing to do it). After that, my manager does not accept jobs apart from our roles especially about contract rates.

What is the result?

I can complete it as per deadline. I just need to prove that it is not too difficult to do it. Why you cannot do that while my team can handle it?

9. Did you receive any feedbacks from manager about working performance?

Maybe not. He just knows that works have been done by due date and he is ok. However, if I take leave, he will look after on behalf of me. He gives me freedom to do my jobs on my own ways. If I can finish works and get the right outcomes, that's what he needs.

How do you feel about no receiving feedback?

At the beginning, I am not comfortable because I don't know about my performance and what I have to improve? However, I tell him always that what you need me to improve just tell me. After that, he does not talk to me about feedback anyway. So, I am ok with it at this moment.

10. How manager motivates you to do the jobs?

I think he may have more problems rather than me. I can feel that it is quite tough for him at this moment. I think staff may cheer him up rather he motivates me and the team. I am ready to listen my manager if he needs to tell me.

11. How leadership style affects motivation and satisfaction?


Since we worked together for long time, so we just know each other how to do the jobs. I am quite ok. I think he is not in details because he never asks me why you take leave because it is our benefit to use it. I feel comfortable. I respect my manager.

12. How is relationship between you and your manager?

Good. Can talk everything except benefit and salary.

13. Describe an ideal manager in your opinion.

- Strong in some topics
- Compromise in some topics
- Support staff with fairness (fair benefits)



APPENDIX E
Average Score of Motivation and Satisfaction of Employees in Each Team

Average Score of Motivation and Satisfaction of Staffs in Accounting Team

Staffs	Intrinsic factors	Extrinsic factors
Accounting Manager	4	4
Accountant (1)	5	4
Accountant (2)	5	4
Total score	14	12
Average score	14 / 3 people = 4.67	12 / 3 people = 4

Average Score of Motivation and Satisfaction of Staffs in Sales and Reservations Team

Staffs	Intrinsic factors	Extrinsic factors
Destination Specialist (1)	4	4
Destination Specialist (2)	4	3
Destination Specialist (3)	4	4.5
Destination Specialist (Series)	5	3.5
Team Leader (Series)	4	4
Reservations Executive (1)	3.5	4.5
Reservations Executive (2)	3	4
Total score	27.5	27.5
Average score	27.5 / 7 people = 3.9	27.5 / 7 people = 3.9

Average Score of Motivation and Satisfaction of Staffs in Country Manager Team

Staffs	Intrinsic factors	Extrinsic factors
Ticketing and Reception Officer	3	3
Documentation Specialist	4	4
Total score	7	7
Average score	7 / 2 people = 3.5	7 / 2 people = 3.5

Average Score of Motivation and Satisfaction of Staffs in Operations Team

Staffs	Intrinsic factors	Extrinsic factors
Operations Officer	5	4
Documentation Specialist	5	4
Total score	5	4
Average score	5	4

Average Score of Motivation and Satisfaction of Staffs in Product and Marketing Team

Staffs	Intrinsic factors	Extrinsic factors
Product Supervisor	3.5	3
Product and Contracting Assistant (1)	4	3
Product and Contracting Assistant (2)	2.5	3
Database Specialist	3	4
Marketing and Communication Specialist	4	4
Total score	17	17
Average score	17 / 5 people = 3.4	17 / 5 people = 3.4

