

**USE OF POWER BETWEEN YOUNGER BOSSES AND OLDER  
SUBORDINATES**



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Thematic paper  
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SUBORDINATES**

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Nawamon Sirivarothakul

## **USE OF POWER BETWEEN YOUNGER BOSSES AND OLDER SUBORDINATES**

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### **ABSTRACT**

According to today demographic and population trend, there's a rapid aging, longer-life span, decline in birthrate which changed the organization structure from traditional towards more on younger boss and older subordinates relationships. To cope and adapt this new structure required the effective leadership style which power is one of the crucial elements that would define the success of the organization in the long run.

This research is to study the relationship in utilization of power among younger bosses and the perception and satisfaction of older subordinates based on French and Raven 5 power bases framework based on the actual situation. This research utilize qualitative in-depth interview method on 10 selected samples, 5 younger bosses and 5 older subordinates with age gap 2 years or over, from Italthai Hospitality Co., Ltd. to identify what type of power lead to positive result which enable to motivate the action while maintaining high level of morale and job satisfaction in the organization.

**KEY WORDS:** Power / Job Satisfaction / Perception / French and Raven Model

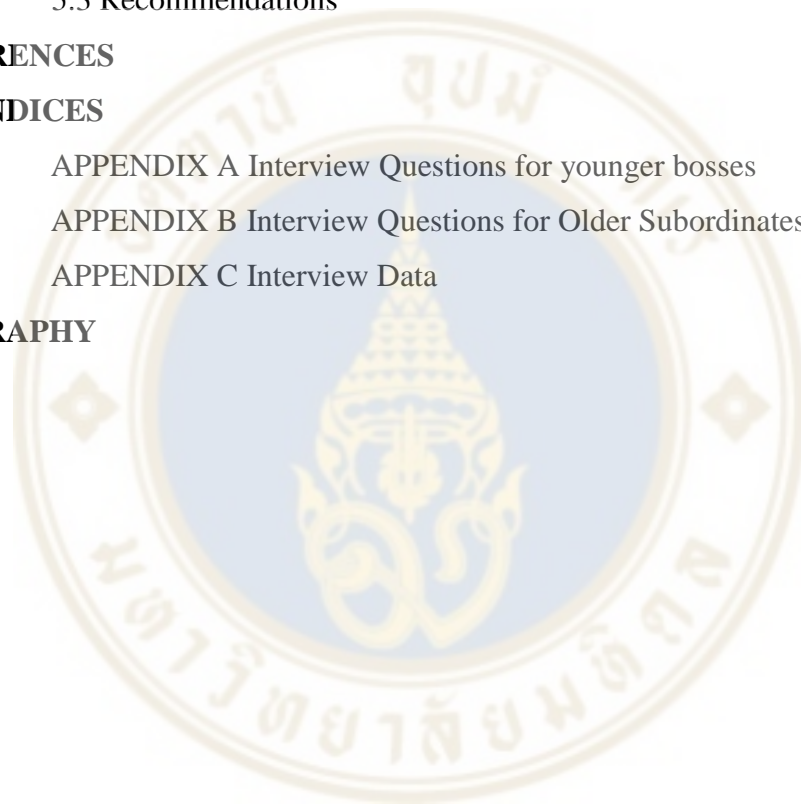
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# CHAPTER I

## INTRODUCTION

### 1.1 Problem Statement

In today workforce, there's a rapid aging, longer-life span, decline in birthrate which reflects in the growing numbers of younger boss and older subordinates relationships. The roles have been changed from the traditional structure to more of younger bosses over older subordinates. This trend is likely to be found in most organization in the future. For this reason, it is essential for the organization especially for the young bosses to learn and be able to adapt their leadership strategy to these changes.

Managing people in the organization to achieve the same goals is not an easy task and believed to be more challenge with the new structure of younger bosses–older subordinate's relationships especially in Thai context given reasons that Thais has high power distance and values hierarchy level that has long rooted in Thai history and culture. This value also reflects in Thai business organization in term of business structure, leadership and management style.

As a result, to adapt Thai organization to the new relationship of younger boss – older subordinates requires a crucial element in leadership called 'power'. With no power, there's no leader, in other word, power is a key for leaders to accelerate and drive subordinates to act in desirable directions and finally to achieve the goal of the organization. However, the organization will not last long and sustainable if the leaders only focus on achieving the goal. It is also essential that leaders maintain and develop overall morale and satisfaction level among subordinates. To do so, leaders must select the right type of powers for each situation and to exercise that powers over subordinates which would lead to the overall long-term success of the organization.

## **1.2 Research Objective**

The objective of this research is to find out the relationship between younger bosses' utilization each type of power of and perception and satisfaction of older subordinates based on framework of French and Raven's 5 power bases. In order the organization to prepare and overcome all the challenges of the new trend of this younger bosses - older subordinates phenomenon.

## **1.3 Scope of Study**

This research has been conducted to find out the relationship among younger bosses and older subordinates on the utilization of powers and overall satisfaction of subordinates in Italthai Hospitality Co., Ltd., a subsidiary company under Italthai Group with the core business as a sole franchisee of TWG Tea and a distributor of beverage and fine wine brands to Hotel and Restaurant channels in Thailand. With Italthai Hospitality Co., Ltd. recent re-structure after merging with another business unit of another Italthai Group subsidiary. At the moment, Italthai Hospitality at consist of approximately 130 diversified employees in which several younger bosses – older subordinates relationships are found. Therefore, this company was selected as a case study for this research studied and analyzed based on French and Raven's power bases framework.

Next chapter will be described about the past literature reviews on the use of power which effect on the perceptions and relationships among bosses and subordinates based on French and Raven's bases of power framework to enable younger bosses in utilization the most suitable type of powers toward older subordinates in general situation.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Literature Review**

An organization is an entity comprising of people that has a shared goal and is linked to external environment. Normally, people in each organization come from different backgrounds with different personalities, values and attitudes; therefore, to direct, control and manage these people to follow and enable them to achieve the common goals requires the efficient and suitable leadership style to ensure a good performance. (Hakan, V. Erkutlu; Jamel, Chafra, 2006).

According to Yukl leadership is a social influence process which could motivate, encourage, direct and control the behavior of others towards specific direction (Yukl, 1994). In addition, another study also emphasized that the use of power is considered to be the major component of leadership which effect on employees' level of stress, commitment and satisfaction resulting in productivity levels (Hakan, V. Erkutlu; Jamel, Chafra, 2006). Furthermore, Kaimeepetch also proposed that the organization would lead to positive results if leaders exercise the right power towards subordinates. In the contrary, wrong utilization of power by leaders may lead to negative results such as dropping in morale among subordinates (Kaimeepetch, 2008).

Several researches have given similar definition of power; based on Cherrington power can be defined as an ability to do something including influence behavior of others (Cherrington, 1994). Another also suggested that to achieve the desirable results for the organization; leaders must utilize power correctly (Poebaikul, 2014).

Before getting to the utilization of power, first it is crucial to learn and understand about where and how the power exists. According to one of the most influential frameworks French and Raven where it classified bases of power into 5

categories (French, J. and Raven, B.H., 1959): Reward, Coercive, Legitimate, Referent, and Expert detailed as follows:-

1) Reward power - an ability to grant or compensate something as a reward on another for compliance such as bonus, incentive, promotion or even recognition.

2) Coercive power – an ability to put punishments on another such as suspension, demotion based on unfavorable actions or noncompliance.

3) Legitimate power – an ability to have authorization or the formal right assigned by position level over another which such as manager vs subordinates.

4) Referent power – a power attained from others' perception such as admired personalities, charisma, attractiveness, worthiness and respect.

5) Expert power – a power based on each individual's high skills and knowledge.

According to the above framework; each base of power shall lead to alternative results and perceptions depending on the situation, context, users, and receivers as well.

In addition, Poebaikul also stated the importance of power within a person especially for those whom are in managerial position in the organization. It suggested that that if an individual leader has insufficient power, then, that individual leader may be unable to influence and lead others efficiently and/or create conflicts within an organization (Poebaikul, 2014).

Another study also grouped 5 different powers into 2 categories which are Personal Powers and Position Powers (Rahim M. A., 2001).

1) Personal Powers: the powers attached to a person, cannot be granted or taken away and shall stay within an individual regardless of position or organization. Personal powers consist of reference power and expertise power.

2) Position Powers: the powers that based on person's position in an organization which provides an ability to exercise power; therefore, these powers can be granted and taken away. Position Powers include legitimate power, reward power, and coercive power.

Many studies have been conducted to find out the relationship between employee job satisfaction and manager's bases of power. The term job satisfaction has

been defined by Skinner and Donnelly as an employee's feelings towards their work which reflect on absenteeism, motivation and turnover of an individual employee (Skinner S.J., Dubinsky A.J., and Donnelly J.H., 1984).

According to Hinkin and Schriesheim found the positive relationship between reward, legitimate, and referent power bases and satisfaction of subordinates, and that coercive power has a negative relationship to satisfaction (Hinkin, T.R. and Schriesheim, 1989).

Similar to the study of insurance agent's job satisfaction by Skinner and Donnelly shown the positive correlation between insurance agent's job satisfaction and reward, referent, legitimate powers and the negative correlation with coercive powers (Skinner S.J., Dubinsky A.J., and Donnelly J.H., 1984).

The study of Lo and Ramayah on the relationship between job satisfaction and the managers' power bases of the company in Malaysia which they have grouped reward and referent power together since they found close relationship of these 2 powers (Lo M. and Ramayah T., 2011). Therefore, in their study they have 4 bases of powers, 1) referent and reward power, 2) coercive power, 3) legitimate power, and 4) expert power. The result of this research found that most of managers in Malaysia utilize more than one particular type of powers except coercive power to influence their subordinates which lead to high productivity and morale. For example, one manager of the company in Malaysia decided to use his legitimate power to assign the task on his subordinate. Once the subordinate achieved and completed the task, the manager would exercise reward power to grant to his subordinate. At the end, job satisfaction and performance of this subordinate tend to increase.

Another study conducted in Auto Gallery Seacon in Thailand by Poebaikul (Poebaikul, 2014) also reflected the similar result, as it shown that a young manager of the company usually utilizes all non-coercive powers especially reward and legitimate power toward his subordinates. The research also suggested that reward power tends to yield positive job satisfaction among subordinates while legitimate does not but it doesn't lower the level of satisfaction as well.

Similar results found in Hakan, Jamel and Chafra stated that positional powers (legitimate and coercive powers) exercised by managers would result in high job stress, low satisfaction, and commitment in subordinates. On the contrary, personal

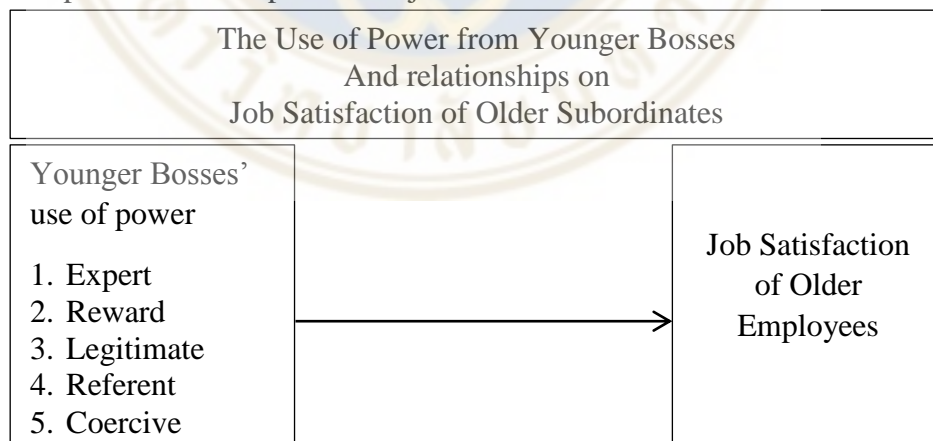
powers (reference and expertise power) would lead to low job stress, high satisfaction and commitment among subordinates (Hakan, V. Erkutlu; Jamel, Chafra, 2006).

According to Jacqueline and Bertram (Jacqueline D.G., Bertram H.R., 1974); they found that referent power tend to be utilized by older people than younger ones. Also, younger people have higher tendency to select and exercise coercive power compared to older people.

From the several studies and researches mentioned above, it can be concluded that the relationship between the leader's utilization of power and job satisfaction exists. Moreover, in several cases also suggested that non-coercive powers considered as an appropriate choice of powers to utilize and exercise which positively lead to overall satisfaction. However, leaders should carefully select the right power to exercise based on the context, receiver as well as the situation and organization environment.

## 2.2 Framework of this research

To find out the relationship that leads to job satisfaction of subordinates in Italthai Hospitality Co., Ltd., I would like to use French and Raven's framework of power to explain the use of power and job satisfaction.



**Figure 2.1 Relationship between the use of power and job satisfaction**

The next chapter will be discussing on the research methodology and techniques used to explore of the proposition on this study.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

This research was conducted in Italthai Hospitality Co, Ltd. (IHC), a subsidiary company under Italthai Group. Italthai Hospitality Co., Ltd. core business is a sole franchisee of TWG Tea, the world-famous tea brand, and a distributor of beverage and fine wine brands to Hotel and Restaurant channels in Thailand. Recently, in April 2017, the company just merged and acquired one of business unit from another subsidiary company of Italthai Group named Italthai Industrial Co., Ltd. Therefore, the organization structure just recently been re-organized and finalize in 1<sup>st</sup> March 2017 to the new structure where some older subordinates reassigned to report toward younger bosses for approximately 5 months. At the moment, Italthai Hospitality Co., Ltd. consists of 3 TWG Tea Salon & Boutiques (restaurants), more than 100 hotel and restaurant accounts with approximately 130 staffs.

#### **3.1 Population and Sampling**

This particular company, Italthai Hospitality Co., Ltd, was selected as a case study to study the relationship between French and Raven's 5 bases of power framework and job satisfaction by qualitative research through in-depth interview among 10 samples or 5 couples of managers and subordinates from various departments under the selection criteria that these samples of should consist of younger managers and older subordinates whom have been worked together for 5 months or more and have different age gap 2 years or over.

The qualitative research method through in-depth interview sessions were conducted with each individual interviewee separately and all of interviewees' identities are kept confidential except for their age, position, and department to avoid any pressure to obtain the most correct and truthful data as much as possible.

The selection samples are managers and subordinates which can be identified in the following table:-

**Table 3.1 Interview Samples**

Sample No.	Boss / Subordinate	Position Level	Department	Age	Gender	Period of work
1	Boss	Director	Marketing	39	Male	5 months
2	Subordinate	Senior Officer	Marketing	48	Male	5 months
3	Boss	Manager	Marketing	31	Female	5 months
4	Subordinate	Senior Officer	Marketing	48	Male	5 months
5	Boss	Director	Operations	39	Male	2 years
6	Subordinate	Manager	Operations	41	Female	2 years
7	Boss	Manager	Operations	41	Female	4 years
8	Subordinate	Senior Officer	Operations	55	Male	4 years
9	Boss	Manager	Operations	31	Female	5 months
10	Subordinate	Senior Officer	Operations	44	Male	5 months

### 3.2 Interview Questions

The questions have been separated into 2 sets, one for younger bosses and another is for older subordinates. The questions are set to find out about the utilization of power among younger bosses at the present day and how subordinates perception and satisfaction towards each type of powers.

#### 3.2.1 Set of questions for younger bosses

The utilization of powers



A) What types of power(s) you usually use and use the most in the present day with all of your subordinates? How was it? Are they worked?

B) Are those types of power(s) you prefer to use over the older subordinates? If not, please explain the reasons.

C) If you have to ask your subordinates to do a task that no one likes to do, which type of power would you use and why?

D) What type of power(s) you try not to use or avoid using the least in the present day with all of your subordinates? Why?

The perception towards each type of power

E) Which type(s) of power that would have positive effect on 1) morale and 2) job satisfaction of the subordinates? Why?

F) Which type(s) of power that would have no effect on 1) morale and 2) job satisfaction of the subordinates? Why?

G) Which type(s) of power that would have negative effect on 1) morale and 2) job satisfaction of the subordinates? Why?

H) If you use only one type of power with your subordinates, do you think it will have a long term effect on job satisfaction among subordinate?

### **3.2.2 Set of questions for older subordinates**

The utilization of powers

A) What types of power(s) your younger boss usually uses with you to perform task?

The perception towards each type of power

B) Do you satisfy with the utilization of power your boss use with you?

Please explain the reason(s)?

C) What types of power(s) that you prefer your boss to use with you? Why?

D) What is an appropriate type of power(s) you think your boss should use in order to instruct you to perform the unwilling or dislike task(s)? Why?

E) If your boss promises to give you a reward after performing the task(s) that you don't like, will you do it?

F) If your boss threatens you to do the task(s) that you don't like, will you do it?

G) Which type(s) of power that would have positive effect on 1) morale and 2) job satisfaction of yours? Why?

H) Which type(s) of power that would have no effect on your 1) morale and 2) job satisfaction of yours? Why?

I) Which type(s) of power that would have negative effect on your 1) morale and 2) job satisfaction of yours? Why?

J) If your boss uses only one type of power with you, do you think it will have a long term effect on job satisfaction?

### **3.3 Data Collection Method**

The in-depth interview one-by-one, observations, and probing techniques were the methods utilized to collect data for this case study. These techniques considered to be the most suitable technique to get the most accurate data for this study since it helped each interviewee to be at ease as much as possible in order to gain their truthful opinions step by step.

First, the objectives of this data collection were clarified and explained to each interviewee followed by given the consent form to each interviewee to read and sign prior to the in-depth interview. Second, interviewer asked questions about interviewees' basic information such as job responsibilities, their period of time and experience in working with current supervisors or subordinates. Third, the interviewer explained and informed interviewees about 5 types of power, followed by the set of interview questions which are open-ended questions.

During the interview, the interviewer took notes on the major points, used voice recording equipment to record all the interview data, and used probing techniques by asking several questions which would have the similar answers to confirm and validate on the data as well as observe the gestures of the interviewees throughout the interview sessions.

### **3.4 Data Analysis Method**

All of the interview data were decoded word-by-word, then, coding and classifying techniques were utilized to group and identify the similar patterns of the answers from interviewees while highlighting on important and interesting points occurred during the interview sessions.

### **3.5 Data Validity**

In order to ensure the data validity, the interviewer using probing technique during the interview by asking several questions which would lead to the similar answers, most of the interviewees answer the same answers toward the questions asked. Moreover, in this research the bosses and subordinates were asked the similar questions in order to cross check their opinions and answers among each other which turned to be the same which can be confirmed on the validation of the data.

After collected and analyzed data based on in-depth interview sessions and observation from 10 selected samples, next chapter will present the findings and discussion of the research.

## CHAPTER IV

### FINDINGS AND DISCUSSION

After all of the in-depth interview sessions were conducted among selected demographic characteristics and position levels of 5 younger bosses and 5 older subordinates from Italthai Hospitality Co., Ltd. The results of the interview data collected are presented in this chapter. The results reflect and demonstrate the relationship between the perception of older subordinates towards utilization of younger bosses and the effect on older subordinates' job satisfaction.

#### 4.1 Demographic Characteristic

**Table 4.1 Demographic Background of Respondents**

<b>Demographic Background</b>	<b>Quantity (n)</b>	<b>Frequency Percent (%)</b>
<b>Gender</b>		
Male	5	50
Female	5	50
Total	10	100
<b>Age range group (years)</b>		
31-40	4	40
41-50	5	50
>50	1	10
Total	10	100
<b>Educational level</b>		
Bachelor's degree	7	70
Master's degree	3	30
Total	10	100

**Table 4.1 Demographic Background of Respondents (Cont.)**

<b>Demographic Background</b>	<b>Quantity (n)</b>	<b>Frequency Percent (%)</b>
<b>Period of time working with current supervisor or subordinate(s)</b>		
5-6 months	6	60
12 months	0	0
12-24 months	2	20
>24 months	2	20
Total	10	100
<b>Department</b>		
Sales & Marketing	4	40
Operation	6	60
Total	10	100
<b>Position</b>		
Officer / Senior Officer	4	40
Supervisor / Manager	4	40
Director	2	20
Total	10	100

## 4.2 Findings

### 4.2.1 Younger bosses' utilization of powers

A) *What types of power(s) you usually use and use the most in the present day with all of your subordinates? How was it? Are they worked?*

B) *Are those types of power(s) you prefer to use over the older subordinates? If not, please explain the reasons.*

C) *If you have to ask your subordinates to do a task that no one likes to do, which type of power would you use and why?*

D) *What type of power(s) you try not to use or avoid using the least in the present day with all of your subordinates? Why?*

According to the interview questions above; 4 out of 5 younger bosses usually utilize the legitimate and reward powers the most with all subordinates including older ones. Most of them agreed that just only legitimate power is enough to get the older subordinates to perform the task(s). However, there's only 1 particular boss that always utilizes expert and reward powers given the reasons that his field requires particular professions and experiences with customers. All 5 managers agreed that reward power should be used from time to time base on the level of difficulty of the task as it would increase motivation to perform on subordinates. One younger boss stated that *"...it is good to set incentives or recognition as a reward on the difficult tasks to motivate subordinates to perform..."*.

On the other hand, the type of power that all 5 younger bosses tend not to use or use the least is coercive power most of them given the reasons of they believe and respect in organization values and Thai culture context and will have negative impact on their relationship with subordinates. One younger boss also mentioned that *"...As I am younger and I am Thai; I think it would be appropriate to ask them nicely to perform task rather than threaten them to do so..."*. Another younger boss also supported this idea, *"...It's easy and simple, you just have to put yourself into their shoes, try to treat them as you want them to treat you."*

However, some of the managers agreed that in some particular cases seems to be appropriate and acceptable to apply coercive power for example when subordinates made the same mistake over the similar task more than 2 times, it is acceptable to be angry and yell over the older subordinates. One younger boss stated that *"All of my subordinates know that after my second warnings, if there's still the same mistake, I have to do something about it. It is under my responsibility."*

#### **4.2.2 Younger bosses' perceptions**

*E) Which type(s) of power that would have positive effect on 1) morale and 2) job satisfaction of the subordinates? Why?*

*F) Which type(s) of power that would have no effect on 1) morale and 2) job satisfaction of the subordinates? Why?*

*G) Which type(s) of power that would have negative effect on 1) morale and 2) job satisfaction of the subordinates? Why?*

*H) If you use only one type of power with your subordinates, do you think it will have a long term effect on job satisfaction among subordinate?*

All of younger bosses viewed that except for coercive power, the rest of all powers types especially reward and legitimate power should be used together in order to lead to positive effect on job satisfaction level. In younger bosses opinions; they think that using several types of non-coercive powers would result in higher job satisfaction level.

In addition, some of the younger bosses stated that would like to gain and utilize more of referent and expert power but couldn't do so at the moment since these 2 types of powers take times to develop and gain among their older subordinates. One younger boss said that *"..it is my dream to have subordinates who willing to do everything I have ordered without doubt, this would imply that they really believe in me and not because of I am his boss nor it is their responsibility to do so..."*

#### **4.2.3 Older subordinates' perceptions**

*A) What types of power(s) your younger boss usually uses with you to perform task?*

From the interview sessions; all subordinates said that they usually received legitimate, reward powers from the younger bosses. Less on expert and referent powers have been exercised since 3 out of 5 subordinates have worked with their current bosses for just 5 months. Together with their bosses younger age seems to be an issue as one of the subordinate mentioned that *"...my boss is quite young, so she has less experience in the field, but she seems to have potential to learn. I think she need time and I also need more time to prove on her skills and for me to believe in her.*

The least power that the subordinates received from their bosses is coercive power which is quite good in terms of morale and satisfaction among subordinates. *"Luckily, I don't have that kind of boss who always angry, screamed and yelling over things. I don't think it is appropriate to do so as it would ruin the good working atmosphere as well as get me to lose face among my colleagues."*

*B) Do you satisfy with the utilization of power your boss use with you? Please explain the reason(s)?*

C) *What types of power(s) that you prefer your boss to use with you?*

*Why?*

D) *What is an appropriate type of power(s) you think your boss should use in order to instruct you to perform the unwilling or dislike task(s)? Why?*

E) *If your boss promises to give you a reward after performing the task(s) that you don't like, will you do it?*

F) *If your boss threatens you to do the task(s) that you don't like, will you do it?*

G) *Which type(s) of power that would have positive effect on 1) morale and 2) job satisfaction of yours? Why?*

H) *Which type(s) of power that would have no effect on your 1) morale and 2) job satisfaction of yours? Why?*

I) *Which type(s) of power that would have negative effect on your 1) morale and 2) job satisfaction of yours? Why?*

J) *If your boss uses only one type of power with you, do you think it will have a long term effect on job satisfaction?*

From the interview sessions; all subordinates seem to satisfy with the current utilization of power received from their bosses. it shows that all of the older subordinates usually accepted and preferred younger bosses to exercise legitimate, reward, expert, and referent powers. Also, 4 out of 5 older subordinates agreed that they would have higher motivation to perform task if their bosses utilize reward power especially for the difficult or unwilling task(s).

Furthermore, 4 out of 5 older subordinates mentioned that it is unacceptable and disrespectful for them to receive the coercive power such as yelling or threatening to do the task. *"...I am human, and even older, asking nicely should be enough..."*, *"... if my boss scold and point her finger at me to do the task, I will not do it for her."* said one of the older subordinates.

However, some of them said that it is acceptable if their bosses utilize coercive power on the scenario that they have made similar mistakes several times. Lastly, some of them would prefer the boss to utilize more than 1 power over time in order to avoid boredom and keep them motivate to perform task(s).



From the older subordinates' point of view; the overall perception of younger bosses' utilization of power seems to be in good condition. Under normal condition, the older subordinates seem to accept all of the powers except for coercive power.

### 4.3 Summary

The table shown below shown the summary all the interview data collected into the frequency of young bosses utilization of power, older subordinates' perception, job satisfaction:-

**Table 4.3 Summary results of power utilization, perception, and job satisfaction**

Type of Power	Bosses' Utilization Frequency	Subordinates' Perception	Effect to Job Satisfaction
Legitimate	Often	Acceptable	No effect
Reward	Often	Increase short term motivation especially on difficult or dislike tasks	Positive – short term
Referent	Rarely	Increase motivation to perform	Positive
Coercive	Never	Unacceptable for general situation, Lower motivation, Damage relationships	Negative
Expert	Rarely	Increase confident and trusts – better performance	Positive

In summary based on the interview sessions among younger bosses and older subordinates, it shows that the bosses often utilize legitimate and reward powers while rarely use referent and expert power due to the age and time experience conditions. The least power that younger bosses use is the coercive power as it seems to be inappropriate in Thai context and work environment of the company.

Overall perception of the current utilization of powers from bosses and subordinates turned out to be in a good condition. Whereas, the combination of several powers except coercive power tend to increase motivation and level of job satisfaction among subordinates.

Next chapter will provide the conclusion on this research, describe on the limitations of the study and provide the recommendation for the future research.



## **CHAPTER V**

### **RECOMMENDATIONS AND CONCLUSIONS**

#### **5.1 Limitations of the study**

The limitation of this research study is time limit, therefore; this qualitative approach with one-on-one, open-ended, in-depth interview is considered to be the best method to collect and gather data to analyze and study within time limited.

In addition, this research was conducted in a specific organization through the small samples size with qualitative data analysis; therefore, there are various limitations to generalize the findings to apply to other organization.

#### **5.2 Conclusions**

The findings from this study can help the organization to have better understanding of the relationship between the utilization of power among younger supervisors and the impact on older subordinates' perception and satisfaction. This study would enable leaders to select and apply the right powers toward subordinates in order to maintain or even increase perception and job satisfaction levels among subordinates while caution leaders on the negative effect in exercising incorrect type of powers.

From the case study of the relationship between younger bosses' utilization of powers and the perception and satisfaction of older subordinates, it shows that there are positive relationships when younger bosses utilize non-coercive powers, legitimate, reward, referent and expert powers. The powers that younger bosses utilized the most are legitimate and rewards power while the least is coercive power. However, referent and expert power are not possessed by the younger bosses yet but would be the ultimate types of power that younger bosses would like to gain and need to develop over time.

In addition, the case study also suggested that the combination of non-coercive powers together would yield to higher satisfaction level. Nonetheless, an interesting point is raised from this study that in general cases coercive power normally linked with low satisfaction, still, coercive power could be applied and acceptable for subordinate with no impact on satisfaction in some situations.

### **5.3 Recommendations**

From the findings, it suggested that to have high level of satisfaction among subordinates, leaders especially the younger ones are required to utilize non-coercive powers and even yield to positive results when using combination of two or more. For coercive power, the younger leaders especially in Thai context should be aware and utilize the power wisely to some extent that would be appropriate and acceptable for subordinates.

For future research, to extend period on data collection and analysis as well as study on other aspects such as job characteristics, gender, cultural differences are recommended in order to validate and confirm on the findings in order to confirm on the results.

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## **APPENDIX A: Interview Questions for younger bosses**

### **The utilization of powers**

1. What types of power(s) you usually use and use the most in the present day with all of your subordinates? How was it? Are they worked?
2. Are those types of power(s) you prefer to use over the older subordinates?
3. If not, please explain the reasons.
4. If you have to ask your subordinates to do a task that no one likes to do, which type of power would you use and why?
5. What type of power(s) you try not to use or avoid using the least in the present day with all of your subordinates? Why?

### **The perception towards each type of power**

6. Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of the subordinates? Why?
7. Which type(s) of power that would have no effect on (1) morale and (2) job satisfaction of the subordinates? Why?
8. Which type(s) of power that would have negative effect on (1) morale and (2) job satisfaction of the subordinates? Why?
9. If you use only one type of power with your subordinates, do you think it will have a long term effect on job satisfaction among subordinate?

## **APPENDIX B: Interview Questions for Older Subordinates**

### **The utilization of powers**

1. What types of power(s) your younger boss usually uses with you to perform task?

### **The perception towards each type of power**

2. Do you satisfy with the utilization of power your boss use with you?
3. Please explain the reason(s)?
4. What types of power(s) that you prefer your boss to use with you? Why?
5. What is an appropriate type of power(s) you think your boss should use in order to instruct you to perform the unwilling or dislike task(s)? Why?
6. If your boss promise to give you a reward after performing the task(s) that you don't like, will you do it?
7. If your boss threaten you to do the task(s) that you don't like, will you do it?
8. Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of yours? Why?
9. Which type(s) of power that would have no effect on your (1) morale and (2) job satisfaction of yours? Why?
10. Which type(s) of power that would have negative effect on your (1) morale and (2) job satisfaction of yours? Why?
11. If your boss uses only one type of power with you, do you think it will have a long term effect on job satisfaction?



## APPENDIX C: Interviews Data

### Sample 1: Boss A

Interviewer : Please explain about your position, scope of work and responsibility.

Boss A : I am a Marketing director, I report directly to CEO of the company. For my job, I am responsible in create, implement and monitor the marketing plan and all related to marketing activities for the brands under Italthai Hospitality namely Perrier, Wines, Fruit Juice as well as TWG Tea in Thailand.

Interviewer : How many subordinates do you have at the moment?

Boss A : 4 consisting of marketing manager, event & training manager, marketing officer, and creative designer

Interviewer : How many of them are older than you?

Boss A : Only one.

Interviewer : How long have you and your older subordinate work together?

Boss A : Only 5 months

Interviewer : Do you find it difficult to manage and control over older subordinate compare to younger the same age?

Boss A : I think, Not exactly. Sometimes it does.

Interviewer : [Explaining about French and Raven's framework on 5 types of power]

Interviewer : Based on 5 types I have explained earlier, which type of power you usually use over all of your subordinates?

Boss A : Well, let's see I think I usually use expert and reward power together.

Interviewer : Do you think these powers you are using work?

- Boss A** : Sure. I normally use the expert power based on my past experiences in marketing field to instruct my subordinates, give advices and consultation when they struggle and face with issues.
- Interviewer** : Are you using the same type of power with older subordinate?
- Boss A** : Of course. If not he won't believe and work for me.
- Interviewer** : Why do you think that? Is being his boss not enough?
- Boss A** : The marketing work especially the creative design requires specific skills and profession. If I don't know and have no skill, he wouldn't give his respect and not listen to my opinion and instruction.
- Interviewer** : If you have to ask your subordinates to do a task that no one likes to do, which type of power would you use and why?
- Boss A** : In that case, I would use reward power because it would motivate the subordinate. I think it is good to set incentives or recognition as a reward on the difficult tasks to motivate subordinates to perform.
- Interviewer** : What type of power(s) you try not to use or avoid using the least in the present day with all of your subordinates? Why?
- Boss A** : Well, I never use coercive power like yelling or scolding over my subordinate. I think it is not appropriate and will not give any good result.
- Interviewer** : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss A** : To have positive effect, reward power would help. As my subordinate will be happy to do the job and will feel good after they get something as an extra in return.
- Interviewer** : Which type(s) of power that would have no effect on (1) morale and (2) job satisfaction of the subordinates? Why?

**Boss A** : In this case, I think legitimate power because I am the boss, it is my right to order them to do the job with no question.

**Interviewer** : Which type(s) of power that would have negative effect on (1) morale and (2) job satisfaction of the subordinates? Why?

**Boss A** : Coercive power. I don't think to threaten my subordinate would do any good and will break the good relationship between us. If you don't like their work or if there's some mistakes just explain and tell them to fix it. Unless, my subordinate refuse to follow my instruction or order and made the same mistakes over and over, I think in that case, coercive power can be applied and should not lead to lower satisfaction if subordinate accepted that he did make these mistakes for several times.

**Interviewer** : If you use only one type of power with your subordinates, do you think it will have a long term effect on job satisfaction among subordinate?

**Boss A** : I don't think so for all of the powers you provided here. It is okay to use only 1 type over and over for example legitimate power there'll lead to no harm. Only coercive power that if you use over and over it will definitely make my subordinate quit for sure.

**Interviewer** : Thank you very much for your time.

### **Sample 2: Subordinate A**

**Interviewer** : Please explain about your position, scope of work and responsibility.

**Subordinate A** : I am a creative designer. My work is about doing the artwork on the poster, samples, or anything that I have been assigned.

**Interviewer** : How many bosses do you have at the moment?

Subordinate A : I have 2 one is the direct boss, marketing manager, another is the marketing director but I worked for both of them.

Interviewer : How many of them are younger than you?

Subordinate A : Both. I am quite old now.

Interviewer : Let's interview about your indirect boss first then.

How long have you and your older subordinate work together?

Subordinate A : From March that would be approximately 5 months.

Interviewer : [Explaining about French and Raven's framework on 5 types of power]

Interviewer : What types of power(s) your younger boss usually uses with you to perform task?

Subordinate A : I think mostly legitimate power and sometimes I think he use reward and expert power as well.

Interviewer : Do you satisfy with the utilization of power your boss use with you?

Subordinate A : I think so. As I am old now but if he is my boss regardless of what age I will have to work for him. But, I also have experienced in this field so I think I need a boss who really knows the job to order me to do things and listen to my opinion.

Interviewer : What types of power(s) that you prefer your boss to use with you? Why?

Subordinate A : As mentioned, legitimate and expert powers are fine for me.

Interviewer : What is an appropriate type of power(s) you think your boss should use in order to instruct you to perform the unwilling or dislike task(s)? Why?

Subordinate A : This is a tricky question. Well for me personally if I can choose, I would not do any task that I don't like. But if it's work, then I will have to do it anyway. So, legitimate power I think.

Interviewer : If your boss promise to give you a reward after performing the task(s) that you don't like, will you do it?

Subordinate A : I still insist the same answer. If I can choose, I would not do any task that I don't like. But if it's work, then I will have to do it anyway. If there's some reward, that would be a plus.

Interviewer : If your boss threaten you to do the task(s) that you don't like, will you do it?

Subordinate A : No way. I will not do it for sure.

Interviewer : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of yours? Why?

Subordinate A: Reward power but it would depend on what kind of reward if it is money or incentive it seems to be bribery but if it is recognition or complement that's another story. I would go for that.

Interviewer : Which type(s) of power that would have negative effect on your (1) morale and (2) job satisfaction of yours? Why?

Subordinate A: Coercive power. Luckily, I don't have that kind of boss who always angry, screamed and yelling over things. I don't think it is appropriate to do so as it would ruin the good working atmosphere as well as get me to lose face among my colleagues.

Interviewer : Which type(s) of power that would have no effect on your (1) morale and (2) job satisfaction of yours? Why?

Subordinate A: I think that would be legitimate as it is the position, you cannot avoid.

Interviewer : If your boss uses only one type of power with you, do you think it will have a long term effect on job satisfaction?

Subordinate A: Well that seems to be boring. I think use more than 1 would be better. Like always use expert but having reward once in a while.

Interviewer : Thank you very much for your time.

### Sample 3: Boss B

Interviewer : Please explain about your position, scope of work and responsibility.

Boss B : I am a Marketing manager, I report directly to marketing director. I am responsible in implement and execute the marketing plan and all related to marketing activities.

Interviewer : How many subordinates do you have at the moment?

Boss B : 2 consisting of marketing officer, and creative designer

Interviewer : How many of them are older than you?

Boss B : One.

Interviewer : How long have you and your older subordinate work together?

Boss B : 5 months.

Interviewer : Do you find it difficult to manage and control over older subordinate compare to younger the same age?

Boss B : For me it quite difficult. As I am much younger than him, so to order him to do the job for me and to understand my points and instruction are quite difficult.

Interviewer : [Explaining about French and Raven's framework on 5 types of power]

Interviewer : Based on 5 types I have explained earlier, which type of power you usually use over all of your subordinates?

Boss B : Most of the time would be Legitimate and sometimes reward as a complement. As I said, I am younger and much less experience, legitimate power would work well for me.

Interviewer : Do you think these powers you are using work?

Boss B : Yes as explain earlier.

- Interviewer : Are you using the same type of power with older subordinate?
- Boss B : Yes.
- Interviewer : If you have to ask your subordinates to do a task that no one likes to do, which type of power would you use and why?
- Boss B : Well... still legitimate power and reward power I think. Legitimate is that you have the right to order and then give reward to influence them to do what they don't want to do after the job complete.
- Interviewer : What type of power(s) you try not to use or avoid using the least in the present day with all of your subordinates? Why?
- Boss B : Coercive power. As I am younger and I am Thai; I think it would be appropriate to ask them nicely to perform task rather than threaten them to do so.
- Interviewer : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss B : Referent and expert power would be my ideal type of power. Also, It is my dream to have subordinates who willing to do everything I have ordered without doubt, this would imply that they really believe in me and not because of I am his boss nor it is their responsibility to do so.
- Interviewer : Which type(s) of power that would have no effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss B : Legitimate power. It is the position so it is legal to use and apply.
- Interviewer : Which type(s) of power that would have negative effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss B : For me it is definitely coercive power. It is unacceptable to threaten someone to do the job for you. It is immoral.

Interviewer : If you use only one type of power with your subordinates, do you think it will have a long term effect on job satisfaction among subordinate?

Boss B : I don't think so.

#### **Sample 4: Subordinate B**

Interviewer : Please explain about your position, scope of work and responsibility.

Subordinate B : My work is about doing the artwork on the poster, samples, or anything that I have been assigned. I am a creative designer.

Interviewer : How many bosses do you have at the moment?

Subordinate B : I have 2 one is the direct boss, marketing manager, another is the marketing director but I worked for both of them.

Interviewer : How many of them are younger than you?

Subordinate B : Both.

Interviewer : Let's interview about your direct boss.

How long have you and your older subordinate work together?

Subordinate B : Approximately 5 months.

Interviewer : [Explaining about French and Raven's framework on 5 types of power]

Interviewer : What types of power(s) your younger boss usually uses with you to perform task?

Subordinate B : For her mostly use legitimate power.

Interviewer : Do you satisfy with the utilization of power your boss use with you?

Subordinate B : Yes. I think so.



Interviewer : What types of power(s) that you prefer your boss to use with you?  
Why?

Subordinate B : I would prefer expert power but she is quite young, so she has less experience in the field, but she seems to have potential to learn. I think she needs time and I also need more time to prove on her skills and for me to believe in her.

Interviewer : What is an appropriate type of power(s) you think your boss should use in order to instruct you to perform the unwilling or dislike task(s)?  
Why?

Subordinate B : Well. For me legitimate would be enough.

Interviewer : If your boss promise to give you a reward after performing the task(s) that you don't like, will you do it?

Subordinate B : I will have to do it anyway even I don't like because it's work! But to have some reward would be good.

Interviewer : If your boss threaten you to do the task(s) that you don't like, will you do it?

Subordinate B : This way would not work for me. I will try to avoid to do it until the last minute to show that it is not the right way to order someone to do the job.

Interviewer : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of yours? Why?

Subordinate B: Reward power but it would depend on what kind of reward. It need to suit my needs and personality.

Interviewer : Which type(s) of power that would have negative effect on your (1) morale and (2) job satisfaction of yours? Why?

Subordinate B: Coercive power. No one want to be yell at that's why.

Interviewer : Which type(s) of power that would have no effect on your (1) morale and (2) job satisfaction of yours? Why?

Subordinate B: The power about the position of the person... Legitimate.

Interviewer : If your boss uses only one type of power with you, do you think it will have a long term effect on job satisfaction?

Subordinate B: More than 1 would be better. Except for coercive power.

Interviewer : Thank you very much for your time.

#### **Sample 5: Boss C**

Interviewer : Please explain about your position, scope of work and responsibility.

Boss C : I am Operation Director, responsible in everything regarding TWG Tea shop operations from the kitchen, bar, to the construction and services.

Interviewer : How many subordinates do you have at the moment?

Boss C : approximately 40 who work at the shops as well as in the head office.

Interviewer : How many of them are older than you?

Boss C : 8 staffs.

Interviewer : How long have you and your older subordinate work together?

Boss C : For those 8 staffs, the longest one would be 2 years.

Interviewer : Do you find it difficult to manage and control over older subordinate compare to younger the same age?

Boss C : Not at all.

Interviewer : [Explaining about French and Raven's framework on 5 types of power]

- Interviewer : Based on 5 types I have explained earlier, which type of power you usually use over all of your subordinates?
- Boss C : Most of it have been used especially legitimate, reward and expert.
- Interviewer : Do you think these powers you are using work?
- Boss C : Absolutely.
- Interviewer : Are you using the same type of power with older subordinate?
- Boss C : Yes.
- Interviewer : If you have to ask your subordinates to do a task that no one likes to do, which type of power would you use and why?
- Boss C : In this case, I would have to persuade them to buy my idea and my order. So, I think I would use reward power. But this might not always work as some staff may have their own ambition.
- Interviewer : What type of power(s) you try not to use or avoid using the least in the present day with all of your subordinates? Why?
- Boss C : Coercive power. It's easy and simple, you just have to put yourself into their shoes, try to treat them as you want them to treat you. That's it.
- Interviewer : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss C : Expert because it can create an impact where staff feels comfortable to follow based on the experience and skills of the leaders.
- Interviewer : Which type(s) of power that would have no effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss C : Legitimate power.
- Interviewer : Which type(s) of power that would have negative effect on (1) morale and (2) job satisfaction of the subordinates? Why?

**Boss C** : Coercive power as the staff might not feel comfortable and don't know what leader or the company expect from them.

**Interviewer** : If you use only one type of power with your subordinates, do you think it will have a long term effect on job satisfaction among subordinate?

**Boss C** : I think using the same power with all of the subordinates over time would mean that the leader treats all of the staff fairly and equally. It would be easier for leader to compare the performance of each staff.

**Interviewer** : Thank you very much for your time.

#### **Sample 6: Subordinate C**

**Interviewer** : Please explain about your position, scope of work and responsibility.

**Subordinate C** : I am operation manager report directly to operation director. I am like my boss assistant, doing all the admin job and keep things in order at the shop operation level.

**Interviewer** : Is your boss younger than you?

**Subordinate C** : Yes but not many only 2 years younger.

**Interviewer** : How long have you and your older subordinate work together?

**Subordinate C** : Approximately 2 years.

**Interviewer** : [Explaining about French and Raven's framework on 5 types of power]

**Interviewer** : What types of power(s) your younger boss usually uses with you to perform task?

**Subordinate C** : Mostly legitimate and expert power.

**Interviewer** : Do you satisfy with the utilization of power your boss use with you?

**Subordinate C** : Yes.

Interviewer : What types of power(s) that you prefer your boss to use with you?  
Why?

Subordinate C : I would prefer expert power because it would give me confident that I could consult with him on the work and get the efficient solution.

Interviewer : What is an appropriate type of power(s) you think your boss should use in order to instruct you to perform the unwilling or dislike task(s)?  
Why?

Subordinate C : Reward power. This power will motivate me to work and challenging to achieve it.

Interviewer : If your boss promise to give you a reward after performing the task(s) that you don't like, will you do it?

Subordinate C : Yes. I would go for it, I love to challenge myself.

Interviewer : If your boss threaten you to do the task(s) that you don't like, will you do it?

Subordinate C : Yes. I will do it because it is a job.

Interviewer : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of yours? Why?

Subordinate C: From 5 power, there will be 3 that will have positive effect which are First, Reward power because it keep the staff alert and motivate, Second Expert power as staff can ensure that they can consult and ask for advice. And Third, Referent if the staff admires and believes in the leader then everything about him is positive already.

Interviewer : Which type(s) of power that would have negative effect on your (1) morale and (2) job satisfaction of yours? Why?

Subordinate C: Coercive power. However, if in some case that all the task has been clearly assigned and clarify but the staff turn out to do incorrectly then it is acceptable for the leader to yell or get angry with the staff. It is normal for human being.

Interviewer : Which type(s) of power that would have no effect on your (1) morale and (2) job satisfaction of yours? Why?

Subordinate C: By right, Legitimate.

Interviewer : If your boss uses only one type of power with you, do you think it will have a long term effect on job satisfaction?

Subordinate C: More than 1 would be better. I would prefer the combination of reward, expert and referent power.

Interviewer : Thank you very much for your time.

#### **Sample 7: Boss D**

Interviewer : Please explain about your position, scope of work and responsibility.

Boss D : I am Operation Manager, I responsible in everything regarding TWG Tea shop operations at all branches from the kitchen, bar, to the construction and services.

Interviewer : How many subordinates do you have at the moment?

Boss D : approximately 12 staff who work at the shops.

Interviewer : How many of them are older than you?

Boss D : 2 staffs.

Interviewer : How long have you and your older subordinate work together?

Boss D : The longest one would be 4 years.

Interviewer : Do you find it difficult to manage and control over older subordinate compare to younger the same age?

Boss D : No.

Interviewer : [Explaining about French and Raven's framework on 5 types of power]

- Interviewer : Based on 5 types I have explained earlier, which type of power you usually use over all of your subordinates?
- Boss D : Legitimate, and reward.
- Interviewer : Do you think these powers you are using work?
- Boss D : Yes.
- Interviewer : Are you using the same type of power with older subordinate?
- Boss D : Yes.
- Interviewer : If you have to ask your subordinates to do a task that no one likes to do, which type of power would you use and why?
- Boss D : Power of reward would be the one I chose to use. If it is a task that no one wants, then increase the value of that task should be the easiest way.
- Interviewer : What type of power(s) you try not to use or avoid using the least in the present day with all of your subordinates? Why?
- Boss D : I try not to use coercive power as much as possible because it would create the bad image of me which make staff scare and don't dare to come and confront afterwards. However, all of my subordinates know that after my second warnings, if there's still the same mistake, I have to do something about it. Because I would count that it is under my responsibility.
- Interviewer : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss D : Expert and referent as these two would give credibility to the leader.
- Interviewer : Which type(s) of power that would have no effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss D : None. I think all of the powers have some impact on morale and satisfaction.

Interviewer : Which type(s) of power that would have negative effect on (1) morale and (2) job satisfaction of the subordinates? Why?

Boss D : Coercive power as mentioned earlier that it creates the bad image of me which make staff scare and don't dare to come and confront anything afterwards.

Interviewer : If you use only one type of power with your subordinates, do you think it will have a long term effect on job satisfaction among subordinate?

Boss D : No.

Interviewer : Thank you very much for your time.

### **Sample 8: Subordinate D**

Interviewer : Please explain about your position, scope of work and responsibility.

Subordinate D : I am shop manager report directly to operation manager. I keep the daily record of the sales at each shop, report to the boss, keep the shop runs smoothly especially on services.

Interviewer : Is your boss younger than you?

Subordinate D : Yes.

Interviewer : How long have you and your older subordinate work together?

Subordinate D : 4 years already.

Interviewer : [Explaining about French and Raven's framework on 5 types of power]

Interviewer : What types of power(s) your younger boss usually uses with you to perform task?

Subordinate D : legitimate and reward.

Interviewer : Do you satisfy with the utilization of power your boss use with you?



Subordinate D : Yes.

Interviewer : What types of power(s) that you prefer your boss to use with you?  
Why?

Subordinate D : I would prefer expert power with reward power to maintain my focus at work and have someone to rely on.

Interviewer : What is an appropriate type of power(s) you think your boss should use in order to instruct you to perform the unwilling or dislike task(s)?  
Why?

Subordinate D : Reward power – how to say it right, umm.. this kind of power can enhance and uplift the motive to work like giving hope for me.

Interviewer : If your boss promise to give you a reward after performing the task(s) that you don't like, will you do it?

Subordinate D : Of course. Why not?

Interviewer : If your boss threaten you to do the task(s) that you don't like, will you do it?

Subordinate D : Yes if it is work-related.

Interviewer : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of yours? Why?

Subordinate D : Reward and Expert because it keep high job motivation and good attitude to the boss.

Interviewer : Which type(s) of power that would have negative effect on your (1) morale and (2) job satisfaction of yours? Why?

Subordinate D : Coercive power. I believe that all staffs are all human and I am human being, and even older, asking nicely should be enough. If my boss scold and point her finger at me to do the task, I will not do it for her.

Interviewer : Which type(s) of power that would have no effect on your (1) morale and (2) job satisfaction of yours? Why?

Subordinate D: None. They are all have some effects in some ways.

Interviewer : If your boss uses only one type of power with you, do you think it will have a long term effect on job satisfaction?

Subordinate D: Not sure about this. From my experiences, it is difficult for boss to use only 1 power.

Interviewer : Thank you very much for your time.

### **Sample 9: Boss E**

Interviewer : Please explain about your position, scope of work and responsibility.

Boss E : I am Operation Manager, I responsible in everything regarding logistics and ordering from suppliers.

Interviewer : How many subordinates do you have at the moment?

Boss E : 1 staff who work at the head office.

Interviewer : How many of them are older than you?

Boss E : 1.

Interviewer : How long have you and your older subordinate work together?

Boss E : Only 5 months.

Interviewer : Do you find it difficult to manage and control over older subordinate compare to younger the same age?

Boss E : Yes. A little bit, I am struggling in giving orders on him because he is older and keep quiet all the time. So, cannot be sure what is he thinking and feels.

Interviewer : [Explaining about French and Raven's framework on 5 types of power]

- Interviewer : Based on 5 types I have explained earlier, which type of power you usually use over all of your subordinates?
- Boss E : Mostly legitimate.
- Interviewer : Do you think these powers you are using work?
- Boss E : It seems to be okay.
- Interviewer : Are you using the same type of power with older subordinate?
- Boss E : Yes. But I would be better to have expert and referent power. But I think I need to prove this over to my subordinate that I have skills and even decent for him to respect even though I am younger in age and experience.
- Interviewer : If you have to ask your subordinates to do a task that no one likes to do, which type of power would you use and why?
- Boss E : I would use reward power to set up the scheme for the subordinate to achieve. This would at least increase the level of excitement and somehow would influence the subordinate to perform the task.
- Interviewer : What type of power(s) you try not to use or avoid using the least in the present day with all of your subordinates? Why?
- Boss E : For me, it would be coercive in which I never use on anyone because I don't believe in fear creation. Even though it might work in some cases but I believe it will not last long also it would impact on subordinates and colleagues perception towards my personality.
- Interviewer : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss E : Expert and referent as it can gain respect from subordinate.
- Interviewer : Which type(s) of power that would have no effect on (1) morale and (2) job satisfaction of the subordinates? Why?
- Boss E : Legitimate power. Position level.

Interviewer : Which type(s) of power that would have negative effect on (1) morale and (2) job satisfaction of the subordinates? Why?

Boss E : Coercive power as mentioned earlier it will not last long also it would impact on subordinates and colleagues in lower morale level and give bad perception towards the leader and organization. In worst case, the subordinates might feel unsatisfied and lower in their self-confidence create depression, which may lead to low productivity.

Interviewer : If you use only one type of power with your subordinates, do you think it will have a long term effect on job satisfaction among subordinate?

Boss E : No.

Interviewer : Thank you very much for your time.

### **Sample 10: Subordinate E**

Interviewer : Please explain about your position, scope of work and responsibility.

Subordinate E : I am senior operation officer report directly to operation manager. My daily work is about coordinating the supplier with warehouse, create ordering template, and meeting with sales team on the product volume forecast.

Interviewer : Is your boss younger than you?

Subordinate E : Yes I think more than 10 years.

Interviewer : How long have you and your older subordinate work together?

Subordinate E : 5 months already.

Interviewer : [Explaining about French and Raven's framework on 5 types of power]

Interviewer : What types of power(s) your younger boss usually uses with you to perform task?

Subordinate E : Legitimate – she always ask me nicely to do the job and if there's any special request, she will ask if I am okay with it or not. She's quite open and flexible.

Interviewer : Do you satisfy with the utilization of power your boss use with you?

Subordinate E : Yes. But would request to have less surveillance over my job because I know what I am doing and I know my job well.

Interviewer : What types of power(s) that you prefer your boss to use with you? Why?

Subordinate E : I would prefer expert power so that I can consult when I see the problem of the job but I don't think she has experienced enough to have that kind of power.

Interviewer : What is an appropriate type of power(s) you think your boss should use in order to instruct you to perform the unwilling or dislike task(s)? Why?

Subordinate B : It's okay not to have any power to force me to do it. If it is job I will do and finish it without asking.

Interviewer : If your boss promise to give you a reward after performing the task(s) that you don't like, will you do it?

Subordinate E : Of course as I said I will do it no matter what.

Interviewer : If your boss threaten you to do the task(s) that you don't like, will you do it?

Subordinate E : Yes as long as it is my job.

Interviewer : Which type(s) of power that would have positive effect on (1) morale and (2) job satisfaction of yours? Why?

Subordinate E: Expert power – if the boss has high level in expert power, the subordinate would admire and set the boss as their role model over the

job which would lead to positive satisfaction on the job and overall organization.

**Interviewer** : Which type(s) of power that would have negative effect on your (1) morale and (2) job satisfaction of yours? Why?

**Subordinate E**: That would be Coercive power. No one would want to receive that kind of power from their boss. We are out of the slavery period already.

**Interviewer** : Which type(s) of power that would have no effect on your (1) morale and (2) job satisfaction of yours? Why?

**Subordinate E**: I think the least would be legitimate power.

**Interviewer** : If your boss uses only one type of power with you, do you think it will have a long term effect on job satisfaction?

**Subordinate E**: No based from my past experience. It's kay to receive one type of power as long as that power is not coercive power.

**Interviewer** : Thank you very much for your time.