

**THE ROLE OF TRANSFORMATIONAL LEADERSHIP ON  
JOB SATISFACTION IN THAI MILLENNIALS**

The image shows a large, faint watermark of the Mahidol University logo in the background. The logo is circular with a blue center containing a golden emblem of a traditional Thai stupa. The outer ring of the logo contains Thai text. Overlaid on this watermark is the author's name.

**THANATCHA SANTAYAKORN**

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July 12, 2020



.....  
Miss Thanatcha Santayakorn  
Candidate

.....  
Assoc. Prof. Sooksan Kantabutra,  
Ph.D.  
Advisor

.....  
Assoc. Prof. Astrid Kainzbauer,  
Ph.D.  
Chairperson

.....  
Asst. Prof. Duangporn Arbhasil,  
Ph.D.  
Dean  
College of Management  
Mahidol University

.....  
Ronald Surachai Thesenvitz,  
Ph.D.  
Committee member

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Thanatcha Santayakorn



## **THE ROLE OF TRANSFORMATIONAL LEADERSHIP ON JOB SATISFACTION IN THAI MILLENNIALS**

THANATCHA SANTAYAKORN 6149098

M.M. (GENERAL MANAGEMENT)

THESIS ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASSOC. PROF. ASTRID KAINZBAUER, Ph.D., ASSOC. PROF. VICHITA RACTHAM, Ph.D.

### **ABSTRACT**

In a competitive edge, human resources is one of the crucial factors to sustain businesses. Millennials became the largest human capital in the global workforce. Thus, companies must adapt themselves to survive in the new environment in preparing leaders that can manage the 'Millennial'. It is known that transformational leadership can help millennials play their roles optimally in the organization. Thus, this study is conducted to understand the effects of transformational leadership within the framework by Avolio and Bass (1990) on job satisfaction in millennial workers in Thailand. The qualitative method with a semi-structured in-depth interview was used to gain insight from Thai millennials experienced in having job satisfaction during being led by transformational leaders. The coding system conducted data analysis.

The findings from this research suggest that the experience of millennials in Thailand is corresponding with all dimensions in the transformational leadership theory developed by Avolio and Bass (1990). Trust and empowering are the critical value in millennials' perception of their supervisor, leading to enhance job satisfaction among millennial workers. Trust came from the skills to show supervisors understand issues and can resolve those issues reasonably. Empowering and extrinsic rewards should be introduced to maintain the job satisfaction. The finding of the study can be utilized as a source for primary developing managers or supervisors in an organization.

**KEY WORDS:** Transformational Leadership/ Trust/ Job satisfaction/ Millennial

43 pages

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# CHAPTER I

## INTRODUCTION

### 1.1 Motivation of the Study

In a competitive edge, human resources are one of the crucial factors to sustain businesses. According to research conducted within an emerging market setting, human resource practices have a highly positive relationship with positive financial performance measured by increased Return on Assets (ROA) and Return on Equity (ROE) (Darwish et al., 2013). Thus, a strategy focusing on human capital plays an essential role in building a competitive advantage of a company as well.

As the report of CDI-Thailand, the Millennials became the largest human capital in the global workforces, including Thailand, since 2016, based on United Nations population data. Currently, this work-hard, play-hard generation occupy senior management roles and they are taking over the workforce rapidly. This generation disruption has brought changes in the workplace. The change could be positive or negative in various degrees. The companies that had been accommodated to the needs of Millennials have been more successful in increasing job satisfaction and lower turnover rates of Millennial workers.

Refer to the 2019 Deloitte Millennial Survey conducted in millennials over the world including Thailand. The main issue is distrust. They do not trust employers and leaders due to unmet their high expectations. Moreover, they will not hesitate to lessen or stop their relationship with companies. It is a challenge for a company to have a stable workforce. Thus, companies must adapt themselves to survive in the new environment and find a way to prepare effective leaders that can manage the 'Millennial' generation.

It is known that transformational leadership can help millennials play their roles optimally in the organization or company where they work. According to recruitment consultancy Freshminds, managers agree that transformational leaders have the greatest impact on millennials. Refer to the study of Braun et al. (2013), transformation leadership higher job satisfaction, and trust was the mediated factor. Thus, transformational leadership can alleviate the problem of a low level of trust in business leaders and fulfill individual values and needs of millennials. However, the explanation of the phenomenon has not been explored in the Thailand context.

## **1.2 Purpose of the Study**

This study is conducted to understand the effects of transformational leadership within the framework by Avolio and Bass (1990) on job satisfaction in millennial workers in Thailand. Eventually, the finding of this study can be used as a resource for designing a primary action plan to develop manager/supervisor in an organization in Thailand context, as stated in the managerial implication part.

## **1.3 Research Questions**

According to the objective of the study, the research questions are as follows:

1. What and how idealized influence enhances Thai millennials' job satisfaction?
2. What and how inspirational motivation enhances Thai millennials' job satisfaction?
3. What and how intellectual stimulation enhances Thai millennials' job satisfaction?
4. What and how individualized consideration enhance Thai millennials' job satisfaction?

## **1.4 Methodology**

This qualitative research applied a phenomenological method. The specific criteria were used to recruit eligible participants into the process of the interview as well as apply techniques named probing and coding to ensure the validity and reliability of data. The participants who qualified as Thai millennials having job satisfaction during being led by transformational leaders were asked to conduct a semi-structured in-depth interview. The questionnaires and interview questions were developed from tools that passed the test of validity and reliability and had been being widely used in research in various industries.

## **1.5 Findings**

The experience of millennials in Thailand is corresponding with all dimensions in the transformational leadership theory developed by Avolio and Bass (1990). The insight from participants also in line with the previous study that trust and empowering are the critical value in millennials' perception of their supervisor leading to enhance job satisfaction among millennial workers. Trust can be built from the skills to show supervisors understand

issues and can resolve those issues reasonably. Empowering and extrinsic rewards should be introduced together to maintain the job satisfaction of millennials. The finding of the study can be utilized as a source for primary developing managers or supervisors in an organization.



## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter begins with a statement of the problem followed by a literature review to gathering relevant theoretical frameworks to deal with the problem, possibly. This part consists of definition and reviewing the importance of essential elements in the scope of this study i.e. transformational leadership, trust, job satisfaction, and the millennial generation. To assess the relevant researches, transformational leadership, job satisfaction, and millennials (also millennial generation and generation Y) were used as keywords in searching e-journals from major educational search engines. The last part of this chapter is the research question integrating transformational leadership, trust, and job satisfaction within the context of millennials workers in Thailand.

#### **2.1 Statement of the Problem**

In the globalization age, various organizations are facing challenges of competitive environments. Improving productivity and retaining high performing staff are ones of the critical factor of sustaining businesses. Only with a group of satisfied staff, the company can lead to success, and generally, they have a lower turnover rate. Eventually, it creates an optimistic financial performance for the company (Darwish et al., 2013). According to United Nations population data, the Millennials or Generation Y are now 24 to 40 briefly in an age which now becomes the largest generation in workforces. Thus, they play a significant role in the moving industry into success in the modern era. It is a significant concern that leaders need to focus on managing and motivating early career talent, the 'Millennial' generation. Without effective leaders fit to need of millennials, it not only creates negative results for the company. Eventually, the consequence may cause the company cannot survive sustainably in a highly competitive environment.

The employee trust in managers could link to workplace performance (Brown et al., 2015). Recently, there was a report that reflected an image problem of leaders. The 2019 Deloitte Millennial Survey conducted in 13,416 millennials over the world including Thailand found that only 37% of participants believe business leaders create a positive effect

on society. 26% of participants consider business leaders as an unreliable and inaccurate source of information. Speaking of governments' actions, the figure is even worse. 45% of respondents have unconditionally no trust in political leaders. The report reflected an image problem for either a set of leaders. The reason behind this is the unmet high expectations of millennials. Millennials give priority to their opinion, personal value, and world. Unlike the older generations, millennials will lessen or stop relationships with the companies without hesitation if there is no alignment between companies and them. For example, if companies' business practices or business values against their opinion or their value, they may have less job commitment and job satisfaction. Finally, they will quit their job with less concern about the stability of their living. They also value experience but they also prefer extrinsic rewards over intrinsic rewards (Deloitte, 2019; Taylor J., 2012). This data can be interpreted that their set of requirements is holistic and individualized. Consequently, it is a critical point that the organization needs to prepare effective leaders that can bring optimism instead of distrust to millennials.

## **2.2 Literature Review**

### **2.2.1 Transformational Leadership**

Transformational leadership was initially introduced by Burns (1978). He introduced two concepts, i.e. transactional leadership, which is described as a give and take relationship, and transformational leadership which leaders inspire followers to give extra effort to achieve higher levels of organizational goals. Then, Bernard M. Bass (1985) developed the theory into the context of organizational psychology. Transformational leadership creates trust and commitment leading to a sustainable organization. According to the framework created by Avolio and Bass (1990), transformational leadership contains four dimensions as follows:

1. Idealized influence indicates a leader can have trust, faith, and respect to followers
2. Inspirational motivation means leaders communicate shared vision and create an image that makes followers their jobs are meaningful, and they can achieve the goal.
3. Intellectual stimulation, in which the leader challenges followers to be creative thinking and encourages new ways of solving problems.

4. Individualized considerations, in which the leader identifies the needs, abilities, and aspirations of the followers through coaching and supervision.

Avolio and Bass (1999) considered Transformational leadership as the most effective leadership compared to transactional leadership or laissez-faire leadership. Academics revealed that the core values of transformational leadership are integrity and fairness, which inspire followers to maximize their potential to accomplish beyond the expectations (Kuhnert & Lewis, 1987). Meanwhile, other major leadership theories attend controlling and directing followers in order to achieve the goal through employment contracts or specified documents. The followers then receive rewards if their performance meets the standard or get punished if it is below standard. The type of punishment could be coercion, criticism, and other forms of punishment. Thus, the followers will not try to do better or have loyalty to the organization. Conversely, the transformational leader can motivate followers as well as relevant stakeholders, e.g., colleagues, customers, and even top management to go beyond personal interests and have common goals with the organization.

Numerous research indicates that transformational leadership higher employees' job satisfaction (Berson & Linton, 2005). According to the research of Braun et al. (2013), transformational leadership is a protective factor on job satisfaction at both the individual and team levels. Eventually, transformational leadership can enhance team performance. Trust was a mediated factor among those relationships. This is in line with finding in Kapur's (2018) study. The study suggested that transformational leadership could improve employee productivity. The reason behind the finding is that employee productivity demands skills, knowledge, perseverance, and inventiveness from employees, which improved by guiding, instructing, coaching the individuals. Then, the followers can reach their full potential to work their jobs. The other primary outcome of managing human resources is retaining those high potentials in the organization. The findings from research in public organizations suggested that transformational leadership was protective factors of intention to leave and indirectly nurtured a collective culture (Sun & Wang, 2016).

In summary, transformational leadership is significantly associated with higher employee job satisfaction, higher employee productivity. Consequently, it can lower turnover rates. Furthermore, trust is a mediator in increasing job satisfaction and the performance of employees.

### **2.2.2 Trust**

Trust can be described as a psychological circumstance composing of the willingness to admit optimistic beliefs on the willingness (Rousseau et al., 1998). Trust is the most critical factor which influences collaborations in organizations and leads to organizational success (Caldwell & Dixon, 2010). Mayer et al. (1995) indicated that there were three factors in comprehending trustworthiness, i.e., ability, benevolence, and integrity of the trustee (Mayer et al., 1995). Academic research dedicates abundant consideration of the role of trust in leader-follower relationships. Several studies indicated that trust was a mediate factor in the relationship between transformational leadership and attitudes of followers (Dirks & Ferrin, 2002). The findings are in line with the quantitative research proved that trust was mediate factor among relationships transformational leaders and job satisfaction and job performance (Braun et al., 2013). Transformational leaders consider individual followers' needs, goals, and interests (Chun et al., 2009) so, the followers have more willing to comply with their leaders (Braun et al., 2013).

### **2.2.3 Job Satisfaction**

Job satisfaction described as a pleasant emotive condition affecting the assessment of one's job, an emotional response to one's job, and an attitude to one's job. Weiss (2002) suggested that attitudes to jobs should also consider feelings, beliefs, and behaviors.

Job satisfaction measures the level of employees' contentedness with their job. To determine job satisfaction, holistically aspect should be taken into account. For example, benefits packages, perception of justice to rewards and promotion scheme, terms and conditions of employment, the social relationship among the organization including peer to peer and leader and followers, and the job itself.

Herzberg (1966) developed a motivation theory related to job satisfaction. His motivation theory contains two factors. First is the intrinsic factor which is motivators. For example, work challenge, recognition, involvement in the organization, and growth in career path. Second is extrinsic factors or hygiene factors, for example, security at the workplace, benefits packages, position. Both motivators and hygiene have impacts on employee's job satisfaction and dissatisfaction. The theory also suggested that both intrinsic and extrinsic factors were determinants of employee retaining in the organization. The theory is widely accepted and adopted the concept in both academic and non-academic research as well as practical implications in several business industries (Ozsoy, 2019).

#### **2.2.4 Millennial generation**

Millennial generation refers to a generation born between 1977 and 1994. An essential phase in the life of the millennial generation is the technological advancement that has been an integral part of everyday life (Shiffman & Kanuk, 2007). Some characteristics of this generation include a higher level of education, better knowledge, and a more diverse ethnicity compared to the previous generation. The millennial generation is often referred to as echo-boomers or millennium generation. The term 'echo-boomers' was coined to mark the era where it was born (during World War II). In contrast, the term 'millennium generation' was created with the advancement of technology and the coming of the millennium era in which this generation grows up. Millennials are exact digital citizens as the generation was born with technology.

Some traits of the millennial generation include being dependent on the Internet, having high confidence, displaying high self-esteem, and being more open to and tolerant of change (Kilber et al., 2014). The study by Huybers (2011) shows that salaries, individual recognition, flexibility in work schedules, and career advancement are indispensable for millennials. Besides, job satisfaction of the millennial generation is associated with intrinsic factors, e.g. opportunities for involvement in decision making, training, perceptions toward leader support, having wide-ranging and significant work, and work-life balance (Solnet and Hood, 2008). Transformational leadership can help millennial generation play their roles optimally in the organization or company where they work. This leadership style emphasizes inspirational principles and support for the development of human resources (Suyanto et al., 2019).

### **2.3 Research Question**

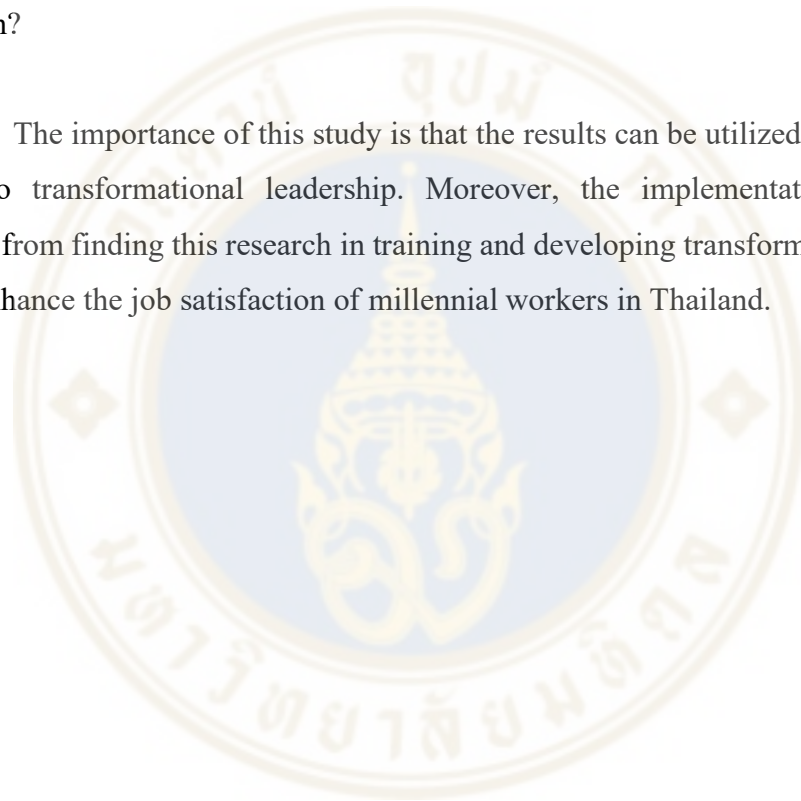
According to the literature review, it had been found that transformational leadership was effective for the millennial generation. However, the explanation about what and how each dimension of transformational leadership enhances Thai millennials' job satisfaction has not yet been investigated. As culture is the matter, mainly Thailand is a highly collectivist country based on Hofstede. Research conducted in other countries may not generalize to apply in the Thai context. Thus, the aim of this research is to understand the role of transformational leadership within the framework by Avolio and Bass (1990) on job satisfaction in a specific population. Consequently, the finding reflects the reality of Thai



context and implementation plan can be crated fit to the company in real practice. Based on the above, the following research questions were used to guide this study:

1. What and how idealized influence enhances Thai millennials' job satisfaction?
2. What and how inspirational motivation enhances Thai millennials' job satisfaction?
3. What and how intellectual stimulation enhances Thai millennials' job satisfaction?
4. What and how individualized consideration enhance Thai millennials' job satisfaction?

The importance of this study is that the results can be utilized in future research relevant to transformational leadership. Moreover, the implementation plan can be developed from finding this research in training and developing transformational leadership skills to enhance the job satisfaction of millennial workers in Thailand.



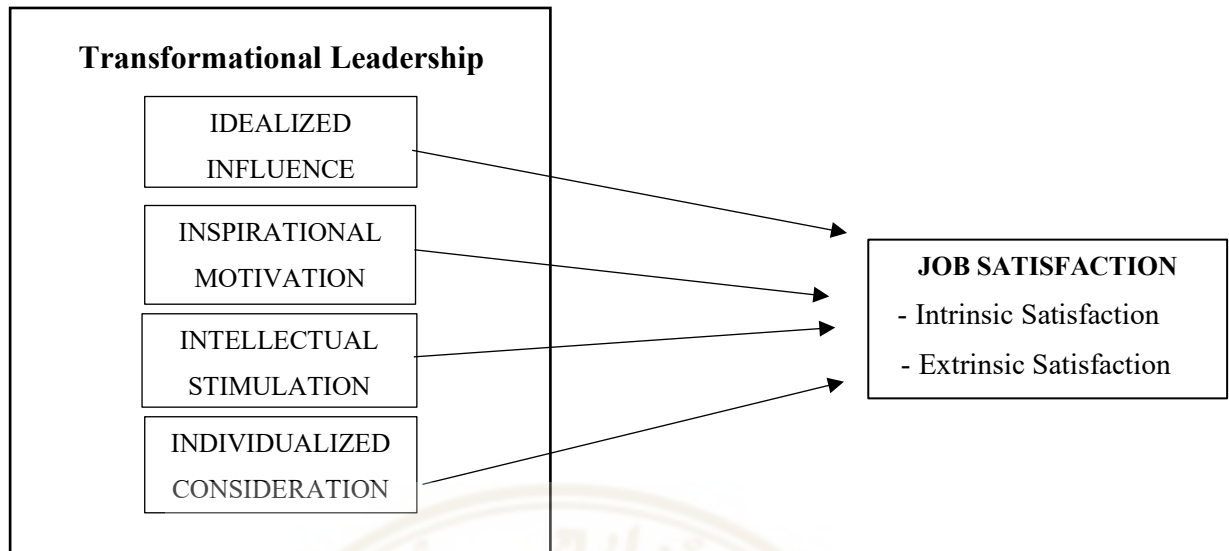
## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

This chapter describes the description of the research methodology containing research framework, research approaches, data sampling, and instruments of data collection and data analysis. In short, this study applied the qualitative method by conducting an in-depth interview with all eligible participants who experience in having job satisfaction. At the same time, they were being led by transformational leaders. The purpose of an interview is to find out how the four dimensions of transformational leadership link to the job in intrinsic and extrinsic satisfaction. A probing technique was used during the interview. The coding method will be adopted to analyze the finding from the interview.

#### **3.1 Research Framework**

Considering research questions, the research framework was developed based on Avolio and Bass (1990) which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The four dimensions lead to job satisfaction which consists of intrinsic satisfaction and extrinsic satisfaction based on Herzberg (1966). The transformational leadership can help millennial generation play their roles optimally in the organization or company where they work and enhance their job satisfaction. According to the literature review, the scope of this study shows in figure 1.



**Figure 1. Research Framework**

### 3.2 The Propositions of the Study

According to the research framework above, the propositions of this study were proposed as follows;

P1: Idealized influence enhance job satisfaction

P2: Inspirational motivation enhance job satisfaction

P3: Intellectual stimulation enhance job satisfaction

P4: Individualized consideration enhance job satisfaction

### 3.3 Research Approach

To test the propositions, this study uses a qualitative approach. Phenomenological research describes what common experience in a phenomenon that all participants have. The description consists of “what” and “how” they experienced the phenomenon (Moustakas, 2010). The common experiences of the finding could be used to develop a deeper understanding to design practices. Thus, this method has fit this research in order to understand the common experience of the target population. The target population was full-time millennials employees in Thailand. The sampling was nonprobability sampling. Specific criteria were defined to use as a tool in judgment sampling. This method was used to select the representative sample who experienced in being led by transformational leadership and had job satisfaction leading to more accurate results. The

participants were selected if they meet the specific criteria. Data collection was done by using a semi-structured in-depth interview. The probing technique also used to make sure that interviewees said facts, as opposed to what they experience.

### **3.4 Data Sampling**

This research focused on describing what and how all millennials workers have in common as they experience being led by transformational leaders as well as to analyze the relationship between the phenomenon and their job satisfaction. According to Polkinghorne (1989), in-dept interviewing 5-25 individuals who have experienced the phenomenon.

The population in this study is Millennials full-time workers (born between 1977 and 1994) having job satisfaction while being led by transformational leaders. Hence, the sampling was nonprobability sampling, and specific criteria were defined to use as a tool in judgment sampling to ensure the reliability and validity of findings. The participant has to pass eligible criteria to prove that they have experienced in having job satisfaction while being led by the transformational leader. The volunteers will be randomly asked to complete two questionnaires to make sure that the participants pass the eligible criteria.

Multifactor Leadership Questionnaire (MLQ-6S) was invented by Bass and Avolio (1992). This tool is widely used in research. MLQ-6s has passed the test of reliability and validity (Bass, 1998). The questionnaire contains a list of questions about the perceptions of the leadership style. There were 21 questions with a 5-point Likert scale. The result indicated that the participant was being led by transformational leadership should be a score of at least 5 points in factors 1, 2, 3, and/or 4.

Mohrman-Cooke-Mohrman Job Satisfaction Scale (MCMJSS) (Mohrman et al., 1977) was developed from the motivation theory of Herzberg. The tool recognized its construct validity. MCMJSS has two dimensions, i.e. extrinsic and intrinsic. Each dimension contains four statements (total = 8 items) with a 6-point Likert scale to measure satisfaction. This study used the tool to measure the job satisfaction of participants when the manager led them that they had evaluated in MLQ-6S.

In short, the participants have to meet all specified criteria as follows before conducting the interview.

- 1.) Thai Millennials full-time workers born between 1977 and 1994 which their organizations were based in Thailand.

2.) The worker has experience in being led by transformational leaders which defined that their MLQ Form 6S (Appendix A.) results that their manager has high-moderate transformational leadership, which is having a score at least 5 points in factor 1, 2, 3, and/or 4.

3.) Secondly, the workers, as described above, have job satisfaction which is defined by the score of MCMJSS (Appendix B) is above the neutral point ( $> 28$ ).

Those volunteers who pass the criteria are selected to participate in semi-structured in-depth interviewing. The researcher will make sure that all selected participants have experience covering all dimensions in transformational leadership theory (measured by having scored at least 5 in factors 1, 2, 3, and 4 in MLQ form 6S). The number of participants will be determined once there is no new information from the participant. Thus, the sample will consider as the saturated number and no further participant required.

### **3.5 Data Collection**

A semi-structured in-depth interview (Appendix C.) will be conducted with the eligible participants in the type of one-on-one interviews. The questions were categorized into the four components of transformational leadership based on Avolio and Bass (1990). The open-ended and specific were asked to get the participants to talk in their terms and allow. The probing technique also used to enhance comprehensive and accurate data. Follow-up questions may be adopted to motivate participants to get additional data and to prob participants on specifics. The focus of the interview will be based on the result of MLQ-6S and MCMJSS. Interview notes were completed by the interviewer as well as voice recordings. The Thai language was used and transcribed into English by the researcher.

### **3.6 Data Analysis**

The method of analysis was the coding system as described by Creswell (2007). To manage and organize the data, the research framework was converted into a working analytical framework (Table 1.), which contains a set of codes organized into categories based on the research framework. Each code contains an explanatory description and samples of statements. The framework constructs a new structure, which is beneficial to summarize and lessen the data as well as facilitates answering the research questions.

Eventually, a structural summary described what and how the participants experienced the phenomenon of having job satisfaction while being led by the transformational leader.



**Table 1. Working Analytical Framework**

\*P = Participant

<b>Dimension in Transformational Leadership</b>	<b>Supporting Coded Data</b>	<b>P1</b>	<b>P2</b>	<b>P3</b>	<b>P4</b>	<b>P5</b>	<b>P6</b>	<b>P7</b>	<b>P8</b>	<b>P9</b>	<b>P10</b>
<b>1. Idealized influence:</b> a leader gain followers' trust, preserve faith and respect	"My manager talk and illustrate behavior corresponding to his/her values, beliefs, and goals."	●		●		●		●	●		●
	"My Manager indicates the needs and what to complete the goal."				●		●			●	●
	"I feel pride in getting involved with him/her."			●	●		●			●	●
	"My manager can build my trust/respect."	●	●	●	●	●	●	●		●	●
<b>2. Inspirational motivation:</b> A leader provides a vision, uses signs and images to help followers know their job is meaningful.	"My manager talks about vision."	●	●	●	●						●
	"My manager enables me to act my way."	●	●	●	●		●		●	●	●
	"My manager is confident that we will achieve a goal."		●								●
<b>3. Intellectual stimulation:</b> A leader encourages followers to be creative in looking at old problems in new ways	"My manager re-assesses the critical problem to make sure it is handled appropriately."				●						
	"My manager make me feel comfortable to try new thing."	●	●	●	●	●	●	●	●	●	●
	"My manager challenge me to accept mistake."					●					
	"My manager advises new means to work a job."	●	●	●	●	●					●
<b>4. Individualized consideration:</b> A leaders show interest in followers' well-being, assign a project and improve the followers individually	"My manager gives feedback individually."	●		●	●	●	●	●	●	●	●
	"My manager knows my requirements, capabilities, and aims that dissimilar from others."				●			●	●		
	"My manager supports me to enhance my strengths and improve my weaknesses."	●		●		●				●	●

**Table 1. Working Analytical Framework (cont.)**

<b>Consequences: Job satisfaction</b>	<b>Supporting Coded Data</b>	<b>P1</b>	<b>P2</b>	<b>P3</b>	<b>P4</b>	<b>P5</b>	<b>P6</b>	<b>P7</b>	<b>P8</b>	<b>P9</b>	<b>P10</b>
<b>1. Intrinsic job satisfaction:</b> Motivators, which may cause job satisfaction, include achievement, recognition, work itself, responsibility, and advancement	"I feel that I have my personal growth development in my job."	●	●	●	●	●	●	●	●	●	●
	"I feel I am a worthwhile accomplishment in my job."	●	●	●	●	●	●	●	●	●	●
	"I get respect and fair treatment from my supervisors."	●	●	●	●	●	●	●	●	●	●
<b>2. Extrinsic job satisfaction:</b> The hygiene factors are status, job security, benefits packages and its fairness, regulation, working conditions, policies and procedures, position	"I satisfied with the amount of supervision I received from my manager."	●	●	●	●	●	●	●	●	●	●
	"I satisfied with the benefits package received from the company."	●	●	●	●	●	●	●	●	●	●
	"I feel safe and comfortable when I am working on my job."	●	●	●	●	●	●	●	●	●	●



## CHAPTER 4

### FINDING AND DISCUSSION

This Chapter contains findings from 10 participants who have job satisfaction while being led by the transformational leader. The in-depth reflective descriptions were explained along the dimension in transformational leadership based on Avolio and Bass (1990). Lastly, the findings were summarized and concluded to answer research questions.

**Table 2. The List of Participants**

<b>Participant</b>	<b>Year of birth</b>	<b>Gender</b>	<b>Structure, Industry of the company</b>	<b>Position</b>
Participant 1	1989	Female	Corporate, Retailing	Senior Customer Service
Participant 2	1994	Female	Corporate, Entertainment	Account Executive
Participant 3	1991	Female	Corporate, Healthcare	Clinical Research Associate
Participant 4	1989	Male	Corporate, Engineering	Production Officer
Participant 5	1981	Male	Small and medium-sized, Publishing	HR and Admin Assistant
Participant 6	1992	Female	Small and medium-sized, Digital Marketing	IT support
Participant 7	1986	Male	Small and medium-sized, Engineering	Estimated Engineer
Participant 8	1990	Female	Small and medium-sized, Finance	Financial Accountant
Participant 9	1988	Female	Small and medium-sized, Finance	Accountant
Participant 10	1991	Male	Corporate, Healthcare	Product Specialist

#### 4.1 Findings

##### 4.1.1 What and how idealized influence enhances job satisfaction?

Participant 4, said “When my manager assigns jobs to me, we will set a clear timeline and goals together. He always monitoring the progress of my work, whether it is going along with the plan. If everything is going well, he will let me handle the project independently. Once he finds that the progress is not on track, he will jump to guide or help me immediately. He proves that he is a leader that knows what to do and how to do to run the project successfully, not like another one whom only order and work like messenger receives a message from top management and then cascade to followers. This makes me feel safe and confident as I know that my manager can support his work. That is why I have trust and faith in him.”

There are more two participants also mention this. Participant 6 and 9 added, “I always know that when I am struggle or get lost, my manager is always there.”

Participant 3 said, “My manager always commits what he has said. Trust will be lost if a manager cannot do as agree with subordinates. My manager leads our team successfully. In the past, there were only 7 members in our team. Now, we have almost 20 people. She has a strong commitment and dedication to work. This makes me feel that I should do that as well. I would say that she act like a role model.”

Participant 2 said, “I feel that my manager trusts me. She assigns an important job for me and respects my idea. This makes me respect and trust in her back. She treats people equally. My manager makes me feel comfortable when I am around her. In the past, my ex-manager said nice words with her boss, but she did not do that with her subordinate. This made me do not want to be around my ex-boss and do not want to go to the office.” “At this point, participants 7, 8, and 1 also added the same meaning that they don’t like micro-management managers that closely tell people to do. This is considered as non-respect.”

Participant 5 said, “I like my manager because he can support me. I mean when I need more people, he allows me to recruit more. Alternatively, I need more facilities, and he always approves my request. When the upper level rejects my proposal, he can defend and convince his boss to approve it at the end. I feel that he facilitate my job and really has trust in me.”

Participant 10 said, “I am proud of my manager because our team always meet or above sale target every month. He knows what to do when any member has the potential not to achieve the target of sale. Then he solves the problem on time.”

#### **4.2.2 What and how inspirational motivation enhance job satisfaction?**

Participant 4 said, “Generally, vision will be communicated to us through the mission at the beginning of the year or beginning of a certain project. This makes me see a clear picture throughout the year and also can design my plan to achieve the goal. It is important to know what and when so that I can set my schedule as well.”

Participant 3 said, “Company values are cultivated automatically via competition. My boss does not initiate it. HR raised a campaign to encourage employees to share stories of colleagues who use the core value of the company in their routine work. However, my manager joins this campaign every month. She observed and monitor us, write a story, and send it to HR for competition. My team usually get rewards every month as well. This is so wonderful for me. It motivates me and my colleague to follow the core value of the company.”

Participant 1 said, “She lets me think freely and does not judge my idea, whether it is good or bad. This makes me feel that I have meaning to the team.”

Participant 10 said, “My manager let me and my team design our own team’s strategy. This is very motivated me and makes me feel to the group. He knows that I am the youngest in the team, and I feel hesitant to share ideas. He encourages me to talk and show that seniority does not matter.”

Participant 2 added, “my manager allows me to work my way. If she came up with her idea, I would feel that she blocked my idea, and it lower my motivation to do that task. Vision or mission do not be mentioned much. My manager will communicate a short-term plan. I cannot say that I have an intense engagement with the company. However, I feel engaged with my project because my manager allows me to decide on my own.”

The rest of the participants (5, 6, 7, 8, and 9) also mentioned the same that the vision of the team is not much communicated via verbal way or any activities. It may have

but, they cannot identify because some do not even know the vision at all. Participant 5 also said, “managers designed plan along with vision, but he felt neutral. It does not link with his job satisfaction. He does not care about the vision of the department or company as long as he has the freedom to work on his project.”

Everyone said that they feel important when their managers assign essential tasks/projects to them. This makes them proud and has a meaningful work life. Meanwhile, almost of participants think that it also increases workload because some tasks are out of the scope of their job which can lower job satisfaction. However, they said that it would increase job satisfaction again once they got promoted, have salary adjustment fairly, or got a significant amount of bonus.

#### **4.2.3 What and how intellectual stimulation enhance job satisfaction?**

Participant 4 said, “My manager conducts an assessment of activity in monthly meetings. He will show the result of our work and address the issue that occurs in the month. Then, he lets me and team identify cause and brainstorm ideas to make a better performance or a better solution. He also adds comments if there is something we have missed. The environment of the team is very positive, and I feel that every problem or mistake can be our lesson to learn for improvement in the future.”

Participant 1 and 10 said that their manager enrolls them in class/workshop or training to build creativity which they consider it is useful to their work. Participant 10 added, “His manager invests in new technology which changes the way he works and increases their productivity.”

Participant 2, 3, 5 said that letting them do their way which was different in the past encourage an innovative environment. Participant 5 emphasized that “the manager had to monitor them and ready to support once they need; otherwise, he does not want to take a risk and may follow the traditional way.”

Everyone thinks that it is essential that they have trust in their manager. That makes them comfortable to try new things because they know that managers will support and help when they face the problem.

#### 4.2.4 What and how individualized consideration enhance job satisfaction?

Participant 4 said, “As I told you earlier, we have a monthly meeting that my manager will feedback to my team. It is the norm of my team. We feedback to each other’s to make things better. This makes me feel that my manager is interested in my work. If he comments nothing, I would feel that he ignore what I had done. I do not take negative feedback as personal. People who cannot accept negative feedback have low EQ. Regarding professional growth, my manager always asks what I like and do not like. Then, he will assign what fit me. We do not talk much about position or title which I do not care much. What I care about is the task, salary, and bonus.”

Participant 1, 3, and 10 said that their managers have to conduct annual performance review as a mandatory which they feel that it is not useful much. “The better feedback should be done as soon as the project/task completed. However, it could not be done because work life is too busy.” Refer to professional growth, and specific training was provided. Participant 10 also gets budget (3000 US dollars/ year) and freely selects the course by himself which he does like it. He thinks that this method forces me to learn new things. Eventually, what he gets from learning new things will worth more than 3,000 US dollars. Because he has new skills, he gets promoted and increase salary.

Participant 5 said, “My manager gives feedback to me frequently. I know she wants me to be better but, it lowers my morale sometimes. Her negative feedback pressures me. However, it will be better when I can improve myself to meet the expectation of my manager. I feel that he knows me well and knows how to coach me. He also sends me to practice the skills I need to improve.”

Participant 2 said, “There is no feedback at all. I feel frustrated at this point. My manager allows me to do my way but I do not know how it is good or bad. I do not know which point I should improve. It is obvious that my manager avoids giving feedback (especially negative feedback) so, I do not want to force my manager to do that. My manager is kind and I can feel that she wants to protect me when other stakeholders attack me. This makes me impress her.”

Participant 6, 7, 8, and 9 said my managers feedback them occasionally. Typically, it is done when there is something wrong or urgent. They feel that it is good to learn from failure. However, the important thing is the way to communicate and it should not be conducted emotionally. Participant 9 also added that if it was evident that the result was bad, the manager should tell me directly how to improve it. It is even worse if the manager just says “It is ok. Let’s make it better next time” and no suggestion.

Participant 7 and 8 comments the same thing that their job satisfaction increase when they get promoted in the position that they wanted. Trust to the manager also increase as well. Every participant said that their manager assigns job or tasks based on strength, experience, or interest of them which enhance job satisfaction because they are confident that they will achieve the goal.

## 4.2 Summary of Findings

To answer the five research questions that what and how each dimension consisted of transformational leadership enhance job satisfaction of Thai millennials, the insight in each dimension were summarized as follows:

**Idealized influence** shows whether gain followers’ trust, preserve faith and respect. It is clear that for millennials, trust and respect can build from letting them do their way. Almost all participants have trust and faith in their manager because their manager gives trust and respect to them. The way to show that managers have trust and respect for millennials is that listen to their opinion, allow them to work independently, understand their issue, and provide support successfully as needed. Moreover, the manager showing the capability to work also impressed millennials. However, it is essential to note that those capabilities are solving a problem or guiding a better way to millennials as needed. Lastly, only acting as a role model is not sufficient for millennials. Thus, they consider the charisma of the leader illustrates from achievement which enhances their intrinsic satisfaction.

**Inspiration motivation** indicates that a leader communicates the vision and utilize symbols and images to help followers know their job is meaningful. The actions of a leader in sharing vision are different based on the structure of a company. For staff working

in a corporate company. The vision is clearly communicated as it is a mandatory task for the manager. On the other hand, the rest participant working in Thai or small business do not see vision have meaning to their work. Those who have experience in both types of the company accept that it should be better to know the direction of the department because they can plan to do an activity more accurately. Assigning new tasks makes them feel that they are essential. However, millennials required both intrinsic and extrinsic rewards from managers to increase or maintain job satisfaction.

**Intellectual stimulation** shows the degree leader encourages followers to be creative in looking at old problems in new ways. It seems that millennials have their way to do better things. According to response, millennials like to take a risk if they feel that their manager can accept their mistake and ready to support them. This creates confidence and flexibility fit the nature of millennials leading to increasing intrinsic job satisfaction.

**Individualized consideration** specifies the level of interest in which leaders consider identity, welfare, the capability of individual followers in assigning a project, and improving the followers individually. This aspect is corresponding with intellectual stimulation that a corporate company will set feedback sessions as mandatory. However, the millennials think that it will be useful to conducted as soon as the project completed. Thus, the timing of feedback is essential. Another point is that a leader requires high EQ. Even they can accept the truth, Thai millennials are still sensitive to negative feedback. It is a challenge to feedback negative things reflect the truth but not hurt feelings. Moreover, the feedback should come with the suggestion to improve. They impress managers who care about their identity. However, this dimension links to extrinsic rewards. The job satisfaction of Millennials will increase if the behavior of individual consideration leads to the result, getting promoted in the position they want. leaders show interest in followers' well-being, assign a project and improve the followers individually

## **CHAPTER 5**

### **CONCLUSION**

This chapter contains a conclusion and discussion of the study, followed by managerial implications and its limitation, which recommend the direction of further research in the future.

#### **5.1 Conclusion**

This study explains what and how transformational leadership can enhance job satisfaction among millennials. The insight gaining from this study can be utilized to develop a strategy to prepare transformational leadership in the organization. This qualitative research applied a phenomenological method. To make sure that the validity of data, the criteria was set to make sure the finding came from the eligible source. The questionnaire and script interview were developed from a reliable and credible source. Moreover, the probing technique was applied during the process of the interview.

According to the results of this study, Thai millennials generally experience all four dimensions in transformational leadership. Trust, creating the identity, and empowering is the primary value discovered in this study. Those values activated intrinsic satisfaction spontaneously. However, the leader has to keep in mind that extrinsic satisfaction is also important to millennials. Moreover, extrinsic rewards need to fit millennial's requirements. Thus, the leader needs to consider the individual needs of the employee. Moreover, this can increase the relationship between leader and employee because Millennials will feel that their identity is accepted and have value to the manager or organization. Besides, the skills to show supervisors understand issues and can resolve those issues reasonably are essential to employees because it will create trust in the leader. Lastly, the leader who can allow an employee who works in their way and can illustrate readiness to accept the mistake is the critical element in empowering Thai millennials.

#### **5.2 Discussion**



The experience of the participants was generally consistent with the explanation of the four elements of transformational leadership, as described by Avolio and Bass (1990). To enhance job satisfaction of Thai millennials, only intrinsic could not fulfill their motivation. Extrinsic motivation is also crucial to Thai millennials. The finding is not in line with the study of Huybers (2011), indicating that salaries, individual recognition, flexibility in work schedules, and career advancement are indispensable for millennials. The discrepancies emphasize the importance of individualized consideration. Otherwise, the leader cannot motivate the employee to fit their need or cannot delegate tasks according to strengths to foster individual growth which lower millennial job satisfaction. There is an area requiring improvement. The leaders do not utilize the dimension of intellectual stimulation compared to the other three dimensions. This may be because that Thai culture tends to avoid uncertainty and change. This mindset somehow cannot facilitate an innovative culture in Thai companies. Thai culture does play a role in this aspect. Besides, the norm of saving face makes the leader need to practice in providing feedback. Moreover, vision communication should be cultivated in the organization. To make sure sustainable business, leaders and staffs need to see a clear picture of their business in the long run. This issue should be emphasized in a company that still has short-term oriented culture, specifically Thai small and medium-sized companies.

### **5.3 Managerial Implications**

As currently, millennials are a significant workforce in Thailand. An organization must prepare generation disruption and understand what makes employees have job satisfaction. The finding of this study offers practical implications as follows.

The manager should focus on the long term direction of the company and commit to organization vision and value. Then, communicate with an employee to get them to commit to the goal. Not only verbal communication, but the manager should also behave a strong sense of purpose corresponding with the vision and value. The manager should firstly give trust and respect to employees reasonably to build trust and respect from employees. Also, the manager should make sure that goal and timeline have agreed with an employee at the beginning as well as specify the method of monitoring the progress of the task. Once there is a predefined trigger alert, and the manager has to show readiness to enable the employee to know what and how to deal with the issue and also provide emotional and

physical support to the employee. In case of urgency, the manager should have the capability to solve the problem promptly. Thus, technical skills may not apply much, but it is still essential for managers, specifically, the middle management level.

To synergize the behavior mentioned above, managers need to individually considerate in managing employees and also show sensitivity to those differences. Managers must know the capabilities and preferences of each team member so that managers can delegate a task, develop the strength or design career path of each of their employees.

The manager should intellectually stimulate employees by empowering them to explore a new way to generate solutions. Providing more significant challenges helps in motivating millennials employees to feel that they are meaningful to the organization. However, managers must balance between assigning additional workload and compensation. For example, assigning a particular project to talented employees in a short period may be acceptable. It may be over their workload if the project requires an amount of time leading to lower job satisfaction of the employee. Moreover, reinforcement should be provided to employees in both intrinsic and extrinsic components that fit the preference of each employee.

Feedback culture should be cultivated among organizations and teams from the top level to bottom level and vice versa. It is crucial to consider both positive and negative feedback are a source of improving organization including employees themselves. As Thai culture does not facilitate having feedback from the bottom level to the upper level, the manager should proactively ask feedback from employees. Moreover, managers have to be aware that Thai employees tend to be sensitive to negative feedback leading to lower satisfaction. At this point, EQ can help. Managers should have empathy for the employee, communicate negative feedback without emotion appropriate way, enable the employee to evaluate the process and guide employees to think to develop a better solution. This will encourage employees to accept the mistake and feel comfortable to re-challenge the problem in the future. To facilitate the concept, the policy should encourage the nurturing of intellectual stimulation.

Not only the manager but the human resource department also plays a significant role in facilitating the transformation leadership concept in an organization. Transformational leadership can be incorporated into assessment, selection, and promotion programs. A transformational leadership development program should be introduced to leaders top to down. Training should be provided to managers particularly, on the topic of developing EQ, providing feedback (verbal skills), and adopting innovative thinking. Apart

from training, the program should have mentoring, counseling, and coaching to make sure that the concept can be utilized practically. For example, the role model of a transformational leader in the organization should be identified and allow those people to share their stories and act as a mentor for other managers. Then, the company should put the concept of transformational leadership as competency development of a manager which also help in promotion and allocating resource. The benefits package and resource allocating should be evaluated sensibly.

#### **5.4 Limitation of the study**

The finding of this study cannot be generalized to apply the company in Thailand directly. It could be used as an initial development plan. As the type and culture of the company also play a role especially in a collectivist culture like Thailand, further exploration should be designed by considering the type and culture of the company. Although the participants were randomly selected, the type of industry is still limited. Moreover, the type of industry should be considered, whether it has an impact on the role of leadership. Lastly, further study should interview the manager adopting a transformational leadership concept to gain more insight holistically.

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## Appendix A: Multifactor Leadership Questionnaire (MLQ) Form 6S

**INSTRUCTIONS:** This questionnaire provides a description of your leadership style. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members.

**KEY 0** - Not at all 1 - Once in a while 2 = Sometimes 3 = Fairly often 4 = Frequently, if not always

Questions	0	1	2	3	4
1. My manager makes others feel good to be around me.	0	1	2	3	4
2. My manager expresses with a few simple words what we could and should do.	0	1	2	3	4
3. My manager enable others to think about old problems in new ways.	0	1	2	3	4
4. My manager helps others develop themselves.	0	1	2	3	4
5. My manager tells others what to do if they want to be rewarded for their work.	0	1	2	3	4
6. My manager is satisfied when others meet agreed-upon standards.	0	1	2	3	4
7. My manager is content to let others continue working in the same ways always.	0	1	2	3	4
8. Others have complete faith in my manager.	0	1	2	3	4
9. My manager provides appealing images about what we can do.	0	1	2	3	4
10. My manager provides others with new ways of looking at puzzling things.	0	1	2	3	4
11. My manager lets others know how I think they are doing.	0	1	2	3	4
12. My manager provides recognition/rewards when others reach their goals.	0	1	2	3	4
13. As long as things are working, My manager do not try to change anything.	0	1	2	3	4
14. Whatever others want to do is OK with my manager.	0	1	2	3	4
15. Others are proud to be associated with manager.	0	1	2	3	4
16. My manager helps others find meaning in their work.	0	1	2	3	4
17. My manager gets others to rethink ideas that they had never questioned before.	0	1	2	3	4
18. My manager gives personal attention to others who seem rejected.	0	1	2	3	4
19. My manager calls attention to what others can get for what they accomplish.	0	1	2	3	4
20. My manager tells others the standards to carry out their work.	0	1	2	3	4
21. My manager asks no more of others than what is absolutely essential.	0	1	2	3	4

**Score range: HIGH = 9-12, MODERATE = 5-8, LOW = 0-4**

Idealized influence (items 1, 8, and 15) \_\_\_\_\_ Factor 1  
 Inspirational motivation (items 2, 9, and 16) \_\_\_\_\_ Factor 2  
 Intellectual stimulation (items 3, 10, and 17) \_\_\_\_\_ Factor 3  
 Individual consideration (items 4, 11, and 18) \_\_\_\_\_ Factor 4  
 Contingent reward (items 5, 12, and 19) \_\_\_\_\_ Factor 5  
 Management-by-exception (items 6, 13, and 20) \_\_\_\_\_ Factor 6  
 Laissez-faire leadership (items 7, 14, and 21) \_\_\_\_\_ Factor 7

Developed by Bass and Avolio (1992)

## Appendix B: Mohrman-Cooke-Mohrman Job Satisfaction Scale (MCMJSS)

**Instructions:** The following is a list of items on the Mohrman-Cooke-Mohrman Job Satisfaction Scale (1978). Consider each statement based on your perception of the item in your workplace. Please respond by circling the appropriate number for scaled response. Indicate your level of satisfaction with various facets of your job by selecting one number on the six-point scale after each statement.

The scale ranges from 1 = low to 6 = high

<b>Intrinsic Satisfaction</b>	<b>Score</b>
1. The feeling of self-esteem or self-respect you get from being in your job	
2. The opportunity for personal growth development in your job	
3. The feeling of worthwhile accomplishment in your job	
4. Your present job when you consider the expectations you had when you took the job	
<b>Extrinsic Satisfaction</b>	
5. The amount of respect and fair treatment you receive from your supervisors	
6. The feeling of being informed in your job	
7. The amount of supervision you receive	
8. The opportunity for participation in the determination of methods, procedures, and goals	

Score Range = 8-48; Neutral point = 28

Developed by Allan M. Mohrman, Jr. Robert A. Cooke, and Susan Albers Mohrman (1977)

## Appendix C: Interview Questions

<b>Factor 1 – IDEALIZED INFLUENCE</b>	
In your opinion how do you feel around your manager?	Does and how it enhance your job satisfaction?
What makes you have faith and trust in your managers?	Does and how it enhance your job satisfaction?
Would you say that you proud of you manager? Give reasons for your answer?	Does and how it enhance your job satisfaction?
<b>Factor 2 – INSPIRATIONAL MOTIVATION</b>	
What is your vision for the department? How do your manager communicate the vision to you?	Does and how it enhance your job satisfaction?
In what ways in do you willingly participate in departmental activities?	Does and how it enhance your job satisfaction?
Do you think your work is important to department? How your manager make you see that your work is meaningful to department?	Does and how it enhance your job satisfaction?
<b>Factor 3 – INTELLECTUAL STIMULATION</b>	
How do your manager encourage you to change from some of the old ways and ideas of teaching to new and current practices?	Does and how it enhance your job satisfaction?
What provisions have your manager made in ensuring a supportive learning environment for you?	Does and how it enhance your job satisfaction?
How do your manager motivate and inspire you to new and challenging situations?	Does and how it enhance your job satisfaction?
<b>Factor 4 – INDIVIDUALIZED CONSIDERATION</b>	
What opportunities have your manager provided or created for your professional growth? Prior doing that, will your manager consider focus on your individual needs?	Does and how it enhance your job satisfaction?
What opportunities have your manager provided feedback to you?	Does and how it enhance your job satisfaction?
How do your manager react when you are facing with the situation that some idea of you is not accepted by others?	Does and how it enhance your job satisfaction?

Adapted from MLQ Form 6S By Bass and Avolio (1992)