THE IMPACT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEES JOB SATISFACTION IN AMERICAN-THAI ORGANISATION

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ABSTRACT

The purpose of this thematic paper is to find out the relationship between the employees and the transformational leadership, including its elements and employees job satisfaction in American-Thai organisation, Bangkok, Thailand. The method was collected data by interviewing full-time employees except for the leader about how they feel and think about their leader. The qualitative research method is applied by using open-ended questions to conduct transformational leadership style on employees job satisfaction. The outcomes show that in American-Thai organisation is used transformational leadership, primarily intellectual stimulation frequently. Then, findings, recommendations and limitations of this paper will be discussed.

KEY WORDS: Leadership/ Transformational Leadership/ Job Satisfaction
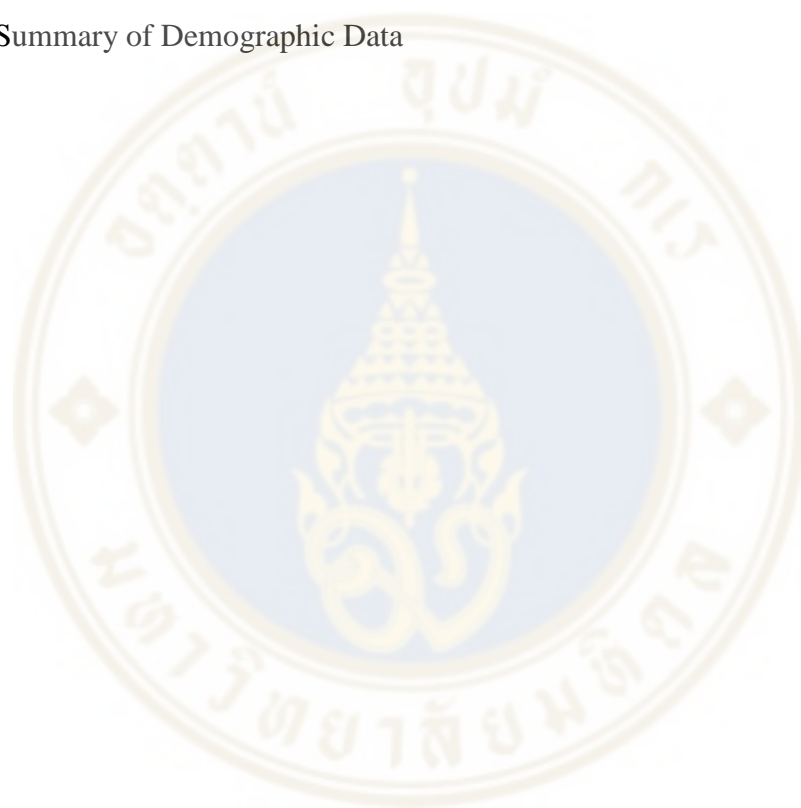
30 pages

CONTENTS

CONTENTS (cont.)

LIST OF TABLES

LIST OF FIGURES

CHAPTER I
INTRODUCTION

Many businesses are setting up in Thailand. In Bangkok, there is no way to avoid foreigners for many reasons, and there is much diversity of people living in the city. Most people come to Thailand to work, visit and set up a business. There may be some issues in the organisation when a leader or a manger leads in its own style. Especially, a leader is from abroad namely foreigners. In Thailand, foreigners must deal with Thai and vice versa. In order to achieve goals, leadership is vital in any kind of business and it is challenging to lead especially in the multicultural organisation. Being able to fulfill the job satisfaction, one of the key factors is leadership.

This research paper will test leadership in the X organisation in Bangkok. Americans lead the X organisation since they started in Bangkok originally from Tennessee, US. They have been operating in Bangkok for more than eight years. The structure is truly a multicultural organisation and Christian based (non- profit) organisation. Therefore, there are not many financial goals for this organisation. However, they are running food and beverage as the primary business in order to survive for the long run. In this kind of organisation, leadership is an essential role because of unstable conditions. Most team members have been working there since the beginning. The topic will be focused on transformational leadership since the organisation X is using this type of leadership. The measurement of the relationship between leader and followers will be tested by using the transformational leadership style by using the components of inspirational motivation, intellectual stimulation, individual consideration and idealised influence. To make a pleasant working environment, it mainly depends on leadership in the organisation. X organisation seems to be a pleasant working environment in terms of their relationship.

The purpose of this research is finding the transformational leadership in small and medium organisations. It will measure all main team members by asking interviews about their leadership based on transformational leadership and job satisfaction. The organisation's name and employee's name will not be stated because

of private purpose. However, it will state ethnic, gender, job position, etc. In order to understand their leadership deeply, a profound open-ended question with transformational leadership and job satisfaction questions is required so that a qualitative method will be used in this research paper. After research, the suggestion will provide along with implementation based on transformational leadership.

CHAPTER II
LITERATURE REVIEW

2.1 Overview

Many different leadership styles have been used in many different organisations. The research studied in many countries showed that different styles of leadership do not have the same impact on job satisfaction (Stogdill, 1970; Walder, 1995). According to Stogdill (1970), leadership style is likely to provide more significant loyalty and satisfaction in Asian organisations but provide greater job satisfaction in Western context consideration. Most organisations are confused about leadership styles that they have adopted. There are pros and cons to these leadership styles. However, most are trying to test and use without deep understanding, such as a leader trying to use leadership styles that not matched with his/her leadership styles and organisational cultures. Some employees are working only for their needs without satisfaction, and they blame all the time on their leaders. Thus, the internal problems cause uncreative products or services into the market and likely to fail opponents (Aiken, Clarke, & Sloane, 2002). Therefore, the employee is a primary part of achieving the mission and vision of the organisation. In order to meet the targets, the leader needs to lead and allow them to work effectively without problems. Thus, this study is to find out how job satisfaction relates to leadership.

2.2 Job Satisfaction

Job satisfaction is a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfilment of one's important job values (Wagner & Hollenbeck, 2002). It includes three components:

1. Value - values are not the same as needs. Values are individual requirements that exist in a person's mind.

2. Importance of values - Holding values are different in everyone and also the way they weigh on those values.

3. Perception - Generally, perception reflects on the present situation and values of the organisation. It may not be perfect entirely since its necessity looks at the individual's viewpoint of the situation to understand personal reactions.

The primary responsibility for the leader is to make sure the followers do the best in their work. Sometimes, the leaders seem to find it challenging to find out the followers' dissatisfaction. The leadership style is directly affecting the followers' performance in the workplace. The effects are increasing absenteeism, disloyalty and low productivity. Many researchers have been studying the behaviours of the people for satisfaction. Tim Crow, HR director at Home Depot, said (p. 105) "If people are not happy, they are not going to be happy to the customer." If employees are not happy with the work that is assigned to them, they are concerned about their rights, working conditions, cooperating with co-workers, the leader is not giving respect and not considering in decision making (Clark, 1997). That will lead to feeling separate from the organisation and low morale because they will make less effort in the workplace. A satisfied employee is more productive and efficient in the organisation (Haque & Aston, 2016; Haque et al., 2015). Moreover, highly satisfied employees have a positive and favourable attitude towards their work, while unsatisfied employees have a negative attitude towards their work (Armstrong, 2007).
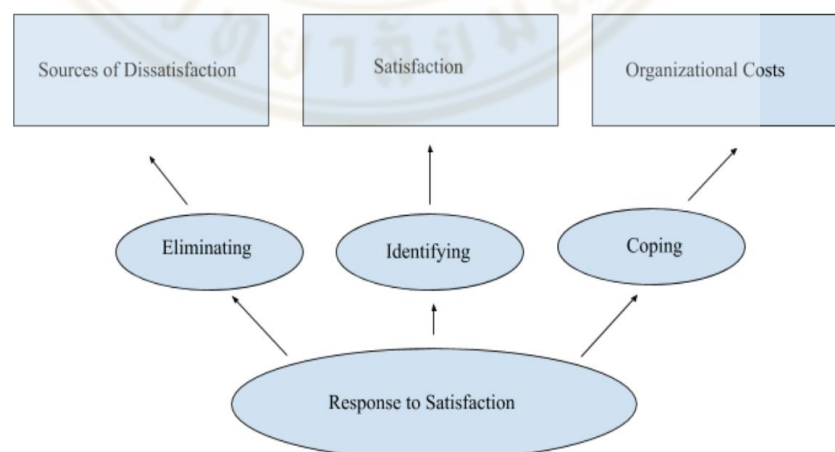

Figure 2.1: Organisational Response to Job Satisfaction

The figure shows the process of responding to employee satisfaction. The first element is classifying signs of dissatisfaction. In some samples, the followers are anxious to admit that they cannot overcome some obstacles that are linked with their tasks. Moreover, some are not speaking out about what they are dissatisfied with. Therefore, the leader needs to identify what is the real symptom of followers. The second is about eliminating the sources of dissatisfaction after knowing the symptoms of dissatisfaction. In some situations, it is difficult to eliminate the dissatisfaction for some reason, but the leader should help the followers. The last one is coping with organisational costs. There are many costs related to employees, such as healthcare, insurance, etc. Then, there are many indirect costs, such as absenteeism and turnover, that lead to increased costs because of replacing employees.

2.3 Transformational leadership

Transformational leadership is the style of the leaders who can inspire and drive to accomplish the goals. Moreover, this framework is shaping the followers to become future leaders by developing chemistry relationships with the followers and the leaders. Burns (1978) presented the nature of transformational leadership in his study of political leaders. According to Burns, transformational leadership is supporting each other to push to a higher level of morale and motivation, which is not based on mutual benefits such as to give and take relationships. Bass (1985) developed the transformational leadership style as leaders are considered to improve the quality and performance, substitute one goal for another, reduce resistance to particular actions and implement decisions (p. 27). Both Burns (1978) and Bass (1985) showed that transformational leaders operate genuinely by individual values such as equity and honesty. Therefore, the leaders will need to focus on the vision to become a reality by helping when they need, encouraging creativity and challenging followers (Lussier and Auchus, 2016). There are four components of transformational leadership (Burns, 1978):

1. Inspirational motivation - Attractive vision that inspires and motivates to get the target goals. A leader needs to give a clear and reasonable vision that is reachable by providing meaningful tasks and motivational challenges with high

standard optimism communication. It will make the followers are willing to drive the organisation moving forward and putting more effort in the workplace.

2. Intellectual Stimulation - The leader takes a risk and challenges the ideas of the followers. That will stimulate the followers to get creative ideas as they think and act freely. The leader has to be ready to help when they are facing unexpected problems.

3. Individualised Consideration - The leader pays attention to the requirements and concerns about the followers. The leader needs to listen carefully and act as a mentor or coach when they need it. That will make the followers will have an inspiration for personal development as intrinsic motivation.

4. Idealised influence - The leader has a strong and trust-based relationship with followers. And acting as a role model to the followers by doing excellent moral behaviour to obtain trust and respect.
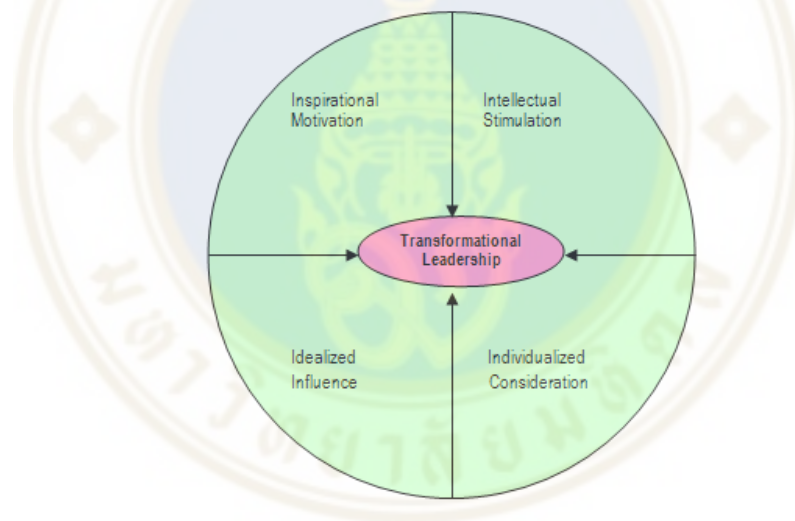
Figure 2.2: The Model of Transformational Leadership

2.4 Transformational Leadership and Job Satisfaction

Researchers found that job satisfaction is significantly related to the leadership method of leaders (Barling et al., 2002). In some organisations, they are using a participative management style with an interactive atmosphere to have a flexible working organisation (Gong, Huang, & Farh, 2009). Fernandes and Awamleh (2004) found that transformational leadership had a significant effect on job

satisfaction. Transformational leadership also increases employee perception and commitment to the organisation (Ojokuku, Odetayo, & Sajuyigbe, 2012; Barling, Weber, & Kelloway, 1996). Thus, the transformational leadership style is instrumental in improving job satisfaction (Lok & Crawford, 2004; Medley & Larochelle, 1995). Moreover, transformational leaders are believed in empowering employees to enhance their motivation and satisfaction (Herman & Chiu, 2014; Top, Akdere, & Tarcan, 2015). Some researchers claimed that both transactional and transformational have a similar job satisfaction level of employees (Lok & Crawford, 2004). Transactional leadership style mainly focuses on rewards and punishments, such as the transactional leader rewards the employees who have accomplished goals (Saleem, 2015). On the other hand, they also do punishment, such as termination and deduct salary (Jansen, Vera, & Crossan, 2009). Thus, both leadership styles may not be useful in all conditions (Bryant, 2003). Therefore, the Multifactor Leadership Questionnaire (MLQ) was developed to measure the full range of leadership by Avalio and Bass (1992). Some studies found that both leadership styles have a positive impact on job satisfaction (Jansen, Vera, & Crossan, 2009). However, transformational leadership has a high impact on employee's production and satisfaction in the long term (Hartog, Muijen, & Koopman, 1997; Hater & Bass, 1988). Therefore, transformational leadership has a more significant influence on job satisfaction than transactional leadership (Awamleh & AL-Dmour, 2004).

2.5 Research Questions

Does employee satisfaction depend on the leadership style of the leader? How does the leader tend to manage the four elements of transformational leadership? Which elements are flexible to adapt for the leader? Are the transformational leaders born or are they made?

2.6 Proposition for Qualitative Research

Transformational Leadership style and its components impact on followers' job satisfaction.

CHAPTER III
RESEARCH METHODOLOGY

This paper aims to get a better understanding of how transformational leadership influences job satisfaction. This research will be discussing qualitative research approaches and gathering information in this chapter. For qualitative research, an in-depth interview is essential for this topic because a detailed interview with open-ended questions in person will give a better understanding of the content. This method will be used only interviews in person with all levels of the employees except the leader and part-time employees of the organisation. The primary data was asked (8) persons in an American- Thai organisation in Bangkok, Thailand. This chapter will discuss the methodology with research design, research framework, data collecting, data analysis and data validity.

3.1 Research Design

The objective of this research is to understand the transformational leadership and job satisfaction in small-medium organisations. The data is collected by qualitative method because the qualitative methods will be very suitable for this research and better understanding about leadership. Thus, asking an in-depth interview is vital to find transformational leadership and job satisfaction. Open-ended questions are designed to conduct information and give the confidence to answer and express their feelings freely. All interviews will be asked in a face-to-face interview to receive reliable information. Additionally, the observation will be taken during the interview to find out their reaction, body languages, expressions and working environment.

3.2 Research Framework
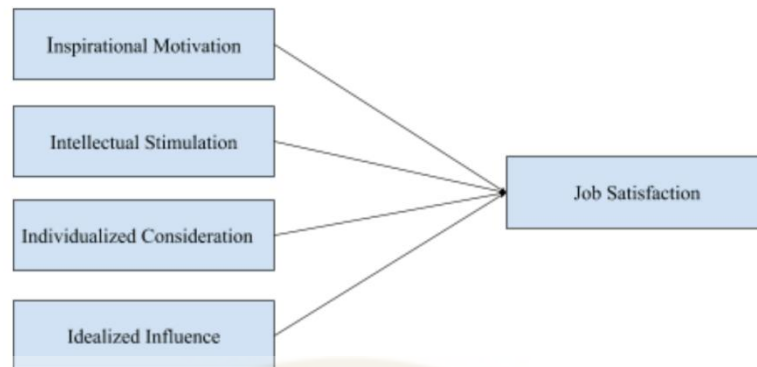
Figure 3.1 Research Framework

This research model consists of two main parts which are transformational leadership along with inspirational motivation, intellectual stimulation, individual consideration, idealised influence, and job satisfaction. The primary proposed research model is the transformational leadership theory (Bass, 1985).

3.3 Organisation

X organisation main office is located in Tennessee, United States of America. They are operating in Brazil, Belgium and Thailand as outside of the US. X is a Christian based organisation and non-profit. For Bangkok, they are operating food and beverage businesses as their primary business and others. They are indeed a multicultural organisation such as American, Thai, Burmese, Filipino, Pakistanis, etc. but most of them are American and Thai. X has changed leaders three times, all of them are Americans, but the current leader is Asian- American (holds US citizenship). He also holds a PhD from the US, and he has a family. X is chosen to research because it meets the leadership criteria such as a small organisation to understand more about leadership, and they look like happy work environments. Moreover, they are speaking only English as their first language. Most of the team members are not moving out to others, and they have a long term plan to stay in X organisation in Bangkok, Thailand.

3.4 Informants

The informants will be selected from the leading team and full-time employees except for the leader. This research will not use the employee's names and the organisation's name in order to be confidential, and they are not comfortable to do so. Therefore, the team members name will be stated as Alphabet (A-H), but it shows the position, ethnic, etc. The organisation will be shown as X. The interview lists are as below:

Table 3.1: Informants List

No.	Name	Position	Ethnic	Relationship with X
1.	Mrs.A	Program Director	American	Member
2.	Mr.B	Outreach	American	Member
3.	Mr.C	Admin/staff	Thai	Member
4.	Mr.D	Event Organiser	Thai	Member
5.	Mr.E	Admin/staff	Thai	Member
6.	Miss.F	Communication	American	Member
7.	Miss.G	Cafe Manager	Thai	Employee
8.	Mr.H	Attendant	Pakistani	Employee

Note. Outreach - go out and find potential clients

Communication - communicate with local partners, clients, X main office

3.5 Developed Questions

The questions have been developed for this study in the open-ended style. The design is finding out the impact of transformational leadership and job satisfaction in small and medium organisations. In order to understand deeply, the question is designed to ask various questions and details. Each question was designed to analyse transformational leadership with its elements.

Table 4.2: Interview Questions

Interview Questions
Demographic
Where are you from?   What is your ethnic group?   How old are you?   How long have you been working in X?   What is your position?
Inspirational Motivation
Do you understand your job deeply?   Do you think your job is challenging?   Does your leader explain about the vision and mission clearly?   Does your leader explain your main task before you start?   Do you think the job that the leader assigned is suitable for you?   How does your leader explain tools such as image, stories, models and structure for the near future?   Do you think your leader is one of the inspirational factors to get your goals? Have you reached any goals for your organisation?   Does your organisation have any training for development? Are you willing to drive this organisation with more effort?
Intellectual Stimulation
Does your leader listen to your voice carefully? If YES, how does he/she respond to action or comment?   Do you have a chance to design your own job?   How do you deal with problems when you face trouble? Can you solve it by yourself or ask someone to help?   How does your leader help you to deal with problems? Does your leader delegate to someone when you are in trouble?   Can you still have a voice or give advice to your leader when you are in trouble?   Does your leader have a plan or structure for solving problems? Does your leader encourage you when you face problems?

Table 4.2: Interview Questions (cont.)

Individual Consideration
Do you have a chance to hang out with your leader? Do you think everyone gets the same chance as you?
What do you think when your leader gives feedback on your performance? Does feedback happen while you are alone or with your teammate?
How does your leader reward you?
Does your leader provide challenges for you to get better performance?
Does your leader have an empathy shoulder? Does your leader care about your life or your family?
Does your leader give personal development for you?
Does your leader encourage or be a mentor to you?
Idealized Influence
Does your leader always go out to make everyone feel good?
Do you trust your leader?
Do you listen to his new idea/plan with fear or believe in his skills, knowledge and personality?
Do you impress the way your leader behaves? Does your leader influence your work?
Do you think your leader is an idol for you?
What kind of leader do you prefer to work with? Can you describe some characteristics of your idealized leader?
What do you want your leader to be changed?
What kind of leader do you want to be in the future?

Table 4.2: Interview Questions (cont.)

Job Satisfaction
Do you like your organization? Are you satisfied with your salary? Are you satisfied with the organisation's programmes?Do you enjoy working with your colleagues? Do you think your organisation holds the same values as you? Do your colleagues have the same values as you? Do you think your leader treats all the team members equally? Are you happy with the leadership in your organisation? Do you have a long term plan to work here? Overall, are you satisfied with your job?

3.6 Data Collection

The interview questions are open-ended questions to conduct selected interviewees who are currently working in X organisation. All the informants were asked the same questions, including the cafe manager and attendant. The interview time was a different date and time between February 5 to March 5 in 2020. Interviews were scheduled in the day that they allowed and set up a private room for the process. The length of the interviews are around 30 minutes, including responses and follow up questions. Informants were interviewed individually in a room of X organisation. The first, the process explained to the interviewees and the purpose of interviewing. Then, asking all the questions in the way of casual style. After the interview, ask them to approve what they have answered and quick check. Conversations were recorded in voice while taking notes as they were allowed to record. The data was collected in the form of audio recording and verbal in handwritten form.

3.7 Data Validity

To get reliable data results, the technique for data validity is used while interviewing such as probing and test-retest techniques. Probing technique is a strategy that is used to gather information and help to get more understanding. Moreover, it is the best way to confirm the answer from the interviewee, whether valid or not. For example, the incomplete answer will be asked with further questions such as "Can you describe more?" or "How, in what way?" asking deeper and observing their reactions. Test-retest technique is used to check to compare the results whether they remain the same answer or not. For example, asking similar questions and designing repeatable questions to double-check.

3.8 Data Analysis

The primary data was collected as an audio recording and notes kept in a book. To analyse the data, the results were transformed into the text from audio recordings and notes. All the interview questions were also collected into table form for every interviewee. Then, all the transcription was checked carefully and created a table file for the data. The categories and coding were mainly based on Transformational leadership and its components. The first, the data was analysed by reading through transcribed data from all the responses. Transcripts were re-read for coding, including marked words from the transcripts that related to the concepts. Then, open coding started with tags and labels through manual coding. After that, common facts were identified for the codes. Every code presents the concepts or theory of transformational leadership. In this way, coding was made in similar categories and relevant facts. It was collected with several answers from eight interviewees. After that, reduced the similar data with similar meaning to construct the selection data, which are consolidation and relevant.

Table 3.2: A Section of Working Analytical Framework

Transformational Leadership

Components	Supportive Answers	Informants	Job Satisfaction
Inspirational Motivation	" Vision is so important and our leader understands the importance of. So, it is very clear. Our leader explained clearly and then my intermedia supervisor also explained. Probably, talking. Maybe just like documents and job descriptions. There is a structure "	Program Director , Mrs.A	✔
	" ...Yes, we are clear about that. So, we decided that we need to divide (job) up, so I guess it was very clear when we started. We have a work chart. "	Outreach, Mr.B	✔
	" Yes, clear. Not everything but I have my job description. But they know what I need to achieve. It's written in the documents."	Administration, Mr.C	✔
	" Not clearly because they just want me to work here and help. Just talk and explain."	Administration, Mr.E	✘

After the coding process, the working analytical framework was developed from the research framework that mentioned above. This working analytical framework has four parts to conduct the data, which are four components of transformational leadership. All the elements will be measured through supportive coded data on the consequences of job satisfaction. Lastly, draw the conclusion by using a framework, whether it has an impact on job satisfaction or not. Also, the analytical framework will be given the answer to the research questions. The next chapter will present the result from informants as chapter 4, finding and discussion.

CHAPTER IV
FINDING AND DISCUSSION

This chapter will be presented finding and discussion from the data that was collected from X organisation. The data was collected by the only face to face interview methods and the informants are 8 people who are currently working as full time. In general, the results of job satisfaction are similar to each other based on the interview since all of the employees strongly say that they like their job very much. They have been working there for a long time and have the same position on their responsibilities. To explain leadership, transformational leadership is used on this topic and how it impacts job satisfaction.

4.1 Demographic Data

Table 4.1 Summary of Demographic Data

Demographic	Number	Percentage
Gender		
Male	5	62.5%
Female	3	37.5%
Total	8	100%
Period of working		
0-1	1	12.5%
1-3	1	12.5%
3-5	1	12.5%
5-7	0	0%
7-9	5	62.5%
Total	8	100%

4.2 Inspirational Motivation

The inspirational motivation interviews indicated that different people have a different understanding of vision and mission. Most people do not understand vision and mission clearly except a few people. For the American employees, they understand clearly about the vision and mission more than Thai employees. They explained by answering about their vision and mission as below;

"Vision is so important and our leader understands the importance of. So, it is very clear. Our leader explained clearly and then my intermedia supervisor also explained. Probably, talking. Maybe just like documents and job descriptions. There is a structure" (Program Director, Mrs.A)

"...Yes, we are clear about that. So, we decided that we need to divide (job) up, so I guess it was very clear when we started. We have a work chart." (Outreach, Mr.B)

"...Yes, he did. We talked about all of my roles and responsibilities. Just talk, I already know about it. " (Communication, Miss.F)

However, based on the responses of Thai employees, they don't know about the vision, but most of them are clear about the mission. Some are not understanding about it.

"Yes, clear. Not everything but I have my job description. But they know what I need to achieve. It's written in the documents." (Administration, Mr.C)

"Yes. Normally, they explain what I need to do. Normally, it's just a big idea like a big picture, but I will be the one who brings the tools." (Event Organiser, Mr.D)

"Not clearly because they just want me to work here and help. Just talk and explain." (Administration. Mr.E)

Moreover, some of Thai employees do not think their leader is an inspiration for them when asked about whether their leader is an inspirational factor or not. They are saying the following.

"I have a job description that I have to meet." (Administration, Mr.C)

"There will be a part that no matter what a leader is. There is a part that I would not. But overall, I would say no." (Event Organiser, Mr.D)

To find that, there is a reason because most of them are understanding their jobs very well and they have the abilities to do their tasks because of long term working experiences. Most employees are working in the same position for at least five years except Miss.F (less than one year). Therefore, the assumption is they know what they are going to do and the inspirational motivation also impacts on job satisfaction.

4.3 Intellectual Stimulation

For the X organisation leader, he is a good listener since most people agree that their leader listens to them carefully. The way he leads is also more like an American way. As mentioned above, X has changed leaders three times. Most leaders worked as American ways, but the current leader understands Asian culture very well since he was born in an Asian family even though he is a US citizen. Moreover, all the answers indicated the leader is frequently using intellectual stimulation to his team to work effectively. He has a definite sense of view and gives full autonomy to all of them. Therefore, the autonomy level is very high in X organisation. The leader loves to help his teammate by giving advice, encouragement and taking action, but some members think he delegates to someone who can help. Nevertheless, all members believe that he will definitely help as much as he can.

To prove that, the statements are showing how they deal with problems and how the leader helps them. The responses from the interviewees are as below.

"Usually, our problem involves people. So, trying to understand how the problem is very important. Sometimes I need help depending on how the problem is. Either they can give me advice or they might help to come alongside to help other solutions. He will either let me take care of it or he will help to take care of it. He is not a delegate to someone." (Program Director, Mrs.A)

"Generally, we go through discussions. Generally, it will be whether to approve or disapprove. Mostly, I faced interpersonal problems. Most problems I can handle. Maybe I don't have the tools to solve it. Yes, I asked someone to help. He helps me with organisation and communication. Generally, he delegates." (Outreach, Mr.B)

"Yes, they are pretty open about what I want to focus on. They give positive comments and support what you are doing. I figure it out and try to work on it. Sometimes I listen more to what people say to me. I usually ask someone, and then I make a decision. Sometimes I want to double-check that I am in the proper way. Mainly, he gives a suggestion, but I am the one who makes the decision. It's my job, so I have to deal with myself." (Administration, Mr.C)

"Yes, first will be commented, second he will try to help me and organise someone to help me. First, I will talk with the team if not solved; I will talk with the leader. Normally, I solve myself if there is a technical issue but issue with people, and I will ask someone like conflicts. He tries to figure out what's the point of the issue and what I want them to respond to. He will give the idea of the others and why he does that. No, he will not delegate; he will do it himself." (Event Organiser, Mr.D)

"Yes. Listen and think about it. Sometimes agree but not sometimes. I try to fix as much as I can. If I cannot, I ask someone who can help. He gives some suggestions; he will if he can help. Both, if he can, he will, if he can't, he will delegate." (Administration, Mr.E)

"Yes, he does. He heard and understood. When necessary, he takes action." She also explained how she deals with problems and how a leader helps her "No problem. I am able to handle it. That depends on the situation. Sometimes he is the one to provide the answers. Sometimes he is not the main person over the issue." (Communication, Miss.F)

"Not action yet. Just comments. Yes, I can do that like what I want to buy and want to make for the Cafe. Try to figure out myself, but it depends on what the problem is. Normally, I ask someone to help. He helped me to think about it. Yes, most of the time, he delegates to help me." (Cafe Manager, Miss.G)

These findings are supported; the leader is willing to help his followers as much as he can. Also, he is a good listener, and he gives full autonomy to everyone. Therefore, the leader is matching the type of intellectual stimulation leadership and it positively impacts on job satisfaction.

4.4 Individual Consideration

For individual consideration leadership, he has a selected group of people whom he has closed with. Most of the team members have a family, including a leader so that they are not willing to give their time comfortably. Therefore, it will not be the same to everyone that the leader gives time to his employees. After that, he is giving feedback on employee's performance is positive feedback and mostly individual. Then, showing care about their lives and encouraging, but mostly personal development is not provided. Based on the responses, employees are assigned depending on their skills and abilities.

"...Yes, maybe we have a little bit more (spend time with the leader). Usually, positive with some constructive criticism (feedback)." She also explained about how her leader provides a challenging job and development programme "Sometimes, he might push somewhere that you are not good at but not all the time. I think our leader is really good at knowing what your strengths and skills are. I would say not specifically personal to me but more about the team." (Program Director, Mrs.A)

"...Yes.I think so, I mean we are a small team (Hangout). Individual but it depends, we do weekly meetings so probably it might (feedback). I would say no, we don't have that. I mean, I do my own (personal development)." (Outreach, Mr.B)

"...Not recently, but I have a chance. I feel like I have support, so it helps me to examine myself. Yes, privately give feedback. I think he did not give it personal development to me." (Event Organiser, Mr.D)

"...I prefer that, I like to get feedback, whether positive or constructive. So, I prefer because that is how I am going to learn and grow. Typically, alone so I am not embarrassed in front of anybody." She also explained about how her leader tried to help by saying "I think. He is trying to get some people from Tennessee to come who can help me learn how to do it." (Communication, Miss.F)

4.5 Idealised Influence

For idealised influence leadership, the team thinks the leader is trustworthy. Most people believe in his skills and ability since he got a PhD degree, as mentioned above. He has the highest education in the organisation and relevant work experience in leadership positions. Therefore, most people believe in his ability and skill even though they have doubts about his plan or idea because he needs time to understand the working culture in Thailand. All the team members are in the same ages (29-40) so that they lack seniority and also it is not essential in the West. However, the leader knows how to manage his employees in his leading style, and he gets trust and respect as well. The results from the interviews prove that he influences his employees are as below.

"Yes, I trust him. Sometimes he does have an idea that we don't think it's gonna work. But, we trust his wisdom and abilities. Yes, he has a lot of influence." (Program Director, Mrs.A)

"Yes, I trust him. I believe in him. Sometimes we will always have problems, but we need to work on them. He is better than anybody else. Yes, he influenced my work." (Administration, Mr.C)

"Yes, I trust him. Normally, I trust people at first. If something is strange to me, I will say No. Yes, he influenced me in a leadership way but not on my task." (Event Organiser, Mr.D)

"For now, I trust his decision because I just believe in him. Generally, I impress him. I think he influenced me." (Administration, Mr.E)

"I do trust him. I feel excited about the direction. I believe in his abilities. I think he is respectful. Yes, he influenced, and I am passionate about my job." (Communication, Miss.F)

All of the interviewees pointed out that the leader has the ability to influence them and get trust. They can trust their leader in any situation because he is a good listener and willing to help them.

4.6 Analysis Summary

Unlike other organisations, X has only a transformational leadership style for a current leader. All the interviews indicate that the leader is using transformational leadership style clearly. According to the interview, transformational leadership can provide a high level of job satisfaction since they were not happy with their past leader who used transactional leadership, specifically a task-oriented person. Thus, transformational leadership is perfectly fitting in X organisation. The results are pointed to that transformational leadership style produces a high impact on job satisfaction since everyone is happy with their job.

According to the interview, it was found that the leader is more frequently using intellectual stimulation. For X organisation, intellectual stimulation is highly suitable for them since it fits with everyone. Moreover, it is flexible to adapt to the leader as long as the employee has enough skills and abilities. It would be better if other components were implemented in the organisation. The transformational leaders are not born with, and it is possible to develop to be a transformational leader.

4.7 Managerial Implication

The scope of this research is to know about leadership in the X organisation and suggest to manage the organisation more effectively. In general, transformational leadership is really suitable for small organisations but not recommended for the organisation that rely on profits and a big organisation or corporation. X organisation has that kind of experience as the past leader was a very task-oriented person, and the leader had to leave eventually. According to X organisation, transformational leadership would be suitable, especially intellectual stimulation is perfect for the people with capabilities. Therefore, X organisation is likely to continue with the intellectual stimulation leadership style as a main. To make a vision into reality, step by step planning is vital in the path of significant implementation.

To improve better leadership style, the other components can also apply to the X organisation. For inspirational motivation, develop a challenging and attractive vision along with team members, developing together would be better. Then, anchor the vision and make a strategic plan to achieve. For idealised influence, the leader should

act as a role model or a mentor, especially to Thai employees. Lastly, the design of the working environment should renovate to be a better workplace.

CHAPTER V

RECOMMENDATION AND CONCLUSION

This chapter will present about recommendation as to the first part and conclusion as the second part. Then, the limitation of the study and suggestion for future research as the last part.

5.1 Recommendations

The recommendations for the organisation X in the leadership will be based on a depth interview and the recommendation will be focused on the main team as a major assumption. The recommendations are as below;

5.1.1 Provide Vision for the Thai Employees

Based on the finding, the American employees know about vision and mission clearly. Mrs.A noticed that they have changed vision in the organisation and Miss.F who came in the last (less than 1 year) even knew about vision and mission clearly. Thai employees seem to be not understanding the importance of vision and mission. Therefore, the leader must set a clear vision and explain to the Thai employees. That will make them go in the right track and in the same direction. Moreover, it will make them feel that they are part of the X organisation as one with the other branches.

5.1.2 Provide Working Space

There is a big space for the X organisation including a cafe but they do not really have a working office. Usually, they have 3 rooms available all the time excluding cafe and storeroom but there is no specific working space. Most employees (including the leader) said they cannot focus on their work because there are so many people coming in since they have a cafe. Some Thai employees like to work at the

office and Miss.F also wants a working space for her. Therefore, providing working space will give a productive workforce and impact on job satisfaction. It is also a chance to improve relationships and create a better work environment.

5.1.3 Provide Development Program

According to employees, they have abilities in their job position but they still need some training for updating their skills. The training should be focused on team development rather than individual development. The leader also needs to take training or workshops together with his team. It is an important part of team building, especially with Thai employees. Moreover, it will help to improve positive outcomes for the X organisation.

5.1.4 Provide Interaction Frequently

As mentioned above, the leader gives too much freedom and less participation except decision making and meeting. The leader has a good relationship with all the team but more likely to be an individual relationship. Therefore, the leader should interact physically frequently as a team rather than an individual. That will help all the team members to develop closeness and cohesiveness.

5.1.5 Implement Other Components

In transformational leadership, the leader is using intellectual stimulation frequently. The study shows the employees are happy and has an effect on employee satisfaction. All of the employees are impressed and trust their leader so that the leader should consider using more inspirational motivation and idealised influence. It will more positively affect to Thai employees, and improve to American employees.

5.2 Conclusion

To know about the leadership in X organisation, the qualitative method was used to conduct in this paper. The data was collected by face-to-face dept interview through visiting an X organisation. The interviewees were a full-time team in X organization except for the leader and part-time employees. According to the

interview, transformational leadership is highly suitable for the X organisation. In transformational leadership, intellectual stimulation leadership style is used more frequently than other components. Based on employees, they are satisfied with the transformational leadership style and it makes a positive impact on their performance. It would be better if other components were implemented in the organisation as recommended above.

5.3 Limitations and Suggestions for the Future Research

There are several difficulties in the paper which are time-constraints, sampling, language barriers and awareness of COVID-19. The research was conducted in limited time so that it was hard to collect complete information. After that, it was conducted with a small size of the population (8 persons) and only one organisation. Then, asking in English to Thai, American and Pakistani may affect the reliability of the data because some of them were answered from their perspective points of view in English. Lastly, the awareness of COVID-19 because it was hard to discuss with everyone and to find out some more information in the organisation.

As mentioned above, the researcher should give time and prepare well. Leadership theories should apply by using many different leadership styles. The sample size of the population should involve all of the employees in the organisation. Then, the interview should ask in more than one organisation to compare the results. After that, the interview should ask in its own language with its own content because there will be a misunderstanding. For example, a Thai researcher should ask in Thai language to Thai people.

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