

**TRANSFORMATIONAL LEADERSHIP EFFECTING ON THE
SMALL TO MEDIUM – SIZED ENTERPRISE PERFORMANCE**

The image shows a large, faint watermark of the Mahidol University logo in the background. The logo is circular, featuring a central golden emblem with a tiered umbrella and a crown-like structure, surrounded by Thai script. The text "TAWICH KANOKMANEECHOTIKUL" is centered over the logo.

TAWICH KANOKMANEECHOTIKUL

**A THEMATIC PAPER SUBMITTED IN PARTIAL
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SMALL TO MEDIUM – SIZED ENTERPRISE PERFORMANCE**

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.....
Mr. Tawich Kanokmaneechotikul
Candidate

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

.....
Assoc. Prof. Winai Wongsurawat,
Ph.D.
Chairperson

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

.....
Asst. Prof. Pornkasem Kantamara,
Ed.D.
Committee member

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Tawich Kanokmaneechotikul

TRANSFORMATIONAL LEADERSHIP EFFECTING ON THE SMALL TO MEDIUM – SIZED ENTERPRISE PERFORMANCE

TAWICH KANOKMANEECHOTIKUL 6149217

M.M. (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASSOC. PROF. WINAI WONGSURAWAT, Ph.D., ASST. PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

As I just recently joined my family company, and the company is small-sized enterprise. I am now a leader of the company. However, as I am new leader for this company, I would like to lead all members to improve the company performance. At the same time, I have started to ask questions to myself that how I will lead them effectively that can help to improve the company performance. In addition, I have learnt about the Transformational leadership which has been used in many big companies. Therefore, the study used the theoretical framework of Transformational leadership as a tool for analysis in each segment. Furthermore, study also found which aspect of transformational leadership that SME leaders should focus first in order to improve the company performance. The study used qualitative research for data collection in order to understand in depth how each individual think and feel for each aspect of transformational leadership. From the interview, the study also captured responses into working analytical framework for data analysis process.

In conclusion, the findings from this study have shown that all 4 aspects could improve the SME performance. Moreover, leaders for SME should focus on Idealized Influence, Individualized Consideration, Inspirational Motivation and Intellectual Stimulation respectively. However, this is the result from most leaders out of 10 leaders, but some businesses might focus on different aspects first depending on their business sectors. These results can provide all the business leaders to prepare themselves if they would like to implement Transformational Leadership in the businesses.

KEY WORDS: SME / Transformational Leadership / Idealized Influence / Intellectual Stimulation / Inspirational Motivation / Individualized Consideration

69 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
1.1 Background	1
1.2 Problem Statement	1
1.3 Research Objectives	2
CHAPTER II LITERATURE REVIEWS	3
2.1 SMEs in Thailand	3
2.2 Factors that influence the success of SMEs	5
2.3 Transformational Leadership	6
2.3.1 Idealized Influence	6
2.3.2 Intellectual Stimulation	7
2.3.3 Inspirational Motivation	7
2.3.4 Individualized Consideration	7
2.4 Conceptual Framework	8
2.5 Propositions for Qualitative research	8
CHAPTER III RESEARCH METHODOLOGY	9
3.1 Research Introduction	9
3.2 Research Design	9
3.3 Research Procedure	10
3.4 Interviewees	10
3.5 Data Collection	10
3.6 Questions for interviewees on transformational leadership	11
3.6.1 General Information	11
3.6.2 General Aspect	11
3.6.3 Main Question	11

CONTENTS (cont.)

	Page
3.7 Data Validation	12
3.8 Data Analysis	12
3.9 Working Analytical Framework	13
CHAPTER IV FINDINGS DISCUSSION	15
4.1 General information from interviewees	15
4.2 Idealized Influence in SMEs	16
4.3 Intellectual Stimulation in SMEs	17
4.4 Inspirational Motivation in SMEs	18
4.5 Individualized Consideration in SMEs	18
4.6 Transformational Leadership in SMEs	19
4.7 Transformational Leadership and company performance in SMEs	20
CHAPTER V RECOMMENDATIONS	21
5.1 Recommendations	21
5.2 Limitations of this study	22
CHAPTER VI CONCLUSIONS AND DISCUSSIONS	23
REFERENCES	25
APPENDICES	26
Appendix A: Interview Results	27
Appendix B: Summary of the Interview	54
BIOGRAPHY	69

LIST OF TABLES

Table		Page
3.1	Working Analytical Framework Sample	13
4.1	General information from 10 interviewees.	15



LIST OF FIGURES

Figure	Page
2.1 Composition of Thailand's GDP by Enterprise Size, 2018	3
2.2 The Number of SMEs by Business Sector, 2018	4
2.3 The Number of SMEs by Business Sector, 2018	4
2.4 Rising number of firms are facing liquidity crunch	5
2.5 Conceptual Framework	8
5.1 Recommendations for SME Leaders	21



CHAPTER I

INTRODUCTION

1.1 Background

“BangKruai Paint Co., Ltd.” is considered as a small and medium-sized enterprise (SME) in Thailand for over 30 years. It has been operated and lead by 1st generation of my family which is my father. Currently, I just joined and need to be the leader for this company which will be the 2nd generation of the family. Our company is distributor of color chemical for automobile body repairment, such as putty, color and lacquer etc. Color can be customized as per customer’s need. Moreover, we provide delivery service as well to customers for both retailer and wholesaler.

1.2 Problem Statement

Currently I am on the status of taking over the business from my parent. My parents are now willing to let me control and operate this family business. However, since I have joined with family business or organization, I have found that there are many inefficient processes and structure of business operations, and I would like to lead them to make it more efficient in order to survive and grow in any situation. I believe that the world now is changing fast, so my family business should also adapt itself in order to stay on the business world. However, the organization itself should have a strong foundation first or strong internal company structure. Therefore, I am interested to explore what are the keys factors to lead organization strong and efficient that could survive in any situation especially for SME.

Therefore, this study aims to identify which aspects of transformational leadership could be applied into SME that will help to improve the company performance. Moreover, also to identify which aspects of transformational leadership should SME leader should focus respectively.

1.3 Research Objectives

1. To identify aspects of Transformational Leadership that could be applied into SMEs in order to improve the company performance
2. To identify aspects of Transformational Leadership that SME leaders should focus first in order to improve the company performance
3. To provide a recommendation for SME leaders based on a Transformational Leadership framework for the company to prepare themselves to implement it into their businesses



CHAPTER II

LITERATURE REVIEWS

2.1 SMEs in Thailand

In Thailand, there are many enterprises, but for Small to medium enterprises (SMEs), these have contributed to Thai Economy about 45 % of the total GDP or in other word, it is 7 trillion baht in 2018 (Korwatanasakul, 2020). This number is totally larger than the large enterprises (LEs). As per the figure 1 below, it has also shown that the small enterprises have higher market share than medium enterprises by 19%. Furthermore, we could see that SMEs are one of the main driver of Thai economy. At the same time, if we look in detail of the SMEs, they are active in the wholesale and retail sector (Korwatanasakul, 2020). However, in the figure 2, the largest sector of SMEs and Thai economy is the trading which is 42% both in terms of national GDP and SME-generated GDP (Korwatanasakul, 2020). Furthermore, figure 3 has shown the SMEs by region and central area including Bangkok are the highest region in Thailand which is 37% (Korwatanasakul, 2020).

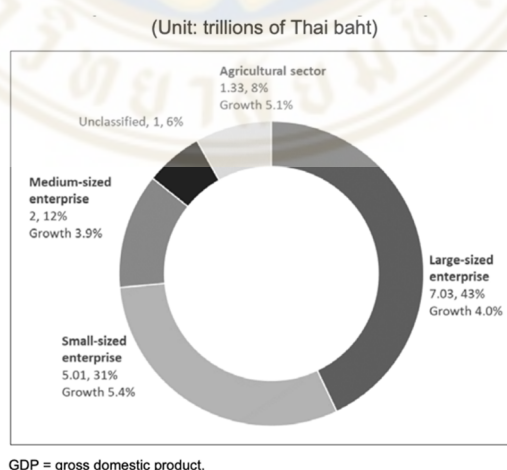


Figure 2.1 Composition of Thailand's GDP by Enterprise Size, 2018

Source: Korwatanasakul U. (2020). Trade, Global Value Chains, And Small and Medium-Sized Enterprises in Thailand

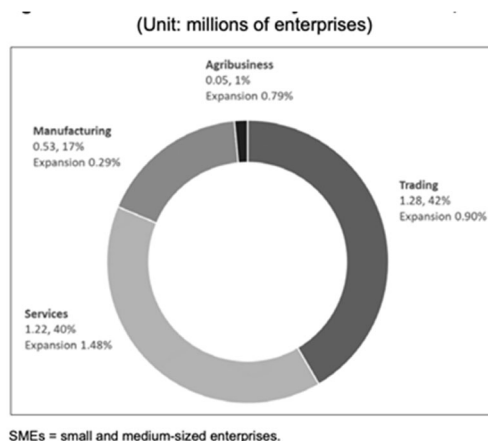


Figure 2.2 The Number of SMEs by Business Sector, 2018

Source: Korwatanasakul U. (2020). Trade, Global Value Chains, And Small and Medium-Sized Enterprises in Thailand

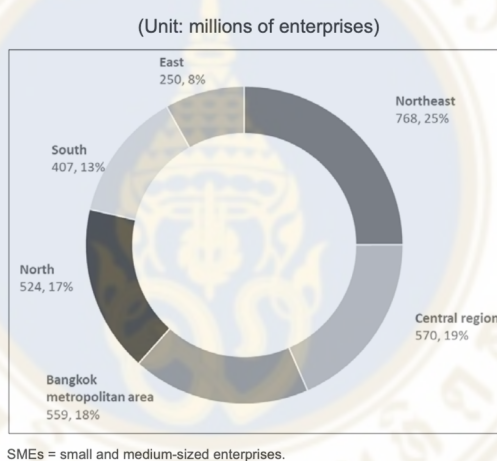


Figure 2.3 The Number of SMEs by Business Sector, 2018

Source: Korwatanasakul U. (2020). Trade, Global Value Chains, And Small and Medium-Sized Enterprises in Thailand

Thailand economy is driven by SMEs as explained above. On the other hand, after the COVID 19 situation, SMEs are vulnerable especially Small-sized enterprises according to the Krungsri Research (Krungsri Research, 2020).

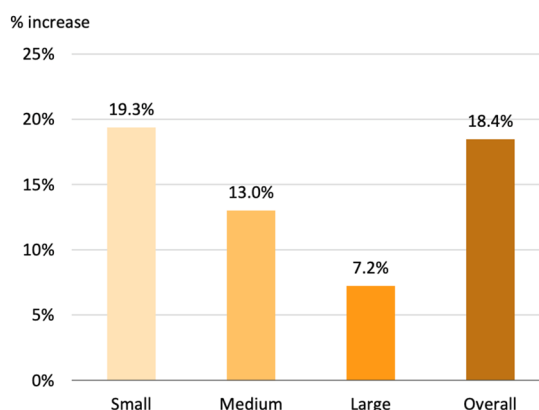


Figure 2.4 Rising number of firms are facing liquidity crunch

Source: Krungsri Research 2020, Industry Horizon

Small-size enterprises are most vulnerable as shown in the figure 4. The number of small-size enterprise has increased by 19.3% with insufficient current assets to service their loans. The medium and large-sized enterprises are increased by 13 % and 7.2% respectively (Krungsri Research, 2020). Therefore, this has shown that SMEs are now so vulnerable, and if SMEs do not have strong foundation or if they do not adapt themselves well, they would be out of the business.

2.2 Factors that influence the success of SMEs

There are many factors that can influence the success of SMEs. “From the results of previous studies found that products and services, the way of doing business, management know-how and, external environment are most significant factors in determining the business success of SMEs” (Chittithaworn, 2011). At the same time, the recent study has also shown that the characteristic of the entrepreneurs is one of the most important factors for the success of the SMEs (Chittithaworn, 2011). According to the research from University of Pretoria, human capital factors that influence the success or failure of SMEs involve the background of the entrepreneur, the actions of entrepreneurs, the decisions they make and the style of leadership (“Factors affecting SME success”, n.d.). Leadership is explained as a process whereby a person influences a group of people to achieve a common goal (Madanchian, 2017). Leadership plays an important role to create best possible products or services by using available resources.

“Leadership is regarded as effective when it brings positive efficacy of performance, which relates to better organizational performance” (Madanchian, 2017). In addition, leadership has an important role in the improvement and growth of any enterprises because leaders of enterprise usually make all the strategies and business decisions, effective and timely decisions (Madanchian, 2017). Therefore, weak leadership skills are main reasons that could lead to failure of SMEs. Hence, the right leadership behavior is a vital element to prevent enterprise failure and to have good organizational performance (Madanchian, 2017). As of now, SMEs are more and more showing to a competitive and dynamic environment full of changes and difficulties, the way they deal with people also changes as well (Madanchian, 2017).

2.3 Transformational Leadership

“A transformational leader articulates a clear vision, provides support and motivation, encourages followers to go beyond expectations and regards their individual needs” (Mohan, 2018). Also, transformational leaders can influence their followers through motivation and in-turn the followers are challenged and help personality development (Mohan, 2018). In addition, Transformational leadership will deal with individuals and create connections between them, so to increase the motivation and moral level as well (Strukan, 2017). Furthermore, Transformational leadership will improve the followers’ performance and allow them to develop to full potential of themselves (Strukan, 2017).

2.3.1 Idealized Influence

“The level to which the leader behaves in admirable ways and shows convictions and takes stands that cause followers to identify with the leader who has a clear set of values and acts as a role model for the followers” (Odumeru, 2013). This aspect would help leaders to be a good role model for their staff in both of mindsets and actions. Moreover, Idealized influence can be explained as leaders who are excellent role models for associates. Therefore, leaders with idealized influence can be trusted and respected by associates to make good decisions for the organization (Farnsworth, 2019).

2.3.2 Intellectual Stimulation

Transformational leadership will inspire and motivate individuals to be innovative & creative by questioning traditions or normal practices and rethinking of the problems and approaching old circumstances in new approaches or procedures (Mohan, 2018). This aspect will help followers to be stimulated and motivated to be creative in their work operations in order to improve the process. Intellectual stimulation is explained as leaders who encourage innovation and creativity through challenging the normal beliefs or views of a group (Farnsworth, 2019). Leaders with intellectual stimulation encourage critical thinking and problem solving to make the organization or company better (Farnsworth, 2019).

2.3.3 Inspirational Motivation

Transformational leaders perform in manners that will inspire and encourage their team members, in connecting with them by giving the challenge and meaning to their work (Mohan, 2018). Therefore, this would help followers want to commit their aims and shared vision. Also, Inspirational motivation can be explained as leaders who motivate associates to commit to the vision of the organization (Farnsworth, 2019). Therefore, leaders with inspirational motivation will inspire team spirit to reach objectives of increased revenue and market growth for the organization (Farnsworth, 2019).

2.3.4 Individualized Consideration

“This dimension provides the leader’s distinct and personal attention to every single individual of the organization” (Mohan, 2018). At the same time, leader will also focus follower’s need for improvement and growth by acting as a coach or mentor as well (Mohan, 2018). Individual consideration can also be explained as leaders who act as coaches and advisors to the associates. Leaders with individual consideration encourage associates to reach objectives that help both the associates and the organization (Farnsworth D., 2019).

2.4 Conceptual Framework



Figure 2.5 Conceptual Framework

Source: Professor (Dr.) Rajive Mohan Pant, 2018

2.5 Propositions for Qualitative research

P1: Transformational leadership improve company performance

P1.1: Idealized influence improve company performance

P1.2: Intellectual Stimulation improve company performance

P1.3: Inspirational motivation improve company performance

P1.4: Individualized consideration improve company performance

For the next chapter, it will discuss research methodology which will explore these propositions. Moreover, next chapter will also discuss about target interviewee, data collection, data validity and data analysis as well in order to achieve data and explore these propositions.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Introduction

For this paper, to analyze of how transformational leadership factors could help for SME to grow and to identify factors that may or may not affect the SME's growth based on the Transformational conceptual framework. At the same time, this research is to provide recommendation on the specific factors that are significant toward the SME's growth. A qualitative method will be used in the data collection process in order to explain how and why transformational leadership should be applied in SME especially with this type of situation. By using interviews, we can investigate an issue in depth, discover how individuals think and feel about the specific topic and the rationale behind their answers as well. This will allow us to have more detail on a specific group of people with specific questions and individual perceptions. If we apply a quantitative method, the information and result may not be accurate and not specific enough for the objective of this report. Therefore, this research will have about 10 interviewees that have used been leaders for company and collect information for analysis with Transformational leadership framework.

3.2 Research Design

Therefore, this study utilizes in-depth interviews as the main research instruments for gathering insightful information from leader of the company and the factor that they could improve the company growth. Qualitative methods have been used in this study to understand interviewees in depth and to know more information from their experiences.

3.3 Research Procedure

The research process is to find in depth information on how to grow company by using suitable leadership style, and also to find the factor that may or may not affect the growth of the company focusing on transformational leadership. After all information are all collected from interviewees, the data will be used to analyze to interpret, and then compare with my current SME business. Then, the main factors will be recommended for my company.

At the same time, the data will be analyzed by using the working analytical framework. This is to evaluate the content patterns, such as words and phrases. It will be used to identify as the content that has been shared and will be group as code and summarize into categories and themes.

3.4 Interviewees

The interviewees for this paper are who had an experience as a leader of the company both success and unsuccessful from various business segments to understand the main reason on leadership factor that they really focus on and how those factors could impact the company growth. In addition, collecting data from various segments of business allows the research to explore a wider range of opinions and information. These interviewees also need to be involved in the decision-making process of the company. This will help us to use the result effectively and understand in the importance of leadership.

3.5 Data Collection

All of the data was collected through an interview from the interviewees who have experiences a leader of the company. The interview aims to explore and gain the knowledge of their experiences specifically on leadership style. By doing this, the data will help the researcher to understand the perspective of the leader based on the key question of why and how they think leadership is necessary. The interview was performed together with 10 interviewees which included from leaders from several

businesses to give the researcher the wider range of understanding from various industries. The interview took around 30-40 minute for all questions and recorded then decoded by the researcher. Below are questions that used to interview SMEs leaders.

3.6 Questions for interviewees on transformational leadership

3.6.1 General Information

- Company Name
- Name of Interviewee

3.6.2 General Aspect

- How long have you been working in this company?
- What is your position in the company?
- Could you please briefly describe your organization?
- Company size?
- Are you currently the leader of the company?

3.6.3 Main Question

- Idealized Influence

1. How do you demonstrate commitment to the goals?
2. How do you display enthusiasm and optimism?
3. How these have helped your company performance?

- Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?
2. How do you set challenging goals for your followers?
3. How these have helped your company performance?

- Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?
2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

3. How these have helped your company performance?
 - Individualized Consideration
 1. How do you act as a coach or mentor to develop follower's potential?
 2. How do you behave individual as if they are special or important for the company?
 3. How these have helped your company performance?
 - Transformational leadership to company performance
 1. Which of four aspects has improved your company performance?
 2. Do you think it is important to have transformational leadership in SMEs?
 3. How would you rank the important 4 factors from most important to least?

3.7 Data Validation

All of the data will be validated by using the working analytical framework to capture and analyze the data that would help us to understand to relationship between conceptual framework and real working experience. The interview will be recorded only by audio to ensure the content is well captured. Moreover, the questions that will be used contains some probing questions in order to make sure that the answer is correct and to confirm previous answers.

3.8 Data Analysis

After data collection, the data will be input into the working analytical framework as below table. The working analytical framework will include domain practice or each aspects of transformational leadership. It also includes interview response which each interviewee has given to this research. In addition, it also has supportive code which will capture the key sentence and keyword that illustrate how leaders use each aspect of transformational leadership and how it leads to company performance.

3.9 Working Analytical Framework

Table 3.1 Working Analytical Framework Sample

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
Mr. A (CEO)	Idealized Influence	I always put some actions in my goals and also have shared the result in the meeting.	“goal sharing in the meeting”	With this sharing, it leads to faster service for customer	Yes
	Intellectual stimulation	I ask my employee to come up with new idea for solutions	“to come up with new idea”	We could develop new service for customer	Yes
	Inspirational Motivation	I just give tasks to the team and they will just complete their task	“just complete their task on their own”	Customer satisfaction has not improved because it is what they need to do	No
	Individualized consideration	I just order and follow on the result of employee	“just order and follow on result”	Staff just follow on their task and no improvement	No

This chapter is to show research methodology which is how data will be collected and analyzed. For the next chapter, this paper will present the findings after the data has been collected and analyzed in detail in order to illustrate each aspects of transformational leadership applying on real environment in SMEs.



CHAPTER IV

FINDINGS DISCUSSION

For this chapter, to present the results and analyze the common leadership style from the interviewees for their own business by using the information from the interview process. The information below presented from 10 interviewees with different business sectors.

4.1 General information from interviewees

Table 4.1 General information from 10 interviewees.

	1	2	3	4	5	6	7	8	9	10
Working Experience	7 Years	2 Years	3 Years	4 Years	5 Years	6 Years	3 Years	5 Years	2 Years	5 Years
Position	Project Manager	General Manager	Project Manager	Sales Manager	Sales Manager	Managing Director	General Manager	General Manager	General Manager	Managing Director
Company Size	Medium Size	Medium Size	Small Size	Medium Size	Medium Size	Medium Size	Medium Size	Small Size	Medium Size	Small Size
Type of Goods	Product and Service	Service	Product and Service	Product	Product	Product and Service	Product and Service	Product and Service	Service	Product and Service

From the table provided, it is the summary of general information from 10 interviewees which are working experience, position held in the company, company size and type of goods. All of the interviewees are business owners in top management level position and all of them are family-owned business. The average working experience is 4 years as the management position for the company. They do have lots of working experience but as the top management role in family-owned business are shown above. The longest working experience among all interviewees is 7 years, and the lowest is 2 years working experience. Moreover, for the company size, all of them are in SME which are small and medium size company. The average company size is medium. Furthermore,

6 of them, their businesses are both product and service. Only two interviewees, their businesses are only service.

4.2 Idealized Influence in SMEs

From the interview, most of the interviewees are using this aspect in their company and they think that it is very important and could affect the company performance. Most of them agree that this aspect, idealized influence, is important to the company and it would help the company performance. It takes time and trust from employee to believe in the leader.

There are two common things that interviewees believe that this will be the way to be a good role model. First, most of them demonstrate the commitment to their main goal by checking and reviewing the work progress of employee to show that the leader is committed to the goal that he or she has targeted. They believed that by checking and reviewing the goal can demonstrate that they are committed to the goal which would be a role model for employee to follow and will help the company performance.

I will talk and review the goal often with employees, so I think that this would be the demonstration for my employee. (Managing Director)

I will set the goal and sales target and show how to achieve it by doing hard work and giving the plan of how to achieve it. (Sales Manager)

Normally, I work as a project, so each project will have its own timeline, and I need to plan when to start and what to do in each period and when to finish. Then I will explain to the team leader about the detail so he would know when to complete each stage and could cascade down the team members. (Project Manager)

Secondly most of the interviewees believe that idealized influence could be shown by disciplinary behavior of the leader. Many of interviewees have given similar example of their behavior which is the time management.

I think it is important but not directly to company performance because this would help employee to behave as per rules and regulations. For example, the time management, I am very punctual with everyone, and should respect the time of others as well. (Managing Director)

It starts from time management, such as clock in time and clock out time. I always come on time and finish on time. (Project Manager)

I always prioritize my work and time management to achieve the goal as well, so they could observe from my behavior (General Manager)

Therefore, they believe that this aspect could help them to improve company performance not in the direct way, but it could slowly improve the company performance in long term which takes time.

4.3 Intellectual Stimulation in SMEs

From the interview results, not all of the leaders in SME have used this aspect of transformational leadership. Some of interviewee says that it is good to have them creative and innovative, but it should be in the right way. As SMEs sometimes do not have all standard operational procedures, SOP, so employee just follow what has been done for long time and they sometimes want to work easier but not helping the company performance because there is no SOP to follow. However, most of them believe that this could help to improve company performance but not in the direct way. Furthermore, interviewees have shared similar way to stimulate their employee. They have shared common practice that leaders need to allow employee to dare to share ideas and speak up.

First you need to encourage them to speak up, so they will share their ideas with management team. But you need to start first to ask questions to them, and if we continue to do this, then they will share to the team more. (General manager)

I think in Thailand culture, normally staff will not offer any new ideas because they would ask for their boss to help. But for my company, I have a box that let staff can comment and put in the box in case they want to raise anything. (Sales Manager)

This helps the performance for the company, but I need to observe all the time. Not letting employee to be innovative that is way outside of the box because it needs to align with the company direction as well. (General manager)

So leaders believe that this aspect could improve their company performance but leaders also need to observe all the time as well that the creativity and innovations from employee can truly beneficial for the whole company not just helping employee to work easier.

4.4 Inspirational Motivation in SMEs

From the result of interviewees, most of them also believe that this could help to improve the company performance. They believe that if employee can be motivated, then employees are willing to work for the company which will lead to better performance. However, it is hard to always keep employee motivated all the time. Motivation could burn out, so leaders should find ways to keep the motivation fire going. Leaders have shared a common way to motivate employee which is giving reward to employee because SMEs is hard to motivate them by giving challenge for the career growth as SMEs do not have lots of hierarchy structure.

I encourage them on the fact that they come here for money for their family. Therefore, I try to motivate them based on their performance. Moreover, I also give reward as well if they perform well. (General Manager)

I normally set target for performance on each day and also the yearly target, if they can achieve it, I will also give bonus to them as well, so this could help them to motivate and willing to work efficiently. (Sales Manager)

Therefore, it is more like talking to them but in the way of guide them into the right mindset. I also encourage them by giving them cash if they could achieve the target. (General Manager)

If employees are motivated, the company performance would be improved as well. However, motivation of employee will not last long, so it is not easy for leaders to keep them motivated all time. At the same time, money will be the main motivation for employee in SMEs as per interview result from interviewees.

4.5 Individualized Consideration in SMEs

From the interview result, most interviewees agree that this aspect could help to improve the company performance. This aspect helps company by building trust from staff and they would love to work for us and willing to stay together with the company direction because employee will feel that they are important to the company. On the other hand, if a leader could not do this aspect to all employee, some employee will feel that leader is biased, and could create emotional problem within the company itself. Moreover, to be a coach, the leader should have actual knowledge as well because if the

leader does not have the knowledge and go to coach employee, this could make employee lose trust and creditability of the leader.

I coach my staff on things that I am expert on. At the same time, it is coaching on both sides which means staff can coach me if they are expert on some process that I am not good at. (General Manager)

As I am quite new, I think I cannot act as a coach to them on everything because they have worked in the company much longer than me and they have much more experience than me. (General Manager)

Interviewees have shared common way to coach their employee not only in the working basis but also on their personal life coach as well. Therefore, leader needs to be close to employee first, so leader could know and learn how to coach them effectively. However, there is a gap still that not all employees are willing to have a coach, and not all employee need a coach.

I act as a coach always especially in the work life. I go talk to them and sometimes they come to me and talk but some of them feel uncomfortable to talk to me because of my position. Also, for their personal life as well. (Managing Director)

First as I mentioned earlier, we need to be close to them first, so they are open for us to be their coach. I do coach them on work topics and their personal topics as well. (General Manager)

4.6 Transformational Leadership in SMEs

From the interview result, most of them believe that transformational leadership could help to improve the company performance. However, from the interview, interviewees have also shared which aspects of transformational leadership that they think are most important for their business. As for SMEs, it is not a big enterprise so sometimes there is no clear rules and regulations, such as SOP or manual. Therefore, employees will behave, and work based on normal practice and leader's behavior. For example, if a company wants employee to be punctual, leader should be punctual as well, so they will look up to their leader and follow leader's behavior. Moreover, for SMEs, it is very hard to replace or find new employee because the company is not well-known and not big. Therefore, leaders should keep their good employees as many as

they can. Leader then need to guide and coach them, so they can feel that they are part of this company. Hence, the most important 2 aspects for SMEs are the idealized influence and followed by individualized consideration.

I think that the first 3 aspects are important but eventually these three will lead to be an idealized influence. (General Manager)

Individualized is the most important but we need to identify what we want to improve from them, and we should care them as individual because SME is so small, and it is very hard to find new staff. (General Manager)

4.7 Transformational Leadership and company performance in SMEs

For the interview result, there are several examples to show that each aspect of transformational leadership could improve the company performance. Each aspect of transformational leadership can improve the company performance if they are performed by the leaders. For example, Idealized influence, staff will look up to their boss and perform better with more efficiency and timely, so the performance can be improved. Moreover, Intellectual stimulation, if leaders use this in their company, the staff would be able to fix problems on their own and also share new ideas to the team in order to develop or improve the current operations. Inspirational motivation can help staff to be motivated and be more active in their work, so they can better result with better quality. Lastly, Individualized consideration, this could help to guide employee to work with less mistakes as leader is the coach and can develop their potential as well.

CHAPTER V

RECOMMENDATIONS

This chapter presents managerial recommendations from this study to SMEs owners and leaders. The main purpose of this study is to investigate how transformational leadership has affected the company performance focusing on SMEs. This paper can be adapted in SMEs in any industry and will give recommendation to SMEs owners and leaders who want to improve the performance by using transformational leadership.

5.1 Recommendations

After the findings, transformational leadership could be applied in SMEs for the leaders and this would help to improve the company performance as well. Therefore, leaders should also focus on how to lead their employee as well especially these 4 aspects. In addition, transformational leadership could improve the company performance, but it takes time. This needs to be consistent over time in order to gain trust and good relationship from employees which will lead them to perform better. However, all aspects might not be able to focus on the same time for leaders, so leaders might need to understand their business first, so they will know what type of employee they have, then they could apply which aspect to focus first.

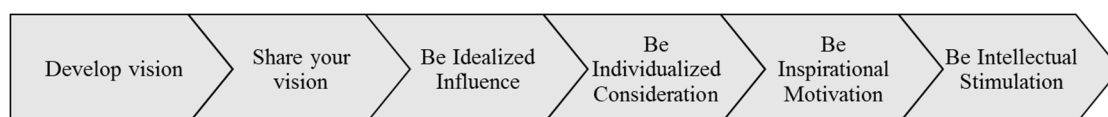


Figure 5.1 Recommendations for SME Leaders

Moreover, according to the research, leaders should focus firstly on idealized influence as it is very important for SMEs because there are not many employees in the company and employees could observe from the leaders directly and easily. Therefore, leaders firstly should be a good role model for employee, so employee could behave in

the way that leader want them to be. Secondly, leaders should focus on the individualized consideration because this will help to gain trust from employee. If leaders can coach their employee, they will feel that the leader is trustworthy and willing to work with the company for long time. Then leaders can use inspirational motivation because after leaders have known each employee, leader will know how to motivate each staff individually. Each staff will have different motivations, so after individualized consideration, leader should focus on inspirational motivation. Lastly, Intellectual stimulation is the last key for SME leaders to focus, as to develop staff skill and potential, so they can fix problems on their own, and leaders would have more time to focus on other business strategies.

5.2 Limitations of this study

Even though this study is to identify how transformational leadership could affect company performance by interviewing 10 SMEs leaders, but the significant result would be better if we could increase the number of interviewees to find more valid results. On the other hand, the research is based on different business sectors, so each company would have different style depending on how their business operate as well. Therefore, to find more valid result, this research could do interview with similar business sector to ensure that the findings are more related and more solid in order to apply in each business sector accordingly. As each business sector they have different operations, leaders would apply different type of leadership style in order to improve the company performance.

CHAPTER VI

CONCLUSIONS AND DISCUSSIONS

In this research, we have explored all aspects of transformational leadership, and have done research with SMEs owners who are from different industries to identify how leadership is important to company performance. Moreover, we have also analyzed the common results from all responses, so we can see where to focus and what is really important to the company performance.

Idealized influence has helped to improve company performance but not in a direct way which this would take sometimes for employee to observe and slowly change their behavior that eventually leads to company performance improvement. However, before employee would follow the leader, they would need trust which would take time to have trust in the leader, but this could build by being a good role model with consistency. Idealized influence will help the leader to shape the behavior of employee as leader want them to be. This could start from any actions from the leader, and the most common action for being idealized influence is to do time management. Time management could be related to the come to work on time and leave the work on time as well, and also this could be about the work prioritization. Moreover, another common action is to check and follow up on the employee goal, so to demonstrate that the leader is keeping track and focusing on the goal. In addition, most of SMEs leaders believe that this is the most important factor for the SME performance.

Intellectual stimulation can also improve the company performance, but this is not commonly used in SMEs because most ideas are directly from the owner himself. On the other hand, those leaders who are using this aspect, they think to implement this they need to allow their employee to speak up, and not to be afraid to share new ideas in the team. As per Thai culture, it has high power distance and hierarchy, so many employees are not dared to share their new ideas with the management team. However, this is also depending on the business and department. SMEs leaders has shared that this would be suitable for sales and marketing teams most but not for labor

level. Most importantly, leaders need to always observe and check that their creativity and new ideas could actually be beneficial to company itself.

Inspirational motivation can also improve the company performance. As they believe that if employee is motivated, they are willing to work more and hard for the company. However, this is not easy to motivate employee all the time. They believed that motivation could be burned out or not last long. Moreover, for SMEs, there is not much motivation in terms of career growth or career path for employee like big company. Most of employee in SMEs stay with the company for long time, and they work here like family, so they are here because they also do not want to seek for career growth as well. Therefore, what most leaders do, they give rewards to employee when they perform well, so they can only motivate their employee for short period of time by giving rewards or money.

Individualized consideration, most interviewees believe that this could help the company performance as well. This would help the company by gaining trust of their employee, so employees are willing to stay with company for long time. Moreover, this would be beneficial for SMEs because the number of employees will not be many as big company, so leaders could help to develop potential of their employees easier. However, another concern is that leaders should be careful because if leaders cannot develop and approach to all of employee, some employee would feel that leaders are biased as the company is small. Therefore, it should have system to be a coach for their employee as well. Moreover, leaders who coach employee should also have real knowledge in order to professionally coach them. Moreover, many interviewees believe that this aspect is very important as well for leaders to improve the company performance.

Therefore, after all findings, this research also provides recommendations for SMEs leaders, so this would help leaders to improve the company performance, but this would take time and cannot implement all at the same time. Leaders should focus each aspect accordingly that is most suitable for their businesses, but this research also provides recommendations that give best fit for most overall SMEs.

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Appendix A: Interview Results

Questions for interviewees on transformational leadership (1)

General Information

1. Company Name: Ruamphol Trading Co.,Ltd
2. Name of Interviewee: Khun Big

General Aspect

1. How long have you been working?
 - 7 years in this company
2. What is your position in the company?
 - Project manager
3. Could you please briefly describe your organization?
 - Construction with department from Thai government
4. Company size?
 - Company employee are 34 persons
5. Are you currently the leader of the company?
 - Yes but also with father

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?
 - Normally, I work as a project, so each project will have its own timeline, and I need to plan when to start and what to do in each period and when to finish. Then I will explain to the team leader about the detail so he would know when to complete each stage and could cascade down the team members.
2. How do you display enthusiasm and optimism?
 - In this industry, it is not quite showing enthusiasm but each one will have different task to complete as project based, so each role will be more focus on their own task. Therefore, it is more like empowerment.

3. How these have helped your company performance?

- I think this can help to improve the performance because people will look up to me and they would try to achieve what leaders do, so staff will complete the task per planned schedule.

Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- In this industry, I think it is more like focusing on the process of each stage so there will not be much on innovation and creativity need for my employee.

2. How do you set challenging goals for your followers?

- I will look at the detail of the work which mean each work that is produced by employee must be perfect in quality and detail oriented.

3. How these have helped your company performance?

- I believe the challenging goal could stimulate employee to work hard in better quality which will improve the company performance.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- No this is more like me and father who envision the future situations.

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- I am focusing more on the timeline so I would give reward to employee who can finish fast with best quality as well and this is like to encourage them or those who could develop themselves.

3. How these have helped your company performance?

- Yes, this could help if they are motivated, so they could bring out their best performance as well, such as they will work harder to finish job on time and we can also ask them to stay overtime if needed.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- Before the work start in the morning, I will appoint each team to come to see me so I will explain what they need to do in each day and ask them if there are any problems they would like to ask.

2. How do you behave individual as if they are special or important for the company?

- I just explain about the task, so I think it is an indirect way of telling them that this role is important to the company performance.

3. How these have helped your company performance?

- This would help employee to understand the same page and same direction with me, so this could improve the performance. Therefore, staff will know how to do or work properly to achieve the goal with coaching guidance.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- Idealized influence, Individualized consideration, inspirational motivation could help my company.

2. Do you think it is important to have transformational leadership in SMEs?

- I think it is important especially on the idealized influence but not so much on intellectual stimulation based on my industry.

3. How would you rank the important 4 factors from most important to least?

- Idealized influence, Individualized consideration, inspirational motivation, intellectual stimulation

Questions for interviewees on transformational leadership (2)

General Information

1. Company Name: OHK Trading
2. Name of Interviewee: Khun Per

General Aspect

1. How long have you been working in this company?
 - 1.5 year
2. What is your position in the company?
 - General Manager
3. Could you please briefly describe your organization?
 - Buy and transform raw material, such as stainless steel

4. Company size?

- Company has 50 employees

5. Are you currently the leader of the company?

- Yes with his brother

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?

- I always prioritize my work and time management to achieve the goal as well, so they could observe from my behavior

2. How do you display enthusiasm and optimism?

- I just focus on my work and keep doing it with discipline

3. How these have helped your company performance?

- Yes, this is the point where performance can be improved and set direction where the company will go to, such as staff will plan and stick to the planned project timeline to achieve their goals.

Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- First you need to encourage them to speak up, so they will share their ideas with management team. But you need to start first to ask questions to them, and if we continue to do this, then they will share to the team more.

2. How do you set challenging goals for your followers?

- I will set goal that they are lacking, so I could develop them, and they will improve themselves as well.

3. How these have helped your company performance?

- Yes this could help to improve because they will work better that before as they have developed. They will be creative to help improve the current traditional operations.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- Currently No, envision is only for leaders for now which are me and my brother

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- I try to move them by rotating, so they can learn bigger picture of the process. Also, I have given some rewards for sales team as well to motivate them if they achieve the goal.

3. How these have helped your company performance?

- Yes I think motivation could improve performance as staff will work for us willingly and they would work harder to reach the performance target.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- I know each staff and what need to improve in each of them, so I try to help each one of them as well.

2. How do you behave individual as if they are special or important for the company?

- I behave to only some persons only but not all. Only focusing on the key person who are the key process of the company.

3. How these have helped your company performance?

- Yes can but coach need to know why we develop this person. Then staff can be really good in terms of their skill and they could really help the company. They could identify problem and fix it right away with the right solutions.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- All of them

2. Do you think it is important to have transformational leadership in SMEs?

- Yes important

3. How would you rank the important 4 factors from most important to least?

- Individualized consideration, Idealized influence, Inspirational motivation,

Intellectual stimulation

- As SME, everything will depend on the owner or leader, so intellectual is important but not most for SME.

- Individualized is the most important but we need to identify what we want to improve from them, and we should care them as individual because SME is so small, and it is very hard to find new staff.

Questions for interviewees on transformational leadership (3)

General Information

1. Company Name: Amornchai Property
2. Name of Interviewee: Khun S

General Aspect

1. How long have you been working in this company?
 - 3 years
2. What is your position in the company?
 - Project Manager
3. Could you please briefly describe your organization?
 - We develop home but focusing more on houses and townhome.
4. Company size?
 - 10 people
5. Are you currently the leader of the company?
 - Yes with mother

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?
 - It starts from time management, such as clock in time and clock out time. I always come on time and finish on time.
2. How do you display enthusiasm and optimism?
 - I always do everything first to demonstrate, such as show how to sell or talk to customer to new employee so they will learn and they could improvise on their own
3. How these have helped your company performance?
 - Yes could help because they will learn from you and you will be the standard for them.

Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- This will be more on after sales service. I will let the team to handle the case by themselves without me to see the actual problem. Then come up to me to consult with their own solutions first, not waiting for my solutions, and I will suggest things accordingly.

2. How do you set challenging goals for your followers?

- I will set their goal from my goal, and also will compare from previous year such as sales team. I will increase the target from previous year but not too unrealistic.

3. How these have helped your company performance?

- I think can help but not directly but will help on how confident they want to work here. Therefore, they would deliver solutions with confident to solve problems better with customer satisfaction.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- I will share my vision and goal to the team and discuss of how we can be there.

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- I will talk to them and give recognition to their good performance, so they can be confident and motivated on their performance

3. How these have helped your company performance?

- Yes can help to improve performance if they are willing and motivated in the company, so they would feel they are part of the company, and they are willing to work harder for the company.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- Yes I will coach my staff to improve their skill if I have knowledge on it, and I will guide them as well because we have only few staff so I can cover them.

2. How do you behave individual as if they are special or important for the company?

- I will always have answer for each staff if they raised any issues so I think this might be the way how to show they are important to me.

3. How these have helped your company performance?

- Yes especially coaching, because it depends on my experience, so when I coach them, I could reduce the risk of failure of customer dissatisfaction.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- All of them but not equally

2. Do you think it is important to have transformational leadership in SMEs?

- I think it is important to have all 4 factors but not all could have all equally

3. How would you rank the important 4 factors from most important to least?

- Individualized consideration, Inspirational motivation, Idealized influence,

Intellectual stimulation

- Intellectual stimulation could wait for me as we are doing the individualized consideration already especially for SME.

Questions for interviewees on transformational leadership (4)

General Information

1. Company Name:

2. Name of Interviewee: Khun Pun

General Aspect

1. How long have you been working in this company?

- 4 years

2. What is your position in the company?

- Sales Manager

3. Could you please briefly describe your organization?

- Produce canned food (Pet food & Human food)

4. Company size?

- 40 people in the team

5. Are you currently the leader of the company?

- Yes with brother

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?

- Normally I will always do and show extra work, such as not only working for our team but also help for other teams as well. I also do job that are out of my scope of work.

2. How do you display enthusiasm and optimism?

- I am just active to the job that is my responsibility

3. How these have helped your company performance?

- Yes it helps. If you are not a good role model, then it will affect other staff as well, so this leads to the performance. Therefore, I try to be a good role model for them, so they would perform, such as interacting with customers, as I want them to be to meet customer expectation and satisfaction

- Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- I think in Thailand culture, normally staff will not offer any new ideas because they would ask for their boss to help. But for my company, I have a box that let staff can comment and put in the box in case they want to raise anything.

2. How do you set challenging goals for your followers?

- Yes I normally I always set goal from the problem not from the previous year target. Therefore, we try to fix the problems or complaints from customers, such as to improve communication within the team.

3. How these have helped your company performance?

- I think it is not directly related to the company performance but if we continue as long-term goal, I think it would help as a positive impact. For example, staff will dare to challenge the team but in the better way to achieve the goal.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- It comes from the management team, so we do not involve them directly.

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- Yes but I do have incentive for no complaints or if the factory does not have any accident within a month, such as dinner party.

3. How these have helped your company performance?

- Yes I think this could lead to improve the company performance if they are motivated and they are willing to work for us. They will work willingly to improve the company, such as they will work overtime by themselves in order to get the completed work progress.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- I set up a department that to take feedback form employee because employee live in factory. I also check the feedback and check up with the team in the office to see if any skill that we should develop more.

2. How do you behave individual as if they are special or important for the company?

- I do check up to my team always, so I think this is how I show them that they are important, and we do really care for them not just only work but also on their personal life.

3. How these have helped your company performance?

- This would help employee to feel secure and safe that they want to be with us and feel that they want to walk with us to bring up better performance for the company.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- Idealized influence, Inspirational motivation, Individualized consideration

2. Do you think it is important to have transformational leadership in SMEs?

- I think it is important especially for SME and family business

3. How would you rank the important 4 factors from most important to least?

- Intellectual stimulation, Idealized influence, Inspirational motivation, Individualized consideration

Questions for interviewees on transformational leadership:

General Information

1. Company Name:
2. Name of Interviewee: Khun Smart

General Aspect

1. How long have you been working in this company?
 - 5 years
2. What is your position in the company?
 - Sales Manager
3. Could you please briefly describe your organization?
 - Recycle raw material, and send to factory
4. Company size?
 - 40 people
5. Are you currently the leader of the company?
 - Yes with father

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?
 - I will set the goal and sales target and show how to achieve it by hard work and giving the plan of how to achieve it.
2. How do you display enthusiasm and optimism?
 - I show that in work I am active and enthusiastic to achieve the goal
3. How these have helped your company performance?
 - I personally think that this might not affect the company performance directly because my company is not that big. However, staff will be active during the work and work can be done much quicker.

Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- For some of the tasks, it allows my employee to think creatively, share their ideas. Normally I will ask questions and they will ask too because we are not a big company. However, the decision is still made by me.

2. How do you set challenging goals for your followers?

- I set personal goal for each one but also I set the yearly goal as well if they can achieve it, I might give them some bonus.

3. How these have helped your company performance?

- This helps if employee can express and share new ideas but it depends on the team as well. We are small company so they are willing to share and express their ideas in order to improve performance.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- No normally I and management team will decide for the future vision of the company.

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- I normally set target for performance on each day and also the yearly target, if they can achieve it, I will also give bonus to them as well, so this could help them to motivate and willing to work efficiently.

3. How these have helped your company performance?

- This would help them because they are willing to work more with better performance such as checking on order from customer in detail even if it is not their direct customers.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- I act as a coach but only for few times not often.

2. How do you behave individual as if they are special or important for the company?

- I do not show them directly or tell them directly that they are important because it is like 2-edge sword because I also afraid that those who are not coached might feel neglected.

3. How these have helped your company performance?

- I think this is important but not everyone is willing to open their mind and let me be their coach even we are close, so they could do work with less mistakes.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- Inspirational motivation

2. Do you think it is important to have transformational leadership in SMEs?

- I think it is important for big company but for SME, I do not think that it will totally fit.

3. How would you rank the important 4 factors from most important to least?

- Inspirational motivation, Idealized influence, Individualized consideration, Intellectual stimulation

Questions for interviewees on transformational leadership (5)

General Information

1. Company Name: G Land Property
2. Name of Interviewee: Khun Potae

General Aspect

1. How long have you been working in this company?
 - 6 years
2. What is your position in the company?
 - Managing Director
3. Could you please briefly describe your organization?
 - Build houses, and sell to customers
4. Company size?
 - 100 people

5. Are you currently the leader of the company?

- Yes with father

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?

- I will talk and review the goal often with employees, so I think that this would be the demonstration for my employee.

2. How do you display enthusiasm and optimism?

- I focus on my work and I think this is how I show that I am very active with the work.

3. How these have helped your company performance?

- I think it is important but not directly to company performance because this would help employee to behave as per rules and regulations. For example, the time management, I am very punctual with everyone, and should respect the time of others as well. Therefore, staff can also deliver their work on time as well which help to set the standard for company performance.

Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- Normally, I will ask open-end question to my workers, and give time to them to think. However, it is not everyone that I use this. I will focus on some teams, such as marketing team. I will pick up some topics such as IOT and let them think to create new ideas for fun.

2. How do you set challenging goals for your followers?

- I will set the goals from the problem, so I think it is challenging already for them. We always create new design, but the quality is good as well.

3. How these have helped your company performance?

- I think this helps a lot. In every meeting of each department, at the end, I will ask employee to share their ideas on anything to improve their department and performance, such as culture, process, rules. Once they raised, I will listen and take action.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- No normally I and management team will decide for the future vision of the company.

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- My company, we create a bad-comment board. I want to create a culture that it is okay that you make mistake, and you need to fix those mistakes until we have no bad comment on the board. In the past, we show only good comment board, but I think bad-comment can motivate better. When there is a mistake, employee need to stick on the board and timeline of when to solve it. I write too if I have mistakes.

3. How these have helped your company performance?

- This definitely helps because motivation is related to the mindset. If we could change the mindset of employee like this. It is okay to do mistakes but we need to fix it. This helps performance a lot because employee will have willingness and confident to take best action for the solutions.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- I act as a coach always especially in the work life. I go talk to them and sometimes they come to me and talk but some of them feel uncomfortable to talk to me because of my position. Also for their personal life as well.

2. How do you behave individual as if they are special or important for the company?

- I have helped one employee that I am willing to help install security in his house because his employee's grandma fell down. So I think this is how I show they are special.

3. How these have helped your company performance?

- Yes this is important because we are very close as we are small company. If we can be their coach and help them to feel the ownership, this could help SME performance as well. When they feel they have ownership in this company, they will take a good care in every way for the company.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- Inspirational motivation, Idealized influence, Individualized consideration,

Intellectual stimulation

2. Do you think it is important to have transformational leadership in SMEs?

- Yes of course

3. How would you rank the important 4 factors from most important to least?

- Idealized influence, Individualized consideration, Intellectual stimulation,

Inspirational motivation

Questions for interviewees on transformational leadership (6)

General Information

1. Company Name: Mazda JP (Kanchanapisek)
2. Name of Interviewee: Khun Poon

General Aspect

1. How long have you been working in this company?
 - 3 years
2. What is your position in the company?
 - General Manager
3. Could you please briefly describe your organization?
 - Car Dealer for Mazda
4. Company size?
 - 45 people
5. Are you currently the leader of the company?
 - Yes

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?

- It starts from the first day or orientation day. I communicate with them since the first day that we aim to achieve the goal that we set, and we all need to do it together. That's the goal for me and I show them by communicating to the team since their first day.

2. How do you display enthusiasm and optimism?

- I show them in the first day as well that we all need to achieve the goal and I also show my vision that we want to be number 1 in Mazda group, and that would be my enthusiasm and ambition for the team.

3. How these have helped your company performance?

- Yes of course, because as the leader, you need to lead and you need to show them how to behave in the company with the right behavior, such as cleanliness in office and time attendance etc. Staff will come be punctual and they all take care of the cleanliness of the showroom. However, It is not directly to every staff but it is like domino.

Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- As this place is quite new, so I am trying to do new things that we have never did. I communicate that we should not do the same and we are very open to hear every voice of employee. I encourage them by opening myself to them that I am very welcome. Moreover, I also go into each work process and talk to each one of them to have some new input. At the same time, I encourage since the first day and during the meeting as well. Also, I encourage managers to talk with below employee as well.

2. How do you set challenging goals for your followers?

- Normally I set goals according to the structure or plan that we have constructed at first. Therefore, I try to push them beyond the goal, such as we aim to sell car for 55 cars but I am trying to push them to sell more than 55 cars this year.

3. How these have helped your company performance?

- This helps the performance for the company because they throw new ideas during the meeting to improve process, but I need to observe all the time. Not

letting employee to be innovative that is way outside of the box because it needs to align with the company direction as well.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- Normally I will express our company vision since the first day, and let them think about they could be part of this company to achieve it together.

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- I encourage them on the fact that they come here for money for their family. Therefore, I try to motivate them based on their performance. Moreover, I also give reward as well if they perform well. On the other hand, I also provide resources to help them work, such as service team, I provide them new system to help them work and could achieve their goal easier.

3. How these have helped your company performance?

- It helps if staff is motivated but I think motivation is like fire, so we need to keep filling the fuel to keep it on. When they are motivated, it is like they are more active and willing to help company to achieve the target. For me, I think the thing that is more important than motivation would be the discipline for employee.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- I coach my staff on things that I am expert on. At the same time, it is coaching on both sides which means staff can coach me if they are expert on some process that I am not good at. Therefore, I act as a coach and student at the same time. I coach only on work related topics not personal topics because I think it would be biased if I focus each staff.

2. How do you behave individual as if they are special or important for the company?

- I arrange thank you party if they can achieve the target, and also I talk everyone to get the problems from them and try to help them to achieve target.

3. How these have helped your company performance?

- This helps company by building trust from staff and they would love to work for us and willing to stay and grow together with the company direction. When

they feel like they are part of the company, they will be with us which will help the company as they have more and more experience that can improve customer satisfaction.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- Inspirational motivation, Idealized influence, Individualized consideration,

Intellectual stimulation

2. Do you think it is important to have transformational leadership in SMEs?

- Yes of course

3. How would you rank the important 4 factors from most important to least?

- Others are the same level but the least that I did is Inspirational motivation

because I do not often motivate them as I think discipline is the core.

Questions for interviewees on transformational leadership (7)

General Information

1. Company Name: Keyman Accessories
2. Name of Interviewee: Khun Boss

General Aspect

1. How long have you been working in this company?
 - 5 years
2. What is your position in the company?
 - General Manager
3. Could you please briefly describe your organization?
 - Build and transform stainless focusing on car accessories
4. Company size?
 - 30 people
5. Are you currently the leader of the company?
 - Yes with father

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?

- I always come to work before working hours and also communicate to staff where we are now, and where we want to achieve, so they would know that I am committed to the goal.

2. How do you display enthusiasm and optimism?

- I will always do the work and I do not just do nothing in the office. I always find things to do.

3. How these have helped your company performance?

- I think this would help because as a role model, staff will always look up to the boss, so if we behave well, they will behave well too just like the leader, and this leads to better performance, such as coming to work on time and clear all task within the given timeline.

Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- First staff would not talk to me because they might be afraid or not dare to talk to me. Therefore, I try to talk to them more, and I try to get closer to them, so they are willing to talk to me or share me some ideas. Therefore, this would help staff to share new ideas or new solutions to improve performance.

2. How do you set challenging goals for your followers?

- I will talk to them first and try to set the goal that could protect the company to have less problems in the future, such as less defect in the factory.

3. How these have helped your company performance?

- Staff will work hard and care for more detail in the work, and they are willing to share new solution to achieve the goal easier with more efficiency.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- I focus on talking with them and I believe in the communication, so I always tell them where we want to be. But vision starts from me and my family first.

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- I talk to them and approach to them more. I will also tell them about motivation in work and how to live happily. Therefore, it is more like talking to them but in the way of guide them into the right mindset. I also encourage them by giving them cash if they could achieve the target.

3. How these have helped your company performance?

- Staff is motivated and they are willing to work hard for us, so this could help the company performance, such as working overtime to get the job done within timeline.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- First as I mentioned earlier, we need to be close to them first so they are open for us to be their coach. I do coach them on work topics and their personal topics as well.

2. How do you behave individual as if they are special or important for the company?

- I do make them feel good to work here but not make them feel too important to the company because my company is focusing on labour and of the labour feels that they are important, they would be too overconfident and might not work under my control. They would think that they have power in this company.

3. How these have helped your company performance?

- If we can coach them to have better performance, then yes, the company could improve. But I should not let them feel they are too important to the company because they will use that as the power for bargaining and it is hard to control them. If we are close to them, they will feel that we care and they would stay longer as this company is their ownership.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- Inspirational motivation, Idealized influence, Individualized consideration, Intellectual stimulation

2. Do you think it is important to have transformational leadership in SMEs?

- Yes of course

3. How would you rank the important 4 factors from most important to least?

- Idealized influence, Individualized consideration, Inspirational motivation,

Intellectual stimulation

Questions for interviewees on transformational leadership (8)

General Information

1. Company Name: Excellency auto business
2. Name of Interviewee: Khun Jump

General Aspect

1. How long have you been working in this company?
 - 2 years
2. What is your position in the company?
 - General Manager
3. Could you please briefly describe your organization?
 - Logistics by truck within Thailand
4. Company size?
 - 100 people
5. Are you currently the leader of the company?
 - Yes

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?
 - I just focus on my task, and I think that this is the best way to demonstrate of how to achieve the goal.
2. How do you display enthusiasm and optimism?
 - I try to be nice and happy within the office, so they would feel not too stressed as well. I want to create culture like this where everybody is happy when they come to work, so I show them that I am happy to be here too.

3. How these have helped your company performance?

- My company is not big, so if the leader is not focusing on the work, so the employee will be too relaxed as well, so the performance of the company could drop too. Therefore, I believe that this would affect the performance. Staff would focus on the task as well to achieve the target.

Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- I will ask staff and gather information from staff as much as I can. Also, I try to get them involve and make them feel that they are like partner to the company. At the same time, I try to implement new innovation first, and allow staff to work more innovative, such as I implement TMS system, and later they could see how innovation could help the work process.

2. How do you set challenging goals for your followers?

- I do not set goals for employee as most of them are labours, so we are more focusing on the work process.

3. How these have helped your company performance?

- This could help the company if staff can be innovative or creative in the right way, but sometimes they just want to work easier but not helping the company performance. If staff is creative in the right way, they would deliver best outcome in most effective and efficient way, such as reducing the time in order to finish the job.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- We are not a big company, so we do not involve them in the vision we have. We are focusing more on the operation basis and process.

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- I encourage them by giving reward to help them motivate because my staff are like labour, so they are more concerned on their income. At the same time, I also encourage them by talking to them and giving them compliment if they behave well, such as no accident or dress properly. Furthermore, it is not easy to motivate these labour.

3. How these have helped your company performance?

- As most of them are labour like truck drivers, they are willing to work more if they are motivated by money. They would do the job with their heart and can increase customer satisfaction and reduce complaints. This could help the company performance as well but it is hard to keep them motivated always because their focus is the income.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- As I am quite new, I think I cannot act as a coach to them on everything because they have worked in the company much longer than me and they have much more experience than me. However, what I can do, I can coach on what I know, such as car safety, or Thai laws on truck driving.

2. How do you behave individual as if they are special or important for the company?

- I do not behave that they are important as individual but try to be with them and make them feel as partner of the company, so it is more like as a team not each individual.

3. How these have helped your company performance?

- If I coach them to be better, then put them in the right place, I think this could improve the company performance. I believe that we should put the right man in the right job. Staff can gain lot of knowledge on this with the right coach, and they can help to deliver the performance in better way.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- Inspirational motivation, Intellectual stimulation

2. Do you think it is important to have transformational leadership in SMEs?

- Yes of course

3. How would you rank the important 4 factors from most important to least?

- Inspirational motivation, Individualized consideration, Intellectual stimulation, Idealized influence

- I think that the first 3 aspects are important but eventually these three will lead to be an idealized influence.

Questions for interviewees on transformational leadership (9)

General Information

1. Company Name: Silptavee
2. Name of Interviewee: Khun Mook

General Aspect

1. How long have you been working in this company?
 - 5 years
2. What is your position in the company?
 - General Manager
3. Could you please briefly describe your organization?
 - Sell color and equipment for car repair shop and car dealers
4. Company size?
 - 10 people
5. Are you currently the leader of the company?
 - Yes

Main Question

Idealized Influence

1. How do you demonstrate commitment to the goals?
 - I focus on my task and I am very detail-oriented person. I will check in every detail of operations during my working time.
2. How do you display enthusiasm and optimism?
 - I always be alert for most of the time, and share new updates for staff, so I am so active during my working hours with staff.
3. How these have helped your company performance?
 - Staff will check the product before the delivery accurately as I will always check one by one, so less mistakes were made by employees.

Intellectual Stimulation

1. How do you stimulate followers to be innovative and creative?

- In my work, I will ask staff about their ideas of improving the process to be better or easier for them to work. Therefore, I ask lots of questions to employees.

2. How do you set challenging goals for your followers?

- I do not set goals for them because they are mostly in labour division but will give like daily goal that to deliver how many customers per day.

3. How these have helped your company performance?

- This can help by finding new ways to improve the current process and helps me to see bigger pictures of the operations as well because I do not know every little detail of the company yet. Staff will also do work with more efficiently and reduce unnecessary processes.

Inspirational Motivation

1. How you involve the followers in envisioning attractive future situations?

- We do not involve them in the vision we have. We are focusing more on the operation basis and process.

2. How do you inspire and encourage the followers by giving the challenge and meaning to their work?

- I do give reward to them as we are Chinese family business, so we give Ang Pao and also bonus at the end of the year if they have performed well. Moreover, we always give them free food and small party as well.

3. How these have helped your company performance?

- I think this would help us in terms to keep them with us because they need this bonus for their living. Outside, they might not be able to find this kind of bonuses. Therefore, this helps us to have consistent service to our customer as we have same staff who already have good relationship with customers.

Individualized Consideration

1. How do you act as a coach or mentor to develop follower's potential?

- I do coach on office staff, so I will keep checking on them and their work especially on the detail of each document.

2. How do you behave individual as if they are special or important for the company?

- I do show that I care them but not to show that they are important to the company because they would feel they could do anything to the company if they are important.

3. How these have helped your company performance?

- When staff is coached, they are working better with less mistakes because they know what the standard for the operations should be, so the performance result is better.

Transformational leadership to company performance

1. Which of four aspects has improved your company performance?

- Idealized influence, Inspirational motivation, individualized consideration

2. Do you think it is important to have transformational leadership in SMEs?

- Yes of course

3. How would you rank the important 4 factors from most important to least?

- Idealized influence, Individualized consideration, Inspirational motivation,

Intellectual stimulation,

Appendix B : Summary of the Interview

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
Khun Big Project Manager	Idealized Influence	I work as a project, so each project will have its own timeline, and I need to plan when to start and what to do in each period and when to finish. Then I will explain to the team leader about the detail so he would know when to complete each stage and could cascade down the team members.	“Then I will explain to the team leader about the detail so he would know when to complete each stage and could cascade down the team members ”	Staff will complete the task as per planned schedule	Yes
	Intellectual Stimulation	In this industry, I think it is more like focusing on the process of each stage so there will not be much on innovation and creativity need for my employee.	“ There will not be much on innovation and creativity need for my employee ”	There will not be much on innovation and creativity need for my employee	No
	Inspirational Motivation	I am focusing more on the timeline so I would give reward to employee who can finish fast with best quality as well and this is like to encourage them or those who could develop themselves.	“I would give reward to employee who can finish fast with best quality as well”	They will work harder to finish job on time and we can also ask them to stay overtime if needed.	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
	Individualized Consideration	Before the work start in the morning, I will appoint each team to come to see me so I will explain what they need to do in each day and ask them if there are any problems they would like to ask.	“I will appoint each team to come to see me so I will explain what they need to do in each day and ask them if there are any problems they would like to ask.”	Staff will know how to do or work properly to achieve the goal with coaching guidance.	Yes
Khun Per General Manager	Idealized Influence	I always prioritize my work and time management to achieve the goal as well, so they could observe from my behavior. I just focus on my work and keep doing it with discipline	“I just focus on my work and keep doing it with discipline”	Staff will plan and stick to the planned project timeline to achieve their goals.	Yes
	Intellectual Stimulation	First you need to encourage them to speak up, so they will share their ideas with management team. But you need to start first to ask questions to them,	“First you need to encourage them to speak up, so they will share their ideas with management team”	They will be creative to help improve the current traditional operations.	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
		and if we continue to do this, then they will share to the team more. I will set goal that they are lacking, so I could develop them, and they will improve themselves as well.			
	Inspirational Motivation	I try to move them by rotating, so they can learn bigger picture of the process. Also, I have given some rewards for sales team as well to motivate them if they achieve the goal.	“Also, I have given some rewards for sales team as well to motivate them if they achieve the goal.”	Staff will work for us willingly and they would work harder to reach the performance target.	Yes
	Individualized Consideration	I behave to only some persons only but not all. Only focusing on the key person who are the key process of the company,	“Only focusing on the key person who are the key process of the company”	They could really help the company. They could identify problem and fix it	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
		but coach need to know why we develop this person.		right away with the right solutions.	
Khun S Project Manager	Idealized Influence	It starts from time management, such as clock in time and clock out time. I always come on time and finish on time. It can help because they will learn from you and you will be the standard for them.	“It can help because they will learn from you and you will be the standard for them”	Staff will learn and they could improvise on their own to fix problem as leader	Yes
	Intellectual Stimulation	This will be more on after sales service. I will let the team to handle the case by themselves without me to see the actual problem. Then come up to me to consult with their own solutions first, not waiting for my	“Then come up to me to consult with their own solutions first, not waiting for my solutions”	They would deliver solutions with confident to solve problems better with customer satisfaction.	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
		solutions, and I will suggest things accordingly.			
	Inspirational Motivation	I will talk to them and give recognition to their good performance, so they can be confident and motivated on their performance	“give recognition to their good performance, so they can be confident and motivated on their performance	They would feel they are part of the company, and they are willing to work harder for the company.	Yes
	Individualized Consideration	I will coach my staff to improve their skill if I have knowledge on it, and I will guide them as well because we have only few staff so I can cover them. will always have answer for each staff if they raised any issues	“I will coach my staff to improve their skill if I have knowledge on it”	When I coach them, I could reduce the risk of failure of customer dissatisfaction.	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
Khun Pun Customer Relations Manager	Idealized Influence	Normally I will always do and show extra work. I also do job that are out of my scope of work. If you are not a good role model, then it will affect other staff as well, so this leads to the performance.	“If you are not a good role model, then it will affect other staff as well, so this leads to the performance.”	They would perform, such as interacting with customers, as I want them to be to meet customer expectation and satisfaction	Yes
	Intellectual Stimulation	I always set goal from the problem not from the previous year target. Therefore, we try to fix the problems or complaints from customers, such as to improve communication within the team.	“Therefore, we try to fix the problems or complaints from customers, such as to improve communication within the team”	Staff will dare to challenge the team but in the better way to achieve the goal	Yes
	Inspirational Motivation	I do have incentive for no complaints or if the factory does not have any accident within a month, such as dinner party. I think this could lead to improve the company performance if they are motivated and they are willing to work for us.	“I do have incentive for no complaints or if the factory does not have any accident”	They will work overtime by themselves in order to get the completed work progress.	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
	Individualized Consideration	I do check up to my team always, so I think this is how I show them that they are important, and we do really care for them not just only work but also on their personal life.	“I do check up to my team always, so I think this is how I show them that they are important”	They want to be with us and feel that they want to walk with us to bring up better performance for the company.	Yes
Khun Smart Sales Manager	Idealized Influence	I will set the goal and sales target and show how to achieve it by hard work and giving the plan of how to achieve it. Also, I show that in work I am active and enthusiastic to achieve the goal	“I show that in work I am active and enthusiastic to achieve the goal”	Staff will be active during the work and work can be done much quicker.	Yes
	Intellectual Stimulation	For some of the tasks, it allows my employee to think creatively, share their ideas. Normally I will ask questions and they will ask too because we are not a big company. However, the decision is still made by me.	“Normally I will ask questions and they will ask too because we are not a big company”	They are willing to share and express their ideas in order to improve performance.	Yes
	Inspirational Motivation	I normally set target for performance on each day and also the yearly target, if they can achieve it, I will also prove bonus to them as well, so this could help them to motivate and willing to work efficiently.	“if they can achieve it, I will also prove bonus to them as well, so this could help them to motivate”	Staff will check on order from customer in detail even if it is not their direct customers.	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
	Individualized Consideration	I act as a coach but only for few times not often. I do not show them directly or tell them directly that they are important because it is like 2-edge sword because I also afraid that those who are not coached might feel neglected.	“I act as a coach but only for few times not often”	They let me be their coach even we are close, so they could do work with less mistakes.	
Khun Potae Managing Director	Idealized Influence	I will talk and review the goal often with employees, so I think that this would be the demonstration for my employee. Also, I focus on my work and I think this is how I show that I am very active with the work.	“I will talk and review the goal often with employees, so I think that this would be the demonstration for my employee.”	Therefore, staff can also deliver their work on time as well which help to set the standard for company performance.	Yes
	Intellectual Stimulation	Normally, I will ask open-end question to my workers, and give time to them to think. However, it is not everyone that I use this. I will focus on some teams, such as marketing team. I will pick up some topics such as IOT, and let them think to create new ideas for fun.	“I will ask open-end question to my workers, and give time to them to think. However, it is not everyone that I use this. I will focus on some teams”	Employees share their ideas on anything to improve their department and performance	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
	Inspirational Motivation	My company, we create a bad-comment board. In the past, we show only good comment board, but I think bad-comment can motivate better. When there is a mistake, employee need to stick on the board and timeline of when to solve it. I write too if I have mistakes.	“In the past, we show only good comment board, but I think bad-comment can motivate better.”	Employee will have willingness and confident to take best action for the solutions	Yes
	Individualized Consideration	I act as a coach always especially in the work life. I go talk to them and sometimes they come to me and talk but some of them feel uncomfortable to talk to me because of my position. Also for their personal life as well.	“I act as a coach always especially in the work life.”	When they feel they have ownership in this company, they will take a good care in every way for the company.	Yes
Khun Poon General Manager	Idealized Influence	As the leader, you need to lead and you need to show them how to behave in the company with the right behavior, such as cleanliness in office and time attendance etc.	“That’s the goal for me and I show them by communicating to the team since their first day”	Staff will come be punctual and they all take care of the cleanliness of the showroom	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
	Intellectual Stimulation	I communicate that we should not do the same and we are very open to hear every voice of employee. I encourage them by opening myself to them that I am very welcome. . . At the same time, I encourage since the first day and during the meeting as well. Also, I encourage managers to talk with below employee as well.	“At the same time, I encourage since the first day and during the meeting as well. Also, I encourage managers to talk with below employee as well”	This helps the performance for the company because they throw new ideas during the meeting to improve process, but I need to observe all the time.	Yes
	Inspirational Motivation	I encourage them on the fact that they come here for money for their family. Therefore, I try to motivate them based on their performance. Moreover, I also give reward as well if they perform well.	“Therefore, I try to motivate them based on their performance. Moreover, I also give reward as well if they perform well”	When they are motivated, it is like they are more active and willing to help company to achieve the target.	Yes
	Individualized Consideration	I coach my staff on things that I am expert on. At the same time, it is coaching on both sides which means staff can coach me if they are expert on some process that I am not good at.	“I coach my staff on things that I am expert on. At the same time, it is coaching on both sides which means staff can coach me if they	They will be with us which will help the company as they have more and more experience that can	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
			are expert on some processes”	improve customer satisfaction.	
Khun Boss General Manager	Idealized Influence	I always come to work before working hours and also communicate to staff where we are now, and where we want to achieve, so they would know that I am committed to the goal.	“I always come to work before working hours and also communicate to staff where we are now”	This leads to better performance, such as coming to work on time and clear all task within the given timeline.	Yes
	Intellectual Stimulation	First staff would not talk to me because they might be afraid or not dare to talk to me. Therefore, I try to talk to them more, and I try to get closer to them, so they are willing to talk to me or share me some ideas. Therefore, this would help staff to share new ideas or new solutions to improve performance.	“I try to talk to them more, and I try to get closer to them, so they are willing to talk to me or share me some ideas”	Staff will work hard and care for more detail in the work, and they are willing to share new solution to achieve the goal easier with more efficiency.	Yes
	Inspirational Motivation	I will also tell them about motivation in work and how to live happily. Therefore, it is more like talking to them but in the way of guide them into the right mindset. I also	“I will also tell them about motivation in work and how to live happily”	This could help the company performance, such as working overtime to get the job done within timeline.	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
		encourage them by giving them cash if they could achieve the target.			
	Individualized Consideration	First as I mentioned earlier, we need to be close to them first so they are open for us to be their coach. I do coach them on work topics and their personal topics as well.	“I do coach them on work topics and their personal topics as well”	They will feel that we care, and they would stay longer as this company is their ownership	Yes
Khun Jump General Manager	Idealized Influence	I just focus on my task, and I think that this is the best way to demonstrate of how to achieve the goal. My company is not big, so if the leader is not focusing on the work, so the employee will be too relaxed as well, so the performance of the company could drop too.	“I just focus on my task, and I think that this is the best way to demonstrate of how to achieve the goal”	Staff would focus on the task as well to achieve the target.	Yes
	Intellectual Stimulation	At the same time, I try to implement new innovation first, and allow staff to work more innovative, such as I implement TMS system, and later they could see how innovation could help the work process.	“I try to implement new innovation first, and allow staff to work more innovative”	Staff would deliver best outcome in most effective and efficient way, such as reducing the time in order to finish the job	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
	Inspirational Motivation	I encourage them by giving reward to help them motivate because my staff are like labour. At the same time, I also encourage them by talking to them and giving them compliment if they behave well, such as no accident or dress properly. Furthermore, it is not easy to motivate these labour.	“I encourage them by giving reward to help them motivate because my staff are like labour”	They would do the job with their heart and can increase customer satisfaction and reduce complaints	Yes
	Individualized Consideration	As I am quite new, I think I cannot act as a coach to them on everything because they have worked in the company much longer than me and they have much more experience than me. However, what I can do, I can coach on what I know, such as car safety, or Thai laws on truck driving.	“However, what I can do, I can coach on what I know, such as car safety, or Thai laws on truck driving”	Staff can gain lot of knowledge on this with the right coach, and they can help to deliver the performance in better way.	Yes
Khun Mook General Manager	Idealized Influence	I focus on my task and I am very detail-oriented person. I will check in every detail of operations during my working time. I always be alert	“I focus on my task and I am very detail-oriented person”	Staff will check the product before the delivery accurately as I will always check one	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
		for most of the time, and share new updates for staff, so I am so active during my working hours with staff.		by one, so less mistakes were made by employees.	
	Intellectual Stimulation	In my work, I will ask staff about their ideas of improving the process to be better or easier for them to work. Therefore, I ask lots of questions to employees. I do not set goals for them because they are mostly in labour division but will give like daily goal that to deliver how many customers per day.	“I will ask staff about their ideas of improving the process to be better or easier for them to work”	Staff will also do work with more efficiently and reduce unnecessary processes.	Yes
	Inspirational Motivation	I do give reward to them as we are Chinese family business, so we give Ang Pao and also bonus at the end of the year if they have performed well. Moreover, we always give them free food and small party as well.	“I do give reward to them as we are Chinese family business, so we give Ang Pao and also bonus at the end of the year if they have performed well”	Therefore, this helps us to have consistent service to our customer as we have same staff who already have good relationship with customers.	Yes

INTERVIEWEE	DOMAIN BUSINESS PRACTICE	INTERVIEW RESPONSE	SUPPORTIVE CODE ON THE ASPECT	SUPPORTIVE CODE ON COMPANY PERFORMANCE	COMPANY PERFORMANCE (RESULT FULLFILLED OR NOT)
	Individualized Consideration	I do coach on office staff, so I will keep checking on them and their work especially on the detail of each document.	“I do coach on office staff, so I will keep checking on them”	They are working better with less mistakes because they know what the standard for the operations should be, so the performance result is better.	Yes