HOW DOES LEADERSHIP STYLE AND THE MOTIVATION AFFECT EMPLOYEE'S JOB SATISFACTION

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Pornrudee Klongkitkarnka

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M.M. (ENTREPRENEURSHIP MANAGEMENT)

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ABSTRACT

The objective of this thematic paper is to find how does leadership style affect employee job satisfaction, and also finding other factors which could affect people's job satisfaction in the IT company. This research was using an in-depth interview with employees who have been working in this company for at least 6 months by open-ended questions and let them share their experience as much as they could. Two main theoretical frameworks that are applied in this paper are transformational leadership and Maslow's hierarchy of needs. For data validity, this paper will be providing an interview script and set them in a working analytical framework, and categorize them into answer theme. During the interview, we have used the probing questions technique, observation, and extra interview to ensure all interviewees providing all the true information. In conclusion, this paper provided what are the main factor and leadership style of their boss which reduce the job satisfaction of employees.

KEY WORDS: Leadership style/ Job satisfaction/ Employee/ Transformational leadership/ Maslow's hierarchy of needs

118 pages

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CHAPTER I
INTRODUCTION

1.1 Introduction

Nowadays, many companies comprehend that employees' job satisfaction became one of the most important issues of the company. It is the main issue that the Human Resources department is always needed to concern about. Employees normally expect to be a well responsible person in their career path. The main purpose of their work is to finish all tasks in the to-do-list and achieve their KPI target. There were some tasks that employees couldn't finish individually, they would need some help from team members as well as guiding or decision making by a leader or manager. Many tasks can't be finished on time or did not follow the schedule planned because of delays in decision making. Sometimes the leader did not indicate which direction should an employee go even we all had a discussion. In some cases, it happened because of miscommunication and in some cases because of a lack of communication. The leader might already answer team members, but they thought it was just an idea not a final decision yet, this is an example of miscommunication. Lack of communication might occur as well, for example, the leader didn't express what is in his/her mind, so employees didn't know what he/she was thinking. Sometimes they just express their feeling by gestures like nodding or put thumbs up which those means he/she accept your opinion and allow the team to go to that direction. Those behaviors might also come from the personal type of that particular leader who likes to act in different ways.

1.2 Problem Statement and Research Objectives

“How do leadership style and the motivation affect employee's job satisfaction”

The purpose of this paper is to research employees of an IT company with the question of how does leadership style affects an employee's job satisfaction? According to my experiences of working here for 6 years, I and my colleagues have faced some kind of this situation before and I have ever talked with them about this issue as well. We were faced with the unknown direction of our leader and we couldn't summarize his final selection then end up with an unfinished task. This sometimes causes us under high pressure of working as we couldn't follow the timeline that we planed. Moreover, some task disappears along the way and we realized it when few times passed by.

1.3 Research question

What are the factors that affect an employee's job satisfaction?

How do they affect?

The first chapter mentioned about introduction of this thematic paper, the problem statement, and the research questions. The next chapter will be about the literature review explaining the framework that will be applied in this research paper.

CHAPTER II
LITERATURE REVIEW

To make business drive successfully, there should be a person who leads the team of a company, that person we can call him or her as a leader. Leadership plays an important role in every company. They would be the one who finalizes the direction that company would go. Employees are an important resource that leaders have to manage, they are an important part of the company. The management style of a leader will surely affect the job satisfaction of employees.

To understand more about the relationship between leadership style and job satisfaction, this chapter is providing review literature about leadership style, motivation, and job satisfaction. The author was gathering all important information and theory from articles, books, and journals.

2.1 Transformational Leadership

Leadership is the ability of the one who can motivate or guild over someone to work out to achieve the same goals while a leader is someone who performs or provide leadership (Manoppo, 2020).

Burns (1978) generated the theory which we called transforming leadership. This type of leader is focusing on how to motivate and inspire employees to let them provide the best outcome. Transformational leadership is concerning more with morals and ethics by defending the right and pride of subordinates ("Transformational Leadership Theory and Exploring the Perceptions of Diversity Management in Higher Education", 2019). Transformational leadership theory consists of four characters which are

2.1.1 Idealized Influence (II)

When a leader becomes a role model for employees in the team to show action and tasks that need to perform to complete an organizational vision and mission. This kind of action can build trust and respect from followers to leaders. (Kim & Shin, 2020).

2.1.2 Inspirational Motivation (IM)

When a leader is a person who inspires and motivates the team to be confident with the company to move forward to the same goals. The vision from the leader should motivate and inspire the employees by his/her communication of company goals, this can also boost up the energy of followers to develop, put more effort into work as well as create a positive mindset on their ability.

2.1.3 Intellectual Stimulation (IS)

The leader challenge employees by asking questions on their result, encourage them to be creative, and express the idea throughout the working process. When there is any problem occur, the leader must train their team to solve problems wisely by rationality, critical thinking and encourage them to think out of the box.

2.1.4 Individualized consideration (IC)

The leader focusing on employees' individual needs and try to be supporting, training, and guiding member of the team to develop themselves. The leader will provide empathy, respect, and sometimes celebrate a small step of their success to encourage and energize for their self-development.

2.2 Maslow Hierarchy of need and motivation

Fig. 1: The Maslow's hierarchy of needs represented by a pyramid

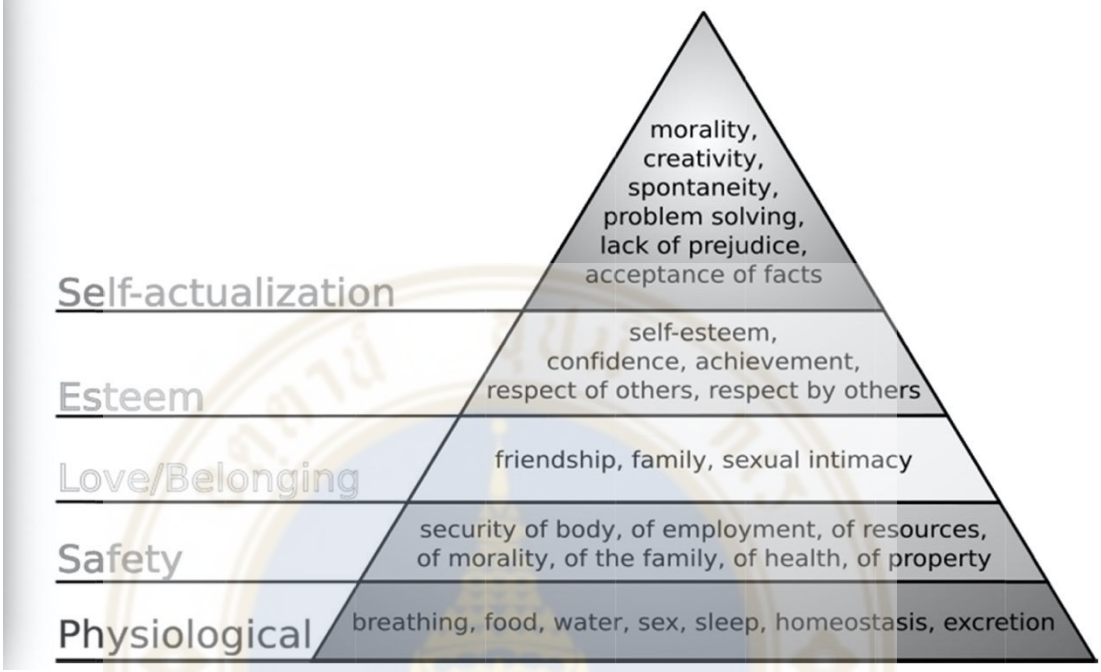

Figure 2.1 Maslow's hierarchy of needs

Maslow's hierarchy of needs or hierarchy of motivation needs is a framework that captures motivation and classifies it into different types. This theory consists of five levels of needs which are physiological needs, safety needs, social needs, self-esteem, and self-actualization.

The first level is physiological needs are a very basic needs of a human being for surviving like food, clothing, shelter, and others. It is physiological needs that are very important and being a biological function (Čížek, 2012). Employees need their basic needs to survive in the workplace, it is the things that company should have for their employees during staying in the workplace like food, drinking water, proper working space including enough income for them to support their life and other essential needs.

The second level is safety needs which are the needs of security and safeguard. It is the safety of both physical and emotional pain. In the case of the career

aspect, it is a safe working place, a work contract about job period, insurance during the working period, and a retirement plan.

The third level is social or belonging needs. It is including love, friendship, all kind of relationships, and family. If looking from a career aspect, it could be acceptance and awareness from the team and leader. It is about how do they feel as involved in their job or the position that they are in. The company could build a social need by arranging an activity that encourages people in the same company to participate in the same activity to build their harmony.

The fourth level is self-esteem needs, this is about a person's self-satisfaction like confidence, the achievement of when they think about how others feel when looking at them. For the work aspect, it is job titles, rewards, and goals that they should be able to achieve. Those can boost up the confidence in themselves and the ability to work further.

The topmost level of Maslow's Hierarchy of needs pyramid is self-actualization. This level is focusing on self-realizing potential and own personal development. A leader can help their employee to address this level by letting them have a chance to practice decision-making skills to let them improve on personal development. work contract about job period, insurance during the working period, and retirement plan.

2.3 Job satisfaction

Job satisfaction is one of the most important issues that an organization is trying to study as it causes so many issues such as work performance, turnover rate, burnout of employees, and absenteeism. Job satisfaction means employee work enjoyment or how employees feel with their job in many different aspects of work (Spector, 1997). Luckily some people could find their right job so that a particular job can easily become part of their life seamlessly. Others dislike their work and just need to do it because it is necessary. Job satisfaction is really important as people spend most of their time in the workplace Gupta and Joshi (2008). It is beneficial for an organization if employees are satisfied with their job, as they will have a positive aspect with their work and more likely to motivate them to perform good performance

or provide the best service to a customer. (Bontis, Richards & Serenko, 2011). People have usually measured job satisfaction from two perspectives which are affective and cognitive. Affective satisfaction is about the emotions or mood that a person feels with their job. However, cognitive satisfaction is subjective that is based on a rational evaluation of a job and mostly involves objective issues (Khalilzadeh, Del Chiappa, Jafari & Zargham Borujeni, 2013). As (Pantouvakis & Bouranta, 2013) stated that employee job satisfaction can lead to more productivity of work, for example, serve a better service to a customer and most importantly is improve the company to be better or more profitable.

2.4 Conceptual Framework

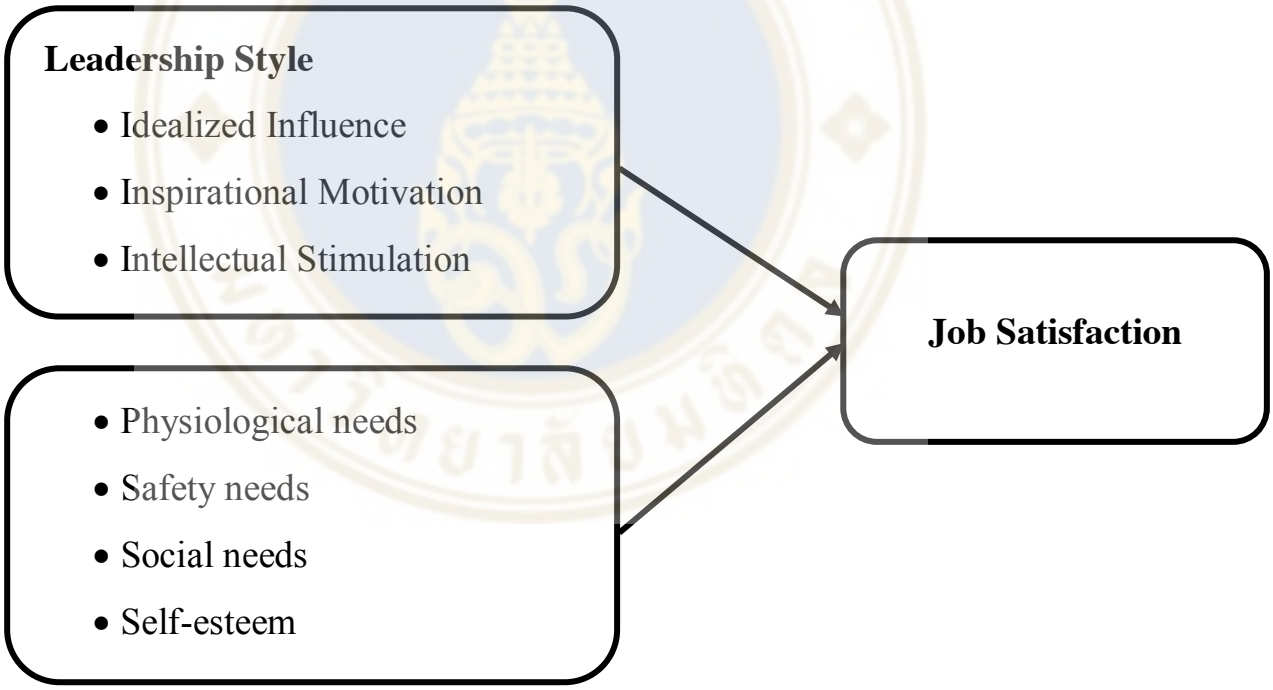

Figure 2.2 Conceptual Framework

2.5 Propositions

P1: Idealized influence style of leadership affect employee's job satisfaction

P2: Inspirational motivation style of leadership affect employee's job satisfaction

P3: Intellectual stimulation style of leadership affect employee's job satisfaction

P4: Individualized consideration style of leadership affect employee's job satisfaction

P5: Physiological needs are affecting employee's job satisfaction

P6: Safety needs is affecting employee's job satisfaction

P7: Social needs is affecting employee's job satisfaction

P8: Self-esteem is affecting the employee's job satisfaction

P9: Self-actualization is affecting employee's job satisfaction

The above information was all the frameworks and theories that I will use in the thematic paper. I also came up with a conceptual framework and proposition for this paper. The next chapter will be the details about research design, methodology, research questions, and some examples of a working analytical framework.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Design

The purpose of this paper is to study the effect of leadership style on employees' job satisfaction in an IT company. To collect data and information of this thematic paper, the author chose the qualitative research method as this research need an explanation from employees of how they think and feel about their boss and does it affect their job satisfaction overall. This thematic paper design to conduct an interview with 15 selected employees of this IT company and ask open-ended questions to let them explore and express their idea and emotion. The result will show which leadership style the boss is and the feedback employees, as well as employees' job satisfaction of this IT company.

3.2 Data Collection and Methodology

3.2.1 Interview Method

According to the plan, this paper will research by qualitative method, the interview is our main tool to collect the information. From the list of our open-ended questions, the employee will answer a kind of experience sharing, telling a story about their boss, company, and job satisfaction. The questions will lead interviewees to express their feeling by sharing their opinion about their job satisfaction. To get reliable information with real experiences, this paper will interview the only person who has been working in this IT company for at least 6 months which has 15 interviewees in total. During the interview session, the voice of both interviewees and interviewers will be recorded and the author will also make a short note for further analysis. This paper will be gathering all the common information, analyze and provide summarization from an interview from our focus group.

3.3 Research Question

The following interview questions have adapted from the thematic paper of (Kittisinchaikul, 2017), (Chamniprasertkul, 2015), (Silchai, 2017) and (Zhonglv & Wei, 2014)

Idealized Influence (II)

1. Do you think your boss is a good role model for all employees? How?
2. Are those actions help increase your job satisfaction?

Inspirational Motivation (IM)

3. How your boss shared a vision with the team?
4. Does your boss inspire or motivate employees to achieve the same goals? How?
5. Does it make your work improve?
6. How does those motivation or inspiration increase your job satisfaction?

Intellectual Stimulation (IS)

7. Does your boss provides intellectual stimulation?
8. How does it affect your job performance?
9. How does it help change your perception of problem-solving skills?

Individualized consideration (IC)

10. How your boss provides individual support?
11. Does his support affect your way of work?
12. How do you feel about being supported by your boss?
13. How this individualize consideration increase your job satisfaction?

Physiological needs

1. Are you satisfy with your current position and work?
2. Do you think the benefit you get is enough and reasonable?

Safety needs

3. Do you feel stable with your work? Are you afraid of losing a job?
4. How do you feel about the environment of this office?
5. Does those factors affect your job satisfaction? How?

Belonging needs

6. Do you often have an activity with your teammate? How?
7. Are your boss support you enough?

8. Does it affect your job performance and satisfaction?

Self-esteem needs

9. Do you usually get praise from your colleagues or your boss? Please give an example

10. Do this company treat you and your team fairly?

Self-actualization needs

11. Could you share the most challenging experience while working here?

12. Do you have a chance to get promoted?

13. Does praise, fair treatment, work, and promotion affect your job satisfaction? How?

Job Satisfaction

1. Are you satisfied working in this company? What impressed you the most? what you think needs to be improved?

2. Are you satisfied with your position and scope of work? If yes, please share your proud experiences.

3. Are you satisfied with your job overall?

4. What are the factors that decrease your job satisfaction?

3.4 Data Validity

To ensure that the interviewee is providing authentic information and reliable, the author used some techniques during the interview session. I chose probing questions which is the technique that asking some similar questions to check interviewees whether they answer their own story or not. Observation is another technique which I chose as because I would like to know more details about their feeling on their own experiences so I would have an additional interview later with some of them in relax time. First an interview room, the interview area will not be held at their working table or the place that anybody can walk past. The interview room would be arranged on another floor separately from their working floor to make them feel more relax and secure to express their real feeling. Before starting an interview session, I will introduce a bit of which kind of questions they will be asked so they can have some time for preparation.

3.5 Data Analysis

The author planned to use a working analytical method to analyze this thematic paper. After finishing all the interview sessions for 15 employees, the author will have a short note, as well as a voice recode for each interviewee. The author will review a short note and listening to voice records, again and again, those are the first two steps for collecting all information. While listening to voice record, also need to code the transcript of each interviewee. The next step is reading through the short note and all the script carefully and group common information that can be used to categorize into a similar theme and put into the spreadsheet as a table.

3.6 Working Analytical Framework

Table 3.1 Work Analytical Framework

Interviewee No.	Working Analytical Framework				Job Satisfaction
	Idealized Influence (II)	Inspirational Motivation (IM)	Intellectual Stimulation (IS)	Individualized consideration (IC)	
	Example question: Do you think your boss is a good role model for all employees? How?	Example question: Does your boss inspire or motivate employees to achieve the same goals? How?	Example question: Does your boss provide intellectual stimulation?	Example question: How your boss provides individual support?	Example question: Does your boss style affect your job satisfaction?

Table 3.1 Work Analytical Framework (Cont.)

Interviewee No.	Working Analytical Framework				Job Satisfaction
	Idealized Influence (II)	Inspirational Motivation (IM)	Intellectual Stimulation (IS)	Individualized consideration (IC)	
The question, Answer, and interpretation	Example answer: Yes, he is a good role model in both work and life aspect	Example answer: yes, he motivates us by the commitment by outing trip in abroad if we reach sales goal and inspire us by being a good role model	Example answer: yes, he usually asked some questions to let me think about future	Example answer: No, He doesn't support me enough	Example answer: yes, it does affect my job satisfaction
	Result: Agree	Result: Agree	Result: Agree	Result: Disagree	Result: Agree

Table 3.2 Work Analytical Framework (cont.)

Interviewee No.	Working Analytical Framework					Job Satisfaction
	Physiological needs	Safety needs	Social needs	Self-Esteem needs	Self-Actualization needs	
	Example question: Are you satisfy with your current position and work?	Example question: Do you feel stable with your work? Are you afraid of losing a job?	Example question: Do you often have an activity with your teammate? How?	Example question: Do you usually get praise from your colleagues or your boss?	Example question: Do you have a chance to get promoted?	Example question: Are those factors affect your job performance and satisfaction?
The question, Answer, and interpretation	Example answer: yes, I satisfied with my current position and work	Example answer: I feel stable and do not afraid of losing job	Example answer: Yes, I do have at least twice a month	Example answer: Rarely, we didn't praise each other much	Example answer: No, I do not think so as our company doesn't have a clear career path	Example answer: Yes, it affects too much on my job satisfaction.
	Result: satisfy	Result:Feel safe and sable	Result: Fulfilled	Result: Not fulfilled	Result: Do not satisfy	Result: Yes, its affect

This chapter was listing interview questions, provided the data validity that this paper has been used, and showing how I collect and analyze the data. The next chapter will be the research finding from all interviewees.

CHAPTER IV
DATA ANALYSIS

This thematic paper is using qualitative research as the main tool, this chapter will show the summarization of overall data which we have collected from 15 chosen interviewees from an IT company. The data were collected from face-to-face interviews only. Those who have interviewed should work at this company for more than 6 months.

4.1 Demographic Data

The demographic of all interviewees can be categorized into the table below. The total number of respondents is 15 persons that consist of 8 (53.33%) males and 7 (46.67%) females. Most of them are in the age range of 25-30-year-old (40%), follow by 33.33 percent is in the age range of 31-40-year-old and the rest is in the age range of 18-24-year-old. For education details, 93.33 percent in the undergraduate level, only one respondent is in high school level.

Table 4.1 Demographic Background

Demographic background	QTY(n)	Percentage (%)
Gender		
Male	8	53.33%
Female	7	46.67%
Total	15	100.00%

Table 4.1 Demographic Background (cont.)

Demographic background	QTY(n)	Percentage (%)
Age range group		
18-24-year-old	4	26.67%
25-30-year-old	6	40%
31-40-year-old	5	33.33%
Total	15	100.00%
Education level		
High school or equivalent	1	6.67%
Undergraduate level	14	93.33
Total	15	100.00%

4.2 Research Finding

The following summarization came from an in-depth interview of 15 employees who have been working in this IT company for more than 6 months. The below information will use for analysis as well.

4.2.1 Transformational Leadership

Idealized Influence (II)

Based on the interview in the topis of idealized influence, All of them respond that their boss is a good role model. They gave an example in a different aspect. Many of them said that he is a good role model in both action and attitude. To summarize, all of the interviewees said a good role model of their boss would affect their job satisfaction.

“My boss is a good role model in discipline, rule of work, and how he is intent on working”

Tob (Network Engineer)

“He is not just only the managing director, but he also understood a work format and all scope of work because he has experience in this field before”

Moo (Network Engineer)

“My boss is a role model in part of a good attitude. For example, about this network market, I thought one day it would be stuck but he looks beyond, and further, he said that innovation is always developing and go further.

F (Administrator)

“Yes, it affects me because I can know from the vision which way, I need to work to support this company. This can make me feel satisfied with this job as I know if I am working correctly”

Happy (Marketing)

“In my opinion, it affects the decision during we are working here as we need to clearly understand the direction of the company as it engages in decision making”

Moo (Network Engineer)

Inspiration Motivation (IM)

According to the interview on the topic of inspiration motivation, there are so many ways that the boss used to motivate and inspire their employees. They are answered in the same way that their boss always talked about the vision of the company since the interview day and start working here. He also keeps on telling in every internal meeting. For the operation department, the boss will set the total sales target for this company and if we all can reach it, the company will arrange abroad outing trip for all employees. For the sales department, they said that the boss will inspire his staff by being a good role model, for example, showing how to present and react with a customer, this makes the sales team want to be like him

“He told me the vision of this company before I started working here and he always keeps telling it”

Aom (Import/Export Administrator)

“Yes, he does since I have an interview before working here, and also in our weekly meeting session and also quarterly meeting, he tries to repeat company vision in every meeting”

Aun (Sales Manager)

“When I was working and going to meet customer together him, he is kind of inspiring me to work by his action. I want to become like him, so I tried to develop myself in many aspects like technical skills and sales skills. He even taught me even how to give name card and make customer impress”

Mhon (Sales)

“I usually get some good words from the boss" which help to motivate him to work”

Tob (network engineer)

“Most of them agree that the motivation and inspiration from the boss can make their work improve. Its affect because we can see a good role model so I'm willing to be like that”

Frank(pre-sales)

“Surely the motivation and inspiration from the boss would affect his work improvement, if there is motivation, there will be some energy push us to reach the goal and also it can be an inspiration as well”

Ex (Business Development)

Due to the last question of this topic, many of them answer that motivation and inspiration create by the boss would affect their job satisfaction. By the way, there is one employee who said that motivation and inspiration from the boss did not affect his job satisfaction much because he thought that motivation and inspiration will come from our internal team.

“I saw him as a role model, I have brought out some point of him which I like and making them be in my style”

Mhon (Sales)

“I think everyone wants to know the expectation of our boss as well as his goals. We all wish to achieve that. Motivation from the boss can encourage me to wake better and having better work performance”

Beam (Network Sales Project)

“For me, job satisfaction came from our team, company society, or support from my boss rather than inspiration and motivation. There was affect less in my opinion”

Ex (Business Development)

Intellectual Stimulation (IS)

Due to the interview on the topic of intellectual stimulation, Every respondent response mentioned that the boss always asks and question the staff during the way they are working, the main purpose is to let them think to work in another different way. Some of them mentioned that the stimulation questions from the boss will let them think beyond and also think differently. Besides, those kind of questions from the boss are helping them to think and improve themselves by having more solution on solving problems, letting them think about another method of solving problems, and also help some of them to be more optimistic towards the problem

"For the marketing field, he will ask how we can attract more customers, he will let us brainstorm what should be the plan" He will ask and let the staff think further"

Happy (Marketing)

"He will question, it is kind of homework for me. As for my duty, I need to follow up with my team and report to him. It is the kind of stimulation which I have got. My boss is looking at a different point of view so he saw in which part I should improve then he will give suggestions"

Aun (Sales manager)

"Those stimulation questions make me think further about how to work in the next step"

Cat (Sales)

"It is a motivation that helps me develop myself or doesn't let me just stay in the same place, we need to walk forward"

Tum (Stock admin)

"Sometimes, I thought that the way I work is already good but when he asks me about another way, so I was trying to search for another new way and my attitude also change"

Aom (Import/Export Administrator)

"It helps us to think of more than one solution for solving any problem. This makes me be able to succeed in work in many different ways"

Moo (Network Engineer)

Intellectual consideration (IC)

According to the interview on the topic of intellectual consideration, most of the sales team were mentioning about their boss is supporting them by prepared the engineering team to support their work. Besides, many of them said the boss is supporting them by letting them work freely and they can submit the requests if they need anything more to support their work. All of them are happy and satisfy with support from their boss as they can work easier and smoother. Some employee was gaining more knowledge from the course which the boss allows her to take as an extra. On the other hand, there is one person from the import/export department who mentioned that she sometimes needs clear feedback from the boss if he like it or not.

"My boss supported me by providing the support team, I felt good as I have a support team who help me, so I didn't feel working alone"

CAT (Sales)

"As I have my new way of thing to present him, he didn't stop me, but he is not involved that much. And he let me work the new way I present, kind of autonomy. By the way, sometimes I also need feedback, is it good or bad? did he want? if he said yes then I will do it for him. But he sometimes keeps silent so I'm not sure if he needs it"

Aom (Import/Export Administrator)

"He supports by didn't dictate what should we work on and how. He gave freedom for me to work"

Beam (Network Sales Project)

"If we don't have a supporter so it was like a student who doesn't have a teacher to guide /teach which way needs to go. So, this way, I have a leader who guides the way"

Cat (Sales)

"As I am in the marketing department, if I do not know how to do some social advertisement after I take the course which supported by my boss, it helps me to know more especially how to work wisely and also how to plan everything"

Happy (Marketing)

Due to the last question which asking if this kind of leadership style are affecting their job satisfaction or not, most of them told that the support would help to

develop their work performance as well as their creativity with dear to express their idea.

"if he supports then I must work harder and improve more to make it perfect"

Aom (Import/Export Administrator)

"if we got support from the boss, we can create the work freely according to what we want and wish if he didn't support, it might block some of my ideas. The way he gives freedom, it helps us to create more working method as it will not get block by any bias or afraid of thinking in some idea which we are not sure. We will be dared to think more and do more"

Ex (Business Development)

Due to the last questions of this topic asking if the support from the boss is affecting their job satisfaction, all of them said yes to this question as they thought they will be more satisfy with their job when the boss supported them to do things freely.

From the information above, I would conclude that the style of leadership is affecting employees' job satisfaction because most of them want their boss to be satisfied, and after that, all of them would be satisfactory as well. The below table will be a summarization of an interview according to the transformational leadership framework

Table 4.2 Transformational Leadership Summarization

How employees perceived their boss	Transformational Leadership Framework			
	Idealized Influence (II)	Inspirational Motivation (IM)	Intellectual Stimulation (IS)	Individualized consideration (IC)
Agree	93.33%	90%	100%	93.33%
Neutral	6.67%	3.34%	0%	0%
Disagree	0%	6.66%	0%	6.67%
Total	100%	100%	100%	100%

4.2.2 Maslow's Hierarchy of needs

Physiological Needs

Several factors affect employees' job satisfaction in this IT company. Based on the interview, most employees are not satisfied with their salary rate, some of them mention that it was low than it should be and some of them mentioned that it is not enough for them to survive. On the other hand, 9 employees, or 60% of the total number of interviewees mentioned that their salary rate is not enough to survive and also not reasonable. There were 6 out of 15 interviewees or 40 percent are satisfied with their monthly income and this rate is enough for their survival.

"It is fit enough to survive. But I thought it is not reasonable as I'm responsible for more work if compared to the past. Actually, in the past, work is also overloaded but the boss mightn't know or know it later. I am willing to earn more because I also need to come to work on Saturday"

Ploy (Administrator)

"I thought it is enough to survive but not reasonable. I felt that If I work hard like this in another company, I could get more"

Aom (Import/Export Administrator)

"The salary is not enough to survive. The salary didn't cover my car depreciation because it needs more maintenance"

Mhon (Sales)

"For me, the salary is not enough and not reasonable, I think it was too less. I got the same range as my previous job"

Frank (Pre-Sales)

"The salary rate is reasonable as I understood that salary of the sales position needs to weight from the commission as well. It is rare for any business that a sales position will get a high base salary. It is one strategy to motivate sales to work harder. In my opinion, it is enough to survive but if I could get more then it would be good"

Cat (Sales)

“Salary is enough to survive as the office is not too far from my house, so it
is easy for me to travel here. Reasonable”

Moo (Network Engineer)

Safety needs

All of them are satisfied with is the workplace, work environment, work stability. These 3 factors are the important part that affects employees' job satisfaction. Most of them were feeling stable while working in this company and also, they are happy and satisfy with work environment and workplace. There is only one person who has an opinion about nothing is stable. He will always be preparing himself in case there is something urgent happen.

“Not stable because in person I felt that nothing is stable. Not feeling of losing jobs as I will always prepare myself to help choose or have another job that can support me.

Not (Network Engineer)

“Good office and I like the teamwork environment. It was better if comparing with the past”

Tob (Network Engineer)

“I like the environment very much because I work with people in the same generation, which is easy to communicate with, it might be different in solution, but we have the same goal”

Cat (Sales)

“Yes stable, and never feel of losing a job because of background or boss. I felt great the during Covid-19 period, the company didn't decrease my salary”

Beam (Network Sales Project)

“I felt stable and didn't afraid of losing my job. Because I prefer to work in the same place for a long time if there is no problem. I don't want to adapt to a new environment”

F (Administrator)

Belonging needs

According to the questions, all of them are usually having activities such as a company party with their colleagues. Some of them might hang out with their

colleagues too often and some of them will attend only when the company was arranging the party. Most of them were satisfying with what the company and the boss support them and they think It was enough. Nevertheless, some of them mentioned that they want more support from the boss about some obstacles in their work.

"For me, not enough support. But there is one case I would think of is when he would complain vendor about the very late claim process"

F (Administrator)

"Not enough yet, sometimes I need his attention, but I understood that he didn't have much time, so it is okay"

Aom (Import/Export Administrator)

"I'm not sure whether he is satisfied with what I'm doing or not. I think that freedom of work might be one kind of support from him"

Beam (Network Sales Project)

"Yes, enough because if I want to take any course extra, he will always allow me to. It is also beneficial for both company and my personal development"

Happy (Marketing)

"Yes, enough but it might because of the gender gap between me and my boss, I didn't familiar with him much"

Cat (Sales)

All of them agreed that their current position, work stability, salary, work environment, working place, relationship with a colleague, and support from the boss are affect their job satisfaction.

"Yes, all those factors are affecting my job satisfaction. For example, activities with a colleague are kind of ice-break, we will have a closer relationship and be able to talk with understanding on each other more"

Ploy (Administrator)

"yes, at first, I focus on salary but if there is another thing support like the type of work, freedom of work, duty, colleagues, the environment can replace that low rate of salary and make it balance. During the COVID-19 period, I was thinking if anything will happen, but this company doesn't make me fear that, so it is okay"

Aom (Import/Export Administrator)

“yes, affect, if there are any of those factors make me feel down so I will feel like this place mightn't suit me. For example, If I'm okay with my jobs but I'm having a problem with colleagues so this will destroy and make me like to change the company”

Happy (Marketing)

“Sure, if I get a good rate of income then it makes us willing to work. Good office and work environment make us easy to communicate with our team and good support from the boss make us develop ourself faster”

Moo (Network Engineer)

“yes, I'm happy to work here. I always felt regret when any member leaves the company. Its show that one of the main factor to stay here is my colleagues”

Beam (Network Sales Project)

Self-esteem needs

According to the interview, Employees of this company are rarely getting praise from their boss. Some of them willing to get praise from the boss to be an encouragement at work. Some of them said they got treat equally but someone said it is not. A person sales department has an opinion that the fairly treat will be depending on the department that you are in. One administrator said because she needs to work on Saturday, so she thought she didn't get treated equally.

“I rarely got praise in front of the boss. It is maybe because he doesn't like to praise. In my opinion, I still didn't have a big success to let him praise maybe”

Cat (Sales)

“I got praise from the boss once in a while, maybe because we are all mature, so praise mightn't be so important. We mostly discuss the solution to each problem”

Aun (Sales Manager)

“I got praise sometimes but rarely. He usually praises an employee at the operation level rather than the management level and I think it's good as it will be an encouragement in work for them. I'm a person in the management team and I'm okay if praise will mostly use with operation level”

Ex (Business Development)

“yes, fair because I have never met a boss who is chilling by sitting and have a meal or talk with employees this much close. He doesn't act differently among management level and general level; he acts the same with everyone”

Happy (Marketing)

“Yes, we got treat equally. For example, everyone acts like colleagues, doesn't separate in the level of employee. We live like a family”

Not (Network Engineer)

“I got not equally treat because the admin position needs to work on Saturday, but I thought it would only need half a day of Sat is enough”

Ploy (Administrator)

“I think not equally treat because I felt like someone is having work overload and it is not fair for them”

Aom (Import/Export Administrator)

“I think not equal, depends on which department company are focusing on. As some department is very important so it should get deep intention from the management level. Moreover, this company doesn't have a manager in every department so for the department that already has a manager he will not focus much but for those departments which are not having a manager/head so he will focus more”

Aun (Sales Manager)

Self-actualization needs

In the interview session, for this topic, I asked them to share challenging experiences while working in this IT company and asked if they can make it a success or not. When I was asking about a chance to get promoted, most of them said no chance to get promoted as the career path of this company is not clear so they do not know where they should get promoted to. Some of them are not sure about their promotion and few of them said they have a chance to get promoted.

“The most challenge would be to deal with the senior person (driver) with who she is cooperating. Sometimes he didn't speak well, it also affects my feeling, but I need to pass through it. I felt successful as she didn't get complaints from the customer”

Ploy (Administrator)

“An online advertisement which I never do before, and I didn't have any knowledge about it as well. I just count on one for online advertisement here in this company, and also didn't have any experience on it. I just have experience with the website. I can pass it because of the support of extra course from my boss that allows me to take a course, this make me know how to set up, proving more technique for me, and I also searching for more information and I felt it hard as I didn't have any experience on this, I even didn't know how I should think about it. Online and offline customers are different, it took many months to let me start purchasing real online advertisements than I have learned while purchase online advertisements, Both Facebook and Google, and I continue studying on google as it is harder than Facebook”

Happy (Marketing)

“Two projects which I like to talk about first, Coding program about scanning ID card for collecting data of ID card on a server then use it for WIFI log in. Now customer and using and installed. Feel okay but not that much as he does not have time to implement further but he felt proud. During that time, he was so stressed and need to go to the hospital. He needs to search and learn more and more about the details of the coding program. He felt proud as he has passed it. The second project is Cumulus project, it is about open networking, it is not normally using by end-user but will be used by internet service providers. He needs to learn more about it”

Tob (Network Engineer)

“There was a case in which I have committed delivery date but when the due date came, goods don't available there. This one is hard to control I understood, it was based on the vendor. I will try to let the customer feel that I'm by his/her side, let them know that I tried to help them as much as I could”

Cat (Sales)

“No, I don't think I have a chance to promote and Where should I promote to. Because I think this company still didn't have a career path so I think I will still not get promote. I will be working in this position but higher in salary, more scope of work, more advance in import. But if this company have a career path then I might get promoted”

Aom (Import/Export Administrator)

“I felt that our boss is not much concerning the name of the position. But I work more at the management level without knowing, I have a chance to look more in the overall picture. But I'm not sure if I have a chance to get promote or not and if I get promoted what should it be”

Beam (Network Sales Project)

In conclusion, most of them agreed that equal treatment, praise from the boss, support from the boss, and promotion are affecting their job satisfaction. By the way, there was only two of them who mentioned that those factors are not affecting them because they didn't focus much on promotion and praise from the boss

“Yes, I think those factors are affecting much on my job satisfaction as they are encouragement in work, enthusiasm, and concept of work”

Not (Network Engineer)

“I believe that everyone wants to reach the same goal and like to get some present for their proud moment. I think it affects job satisfaction”

Beam (Network Sales Project)

“Yes, those factors are effects, for example, if there is promotion, I think my quality of life would be better and more challenges, I prefer the challenge”

Tum (Stock admin)

“I didn't think so as I didn't focus much on it

Tob (Network Engineer)

“Promotion is affected very less on me because of position which I'm already in is high enough for this company, but in case of being treated equally and praise, it would affect as praise can be one of work encouragement”

Aun (sales manager)

4.3 Finding and discussion

According to the research result based on transformational leadership, I could find that most employees agree that their boss characteristics and behavior mostly match with the sub-topic under transformational leadership which are Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. There was some point like the boss was rarely praise and feedback

employees, so they have no idea if the boss satisfies with their task or not. There is another person at the management level who mentioned that his boss didn't set the goal together with the rewards, many times he still didn't clear about that. Furthermore, most interviewees in this IT company agreed that leadership styles are affecting their job satisfaction. This is because, in the end, they want to make their boss satisfy with their performance. Because if the boss satisfies and happy with their work performance, they will feel satisfied and happy as well.

The research also found that if the boss is being a good role model, be able to motivate, stimulate, and bring support would make member in all employees happier and they will be able to transfer good quality of work. Similarly, there are many more factors under Maslow's Hierarchy of needs framework that employees of this company are concerned about and also affects their job satisfaction such as work environment, workplace, rate of salary, promotion, etc. The main problem issue is the salary rate, it is one of the weakest points of this company. According to the interview result, more than 50 percent of interviewees mentioned that the salary rate is not reasonable because based on their tasks, they should get more.

According to the research question, I have answered the research question of this paper. The next chapter will be about the recommendation based on the finding that I have got from this chapter.

CHAPTER V
RECOMMENDATIONS

Figure 5.1 Recommendations

Based on the finding in the previous chapter, the leader should try to change their reaction towards their employee's performance. It could be some praise or feedback based on their performance on each important job like a big project. In case, if it is really hard for the leader to change, he can let the HR department of the company arrange a yearly or quarterly session that provides a reward to the excellent staff of the year, this would be another way to praise them. This activity would make them feel proud and help encourage them to continue developing their job performance. Moreover, some of the employees mention that they would need feedback on their job performance, the company should set up a yearly job evaluation to let all employees know their level of performance. This way can be another way to push them to develop themselves.

The next recommendation based on management level interview, it is better

if the boss can set a goal with rewards to motivate employees effectively to do their task.

Last recommendation based on the big issue on salary rate, the company should make research the average salary of companies in the IT industry. The owner should calculate employee salary based on the research. it will develop employees' basic needs for their job satisfaction.

CHAPTER VI
CONCLUSION

This research starting from problem recognition about the lack of communication between the boss and employees. Sometimes the communication from the leader is not obvious and did not make a decision. In some cases, employees couldn't go to the further step of work because they are waiting for decision making. And also, in some cases, employees do not notice the reaction of the boss whether he is satisfied with their work or not. That is the reason why this study has been conducted, the main purpose is to find out how leadership style affects an employee's job satisfaction in this IT company.

The research methodology of this paper is in qualitative type by interview method. 15 employees who work at least a year in this company was selected as interviewees. The interview questions were created according to 2 mains frameworks which are transformational leadership and Maslow's hierarchy of needs. Some more questions are asking about their current job satisfaction level or how are there feeling now with their current job and position.

According to the research, I have found that the employees were commenting on 3 main issues, and those will help to fulfill their job satisfaction. Firstly, the boss did not often praise employees when they have done a well-done job, so it also leads to unknowing satisfaction of the boss. They also need job performance feedback because employees do not have an idea whether the boss satisfies with their performance or not. Secondly, more than half of the interviewees did not satisfy with their salary rate, they mentioned that it is not reasonable and some of them said it is not enough for them to survive. Lastly, there are no rewards for each particular big goal, so there is nothing to motivate the team to work towards the same goal.

Based on finding information, I have provided 3 recommendations for this company. First of all, they should set up job evaluations to let employees know their

performance level. Secondly, arrange a reward for each particular big goal or project to

motivate the team. Thirdly, revise on the salary rate of each employee, it should be based on the salary rate of a company in the same industry.

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APPENDICES

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Idealized Influence (II)						
Do you think your boss is a good role model for all employees? How?	Yes, he is good role model. He is good role model in time management and be able to take care of all employees, be able to talk with every employee. He always asks me how's the thing goes	Administrator	Interviewed	/		
	Yes, he is a good role model in both work and attitude	Stock	Interviewed	/		
	Yes, he is a role model in part of having good attitude. For example, about this network market, I thought one day it would be stuck but he looks beyond and further, he said that innovation is always develop and go farer.	Administrator	Interviewed	/		
	He has both good and bad, but I keep good things of him, but actually he is a good role model of all employees as I felt. Culture of this organization came from him such as the way of work, quick and be concentrated, he has his own vision to finish all the works and try to make everything turn out to be good. He is core person of culture of this organization	Import/Export Administrator	Interviewed			

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Idealized Influence (II)						
Do you think your boss is a good role model for all employees? How?	Yes, he is, in an aspect of attitude towards work. He is good in work planning. I felt he will plan first and then follow it; he also thinks about alternative plan in case if there is anything happen	Marketing	Interviewed	/		
	Yes, sure he is, for example clothing, rules in workplace, strict on work (network engineer) and discipline	Network Engineer	Interviewed	/		
	Yes, he acts as good role model, having good vision and also expert in network field. He is not just only managing director, but he also understood a work format and all scope of work because he has an experience in this field before.	Network Engineer	Interviewed	/		
	Yes, in aspect of attitude and the solution that he uses to solve the problem. When he has new experience or new knowledge, he will always share with his employees	Network Engineer	Interviewed	/		
	Yes, he sees a big picture of solution, whenever I don't have an idea what should this solution need to be, he can guide	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Idealized Influence (II)						
Do you think your boss is a good role model for all employees? How?	Yes, he is a good role model in working part. He is good in tacking care of employee; he is friendly with employees and he also tough how to work by myself. He tries to let me think and work by myself.	Sales	Interviewed	/		
	Yes, he is, he will act and let us see from his action rather than dictate	Sales	Interviewed	/		
	yes, he is . He is able to answer and help us solving problem	Pre-sales	Interviewed	/		
	yes sure, the way he work is kind of provide freedom for everyone to feedback , he doesn't limit the scope much , just want to let everyone follow the same goal	Sales Manager	Interviewed	/		
	yes he is, He is a good role model in almost every aspects like lifestyle, how he works and how he behave in the company. For example, in work aspects, he will know deeply on what's he works. When he asked for an information from customer, its will sound like instrude but actually it is not, they're all necessary for helping customer out.	Network Sales Project	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Idealized Influence (II)						
Do you think your boss is a good role model for all employees? How?	Yes, he is a good role model in work aspect as well as his own lifestyle. For work aspect, he is a good role model on the intention of work, planning, how he set the goal in work, and the way he works to achieve goal. In individual life aspect is that he is having smooth family life, happy and good family man	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Idealized Influence (II)				**Affect**	**Neutral**	**Not affect**
Are those actions help increase your job satisfaction?	yes because if boss is not good then she is not willing to work here	Administrator	Interviewed	/		
	yes, it is an encouragement to work	Stock	Interviewed	/		
	yes, its affect	Administrator	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect**	**Neutral**	**Not affect**
Idealized Influence (II)						
Are those actions help increase your job satisfaction?	yes, its affect. I think a duty which I'm in is just a little part to drive this company . Its kind of a position which support what others department needs. I didn't depend much on roles model and vision because work is kind of routine. Actually I didn't see a relation between those 2 factors with her position.	Import/Export Administrator	Interviewed	/		
	yes , I can know that which way I need to work in order to support this company	Marketing	Interviewed	/		
	Sure, if the boss is good and friendly with employees is one need of employees	Network Engineer	Interviewed	/		
	yes, it affects the decision during we are working here as we need to clearly understand the direction of the company as it engages in decision making.	Network Engineer	Interviewed	/		
	yes , affect too much	Network Engineer	Interviewed	/		
	yes, its affect ,it is like an motivation to work	Network Engineer	Interviewed	/		
	yes , its affect . I still work here because boss is friendly and I can develop myself both internal and external..	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect**	**Neutral**	**Not affect**
Idealized Influence (II)						
Are those actions help increase your job satisfaction?	Yes of course	Sales	Interviewed	/		
	yes, its make us see the direction.	Pre-sales	Interviewed	/		
	yes , because he is giving freedom and use vision to guide .He didn't force to work but giving freedom to work . We can develop our own working performance under his convention	Sales Manager	Interviewed	/		
	yes sure, an environment and active environment makes me want to join here	Network Sales Project	Interviewed	/		
	yes, it do affect , its make me work more smooth and easier because we will know where will the company would be in the future. And we also plan the action plan according to the vision that he informed.	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Always share**	**Rarely share**	**Not sure**
Inspirational Motivation (IM)						
How your boss shared vision with the team?	I know from quarterly meeting and it was clear for me	Administrator	Interviewed	/		
	Yes, in every meeting, he keeps talking about it	Stock	Interviewed	/		
	He heard and I know it. He wishes all employees will grow together with him	Administrator	Interviewed	/		
	Yes, he told before I started working in this company and he always told that	Import/Export Administrator	Interviewed	/		
	I didn't usually close or talk with him much. I know a culture from Khun Ex (assistant of my boss)	Marketing	Interviewed			/
	So often, in both meeting and individual talk and also from interview session	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Always share**	**Rarely share**	**Not sure**
Inspirational Motivation (IM)						
	Yes, He do always, and I have known it since I have interview with him in the first day	Network Engineer	Interviewed	/		
	Yes, he does tell, clear goal and for the vision he told me since I have started working at this company	Network Engineer	Interviewed	/		
	Yes, since I have entering this company and also during internal meeting session	Network Engineer	Interviewed	/		
	Yes, he told, and I know it.	Sales	Interviewed	/		
	Yes he do always, in my opinion he wants all employees seeing the same goal and walk together	Sales	Interviewed	/		
	Yes, he does always	Pre-sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership						
Inspirational Motivation (IM)				**Always share**	**Rarely share**	**Not sure**
How your boss shared vision with the team?	Yes, he does since I have an interview before working here, and also in our weekly meeting session and also quarterly meeting, he tries to repeat company vision in every meeting.	Sales Manager	Interviewed	/		
	Yes sure, he then also teling about environment and structure of this organization. From my point of view, he try to communicate that our organization are kind of active and it is for people in Generation Y	Network Sales Project	Interviewed	/		
	I'm working closer to him if comparing with others. I'm acknowledge about vision that my boss informed our team and know some vision that we are discussing . For short-term vision , he will directly tell the team but if long-term vision , he will discuss with me if we should lead the company to that particular way or not. Will it be good , he will asking for my opinion. In some case of long-term vision , he might told me before the operation level because we are in the leader team who plan for long-term goal	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
Does your boss inspire or motivate employees to achieve the same goals? How?	Company have sales target goals for all employees in the company if the whole company can reach sales target, we going to have a company outing in abroad.	Administrator	Interviewed	/		
	yes , together with recommendation. For example, how to develop the way of working in stock , when I made mistake, boss will help and let me improve on it.	Stock	Interviewed	/		
	For me, normally he will help and conclude and let us see the true problem and be able to solve it. It was kind of teaching rather than inspire or motivate If thinking about motivation , I would think of bonus, He said that even company loss but he will maintain the standard of bonus atleast 1 month for everyone. This is the motivate which he have done for many years	Administrator	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
Does your boss inspire or motivate employees to achieve the same goals? How?	He didn't prise that much but feedback based on fact. But I'm okay as I got praise from others in the company. He is kind of give feedback to let us develop ourselve. He likes to motivate to let us think in many different way but he is not prise or complaint	Import/Export Administrator	Interviewed		/	

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
Does your boss inspire or motivate employees to achieve the same goals? How?	He is motivating by his communication , He normally talk about the result of work how it become if we do this way	Marketing	Interviewed	/		
	often for him as he work with his boss closely and usually get some good words from the boss	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
Does your boss inspire or motivate employees to achieve the same goals? How?	He inspired me by being good role model , he work hard.	Network Engineer	Interviewed	/		
	yes , he inspired me to develop myself to be like him.	Network Engineer	Interviewed	/		
	I have once got complaint by customer , then he comfort me by saying "do not think to much" , It make me feel much better and be able to move forward faster.	Network Engineer	Interviewed	/		
	When I was working and going to meet customer together him, he is kind of inspiring me to work by his action. I want to become like him so I tried to develop myself in many aspects like technical skills and sales skills. He even taught me even how to give name card and make customer impress	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
Does your boss inspire or motivate employees to achieve the same goals? How?	Yes he do always	Sales	Interviewed	/		
	yes , as he insprire by being good role model	Pre-sales	Interviewed	/		
	He inspired by setting goal and let us achieve, as well as I'm expecting my work performace of working here as MD and CEO trust me and gave me a chance to work in this position. I'm able to work freely without blocking my idea so that's make work become more flexible and everyone can brainstrom for the idea	Sales Manager	Interviewed	/		
	He is the one who give a chance to think and work. He will also suggest me about work.	Network Sales Project	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
Does your boss inspire or motivate employees to achieve the same goals? How?	Rarely, not that much as he is not kind of person who set the goal together with the prize, sometimes he set the goal but not talking about the prize but if we reach the goal, we will get the prize. And sometimes the goal have been set , we still didn't reach it , but we get the prize. So me and my team didn't get inform much about prize so I think that there is no motivation. Most of the time,my motivation came from myself not my boss	Business Development	Interviewed			/

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
Does it make your work improve?	yes, she believe that everyone having same goal and all employees will motivate on each other to reach the same goal.	Administrator	Interviewed	/		
	yes, because this will build a motivation and he wants me to coutinue improving myself	Stock	Interviewed	/		
	yes, its helpmy work to improve	Administrator	Interviewed	/		
	If he praise then its would be good I think but he is not so I just work based on my own standard	Import/Export Administrator	Interviewed	/		
	yes , Its make me study more , improve more for get those motivating results which he told	Marketing	Interviewed	/		
	Depends on yourself as well but it mostly affect because the boss can guide the way of work	Network Engineer	Interviewed		/	
	yes, as he is being good role model , this insprie me to be like him.	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
Does it make your work improve?	That's make me think more positive in work , be able to release stress faster	Network Engineer	Interviewed	/		
	yes, its make me know more about how to meet/sneak customer , attract, make cutomer satisfy and also learned the skill of presentation whenever I had meeting with customer together with boss	Sales	Interviewed	/		
	Yes affect , it was kind of encourage me to work hard	Sales	Interviewed	/		
	yes , affect because we see a good role model so I'm willing to be like that	Pre-sales	Interviewed	/		
	yes, as we got freedom to work so we can generate more idea and propose him. But there is a policy of the company so some idea mightn't accepted.	Sales Manager	Interviewed	/		
	yes , both attitude and the way I'm working . I work more exhaustive and smarter like how to work less but getting huge result	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
Does it make your work improve?	yes affect, that's make me growing up in many aspects . I believe that I can use the lesson learned which I got from him to for the whole life	Network Sales Project	Interviewed	/		
	I think its affect Surely affect, if there is motivation , there will be some energy push us to reach the goal and also it can be inspiration as well	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
How does those motivation or inspiration increase your job satisfaction?	yes, company outing in abroad could be one attractive goal for her to work hard	Administrator	Interviewed	/		
	yes, If the boss never work with employees, employee will feel like getting ignore but this way the boss and connect with me.	Stock	Interviewed	/		
	yes, its affect to my job satisfaction	Administrator	Interviewed	/		
	yes, its affect because if he blaim on me then I will feel like I'm that much bad ? But if he praise then Its good , it will let me like to improve and encourage me to work harder	Import/Export Administrator	Interviewed		/	
	yes, it was like encourage me to work because someday I also distracted and this can bring me back to the way towards the goal	Marketing	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
How does those motivation or inspiration increase your job satisfaction?	yes its affect	Network Engineer	Interviewed	/		
	yes as we need to have a role model as our goal if not then we do not know our direction , what we need to do	Network Engineer	Interviewed	/		
	yes affect	Network Engineer	Interviewed	/		
	yes, affect. If we still into those particular problems , it drain our energy and will not be able to work , we will keep blame on ourselves	Network Engineer	Interviewed	/		
	I saw him as role model, I have bring out some point of him which I like and making it to be in my own style.	Sales	Interviewed	/		
	Yes , it make me wants to work more	Sales	Interviewed	/		
	yes affect	Pre-sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Inspirational Motivation (IM)						
How does those motivation or inspiration increase your job satisfaction?	yes , when we can freely work so we can follow our wish action plan	Sales Manager	Interviewed	/		
	sure, I think everyone want to know the expectation of our boss as well as his goals. We all wish to achieve that. Motivation from the boss can encourage me to woke better and having better in work performance.	Network Sales Project	Interviewed	/		
	not affect much . For my job satisfaction, it came from our team , company society or support from my boss rather than inspiration and motivation. There was affect really less in my opinion	Business Development	Interviewed			/

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Intellectual Stimulation (IS)						
Does your boss provide intellectual stimulation?	yes, boss usually ask questions to let her think be herself	Administrator	Interviewed	/		
	yes, he likes me to develop for both company and ourselves	Stock	Interviewed	/		
	He will usually ask for employees' opinion in the meeting	Administrator	Interviewed	/		
	yes , he will guide , he will just give the things he want and let us find the way to achieve.	Import/Export Administrator	Interviewed	/		
	yes , he asked , for marketing field , he will ask how can we attract more customer to come to us , he will let us brainstorm what should be the plan	Marketing	Interviewed	/		
	So often ,He thinks boss want everyone to understand and see the same picture	Network Engineer	Interviewed	/		
	sometimes , for example if we go to direction A then he will ask if we can go to direction B.	Network Engineer	Interviewed	/		
	yes , he always asked	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Intellectual Stimulation (IS)						
Does your boss provide intellectual stimulation?	yes	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Intellectual Stimulation (IS)						
Does your boss provide intellectual stimulation?	yes, He will just give work he wants and we need to find the way to work by myself. Its make me think and work by myself. He also suggest in some part how to work. So I bring that lesson to improve my skill of work	Sales	Interviewed	/		
	Yes ,sometimes	Sales	Interviewed	/		
	yes, he always ask for feedback and try to make us think	Pre-sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Intellectual Stimulation (IS)						
Does your boss provide intellectual stimulation?	He will question , it is kind of homework for me .As from my duty, I need to follow up my team and report to him	Sales Manager	Interviewed	/		
	yes he do, He usually asked us to think forward/beyond	Network Sales Project	Interviewed	/		
	yes, he always do	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect much**	**Neutral**	**Not affect**
Intellectual Stimulation (IS)						
How does it affect your job performance?	yes, if we're not practice to think then our brain will be stable. Thinking skill would create something new	Administrator	Interviewed	/		
	yes affects ,	Stock	Interviewed	/		
	he didn't ask me much about questions	Administrator	Interviewed			/
	yes, at first period that I was working here, I can't catch up but I getting more familiar with it and can work faster, more effective	Import/Export Administrator	Interviewed	/		
	yes, because those questions is something which I need to study and continue working on it , It was my homework to search for an answer.	Marketing	Interviewed	/		
	In positive way, because in some case boss can guide the better solution so he have more choice on working	Network Engineer	Interviewed	/		
	yes, its do affect as it help guide the direction	Network Engineer	Interviewed	/		
	Clearly affect , Its make me work more efficiently and more carefully	Network Engineer	Interviewed	/		
	yes, he makes me fine the way to think about diff method of work	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect much**	**Neutral**	**Not affect**
Intellectual Stimulation (IS)						
How does it affect your job performance?	yes, I felt more active and want to improve myself to work better	Sales	Interviewed	/		
	Yes , its make me think further about next step	Sales	Interviewed	/		
	At first I felt depress as I do not know the answer that I gave is good anough or not but later I understood. The more he ask , the more I feel confident	Pre-sales	Interviewed	/		
	yes affect, it is kind of stimulation which I have got . My boss is looking from different point of view so he saw in which part I should improve then he will give suugestion	Sales Manager	Interviewed	/		
	yes, affect my job performance. This is one main reason I still working in this company	Network Sales Project	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect much**	**Neutral**	**Not affect**
Intellectual Stimulation (IS)						
How does it affect your job performance?	yes, it let us think. sometimes he let us think further and its waste of time because that particular topic was really new for me and he didn't guild anything so we might go to wrong way until he knows but it was too late. As he didn't have enough time to focus on some issue. If he would guild us before hand , it would safe more time	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Change**	**Depends**	**Did not change**
Intellectual Stimulation (IS)						
How does it help change your perception towards problem-solving skills	yes, it made my problem skill getting better as I faced something new to practise	Administrator	Interviewed	/		
	yes its affect , mostly it is motivation to make me develop more and doesn't let me just stay in the same place , we need to walk forward	Stock	Interviewed	/		
	It makes me become more carefully on solving any problem, as we need to think which solution suit those particular problem	Administrator	Interviewed	/		
	yes, sometime I thought that the way I work is already good but when he ask me about another way so I trying to search for another new way and my attitude also change. Feel reasonable	Import/Export Administrator	Interviewed	/		
	yes, that's make me have more solution to solve new different problems because new problems always pop up so we can learnhow to solve the problems and if we meet the same problem then we will be able to solve it.	Marketing	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Change**	**Depends**	**Did not change**
Intellectual Stimulation (IS)						
How does it help change your perception towards problem-solving skills	I thought mostly it depends on people whether he/she have problem solving skill or not.	Network Engineer	Interviewed		/	
	yes , of course as it helps us to think more than one solution for solving any problem. This make me be able to succeed on work in many different ways.	Network Engineer	Interviewed	/		
	yes , as I used his kind attitude to adapt with the way I work	Network Engineer	Interviewed	/		
	I will see if the way he suggest is better than the method which I'm using or not if not then I will keep using the current one , if yes I would choose his way.	Network Engineer	Interviewed		/	
	yes changed . Since I was trying to imitate others' work style , this let me think my own wokring way .	Sales	Interviewed	/		
	Actually , it helps me think more in optimistic . Normally it is not that negative but its make me think less in negative way	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Change**	**Depends**	**Did not change**
Intellectual Stimulation (IS)						
How does it help change your perception towards problem-solving skills	yes, once I feel more confident then I dare to make a decision and solve problem by my own	Pre-sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Change**	**Depends**	**Did not change**
Intellectual Stimulation (IS)						
How does it help change your perception towards problem-solving skills	yes, its affect as he is not stick with position of employees but he will focus on work performance or result	Sales Manager	Interviewed	/		
	yes, changed . I think I have more still in solving problem in shorter period of time and solving problem as in the step.	Network Sales Project	Interviewed	/		
	yes , its sometimes change my perception towards problem-solving skills	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Individualized consideration (IC)						
How your boss provides individual support?	Boss provided freedom to arrange step of work by her own , just to make sure that everything is finishing on time	Administrator	Interviewed	/		
	yes , he support , He told me that if there is anything needed , I can ask for it , he will support it	Stock	Interviewed	/		
	Rarely.	Administrator	Interviewed			/
	yes support , As I have my new way of thing to present him, he didn't stop me, but he is not involved that much. And he let me work the new way I present, kind of autonomy.	Import/Export Administrator	Interviewed	/		
	yes , enough Any courses that i want to learn or study he always support me for that. I just need to tell him about the content of the course.	Marketing	Interviewed	/		
	A boss is provided well support because he understand and came from engineer field	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Individualized consideration (IC)						
How your boss provides individual support?	yes , he do support by finding and buy a new technology for us in order to let us learn before others	Network Engineer	Interviewed	/		
	yes , support , If I need anything , I can request for it and he can let the team provide it for me	Network Engineer	Interviewed	/		
	yes, support	Network Engineer	Interviewed	/		
	yes, When I want some product which customer need for POC , he support that to me by allow me to have those equipment	Sales	Interviewed	/		
	Yes , support By providing support team to me , i felt good as I have a support team who help me so I didn't feel working alone	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Agree**	**Neutral**	**Disagree**
Individualized consideration (IC)						
How your boss provides individual support?	yes, as he let us to work freely.	Pre-sales	Interviewed	/		
	yes he do support , I can propose and request for anything under company policy	Sales Manager	Interviewed	/		
	I think yes, he supports by didn't dictate what should we work and how. He gave freedom for me to work	Network Sales Project	Interviewed	/		
	yes he do support and let me work freely	Business Development	Interviewed	/		
	Feel independent	Administrator	Interviewed			/
	Feel good	Stock	Interviewed	/		
	Feel so so as he didn't support me much	Administrator	Interviewed		/	

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Feel Good**	**So So**	**Feel independent**
Individualized consideration (IC)						
How do you feel about being supported by your boss?	Sometime I also need feedback, is it good or bad, did he wants? if yes then I will do it for him. But he is like keep silence so I'm not sure if he needs it?	Import/Export Administrator	Interviewed			
	feel good because I can get more knowledge. It also help me in both of my full time and part time jobs as I have knowledge on that	Marketing	Interviewed	/		
	feel good because he can freely talk with the boss about any problems in work	Network Engineer	Interviewed	/		
	feel good as It is a challenge because there is no this kind of knowledge in the market	Network Engineer	Interviewed	/		
	Feel good, its make me work more easily	Network Engineer	Interviewed	/		
	Feel good	Network Engineer	Interviewed	/		
	feel good . Feel more active and want to improve myself to become like other sales who work longer than me	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Feel Good**	**So So**	**Feel independent**
Individualized consideration (IC)						
How do you feel about being supported by your boss?	Yes, its affect. If we don't have a supporter so it was like a student who doesn't have a teacher to guide /teach which way needs to go. So, this way, I have a leader who guides the way.	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Feel Good**	**So So**	**Feel independent**
Individualized consideration (IC)						
How do you feel about being supported by your boss?	good as I think he is trust on me	Pre-sales	Interviewed	/		
	I have never faced any kind of boss who is this much open minded as we can brainstrom . So it is good for heart and also good for work aspect	Sales Manager	Interviewed	/		
	I like this work way and I didn't feel I can working here this long. 40-50 percent that's make me work here because I like the work path of this company. I believe this kind of people (boss) and like to be like him	Network Sales Project	Interviewed	/		
	feel good. Although those idea he may not agree 100 percent but he allow me to test . Some idea is better than what he think , but some idea doesn't work as he thought.	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect**	**Neutral**	**Not affect**
Individualized consideration (IC)						
Does his support affect your way of work?	Once we have a chance to plan work by our own then we can learn from it . If there is mistake so next time we can think about improvement	Administrator	Interviewed	/		
	yes , for example he let me have a chance to work and learn some programs which needed.	Stock	Interviewed	/		
	I didn't get a support	Administrator	Interviewed			
	yes sure, if he support then I must work harder and improve more , make it perfect	Import/Export Administrator	Interviewed	/		
	yes,As I am in marketing department, if I do not know how to do some social advertisement ,after I take the course which supported by my boss, it helps me to know more especially how to work wisely and also how to plan everything in advance.	Marketing	Interviewed	/		
	yes, he thought boss having more skill than him so boss could give good suggest about work and training.	Network Engineer	Interviewed	/		
	yes, his support help me to work faster and smoother	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect**	**Neutral**	**Not affect**
Individualized consideration (IC)						
Does his support affect your way of work?	yes affect as its make me work faster, better and more efficient	Network Engineer	Interviewed	/		
	kind of cheer up ,when I finished my work and he praise me	Network Engineer	Interviewed	/		
	yes, its impact , it let the work more smooth and let me know what is that problem in work	Sales	Interviewed	/		
	Yes, as I have support team so I can fully focus on sales part	Sales	Interviewed	/		
	yes, that's make me having a positive mindset on working	Pre-sales	Interviewed	/		
	Yes, its make me work more efficient and easier	Sales Manager	Interviewed	/		
	yes , its affect	Network Sales Project	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect**	**Neutral**	**Not affect**
Individualized consideration (IC)						
Does his support affect your way of work?	Affects too much, if we got support from boss, we can create the work freely according to what we want and wish if he didn't support, it might block some of my idea. The way he give freedom, it help us to create more working method as it will not get block by any bias or afraid of thinking in some idea which we are not sure . We will be dare to think more and do more	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect**	**Neutral**	**Not affect**
Individualized consideration (IC)						
How this individualize consideration increase your job satisfaction?	yes, its affect	Administrator	Interviewed	/		
	yes, its affect	Stock	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect**	**Neutral**	**Not affect**
Individualized consideration (IC)						
How this individualize consideration increase your job satisfaction?	yes, its affect	Administrator	Interviewed	/		
	yes, its affect . If he just didn't answer and act like so so then I will not work that hard continuously, and not that effective because I felt like boss doesn't care that much why I need to work and focus on this?	Import/Export Administrator	Interviewed	/		
	yes, that's make me satisfy in this job	Marketing	Interviewed	/		
	yes satisfy with his job	Network Engineer	Interviewed	/		
	yes, its make me feel more challenge and encourage me to work	Network Engineer	Interviewed	/		
	yes , affect too much	Network Engineer	Interviewed	/		
	yes, its affect	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Transformational Leadership				**Affect**	**Neutral**	**Not affect**
Individualized consideration (IC)						
How this individualize consideration increase your job satisfaction?	yes, affect much because work will be more smoothly	Sales	Interviewed	/		
	Yes affects too much	Sales	Interviewed	/		
	yes, its affect	Pre-sales	Interviewed	/		
	yes , if in case he stick with his own mind set like some other company so will be harder to work but he is not as he give freedom to work	Sales Manager	Interviewed	/		
	yes sure	Network Sales Project	Interviewed	/		
	more satisfy as I'm freely to work according to the way I think it would be work	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Satisfy**	**Neutral**	**Dissatisfy**
Physiological needs						
Are you satisfy with your current position and work?	yes, satisfy as I'm have been in to position which I'm familier with	Administrator	Interviewed	/		
	yes satisfy , work is not overload and not too less for me .	Stock	Interviewed	/		
	Yes, satisfy as there are variety kind of work for me	Administrator	Interviewed	/		
	I gave 4/5 , I can work freely as I want , freedom mindset . On the other hand, I also work for HR so scope of work for HR and Import is quite different , sometimes make me confusing and blur	Import/Export Administrator	Interviewed	/		
	yes , satisfy	Marketing	Interviewed	/		
	yes satisfy with work and position, but I still think that he need to work better	Network Engineer	Interviewed	/		
	Satisfy, Actually its depend on what's our goal ? If we got new task then we will know the direction	Network Engineer	Interviewed	/		
	yes , I satisfied	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Satisfy**	**Neutral**	**Dissatisfy**
Physiological needs						
Are you satisfy with your current position and work?	yes , satisfy 4 out of 5	Network Engineer	Interviewed	/		
	95 percents out of 100 , satisfy 100 percents with position as she like to be sales and to travel . I felt it is not that hard , It is not something that I can't do even I didn't have much knowledge in network.	Sales	Interviewed	/		
	Yes satisfy but i wants to develop more	Sales	Interviewed	/		
	Satisfy	Pre-sales	Interviewed	/		
	Satisfy in this position because I'm familier with this field of work	Sales Manager	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Satisfy**	**Neutral**	**Dissatisfy**
Physiological needs						
Are you satisfy with your current position and work?	yes satisfy, I can feel that there are two main power which are power of company and power of our performance. And I think it is because of my performance so that I can control things so this came from a chance which I got from boss to work	Network Sales Project	Interviewed	/		
	yes satisfy and I like it	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type				
Maslow's Hierarchy of Needs				**Enough for survive**	**Reason able**	**Not enough and**	**not reason able**
Physiological needs							
Do you think the benefit which you get is enough and reasonable ?	It is fit enough to survive. But I thought it is not reasonable as I'm responsible for more work if compared to the past. Actually, in the past, work is also overloaded but the boss mightn't know or know it later. I am willing to earn more because I also need to come to work on Saturday.	Administrator	Interviewed	/			/
	enough and reasonable	Stock	Interviewed	/	/		
	not that enough for survive .not reasonable as I have got work overload	Administrator	Interviewed			/	/
	enough for survive but not reasonable. I felt that If I work hard like this in another company, I could get more but anyway I can stay and bear with it	Import/Export Administrator	Interviewed	/			/
	not enough salary because I have lots of expense. But I understood that my boss have his own mindset about which range of salary should he give to this kind of position. Resonable	Marketing	Interviewed		/	/	

TOPIC	Supporting Coded Data	Informant	Data Type				
Maslow's Hierarchy of Needs				**Enough for survive**	**Reasonable**	**Not enough and**	**not reasonable**
Physiological needs							
Do you think the benefit which you get is enough and reasonable ?	yes, enough and resonable.	Network Engineer	Interviewed	/	/		
	enough to survive as the office is not too far from my house, easily to travel . Reasonable	Network Engineer	Interviewed	/	/		
	not enough for survive , for reasonable is in average	Network Engineer	Interviewed		/	/	
	not enough to survive and not reasonable	Network Engineer	Interviewed			/	/
	not enough to survive . The salary didn't cover my car depreciation because it needs more for maintenance.	Sales	Interviewed			/	/

TOPIC	Supporting Coded Data	Informant	Data Type				
Maslow's Hierarchy of Needs				**Enough for survive**	**Reasonable**	**Not enough and**	**not reasonable**
Physiological needs							
Do you think the benefit which you get is enough and reasonable ?	Yes, the salary rate is reasonable as I understood that salary of the sales position needs to weight from the commission as well. It is rare for any business that a sales position will get a high of a base salary. It is one strategy to motivate sales to work harder. In my opinion, it is enough to survive but if I could get more then it would be good	Sales	Interviewed	/	/		
	Not enough and not reasonable , I think it was too less. As I got the same range as my previous job	Pre-sales	Interviewed			/	/
	Salary is enough and reasonable	Sales Manager	Interviewed	/	/		
	not enough and not reasonable .	Network Sales Project	Interviewed			/	/
	enough for survive and reasonable for now.	Business Development	Interviewed	/	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Stable**	**Neutral**	**Not stable**
Safety needs						
Do you feel stable with your work? Are you afraid of losing a job?	Didn't feel of losing jobs because she thought that business will not easily fall (besides we want to change jobs by ourselve)	Administrator	Interviewed	/		
	feel stable but afraid of losing jobs mainly because of an economic not because of the work	Stock	Interviewed	/		
	I felt stable and didn't afraid of losing my job. Because I prefer to work in the same place for a long time if there is no problem. I don't want to adapt to a new environment.	Administrator	Interviewed	/		
	feel safe and stable	Import/Export Administrator	Interviewed	/		
	feel stable and didn't afraid of losing jobs	Marketing	Interviewed	/		
	I have never thought about losing job and still fun with the work	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Stable**	**Neutral**	**Not stable**
Safety needs						
Do you feel stable with your work? Are you afraid of losing a job?	feel stable	Network Engineer	Interviewed	/		
	Not stable because in person I felt that nothing is stable. Not feeling of losing jobs as I will always prepare myself to help choose or have another job that can support me.	Network Engineer	Interviewed			/
	If this company doen't have a plan to lay off employees so I didn't feel afraid to lose job. Stable with my work	Network Engineer	Interviewed	/		
	yes, stable and didn't afraid to lose job. But I'm worrying about sales target that company aspect from me. I mightn't be able to reach those target that fast.As I have faced with real situation, I'm sure that I can't do within short period of time	Sales	Interviewed	/		
	Feel stable , never felt about lose job . It is because this company is doing about technology which I think that its will not easily fall / never die	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Stable**	**Neutral**	**Not stable**
Safety needs						
Do you feel stable with your work? Are you afraid of losing a job?	stable than previous jobs, didn't feel afraid of loosing jobs	Pre-sales	Interviewed	/		
	As I'm in sales part so we will focus on sales revenue if its increase them I'm feel happy but if its decrease so feel a bit unsecure.that's make me think about do I did something wrong ?	Sales Manager	Interviewed		/	
	Yes stable, and never feel of losing a job because of background or boss. I felt great the during Covid-19 period, the company didn't decrease my salary.	Network Sales Project	Interviewed	/		
	stable and not afraid of losing jobs	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Satisfy**	**Neutral**	**Dissatisfy**
Safety needs						
How do you feel about the environment of this office?	good office, more space than old office and didn't feel pack , good area arrangement . Good colleagues	Administrator	Interviewed	/		
	Feel good with it , everyone is in the saem groud , doesn't divide into a group	Stock	Interviewed	/		
	good environment, good colleague , but sometime I have an argument with colleague as well but only in work aspect.	Administrator	Interviewed	/		
	good environment. I feel relax and comfortable , didn't have much pressure	Import/Export Administrator	Interviewed	/		
	feel good with the office especially office chair because I normally have problem on back pain and shoulder pain so I can rest my neck , good enviroment and colleagues	Marketing	Interviewed	/		
	good, and like teamwork environment . It was better if comparing with the past	Network Engineer	Interviewed	/		
	good environment and very good in society	Network Engineer	Interviewed	/		
	Feel good with environment and colleagues	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Satisfy**	**Neutral**	**Dissatisfy**
Safety needs						
How do you feel about the environment of this office?	good environment , good colleagues , doesn't separate group (among employees) . Office space is too small for me	Network Engineer	Interviewed	/		
	good environment, colleagues are friendly , sometime we have arguing on work but we can leave it	Sales	Interviewed	/		
	I like the environment very much because I work with people in the same generation, which is easy to communicate with, it might be different in solution, but we have the same goal.	Sales	Interviewed	/		
	good environment	Pre-sales	Interviewed	/		
	Happy , good environment and colleagues , feel like stay in family . If we working in big company so there will be too much competitive.	Sales Manager	Interviewed	/		
	I like office and environment , I think it leads me to be more active	Network Sales Project	Interviewed	/		
	very good office because we just move into new office, it is modern style and I think everyone like it . Good colleague	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Often**	**Sometimes**	**Depends on company activity**
Belonging needs						
Do you often have an activity with your teammate? How?	so often	Administrator	Interviewed	/		
	yes , sometime	Stock	Interviewed		/	
	yes, I do sometimes	Administrator	Interviewed		/	

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Often**	**Sometimes**	**Depends on company activity**
Belonging needs						
Do you often have an activity with your teammate? How?	yes, party , exercise sometime but not so often	Import/Export Administrator	Interviewed		/	
	yes , often	Marketing	Interviewed	/		
	yes usually have	Network Engineer	Interviewed	/		
	Normally I will have talking session with my team, sometimes having dinner, launch.	Network Engineer	Interviewed		/	
	yes , I do have party sometimes and we also help each other if I have a chance	Network Engineer	Interviewed		/	
	yes , I do have sometimes	Network Engineer	Interviewed		/	
	yes, if I'm in Bangkok	Sales	Interviewed		/	

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Often**	**Sometimes**	**Depends on company activity**
Belonging needs						
Do you often have an activity with your teammate? How?	Yes i do have party with colleagues often	Sales	Interviewed	/		
	sometimes , party, having dinner, exercise	Pre-sales	Interviewed		/	
	Rarely because of position I'm in and also my own personality type is introvert	Sales Manager	Interviewed			/
	yes, I do have. I think that an activity with colleagues is important if we want to work smoothly and stay here without any awkward feeling. It is kind of ice-break	Network Sales Project	Interviewed	/		
	sometimes as the company usually have quarterly activities. I think its suitable not too much or too less	Business Developmen t	Interviewed			/

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Enough**	**Not enough**	**Not sure**
Belonging needs						
Is your boss support you enough?	yes enough	Administrator	Interviewed	/		
	enough for now	Stock	Interviewed	/		
	not enough support . But there is one case I would think of is when he would complain vendor about very late claim process	Administrator	Interviewed		/	
	not yet, sometime I need his attention but I understood that he didn't have much time so its okay	Import/Export Administrator	Interviewed		/	
	yes, enough because if I wangt to take any course extra , he would always allow me to. It is also beneficial for both company and my personal development.	Marketing	Interviewed	/		
	more than enough but there is one thing new (new product line) which he willing to learn more	Network Engineer	Interviewed	/		
	I think it is enough	Network Engineer	Interviewed	/		
	yes , enough support for work	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Enough**	**Not enough**	**Not sure**
Belonging needs						
Is your boss support you enough?	not enough , for example office area is too small. But my boss is good in some aspects	Network Engineer	Interviewed		/	
	I thought he willing to support me but as there is some limitation or barrier , but I can understand	Sales	Interviewed		/	
	Yes , enough On the other hand it might because of gender gap between me and my boss , I didn't familiar with him much	Sales	Interviewed	/		
	Enough	Pre-sales	Interviewed	/		
	Enough, I understood that for this year, it is because of COVID-19 so company need to limit on budget	Sales Manager	Interviewed	/		
	I'm not sure whether he satisfy with what I'm doing or not. I think that freedom of work might be one kind of support from him	Network Sales Project	Interviewed			/
	Support enough	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Affect**	**Neutral**	**Not Affect**
Belonging needs						
Does all above factors affecting your job performance and satisfaction?	yes all those factors is affect my job satisfaction. For example, activities with colleague is kind of ice-break, we will have closer relationship and be able to talk with understanding on each other more	Administrator	Interviewed	/		
	yes , affects because if the environment is bad , it will reflec bad work performance as well	Stock	Interviewed	/		
	yes its affect in part of williness to stay with this company or not	Administrator	Interviewed	/		
	yes, at first I focus on salary but if ther is another things support like type of work, freedom of work, duty , colleagues , environment can cover those low rate of salary and make it balance. During covid-19 period , I was thinking if anything will happen but this company doesn't make me fear on that so its okay	Import/ Export Administrator	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Affect**	**Neutral**	**Not Affect**
Belonging needs						
Does all above factors affecting your job performance and satisfaction?	yes affect, if there is any of those factors make me feel down so I will feel like this place mightn't suit with me . For example If I'm okay with my jobs but I'm having problem with colleagues so this will destroy and make me like to change the company.	Marketing	Interviewed	/		
	yes, affect a lot.	Network Engineer	Interviewed	/		
	sure, if I get good rate of income then its make us willing to work . Good office and environment makes us easy to communicate with our team and good support from boss make us develop ourself faster.	Network Engineer	Interviewed	/		
	yes , affect too much	Network Engineer	Interviewed	/		
	yes, affect a lot.	Network Engineer	Interviewed	/		
	yes, it affect	Sales	Interviewed	/		
	Yes , its affect too much	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Affect**	**Neutral**	**Not Affect**
Belonging needs						
Does all above factors affecting your job performance and satisfaction?	yes its surely affect, suppose if he didn't support then we will not happy to work here.	Pre-sales	Interviewed	/		
	yes its do affect as it is one important component of satisfaction	Sales Manager	Interviewed	/		
	yes , I'm happy to work here. I always felt regret when any member leave the company. Its show that one of the main factor to stay here is my colleagues.	Network Sales Project	Interviewed	/		
	yes affect	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Often**	**Rarely**	**Never**
Self-esteem needs						
Do you usually get praise from your colleagues or your boss? Please give an example	sometimes , not so often	Administrator	Interviewed		/	
	I do get sometimes	Stock	Interviewed		/	
	I got blame much more then praise. If I'm good at work then there is nothing happen, but if I'm working bad then I got blame	Administrator	Interviewed		/	
	no , not praise and also not complaint	Import/Export Administrator	Interviewed		/	
	rarely got	Marketing	Interviewed		/	
	not much	Network Engineer	Interviewed		/	
	not so sure	Network Engineer	Interviewed			/
	always , this can be an encouragement to work further	Network Engineer	Interviewed	/		
	yes, when I finish my work	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Often**	**Rarely**	**Never**
Self-esteem needs						
Do you usually get praise from your colleagues or your boss? Please give an example	not that much as I didn't talk much with him	Sales	Interviewed		/	
	I rarely got praise front the boss. It is may be because he doesn't like to praise. In my opinion, I still didn't have a big success to let him praise may be	Sales	Interviewed		/	
	sometimes but he mostly say thank you	Pre-sales	Interviewed		/	
	I got praise from the boss once in a while , may be because we are all mature so praise mightn't be so important. We mostly discuss in solution of each problem	Sales Manager	Interviewed		/	
	Rarely	Network Sales Project	Interviewed		/	
	Sometimes but rarely. He usually praise an employees in operation level rather than management level and I think its good as it will be an encouragement in work for them. I'm a person in management team and I'm okay if praise will mostly use with operation level	Business Development	Interviewed		/	

TOPIC	Supporting Coded Data	Informant	Data Type		
Maslow's Hierarchy of Needs				**Equal**	**Not equal**
Self-esteem needs					
Do this company treat you and your team fairly?	yes, equally	Administrator	Interviewed	/	
	yes , equaly as he can connect with every level of employees	Stock	Interviewed	/	
	I got not equal treat because admin position need to work on Saturday but I thought it would only need half day of Sat is enough	Administrator	Interviewed		/
	not equal, I felt like someone is having work overload and its not fair for them.	Import/Export Administrator	Interviewed		/
	yes , fair because I have never met boss who are chilling by sitting and have a meal or talk with employees this much close.He doesn't act different among management level and general level, He act the same with everyone	Marketing	Interviewed	/	
	yes, equally as we are flat company	Network Engineer	Interviewed	/	
	Its depend on policy of each department but in my point of view, I think get equal treat from boss	Network Engineer	Interviewed	/	

TOPIC	Supporting Coded Data	Informant	Data Type		
Maslow's Hierarchy of Needs				**Equal**	**Not equal**
Self-esteem needs					
Do this company treat you and your team fairly?	yes , we got treat equally. For example, everyone act like colleagues , doesn't separate in level of employee . We live like a family.	Network Engineer	Interviewed	/	
	yes, equally.	Network Engineer	Interviewed	/	
	For welfare aspect is equal but in work aspects., sometimes sales didn't get treat equally. There is so much limitation so sometime I couldn't work further	Sales	Interviewed		/
	Yes equally	Sales	Interviewed	/	
	not equally in some part.	Pre-sales	Interviewed		/
	not equal , depends of which department company are focusing on. As some department is very important so it should get deep intention from management level. Moreover, this company doesn't have manager in every department so for the department that's already have manager he will not focus much but for those department which is not having manager/head so he will focus more.	Sales Manager	Interviewed		/

TOPIC	Supporting Coded Data	Informant	Data Type		
Maslow's Hierarchy of Needs				**Equal**	**Not equal**
Self-esteem needs					
Do this company treat you and your team fairly?	yes equal as I think that every member is having salary based in the same range	Network Sales Project	Interviewed	/	
	Equal and fair	Business Development	Interviewed	/	

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Success**	**Still going on**	**Did not success**
Self-actualization needs						
Could you share the most challenging experience while working here?	The most challenge would be to deal with the senior person (driver) with who she is cooperating. Sometimes he didn't speak well, it also affects my feeling, but I need to pass through it. I felt successful as she didn't get complaints from the customer.	Administrator	Interviewed	/		
	I would be about stock; I can pass it by my intention	Stock	Interviewed	/		
	Most challenging would be about communicate English language with vendor , I have passed it by supporting from my colleague.	Administrator	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Success**	**Still going on**	**Did not success**
Self-actualization needs						
Could you share the most challenging experience while working here?	There are 2 topics 1. work eveluation : I just learnt basic things from uni and I do not know that much , But as I need to build a job eveluation from by myself I was worrying if I can do it because I can't ask or get feedback from anyone , I'm just alone and couldn't find on the internet. So I tried to search for research instead and chose the method that most suitable with this company. This job is still didn't success and I still need to improve on it . 2. IMPORT cooperation : As I'm middle person between vendor and NBTC about asking for test report to apply for import approval document. I can't control both parties and all , I have to find middle way to let them meet on each other. Most difficult if to apply for one model of PELINK brand , test report became an issue and vendor didn't support and cooperate . My boss had feedback and at the end vendor support us. Finally , I completed because of help from my boss. Because I think he saw what I faced so he help me. another thing is several time of cooperating with NBTC staff. tried hard to acieve in that	Import/ Export Administrator	Interviewed		/	

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Success**	**Still going on**	**Did not success**
Self-actualization needs						
Could you share the most challenging experience while working here?	An online advertisement which I never do before, and I didn't have any knowledge about it as well. I just count on one for online advertisement here in this company, and also didn't have any experience on it. I just have experience with the website. I can pass it because of the support of extra course from my boss that allows me to take a course, this make me know how to set up, proving more technique for me, and I also searching for more information and I felt it hard as I didn't have any experience on this, I even didn't know how I should think about it. Online and offline customers are different, it took many months for to let me start purchasing real online advertisements than I have learned while purchase online advertisements, Both Facebook and Google, and I continue studying on google as it is harder than Facebook.	Marketing	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Success**	**Still going on**	**Did not success**
Self-actualization needs						
Could you share the most challenging experience while working here?	It was about coding program about scanning ID card for collecting data of ID card on server then use it for WIFI log in. Now customer and using and installed. Feel okay but not that much as he does not have time to implement further but he felt proud. During that time, I was so stress and need to go to hospital. I need to search and learn more and more about details of coding program. I felt proud as I have passed it.	Network Engineer	Interviewed	/		
	Mostly , it is about testing new product which I never play with it before. Success but customer won't purchase . I'm willing to make it more success by purchasing from customer	Network Engineer	Interviewed	/		
	The thing which always happen and challenge me is when I need to solve and finish some work for customer in limited of time. I do familiar with it now. I passed through it by my consciousness and sometime brainstroming with my engineer team.	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Success**	**Still going on**	**Did not success**
Self-actualization needs						
Could you share the most challenging experience while working here?	There was an issue from customer who want engineer to go to their site and solve problem for them, but we're not provide service like that, so he disappoints and was angry. I passed it by listening to customer then finally my boss soothes me and that's make me feel much better. Most challenging things for me is to coordinate with people	Network Engineer	Interviewed	/		
	Most challenging is act as sales in the first time, I do not know how to meet customer. One customer asked why I need to buy your product , I'm having one on hand. I pass it by saying that I didn't come to sell goods but I came to offer product to be an optional because I think that that brand which you have on hand, many distributor are having but for my brand , i'm sole distributor and I can give best price for you. Atleast if you didn't buy from me but we can know each other and become friend.Finally he bought from me.	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Success**	**Still going on**	**Did not success**
Self-actualization needs						
Could you share the most challenging experience while working here?	There was a case which I have committed delivery date but when the due date came , goods doesn't available there .this one is hard to control i understood,it was based on vendor . I will try to let customer feel that im by his/her side , let them know that I tried to help them as much as I could	Sales	Interviewed	/		
	When I start working here,everything was very new and I didn't quite underestand at that time. My colleague was helping me pass through those period of time. I think its success	Pre-sales	Interviewed	/		
	most challenge would be how to make my team to achieve sales target because ther is also turnover of member in sales team so it would get stuck, I need to keeping changing, apadting monthly and weekly. This challenge always heppening as there is something new almost everyday	Sales Manager	Interviewed		/	

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Success**	**Still going on**	**Did not success**
Self-actualization needs						
Could you share the most challenging experience while working here?	There is one case which customer told me that why should you come , If you just present like this so you can just send me datasheet. Those bad impression push me to reach many more success case. I have a chance to work with end custoemr named PLAN B who is offline/online marketing agency , we like to reach them for so many years. So we have a chance to go to present with our partner named W electronic. On that day , I brought many model of MikroTik and set my own stage and presenting about our product among 50-100 people in the warehouse. I present abour differenciation on each model . At first there are 2-3 people listening but later on there are more and more people came and listening . On that days , there are so many supplier who present their own product and no one do like me. Finally I can sell product at high price (50-100% more if comparing to others) and I have support from engineer team about training session for this end user and just done this project and deliver all goods last month.	Network Sales Project	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Success**	**Still going on**	**Did not success**
Self-actualization needs						
Could you share the most challenging experience while working here?	Most challenge , it would be very first period of working here as I got assigned to be in charge of one new brand and this brand is very new to Thailand market. We need to build this brand, increase brand awareness, distribute the product . We are doing B2B business so we will not communicate directly to end user, but we will need to communicate throught middle man . We then need to think in both way of communication as that time I didn't have much experience. It was getting better since then, it might not be very successful but its was moderate.	Business Development	Interviewed			/

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Yes**	**No**	**Not sure**
Self-actualization needs						
Do you have a chance to get promoted?	50% I think	Administrator	Interviewed			/
	no, because now every postion are full	Stock	Interviewed		/	
	Where should I promote to ? The company is flat, eveyrone is kind of colleague . Everyone is in the same level	Administrator	Interviewed		/	
	No , I don't think I have a chance to promote and Where should I promote to ? Because I think this company still didn't have a career path so I think I will still not get promote . I will working in this position but higher in salary , more scope of work , more advance in import . But if this company have an career path then I might get promoted	Import/Export Administrator	Interviewed		/	
	In my department , there are only two person so I didn't have an idea where would I get promote to ? I didn't think about it , because I still need more still. Once I get promoted, it comes with more responsibles.	Marketing	Interviewed		/	

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Yes**	**No**	**Not sure**
Self-actualization needs						
Do you have a chance to get promoted?	no he don't think so especially in engineer team , There will be only senior person who he respect as they have more experiences of working here	Network Engineer	Interviewed		/	
	I'm not sure if there is the place I can promote.	Network Engineer	Interviewed			/
	no chance, as I look from my performance	Network Engineer	Interviewed		/	
	If I work continuously and having more knowledge and experiences so I might get promote	Network Engineer	Interviewed			/
	I need to see from my performance, If I can make it so may be . But not lately	Sales	Interviewed			/
	Yes i do have a chance to promote for sure	Sales	Interviewed	/		
	I think career part is not clear	Pre-sales	Interviewed		/	
	I think its already in high level for this company	Sales Manager	Interviewed		/	

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Yes**	**No**	**Not sure**
Self-actualization needs						
Do you have a chance to get promoted?	I felt that our boss are not much concerning on name of the position . But I work more in management level without knowing , I have a chance to look more in overall picture. But I'm not sure if I have a chance to get promote or not and if I get promoted what should it be.	Network Sales Project	Interviewed			
	yes , I do have chance	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Affect**	**Affect a bit**	**Do not affect**
Self-actualization needs						
Does praise, fairly treat, work and promotion affect your job satisfaction? How?	yes , she thought every situation tought her and became her experiences. If someone was her , he/she mighn't be able to bear with it	Administrator	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Affect**	**Affect a bit**	**Do not affect**
Self-actualization needs						
Does praise, fairly treat, work and promotion affect your job satisfaction ? How?	yes , affects , for example if there is promotion , I think my quality of life would be better and more challenges, I prefer challenge	Stock	Interviewed	/		
	yes affect	Administrator	Interviewed	/		
	yes, affect mentally .because its make me feel more value in myself as I can work If I get praise , more salary .	Import/Export Administrator	Interviewed	/		
	yes affects, For example if the boss praise that I will feel good and would have more willing to work more harder and better.	Marketing	Interviewed	/		
	I didn't think so as I didn't focus much on it	Network Engineer	Interviewed	/		
	yes , sure as its make us feel good to work and feel success to working here	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Affect**	**Affect a bit**	**Do not affect**
Self-actualization needs						
Does praise, fairly treat, work and promotion affect your job satisfaction? How?	Yes, I think those factors are affecting much on my job satisfaction as they are encouragement in work, enthusiasm and concept of work	Network Engineer	Interviewed	/		
	yes its affect, As I got praise from boss then it would encourage me to work further.	Network Engineer	Interviewed	/		
	yes, Its make me felt want to work , stay with this company and improve myself to achieve goals	Sales	Interviewed	/		
	Yes , affects , it was part of all factor which affect as well	Sales	Interviewed	/		
	yes, its do affect	Pre-sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**Affect**	**Affect a bit**	**Do not affect**
Self-actualization needs						
Does praise, fairly treat, work and promotion affect your job satisfaction? How?	promotion is affect very less on me because of position which I'm already in is high enough for this company,but in case of being treat equally and praise , it would affect as praise can be one of work encouragement	Sales Manager	Interviewed		/	
	I believe that everyone wants to reach the same goal and like to get some present for their own proud moment. I think its really affect on job satisfaction.	Network Sales Project	Interviewed	/		

TOPIC	Supporting Coded Data	Informa nt	Data Type			
Maslow's Hierarchy of Needs				**80-100 % Satisfy**	**Satisfy less than 80%**	**Dissatisfy**
Job Satisfaction						
Are you satisfied working in this company? What impressed you the most? what you think needs to be improved?	yes ,satisfy, impress with boss . Working here feel comfortable	Administ rator	Interviewed	/		
	90 percents satisfy , okay with scope of work . I'm impressed on teamwork of this company. If I would like to improve , it would be an English language	Stock	Interviewed	/		
	yes satisfy in overall, I gave 90 out of 100. If improve I would like to get more salary and not working on Sat. Impress in my boss as he is friendly and be familer with employees . As I have experience working in another place, a boss will separately and not involve much with employees. I think I'm very lucky to have this kind of boss.I would like to improve RMA process by letting it become more shorter in time, but we can't control this rather than complain.	Administ rator	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**80-100 % Satisfy**	**Satisfy less than 80%**	**Dissatisfy**
Job Satisfaction						
Does praise, fairly treat, work and promotion affect your job satisfaction? How?	impress with scope of work. Most thing I like is freedom of work , I usually doesn't like to let others control on me. Impress on Ching , she try to help me in everything even topic which she didn't know but she helps. Didn't let me stay alone. I gave 75%/100 , deduct from low salary and discipline of company and well as mine.Another thing is free launch , didn't provide it everyday because its mention in manual of employees	Import/Export Administrator	Interviewed		/	
	satisfy in this job , I gave 90 percents for this jobs. I like that everyone is equal and doesn't divide the group . Impress with colleagues , everyone is enjoy and doesn't gossip on each other. We just enjoy talking with each other. Performance of all employees would be something that I could think about in improvement , If everyone can follow our quarterly KPI and achieve it all that's would make this company growing and developing. It depends on individually	Marketing	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**80-100 % Satisfy**	**Satisfy less than 80%**	**Dissatisfy**
Job Satisfaction						
Does praise, fairly treat, work and promotion affect your job satisfaction? How?	Satisfy but not that much about 70 percents. Usually he is okay with his salary but he heard some collegues willing to get more salary as work is quite overload. He heard salary should be increase	Network Engineer	Interviewed		/	
	Impress in environment , I felt that most department can work well together and helping each other. Another thing is advance of our technology which I felt that we had more than others because I get to know it before others . Moreover, I also have a chance to be trainer who teach partner that's make me proud of it We all are willing to move forward in our work field , It is good if we can get promote and looking for new challenge. Things which I like company to improve is to work in order , arrange training course for our internal members for example , sales should learn about competitor or increase English language skills , increase overtime rate for employees	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**80-100 % Satisfy**	**Satisfy less than 80%**	**Dissatisfy**
Job Satisfaction						
Does praise, fairly treat, work and promotion affect your job satisfaction? How?	85 percents satisfy . To get 100 percent is salary should be increase according to inflation rate in each year.	Network Engineer	Interviewed	/		
	most impress is social of this company, its different from others company as we have chance to talk with everyone that's make me work more easier. Develop knowledge of all employees about our product	Network Engineer	Interviewed	/		
	yes, much satisfy, I felt warm as we live like family in this company . Things which I need more is support ,as I drive much so I'm too busy . Another impression is relationship with customer, they even thought me how to config product. We are like become friend and make him trust on me.Customer try to use our product in many project. He told me that I chose product not from brand, every brand is the same but I chose from salesperson	Sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Maslow's Hierarchy of Needs				**80-100 % Satisfy**	**Satisfy less than 80%**	**Dissatisfy**
Job Satisfaction						
Does praise, fairly treat, work and promotion affect your job satisfaction? How?	Yes , satisfy in overall Impress every case which I handle , most impress would be support from team of our company. I want to improve more in technique way such as network certificate	Sales	Interviewed	/		
	Satisfy. Impress in colleagues. Improvement : increase in rate of salary	Pre-sales	Interviewed	/		
	yes satisfy 90 out of 100 , another10 percent is about my own improvement Impress of how this company being like family whenever we have problem , we all together can get through it , there is no separate team , sometime we do have an argument but still we can help ang get through everything together	Sales Manager	Interviewed	/		

TOPIC	Supporting Coded Data	Informa nt	Data Type			
Maslow's Hierarchy of Needs				**80-100 % Satisfy**	**Satisfy less than 80%**	**Dissatisf y**
Job Satisfaction						
Does praise, fairly treat, work and promotion affect your job satisfaction? How?	yes satifsy , 85-90 percents. Impress most in my boss. I like him since his lifestyle , work path and how he know the thing he want to know deep in details. It is like the life path that I want to grow , the only differenciate is he is more wealthy . Everytime I think I have know about this thing deep in detail but he will know further than me so it is kind of challenge to let me want to be close with him to learn his mindset. Improvement : performance of people in the company . I think that if all of us looking at the same goal and go together , it would be great for me.	Network Sales Project	Interviewed	/		
	satisfy 80-90 percents . Most impress would be freedom of work and I have a chance to be representative of this company to work in an important issue.I felt I got an honour. Things that I wish to improve is clarify in some issue like welfare, some work duty and some department need to increase more people to let the team member didn't get overload in work. Some small internal detail and scope of work.	Business Develop ment	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Job Satisfaction				**Satisfy**	**Neutral**	**Dissatisfy**
Are you satisfied with your position and scope of work? If yes, please share your proud experiences.	I got praise from my colleagues and it made me feel proud . I tried to coordinate and manage everything well as I believes that one day a customer who buy us small amount will be person who buy big amount from us in the future.	Administrator	Interviewed	/		
	Yes, I do satisfy as I think I'm familiar with this position and I am willing to do it.	Stock	Interviewed	/		
	yes, satisfy. One proud experience is when I can negotiate with AIS sales about getting free mobile. This can save huge amount of expense of company because we need to pay monthly mobile expense as usual	Administrator	Interviewed	/		
	yes, satisfy , sometime I get bored but there is something more to work. Feel proud on a job evaluation that I have done alone, felt so good about it	Import/Export Administrator	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Job Satisfaction				**Satisfy**	**Neutral**	**Dissatisfy**
Are you satisfied with your position and scope of work? If yes, please share your proud experiences.	Yes, satisfy and one of my proud experience is making our facebook page became more famous, Another retail website of us can attract some customer, as in the past there is no any customer, too quiet and one day some customer found us and call us.Finally customer found us , it worth daily routine activities which I have done. It took more than 6 months and spend to less on it , it only because of keywork which I have put on website. I'm okay with scope of work and what I'm working right now	Marketing	Interviewed	/		
	yes , he is satisfy with the job. He felt proud . When I was entering to this job , one of senior person resigned and there is so many support jobs I need to do and I also willing to do such as server of company. I felt proud to be support team of this company.	Network Engineer	Interviewed	/		
	Satisfy, because of society, scope of work and a company is located near my house	Network Engineer	Interviewed	/		
	Satisfy. Proud experience that I have is how I can sustain , maintain IgniteNet brand equipment to be better and work stable like today . It was getting much better	Network Engineer	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Job Satisfaction				**Satisfy**	**Neutral**	**Dissatisfy**
Are you satisfied with your position and scope of work? If yes, please share your proud experiences.	yes , satisfy . Once I got a case which I never know it before but I finally can solve it .	Network Engineer	Interviewed	/		
	yes, satisfy with this position but scope of work didn't clear for me. I have to responsible for both north-eastern part and north part and I think its overload and expense that company need to pay me is quite high.I want someone who plan and suggect for me to let me work more smoothly and effectively. higher sales amount even every acount in mind are new customer or some old customer which didn't active.	Sales	Interviewed	/		
	Yes satisfy.Most proud is when I entering this company so i didn't have much experiences , skills and product knowledge but I can close the deal of one public company, so i felt proud that I can do it .	Sales	Interviewed	/		
	Satisfy. Sometimes it get bored but its still okay	Pre-sales	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Job Satisfaction				**Satisfy**	**Neutral**	**Dissatisfy**
Are you satisfied with your position and scope of work? If yes, please share your proud experiences.	Yes, I'm satisfy with my current position because I have a lot of experiences about it. I'm proud whenever I'm of the part which help all of us passed any problems together.	Sales Manager	Interviewed	/		
	Yes, satisfy Proud moment is in this period of time, it is because there are so many key players of this company resigned but I still can be one person who support the revenue of the company.	Network Sales Project	Interviewed	/		
	I'm proud that as our company usually didn't hire people who have an experience , we mostly hire new graduated or person who doesn't have much experiences and teach them how to work, I'm proud to see those people growing in the position, ability and the way they work. I feel that those people can be a role model and encouragement for junior	Business Development	Interviewed	/		

TOPIC	Supporting Coded Data	Informant	Data Type			
Job Satisfaction				**Work Environment and colleagues**	**Salary**	**Others**
What are the factors that decrease your job satisfaction?	Things like to improve is **communication skill of new member** who doesn't cleary communicate or still do not know how to make smoothly communicate with her.	Administrator	Interviewed			/
	More salary it would be better for me.	Stock	Interviewed		/	
	Support form the boss and the **salary**	Administrator	Interviewed		/	/
	Colleagues is really affected on job satisfaction. As my colleagues didn't gossip so its make me feel good.	Import/Export Administrator	Interviewed	/		
	Work environment and colleagues	Marketing	Interviewed	/		
	Time management of my self could make me feel more satisfy, sometime there is work overload and I need more time to practise about system and customer or boss like to get an answer whether I can do it or not but I couldn't asnwer it immediately. Willing to have more time to learn and study .	Network Engineer	Interviewed			/

TOPIC	Supporting Coded Data	Informant	Data Type			
Job Satisfaction				Work Environment and colleagues	Salary	Others
What are the factors that decrease your job satisfaction?	**Work environment, salary** as we are not having equal expense, OT rate as someone mightn't willing to pay in advance so we should reserve some amount for them	Network Engineer	Interviewed	/	/	
	Work environment, colleagues, salary.	Network Engineer	Interviewed	/	/	
	Things which would increse my job satisfaction is **salary**	Network Engineer	Interviewed		/	
	More support from my manager	Sales	Interviewed			/
	Its was almost all about what we have talked that could affect my job satisfaction, and yes there was one thing I like is company allow us to have a holiday in our own birthday	Sales	Interviewed	/	/	/
	a bit dissatisfy at the place which I'm sitting and work as there is a sun reflect my eyes	Pre-sales	Interviewed	/		
	I think it is an **external factor** which we can't control for example from customer	Sales Manager	Interviewed			/

TOPIC	Supporting Coded Data	Informant	Data Type			
Job Satisfaction				**Work Environment and colleagues**	**Salary**	**Others**
What are the factors that decrease your job satisfaction?	A negative mind set from boss. There is one case he expressed that he doesn't want to support me for example, expense which I couldn't get on time. Bad words from colleague that may destroy our feeling. Another thing is about my own life, If one day I have my own family, It is possible that I would have to resign from this company. Because of low salary	Network Sales Project	Interviewed	/	/	
	As I have told in previous questions, many internal issues should be clear for all employees	Business Development	Interviewed			/