FACTOR TO IMPROVE STAFF SERVICE STANDARD TO WORK WITH A GOOD PERFORMANCE REGULARLY?

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FACTOR TO IMPROVE STAFF SERVICE STANDARD TO WORK WITH A GOOD PERFORMANCE REGULARLY?

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ABSTRACT

The purpose of this study is to explore the reason which affects the motivation of the employee which could be related to the working performance of the employees. The company working in the construction and interior industry. The result of the research could create a guideline for a researcher to see a way to improve the motivation of the employees and create the right leadership for each situation. The researcher uses qualitative research by conducting an interview with the employees and observe the reaction of the interviewee. The researcher uses a total population of the company to conduct the research in order to get a dept detail of information in every level of employees.

The researcher believes that this research can create an impact on the company which makes a good guideline to motivate employees in a positive way. Moreover, the researcher sees the insight of leadership and follower style which can apply the right leadership style for each department in each situation.

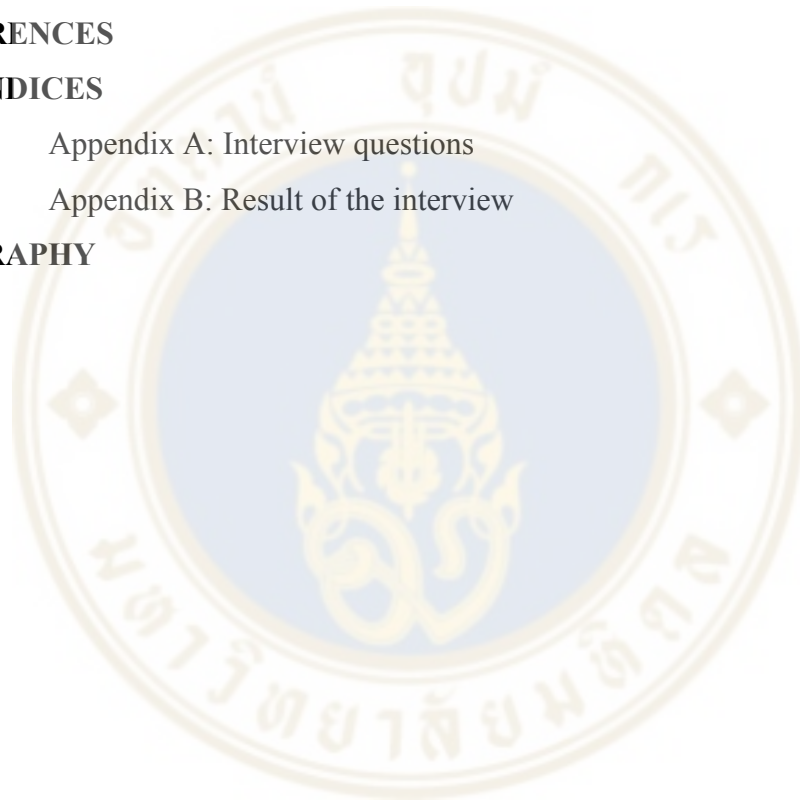KEY WORDS: Situational Leadership/ Motivational/ Maslow/ Leadership/ Working Performance

43 pages

CONTENTS

CONTENTS (cont.)

LIST OF TABLES

LIST OF FIGURES

CHAPTER I
INTRODUCTION

In this research study, the company working in the construction and exterior industry since 1999 as the awning company. Major of the product is imported from various countries such as Italy, Spain, Turkey, America, and France. The company has encountered a problem that challenges the company's vision and value, focusing on the quality of service that the company will provide the best to customer satisfaction.

In these several years, the company facing a human error and problem from the contractor which bring the company product to install to customer house with low quality of service. It causes to loss of a company differentiation strategy that has a better service quality. It is relatively hard to find the right man who has a service-provider mindset. Therefore, the company has created a company working guidance that can work in the right way in any circumstance. One way to limit human error and make the employee feel satisfied to work is to create a motivation to work and use the right pattern of leadership style for engaging the follower.

The owner of the company believes that long-term success in the service's business required to cultivate the right procedure into human assets. The key essential point to concern is employee motivation because it is a part of the human mechanism that creates a mood and emotion to work. Also, the leadership style is essential to apply in different situations. It is good to delegate work to the right person who knows the direction of the company and the right method rather than a delegate who doesn't understand the working procedure.

Based on the problem that occurred to the company, this research will use two principal theories to apply and adjust to the real situation. The first theory is Maslow's Hierarchy of Needs theory to check and evaluate the employee's motivation to work each day and see the satisfaction and willingness to work. The second theory uses a situational leadership theory to allow the company's supervisor to assess the follower

for each department in the company and find a suitable use of a leadership style for each situation.

The overall research is composed of six chapters. The first chapter is talking about the introduction and business background, which in the awning industry. The second chapter focuses on the literature review, which will derive data and study from the other researcher to improve the business in real life. The third chapter illustrates the research methodology, which will compose the research design, method, and questionnaire applied to the research. The fourth chapter will present a research finding regarding interpretation from the interview question from the coding techniques. The fifth chapter will be related to the research recommendation, focusing on managerial implementation and suggestions to improve the business. The last chapter will be the conclusion, which will conclude all the branches as a summary.

In the following chapter will be the literature review, which will show the literature related to the research, such as Maslow's Hierarchy of Needs theory and Situational Leadership theory. It will also illustrate the problem statement, research question, research scope, and expected benefit for this research.

CHAPTER II
LITERATURE REVIEWS

2.1 Problem Statement

Based on my business is related to service and install the product to customer home. My company hired and training in-house staff rather than hired a contractor to install the product. However, in-house staff's performance is not constant, which is related to customer satisfaction directly. My company's strengths are focused on service to provide the best customer experience. It was hard to find the right man who has a service-provider mindset. My company is small and medium business size, comprised of in-house staff for 30 persons, and working along with my family business for a long time. It needs to be considered a research question and method carefully because it may be sensitive to staff's morale, affecting customer satisfaction.

Therefore, I would like to improve the staff's service provider mindset to increase customer satisfaction by discussing and analyzing to solve the team's problem and provide a guideline to improve working performance.

2.2 Research Questions

How the motivation of the staff and leadership style related to the service quality?

2.3 Research Scope

The study will focus on my company, located in the awning and roof industry, which provides customer service for more than ten years. To provide research related to human resource development strategy, which aligns with the company rules, including human resource development components. I have considered a long-term goal of building human capital as a company's capability resources as a critical success factor of service

provider business. To reach this research purpose by using data analysis from collecting the data directly from the staff. I will choose a quantitative method for a fundamental question and a qualitative interview from the suggestion question. I will collect the data from the total population of the company.

2.4 Expected Benefit

By applying Maslow's Hierarchy of Needs theory and Situational Leadership Style, it will allow my company to enhance the fundamental and create the proper foundation of human resources as follow:

1. Create a motivated employees
2. Retained current employees and reduce turnover rate in the future
3. Increase job satisfaction level which related to customer satisfaction
4. Be a foundation to create a good company's culture

2.5 Literature Review

The literature review presents an overview of Maslow's Hierarchy of Needs theory and Situational Leadership Style based on applying the idea into a small company to set up the foundation of human resources. To fulfill people's needs in the company, it can be support people in both functional and emotional needs by applying an idea from Maslow's Hierarchy of Needs. Also, make people feel entrust with the company complementary and improve staff retention in the future.

Moreover, the company can enhance the knowledge from situational leadership theory by applying with staff with a different leadership style in supportive and directive behavior. It can improve many people from developing people (Enthusiastic Beginner) to developed (Self-Reliance Achiever).

Nowadays, most service businesses must have word of mouth as another type of advertising and e-commerce to enhance capabilities to promote business. We trust that motivational staff who fulfill basic needs can serve customers at full potential and give customer satisfaction at a high rating. Therefore, to achieve team and support or coach them can directly relate to customer satisfaction.

2.5.1 Maslow's Hierarchy of Needs theory

Maslow's hierarchy of needs explains that every human being has a hierarchy of five needs (Stephen P., Timothy A, 2013). There are 5 levels of the hierarchy of needs composed of Physiological needs, Safety needs, Social needs, Self-esteem, Self-Actualization. All the need are shown below:
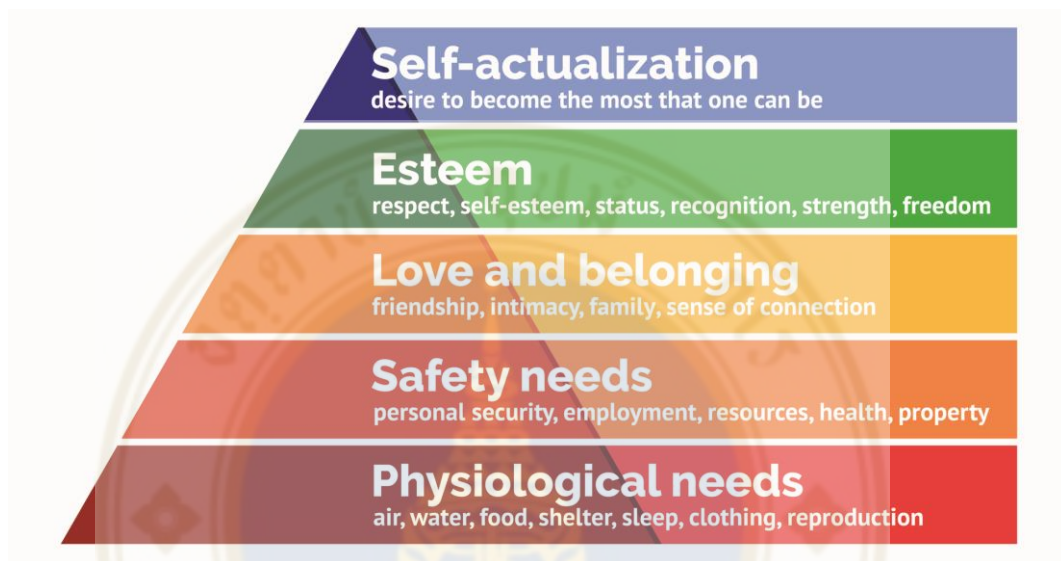
Figure 2.1 Maslow's Hierarchy of Needs theory

The theory states that people must achieve lower needs as a prerequisite to reaching a higher need to get fulfilled and satisfied for each level. Moreover, the lower level could be more critical needs than a higher level. The first three levels are described as external needs that can be fulfilled from the transaction, but the higher two levels are emotionally required to motivate an employee to reach needs. To be specific, the lower needs are more likely powerful than the higher needs until the lower needs are fulfilled. (Lester, 2013).

2.5.1.1 Physiological needs

The physiological needs are the most fundamental needs comprised of water, food, shelter, sleep, and clothes. These basic needs can be achieved by providing a good salary, welfare, and employee benefit to satisfy the requirements. Salary and wages can be negotiated to reach a satisfactory agreement level. Also, shelter and clothes could be an option for an employer that can support employees more. The

wage is important but there are also another important factor such as work life balance should be considered as an important factor (Sadri, Bowen, 2011).

2.5.1.2 Safety needs

The safety needs are required to consider in terms of physical and mental in the workplace. The environment of work needs to be safe, which makes an employee feel secure and safe. The safety issue is the problem of a workplace environment, such as spray a chemical substance, cutting steel, which has sound pollution. Safety needs can be fulfilled by creating a safe workplace and a clear career path or long-term benefit plan. Also, ensure that employees can focus on work rather than concern about a health issue or job securitization. Moreover, job security and retirement plan will create trust in the company and established loyalty in the longterm (Sadri, Bowen, 2011).

2.5.1.3 Social needs

Human beings have social needs, which important as other basic needs. To fulfilled social needs, the employer is required to bond a good relationship with employees. Also, let the employees trust each other by giving some social activities such as ice-breaking, company outing, buddy with different departments. Those activities can be fulfilled social needs quickly, but it needs to take time to bond people to get a close relationship.

2.5.1.4 Self-Esteem

Self-esteem is a nonphysical need that required emotional and motivation to push needs to get fulfilled. Self-esteem can be fulfilled in many ways depending on the individual employee. Typically, people will get a good response when they get positive feedback for the result. Also, some people will get a good reaction when they recognize and respect their job. It is essential for employers to think of a solution to regularly admire the employee and make them proud to create a service quality. In addition, there is a study found that the older people will find a pride, praise, high level of responsibility, respect in their career path and get recognition. (Sadri, Bowen, 2011).

2.5.1.5 Self-Actualization

Self-actualization represents the growth of an individual toward the fulfillment of needs. To fulfill self-actualization needs, the company needs to give employee involvement since creating a vision and mission and working toward goal and strategy. The employee will be a company-citizenship and entrust to change vision into reality.

In summary, Maslow's hierarchy of needs could help create employee motivation from external and internal value. It will help to create company citizenship and reasonable job satisfaction. Moreover, the employee will create good productivity and a low rate of turnover as well. Employees will provide a service to customers at high performance, and customers will satisfy with those services.

2.5.2 Situational Leadership Theory

The situational leadership theory explained a set of leadership actions based on the follower's behavior with a different situation, or it can be called "contingency theory." The study focus on dealing with the new employee directly while gradually support after they become senior in the organization. (Hersey and Blanchard, 1969)
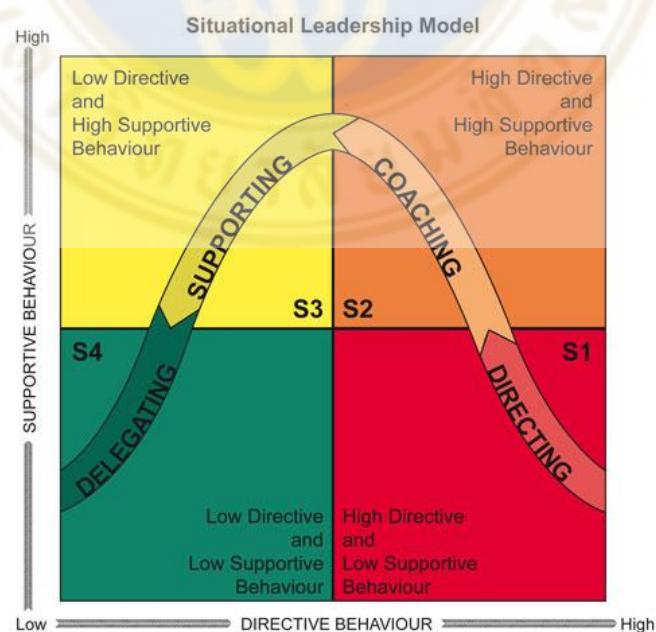
Figure 2.2 Situational Leadership Model

Blanchard has mentioned that "The demonstration of sequenced, coordinated actions that accomplish a particular desired outcome." (Blanchard, 2014)

There are four management actions in the situational leadership model

2.5.2.1 Directing

This action is using for the follower with low competencies, which is considered a new joiner who does not know about working guidelines and company structure. Therefore, management is required to work with the follower closely.

Define the goal and task by telling the follower what to do and how to do it directly. Moreover, this action is considered command and control due to the follower must learn company norms and directions.

2.5.2.2 Training and Coaching

This action is using for the follower who wants to do the job but still lacks skill or knowledge. This situation management requires training and coaching the follower closely and understanding the operational guidance to test understanding and express its confidence.

Define task by setting a standard of work and deadline and engaging follower in problem-solving when they need. This action is considered as training and coaching to make followers understand job identity and confidence.

2.5.2.3 Supporting

This action mostly uses the followers to have knowledge and experience but need motivation from inside to do a job. This situation management requires exchanging the follower's ideas and giving regular feedback to express confidence.

Outline the task and defined a goal of the job to make the follower see the guideline. Offers support to the follower regularly and engaging in problem-solving when they need to help staff feel responsible for the job.

2.5.2.4 Delegating

This action is using for the follower who has high competencies and confidence to work on the job. The management does not need to interfere with the follower by letting them work independently.

Outline goals and tasks and giving support when they need help. The management responsible only give feedback or award and monitor when required.

There are three important skills a situational leader should have, which are diagnosis, flexibility, partnering for best performance (Blanchard, 2000).

2.5.3 Job Satisfaction

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees

Job satisfaction represents one of the most problematic areas facing today's managers when it comes to managing their employees (Aziri, B. 2008)

Job satisfaction can define the level of happiness of employees who engage with the job. Employee performance is usually related directly to job satisfaction because it is a part of employees' mental and physical health. Suppose employees have more satisfied with the job. There are more likely chance to do a good performance of work. As a result, job satisfaction is a combination of factors that create employee attitude toward their jobs

In summary, we will use Maslow's Hierarchy of Needs theory and job satisfaction to fulfill employees' needs and make them feel more satisfied to work with the company. Also, we will use situational leadership as a pushing motivation of employees to get a better service quality and work performance.

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┌─────────────────────────────────┐
│  Maslow's Hierarchy of Needs    │
│         (Motivation)            │
│  • Physiological needs          │
│  • Safety needs                 │
│  • Social needs                 │
│  • Self-Esteem needs            │
│  • Self-Actualization needs     │
└─────────────────────────────────┘

┌─────────────────────────────────┐
│  Situational Leadership theory  │
│         (Leadership)            │
│  • Directing                    │
│  • Training and coaching        │
│  • Supporting                   │
│  • Delegating                   │
└─────────────────────────────────┘
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┌──────────────────┐   ┌──────────────────┐
│ Job Satisfaction │   ──▶   │ Work Quality and │
└──────────────────┘   │   Performance   │
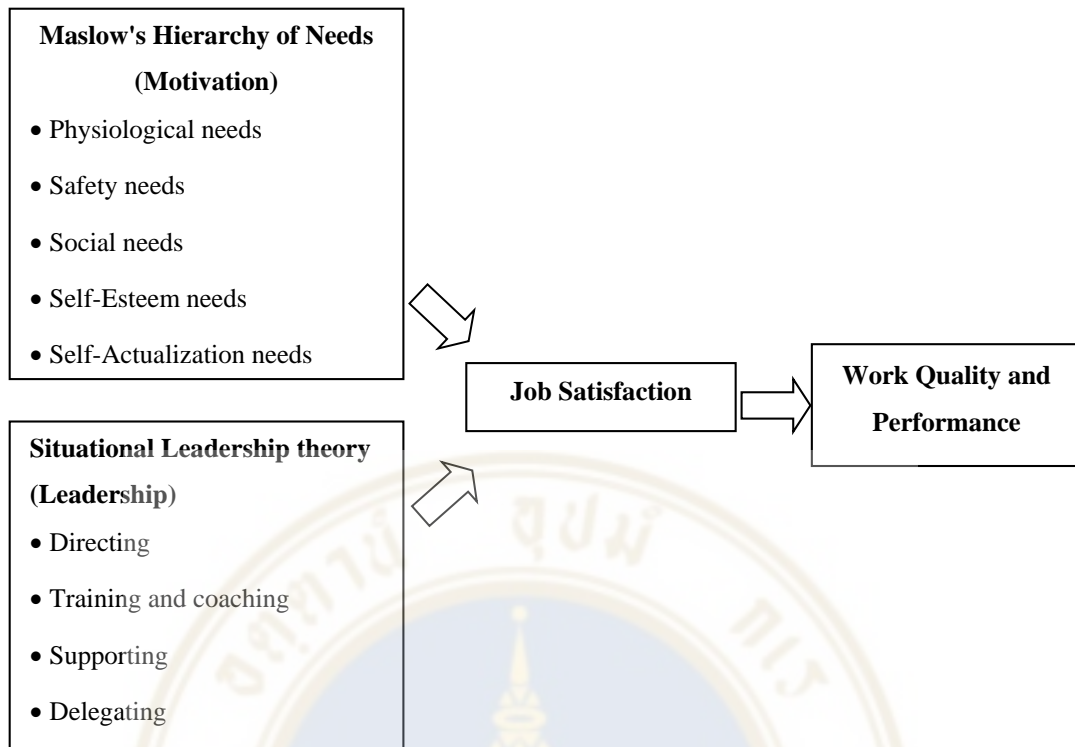   └──────────────────┘

Figure 2.3 Maslow's Hierarchy of Needs and Situational Leadership framework

In the following chapter will be the research methodlogy which will show the method of research start it from research design, data collection, interview question, data analysis framework, and data validation

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Design

This research will be conducted by using qualitative by using interviews and observation to staff behavior and reaction. The purpose of using this research method because we need the employee to feel free to answer and see the root of the problem about the quality of the service. Since we believe that the quality of service is to rely on job satisfaction. Therefore, we want to hear the employee's ideas and suggestions regarding the same direction with our expectations. We will apply an open-end question to use in this method because we can see and observe the interviewee's behavior as well.

The question will be related to Maslow's Hierarchy of needs framework, which provides the answer for employee and situational leadership theory's motivation and will provide the explanation for leadership theory. The interview question will be open and allow the interviewee to use personal opinions to clarify personal satisfaction for the current situation.

3.2 Data Collection

We will collect the data by using the interviewing and observation the result method from the total population of the company. Since we believe that every voice of the employee is essential. The question is designed to help employees get full supportive needs and personal design needs. The question will set in open-ended and non-structure answers.

3.3 Interview questions

Table 3.1 Motivational questions

Maslow's Hierarchy of Needs	Questions
Physiological needs	How are the uniform /lunch /accommodation / are essential to you?
	Do you have any criteria for making a decision when it comes to the employee's welfare and benefits?
	Do you have adequate time to rest?
	How does that affect your motivation to come to work
Safety needs	Do you feel safe when you work with the company?
	Do you feel secure on the job for the long term with the company?
	Do you have a well define a career path for the entire employee?
Social needs	How is the relationship with your team?
	How management involve and participate in the social activity?
Self-Esteem needs	How did you feel about the people development?
	How did your employee get training? (external or internal)
	How frequently did your employees get training?
	Do you get any training to improve a skill?
Self-Actualization	Do you involve in decision making toward company direction?
	Do you feel the importance of yourself in this company?

For situational leadership theory, we will filter a type of employee by an assessment question to see each employee's readiness level. Then, we will be applying to use a leadership style for each situation

Set of leadership questions composed of a different situation that the interviewee needs to respond to through alternative action will filter the interviewer's readiness. Each answer will lead to the analysis of the research. The answer's direction will include a summary of a coding theme frequency as we adapted questions from Hersey and Blanchard's situational leadership assessment. In the end, we will interpret action formal to each situational leadership style composed of directing, coaching, supporting, and delegating.

For instance,

Situation 1	The alternative **action**
1. Team's service performance falling continuously, and the team is not responding lately to the friendly conversation	A.Emphasize the use of uniform procedures and the necessity for task accomplishment B. Make yourself available for discussion but do not push your involvement. C. Talk with them and then set goals. D.Intentionally not intervene.

Figure 3.1 Example of a situation

After collecting all the results from the interviewee, we would apply a thematic coding technique to analyze the information to focus on the data analysis section. Scrutinizing the answers' patterns will make us understand team readiness and apply the right situational leadership style. We will translate the interviewee's answer pattern into Axial Coding Theme Frequency, separated by the department for each team.

For example, department A dealing with the situation by emphasizing the procedure and put the task for making performance accomplishment. It will show from the assessment that department A using the "directing style technique" to solve the situation. The coding theme frequency from each team will conclude the result of which is a suitable situation leadership style for each department will be applied. The question and answer to situation leadership will be analyzed and summarized based on Hersey and Blanchard's assessment. (Appendix A)

3.4 Data Analysis framework

Based on qualitative data analysis, material collections, and the result from the information should be converted into a definite conclusion that can answer the research question (McEachin, 2011; Walsh, 2003). To analyze the data, we need to use a coding technique to filter the interviewee's data. We need to interpret the interviewee's data from the open-ended question, which requires knowledge and experience associated with the field.

The coding technique is the way to reduce the risk of bias from the interviewee by categorized the data into a pattern of information. This method will help us to screen research ideas which interpret from coding. Based on Professor Graham Gibbs explained a coding as a method for qualitative analysis, which requires the researcher to record or separate groups of information related by a mutual background, it allows you to categorize the interview into classes and set the overall framework of the research concept.

Table 3.2   Maslow's Hierarchy of Needs assessment satisfaction by informant

Maslow's Hierarchy of Needs	Supporting Coded Data	Informant	Data Type	Satisfaction Level		
				Not satisfy	Fair	Satisfy
Physiological needs	The most useful and apply to everyone in the company is providing a place to stay for employees. According to most of the employees are coming from upcountry. They didn't own a house in Bangkok. Our department quite appreciates staying with company apartment or a place to stay warmly.	Head of production team	Interviewed			✔
	It essential that we choose to work with the company because the owner gives an employee benefit, such as a free rental charge. The area around the company rental cost relatively high comparing to upcountry.	Installation staff	Interviewed			✔

Table 3.2 Maslow's Hierarchy of Needs assessment satisfaction by informant (cont.)

Maslow's Hierarchy of Needs	Supporting Coded Data	Informant	Data Type	Satisfaction Level		
				Not satisfy	Fair	Satisfy
	I think that the company provided a better facility and employee benefit than the last company that I work with. The company supports the staff in facilitating costs such as rental fee, transportation cost and etc. I'm quite appreciative that the company support my kid education as well	Installation staff	Interviewed			✔
	Lunch support is my favorite benefit. I'm quite boring with the transportation and waiting line during a lunch break. The company location quite far from the restaurant in the surrounding area. It good to have a decent lunch at the company.	Office staff	Interviewed			✔

3.5 Data validation

The interview result will be analyzed from the interview recording, which will see the overall current employee situation. We will validate using the probing technique in open-ended questions because it can encourage deep thought on each problem that we want to define a root cause. These approaches have been used in previous qualitative studies. (Abbas and Sagsan, 2019)

In the following chapter will be the research finding which will show the result of the interview based on the research methodology from this chapter. The data finding has been analyzing and present.

CHAPTER IV
RESEARCH FINDING

This chapter will show the result of the interview. Based on the coding technique and data analysis from CHAPTER III, it will identify the motivation problem from Maslow's Hierarchy and recognize the leadership overview from the situational leadership set of questionnaires. The research was conducted by interviewing 19 employees with motivational questions and three management teams for situational leadership questions.

The research result of motivational will be determined from open-ended question interviews, while the situational leadership will use the Axial Coding Theme Frequency technique to assess the understanding of motivational and leadership theory.

4.1 Findings

The interviewee from the case study company gives good cooperation to improve the overall motivational factor ideas. A set of motivational questions is an interview with everyone in the company. The interviewer starts with an ice-breaking technique to make the interviewee feel more comfortable to answer. Each participant responds to a different point of view in the motivation question based on individual experience. For situational leadership questions, the supervisor from each department and each level perceive and respond quite differently according to the personal point of view and working conditions.

4.1.1   Motivational (Maslow Hierarchy of Needs)

4.1.1.1 Physiological needs

The first interview question of physiological needs is the research using the coding technique to determine which basic needs employees are most concerned about. The result of basic needs are as the following table:

Table 4.1 The result of basic needs

	Accommodation	Uniform	Lunch
Percentage	38%	30%	32%

It can be interpreted from the result that most of the employees concerned a lot about accommodation support. As the company will provide a free apartment rental for the employee who works with the company for one year.

The criteria that employees usually use to decide whether to work with the company are salary and welfare benefits. As an interview in an open-ended question, some employees are considered on health and life insurance as paramount welfare. Besides, social support such as kid education scholarships is also mentioned by employees who have a child to care for.

In terms of adequate time to rest, all of the employees mentioned that they all have sufficient resting time. There are three groups of employees in the company, composed of office, production, and installation team. Employees in the production and office mentioned that they want more work to do with the overtime in case of the company allows them to do because the company allows only the installation team to work for overtime, but the rest can work in a regular period of time.

The most useful and apply to everyone is renting an apartment for employees. Due to most of the staffs are come from upcountry. They didn't own a house or condo in Bangkok. If we can find a comfy place to stay and sleep, it will be worried free to work.

- Head of the production team

The main reason that I choose to work with because the owner provides a place to stay for free. In the Ladprao area, the apartment rental rate is relatively high compare to other regions. I can't live in Bangkok easily if the cost of living relatively high. My husband and I are looking for a job to give a high salary and well benefit.

- A couple of installation staffs

I think that the employer is overthought too much about resting time. I want to work overtime and weekends as well. I have a child from the last year, and the salary didn't cover an expense. I want to work more to get extra paid. It could help me to survive this year of crisis.

- Installation staff.

The office location locates far away from the restaurant. I quite boring to find something to eat and I don't want to pay a delivery expense. I entirely agree with the manager that giving a food choice for each lunch and company can cover the staff's cost. The amount of investment is not a lot, but I could agree that it helps boost my morale to work a lot.

- Office staff

There are many employees included supervisor mentioned that the physiological needs such as accommodation can help to motivate to work effectively because they don't have to think about debt and expense burden.

4.1.1.2 Safety Needs

Based on the question of safety factor to all the employees. All of them are feel safe to work with the company. For the installation team, everyone in the group knows the safety protocol and usually works with the company's guidance. For the production team, they typically work with a sewing and high-frequency press machine with a safety sensor. They feel safer than work with another company which does not have an automatic safety sensor as our company use. For office member, they usually work with documentation and computer with no need to worry about safety.

For a secure on the job for a long term with the company, only two people from all of the employees are concerned the company will lay off because of the economic crisis from the Covid-19 impact. Those two feel that many companies around the area get damage from crisis and layoff the older employee who have a high rate of salary. However, the rest of the employees are not concerned about layoffs because they know the company's situation has passed many crises, such as the Tom Yum Kung crisis and the Hamburger crisis.

I am concerned that the company will give a policy of early retirement. Since I work with the company for 12 years and I'm the eldest in the company. At my age, I can't find a new job in this situation of Covid19 for sure. The new management team assigns a task less than usual. I'm not sure that they want me to work less due to my age or improve the other staff to replace me.

- Production staff

I don't think that our company has trouble with the safety factor. I always trained a new joiner to know and understand a working procedure. Our company also has a safety instrument to use during work, and we use it strictly all the time. In the case of work in the industrial estate area, our installation team must join safety training for 4-6 hours per job. It will reduce the risk of accidents in the workplace as well.

- Head of the installation team

My supervisor always to be a leader in the use of safety equipment. I always follow his guidance. It was a significant accident five years ago. Our team knows the cost of the accident well. I always work on the site carefully and follow the working procedure.

- Installation staff

I'm quite concerned about the layoff issue. Many companies around this area closed this year. Also, many of my friends still unemployed since the Covid19 impact on the economy. I work with the company for six months, and I'm not sure that the company will cut costs or not because the office department does not provide sales to the company.

- Junior office staff

Every installation staff mentioned that it will be better to use a safety tools and working in the working guidance because it can focus in work easily. It can reduce cause of accident and it can reflect to the service quality directly.

4.1.13 Social Needs

According to the relationship question, there are three employees who not impress with the team they work with. One mentioned that they want to work alone because he is a perfectionist and wants to create the best job. If someone gives him assistance, it might not be reaching his standard. Another two people have a conflict with the team member, and they didn't talk to each other. It can create a bad atmosphere in the workplace sometimes. Those two staffs were work in the same team. However, the supervisor relocates a position one to another department to reduce the risk of argument and conflict.

According to the social activity question, six employees are not willing to participate in company activity such as new year's party, make merit for Songkran

festival, company's night, etc. For the interview for the root cause, the research found that those employees who not willing to participate in social activity are not preferred to drink alcohol. It included those two who have conflict from the recent paragraph as well.

I'm quite concerned about product quality that why I was always welding all the product structure by myself. I was worked in Yokohama province in Japan for 12 years. My work can create perfect handcraft, not a casual job. I'm quite ok with working alone rather than get help from others to get the product done.

- Production staff

The company has many celebrations since I work here. It is good to join with the company celebration, but many staff sometimes try to give me alcohol drink. Usually, I don't feel comfortable drinking it, but I need to drink because I want to make friends with everyone.

- Office staff

I like how the company pays attention to everyone's birthday and creates a small celebration to make me feel like a family atmosphere. The company that I was work does not even recognize a staff name. I'm quite happy to work here because my friend at high school invite me to work here and the employer respects every staff as a family.

- Production staff

Each of the installation staff quite has an excellent relationship together because we trust in the teamwork. The company's owner always gives a budget to create a celebration each month. It can help to make everyone in the company close to each other easily. I like the new year celebration that has a draw a prized activity. I got a golden necklace from last year.

- Installation staff

Many of the staffs mention about trust in organization. The trust in organization can create a working performance effectively. Since, each department require to working as a team. Everyone has a role and trust another team member to work on the result effectively.

4.1.1.4 Self-Esteem needs

According to the self-esteem question, the employees think that they have enough number of training, external and internal. The employees also mentioned that the frequency of training is sufficient. Since the company has developed the training program from a professional firm and supervisor of the installation team also provide "in the job training," which more practical than internal training. Usually, the company provided a training session for a new joiner for two weeks as internal training. After two weeks, the company will send a new joiner to work with a supervisor team for training in real circumstances.

For the improvement in the new skill, many employees say that they have learned a new skill since they work with the company. Due to the installation team required a broad talent rather than deep skill. For example, there are several installation team roles, such as electrical wiring, welding, painting, and assembling. Those skills are relevant to the installation team. The supervisor in each team will rotate each person's role that makes every unit understand the job clearly. However, the employees mentioned that each role's rotation would result in a lack of specialty in each position. It is a dilemma to choose between rotating a position or fixing a position.

The number of training and seminar quite tight for this year. The company sent our team to the motor factory to learn about the advanced setup. The knowledge that I have learned is useful to make the job done easier than before. The training session quite too frequent when compared to last year. I join to training eight times this year while last year only two times.

- Installation staff

My supervisor teaches me about assembly and installing techniques in the training session. He provides a basic tip for using a mechanic tool that helps me understand a fundamental product setup. On the job training session is quite important. The supervisor taught me to install in a different circumstance, which is more challenging than internal training sessions such as wiring, welding, and painting. It is composed of some pressure from customers and tension from the hot environment.

- Installation staff

I'm quite impressed that the owner comes to teach me how to use a very basic fundamental to make me gain knowledge before working in a real job

for three days. He teaches about the technique of use spreadsheets, checks on google backlink, photoshop, and illustrator programs. That knowledge gives me a wide idea to apply in many jobs. Moreover, he provided online training from skillane website and udemy.

- Office staff

Due to job rotation, I'm quite sure that my skill has improved a lot. I know how to assemble every product in the company. I have learned how to sew, cut, dimension a fabric, and calculate the amount of total material used for each job. Also, I have taught a new staff to know a company working guidance. I have joined to external training to motor factory learn about the advance setup.

- Production staff

There are many staffs mentioned about the training session will create a protocol to work efficiently. The training will help a team will work with a good performance fluently and it will impact to the service quality to serve a customer directly.

4.1.1.5 Self-Actualization

For the self-actualization question, there are 11 employees who believe that they didn't involve in the set of the direction of the company. Based on one interviewer say that it has many comments on product development, but the company's owner is neglected. Also, for new product deployment, many employees have voted, but the company will not make any progress on the new product. Therefore, they think that the company will not consider an employee's voice.

However, most of the employees believe that they are essential to the company. The company's owner is to take care of every employee's personal life, such as kid's birthday, kid's education, private debt, wedding, funeral. The employer always takes care of those activities.

Due to the right and my benefit received from the company. I believe that I'm quite important to the company. I was working here for eight years. The owner supports everything to me in whatever I demand. For example, all of my children got education support, and I also got a personal loan from the company. I admired with it so I could pay back the company be responsible for a lot of roles. Finally, I got promote to this position last year.

- Head of the production team

The company didn't concern a lot about the employee voice. Due to our was demanding for a new sewing machine which has faster and better performance. However, the owner listens to our staff but didn't perform any response. The current sewing machine quite old and slower than average.

- Production staff

I think I'm important to the installation team. Based on my team performance, you can see the customer always admire and sent a positive review to our team. My job is to make sure that the installation unit does the job finished clearly. Moreover, I will make customers impress by doing a better job more than customer expectations all the time.

- Head of the installation team

The company ignored voting in product deployment. It was a year ago after the squad meeting about the new product opening. The management gives everyone a vote on a new product model that will be launched in the year 2019. The majority vote for a new product that which is a lighting sensor function. This function could help our installation staffs work easier and faster on the working site. However, the management chose a new product with a different product line, and our team wasn't familiar with it.

Installation staff

4.1.2 Situational Leadership

Based on the interview, three supervisors for each department compose the office department, production department, and installation team. Each department's answer is quite different because each department has a specific task, and each supervisor has a different experience for each circumstance of the working area. Hence, every supervisor has their own choice to answer the set of situational leadership questions.

The scoring from the interview was translate from the set of questions from the axial coding theme frequency technique. Based on interpreting from the collection of the open-ended question. (Appendix A) Each answer will be translated into a set of codes. Each code's frequency will reflect the theme of leadership style in the management

of each department, such as directing style, coaching style, supporting style, and delegating style.

Based on analysis of Axial coding theme frequency of production department. The study found that the most frequent drop to a coaching style was 42%, followed by a supporting type for 33%, directing style for 17%, and delegating style by 8%, respectively. It can be interpreted that the production team uses every situation leadership style to solve the problem in a different situation. To illustrate the most frequent result (coaching style). The study found that the production department supervisor has the skill to teach people since she works with the company for 12 years, and she knows every angle of the company product. She mentioned that she would like to introduce a new joiner to understand the fundamental of the work in order to make the product correctly assembled. Also, the company norm is very fit for a coaching style. Due to every new joiner required to train a basic of work and assembly test. Therefore, the production department will result in a coaching style as the most frequent leadership style. (Appendix B)

The production team typically has an experienced staff in the company, which can guide a company procedure well. The norm and department culture usually come from everyone have a mutual agreement to work in their position. I will provide help and assistance when my team needs me. The company usually provide working guidance and come to training an actual product. It will help to quickly understand and create a small trust before starting a real job.

- Head of the production team

As a result of the office department's Axial coding theme frequency, the office department supervisor's most leadership style is supporting style for 42%, followed by coaching style 33% and directing style for 25% respectively. To clarify the most frequent result of supporting style. Based on the office department supervisor's interview, most of the office team are experienced employees with an average experience of 3-5 years. There is not much room for a new skill to improve a lot. Moreover, the supervisor usually chooses to support the work of every staff even outside the department. She always coordinates and associated with the other two departments. Besides, there is a rotated position that requires a little help from co-workers and supervisors. Therefore, the frequent will align with the leadership supporting style. (Appendix B)

Our department staff quite understands the job well. There is a lot of new skill required to improve. However, the job rotation might create a confusing task because other staff may duplicate a work. It's good to know every office task; it will create a broader knowledge and working experience.

- Head of the office department

According to the installation department's result in Axial coding theme frequency, the study found that the leadership style tends to be more directing style 67%, and the rest is on coaching style 33%. To analyze the result deeply, the study found that the company is located in the service industry, and the core value of the company is focused on customer satisfaction. The supervisor always wants to impress the customer immediately and work closely with the installation team. The supervisor also claimed that he could do it better than delegate a task to others to generate the best services. However, he still has time to train and coaching a new joiner to work under the company's guidelines. (Appendix B)

The company regularly focuses on customer satisfaction. As I'm a leader of the installation team, I need to make sure that every installation team will gain customer satisfaction as well as the job will finish one hundred percent. Normally, the company works in the service industry. There is always a human error that occurred during the work all the time. I need to make sure that our team can mitigate risk and restore a mistake in case of human error happened.

- Head of the installation department

Table 4.2 The summary table of Axial Coding Theme Frequency for each department using a situational leadership style

Department	Axial Coding Theme Frequency				Total
	Directing	Coaching	Supporting	Delegating	
Production	17%	42%	33%	8%	100%
Office	25%	33%	42%	0%	100%
Installation	67%	33%	0%	0%	100%

According to the finding in motivation, it can indicate that the employees are satisfied to the self-esteem level. While the leadership style production department

has a high experience in the company which can use delegating style and find a less of error in workplace. However, the installation department mostly work in a hard and hot circumstance, the supervisor usually directing and solve the problem by themselves which result in majority in directing.

In the following chapter will be the research recommendations which will show recommendation to management to implement and adopt the theories to improve the service working performance.

CHAPTER V
RESEARCH RECOMMENDATION

Based on Maslow's Hierarchy of Needs theory, it shows that everyone must reach a satisfaction level from the lowest level before the higher level of needs consequently (Lester, 2013). According to the finding from chapter four, the researcher found that employees' motivation based on Maslow's Hierarchy of Needs is satisfied with the interview result. The study shows that the researcher needs to aim the motivation of employees to the highest level. Hence, there are not many employees who can reach the self-actualization level. Therefore, the research recommendation for motivation based on Maslow's Hierarchy of Needs are as follow:

5.1 Physiological Needs

According to the result of motivation in satisfying physiological needs, most of the employees are satisfied with the current company's employee benefit. The company provided an employee benefit compose of support in an apartment rental, lunch support, and uniform and accidental insurance.

The critical factors that might give an employee support in the future can be providing more life and health insurance. It could be more useful for an employee to work with worried free. In addition, the provident fund can be an interesting factor to boost an employee's confidence with the company in a long-term relationship.

5.2 Safety Needs

Based on the result of motivation in satisfied in safety needs. The safety factor in case of working condition and working environment is fully satisfied with everyone. However, there are two employees who still concerned with job security in the future, according to the Covid19 crisis.

The management team needs to insist and promise the employees that they will not get laid off and survive from the crisis. It is essential that the company need to show the operating performance to boost employee morale. In the normal time, there are always have an overtime in during the years around 7-8 months. Therefore, the company should create more an extra time and allow the employee to work and feel more confident.

5.3 Social Needs

According to the result of motivation in satisfied in social needs, there are only two people concerned in a relationship among an employee. It can cause a problem in the production line according to the personal conflict of two people who don't talk to each other.

The management of the company should create an open mind to talk to each other to find an alternative way to solve the conflict. Due to the problem is come from a personal issue, but it might affect to the company production standard. Therefore, this issue needs to be clarified and fix as soon as possible.

5.4 Self-Esteem Needs

Due to the outcome of motivation being satisfied with self-esteem, the researcher found that six people feel people around them are not developing. Apart from the problem in self-esteem, there is a company working guidance to guide a company's work. However, there are some people who neglect to the company guidance that will not make them improve in working performance. Also, it can reflect to the team's performance as well.

Therefore, the management needs to find out the person who neglects the working guidance and carefully supervises them. Due to their neglect act, it will create a negative company performance, resulting in disturbing the brand image. Moreover, the management needs to provide more formal training to align with company's guidance to make sure that everyone understands company's direction easily.

5.5 Self Actualization Needs

Based on the result of the motivational in satisfied with self-actualization. Found that there are many people who don't feel participate with the company's direction because they feel that the management neglect to employees voice and comment. It happened in the past that employees have vote in the new product as a majority result. However, the management doesn't listen to the employee and issue another product instead.

Therefore, in order to change an employee's mind and make them believe that the management listens to employees' voice. The company needs to prove by let the employees vote in some topic again and make sure that the company can do the right thing with the majority side of employees vote.

5.6 Situational Leadership

Based on the situational leadership theory, it shows that there are different types of leadership and follower in the company. To measure the degree of difference between leadership and follower competence and commitment rating might be a core consideration for performance. (Thompson and Glasø, 2015) According to the finding from chapter four, the researcher found that each department's supervisor should find a vital area between the subordinate working style and their readiness level. The supervisor could find the leadership appropriately based on the suggestion from situational leadership.

The production department considered the majority of the team applying a coaching style. Therefore, the production supervisor needs to push by more supporting the team and directing to the subordinate requirement for helping them to improvement.

The office department considered the majority of the team applying a supporting style according to work, usually working more often. Therefore, the supervisor of the office department should use a low directive and high support to the subordinate. The supervisor should guideline the goal and direction, but the step of work should allow the follower to try for themselves. It will create an improvement in the future.

The installation department considered most of the team to use a directing style. Based on a company goal that wants the customer to reach the highest satisfaction level. Therefore, the supervisor of the installation team is always working and directing

the work by themselves. To increase the improvement rate in this department, the supervisor is required to give a high directive and low support to the subordinate. It can make the follower improve their skill and change into the supportive level in the future.
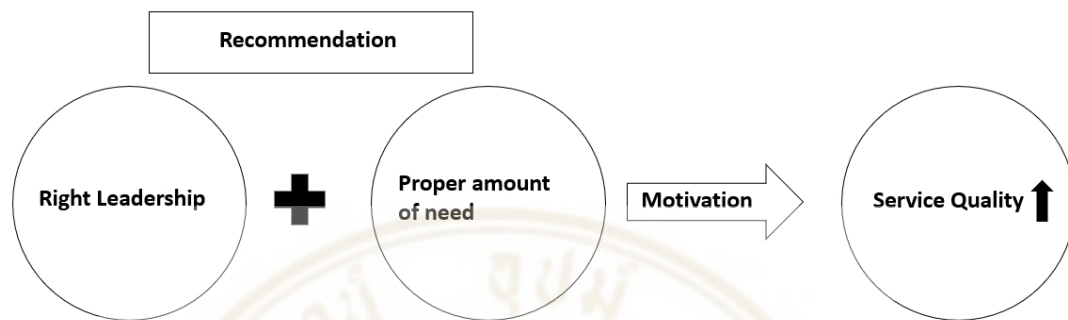
Figure 5.1   Recommendation

CHAPTER VI
RESEARCH CONCLUSION

Based on the research question mentioned that "How to improve staff service standard to work with a good performance regularly?" It derived from the problem that my company procedure usually create an in-house staff and provide an in-house training rather than hiring a contractor. It can be easier to control over the quality of service and customer satisfaction.

There are two threories which related to the research. The first theory is Maslow's Hierarchy of Needs which related to the motivation theories which lead to make employee feel satisfied with job and have high motivation to work. The second theory is situational leadership theory which related to the leadership style applied in the organization.

The research methodology conducted by using qualitative analysis by using open ended interviews to the employees and observed a behavior and reaction. The purpose of using qualitative analysis in the research method because we need the employee to feel free to answer and see the root cause of the problem about the quality of the service. Since we believe that the quality of service is to rely on job satisfaction.

The researcher using a axial coding technique is the way to reduce the risk of bias from the interviewee by categorized the data into a pattern of information. This method will help us to screen research ideas which interpret from the code. The researcher also interpret the interviewee's data from the open-ended question, which requires knowledge and experience associated with the field.

The researcher find that staffs gives good cooperation to improve the overall motivational factor ideas. The interviewer starts with an ice-breaking technique to make the interviewee feel more comfortable to answer. Each participant responds to a different point of view in the motivation question based on individual experience. For situational leadership questions, the supervisor from each department and each level

perceive and respond quite differently according to the personal point of view and working conditions.

In conclusion, the research show that the performance of the employees reflect from the motivational to work. The happiness is achieved by the pursuit of pleasure, enjoyment and comfort. (Huta and Ryan, 2010) The management require to make everyone in the company feel satisfaction to work. It will result in high performance of work and gain development in labor skill.

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APPENDICES

Appendix A: Interview questions

Maslow's Hierarchy of Needs

This set of question used to ask all employees, including the management team

1. How are the uniform /lunch /accommodation / are essential to you?
2. Do you have any criteria for making a decision when it comes to the employee's welfare and benefits?
3. Do you have adequate time to rest?
4. How does that affect your motivation to come to work
5. Do you feel safe when you work with the company?
6. Do you feel secure on the job for the long term with the company?
7. Do you have a well define a career path for the entire employee?
8. How is the relationship with your team?
9. How management involve and participate in the social activity?
10. How did you feel about the people development?
11. How did your employee get training? (external or internal)
12. How frequently did your employees get training?
13. Do you get any training to improve a skill?
14. Do you involve in decision making toward company direction?
15. Do you feel the importance of yourself in this company?

Situational leadership

This set of question used to interview only a management team for each department

Situational leadership question:

1. Team's service performance falling continuously, and the team is not responding lately to the friendly conversation
2. The performance of the team is increasing obviously. The team's leader wants to ensure that all members know their responsibilities and expected performance standards. What leader will do to ensure that everyone can handle the standard of the team?

3. Leader usually let the team solve the problem by themselves. The relationship in the team is good. However, there is one problem that members of the group are unable to solve the problem. What will the leader do in this situation?

4. The company has to change the new working procedure. A team typically works with excellent performance and has a good relationship with the leader. They respect the decision to change. What will leaders do?

5. The team's performance has been dropped this month. Members of the group are not concern about team objectives. In the past, the leader needs to push and remind the team to work. What will a leader do?

6. The new leader steps into the new efficient team. The previous leader working very strictly in circumstance. You want to have a more enjoyable situation and keep the same production. What should a leader do?

7. The company has to change the organization structure, which will be new to the team. Members of the team have suggested needed change. The team has been productive and flexible.

8. The team performance and relationship is excellent. However, the direction toward the goal is not specific. What should the leader do?

9. Leader needs a suggestion from the team on the current project. Therefore, the leader set up a kick-off meeting. However, the conference is a lack of involvement. What should a leader do?

10. One of the team member doesn't work with the new company procedure. The team usually works with the company procedure. What should the leader do?

11. The leader has been promoting to be the manager of the team. The previous manager does not involve a lot with the team. However, team performance and direction is outstanding. What should a leader do?

12. The current team performance and relationship is excellent in the past. However, you see a conflict in the group member for a while. What should the leader do?

Appendix B: Result of the interview

Axial Coding Theme Frequency technique for a leader of a Production department

Situation	Keyword	Code	Theme
1. Team's service performance falling continuously, and the team is not responding lately to the friendly conversation	Emphasize the working procedure to make a job done	High Directive	Directing
2. The performance of the team is increasing obviously. The team's leader wants to ensure that all members know their responsibilities and expected performance standards.	Make no action. Let the team work as usual	High Delegating	Delegating
3. Leader usually let the team solve the problem by themselves. The relationship in the team is good. However, There is one problem that members of the group are unable to solve the problem.	Act quickly to solve the problem in the right procedure	High Directive	Directing
4. The company has to change the new working procedure. A team typically works with excellent performance and has a good relationship with the leader. They respect the decision to change.	Involve with the production team but don't guide too much	High Supportive	Supporting
5. The team's performance has been dropped this month. Members of the group are not concern about team objectives. In the past, the leader needs to push and remind the team to work.	Redefine a goal and procedure to make sure that goal is met and involve with the team	High Directive High Supportive	Coaching
6. The new leader steps into the new efficient team. The previous leader working very strictly in circumstance. You want to have a more enjoyable situation and keep the same production.	Support the team with a loose formation of guidance	High Supportive	Supporting
7. The company has to change the organization structure, which will be new to the team. Members of the team have suggested needed change.	Participate with the team but allow the team member to implement	High Supportive	Supporting
8. The team performance and relationship is excellent. However, the direction toward the goal is not specific.	Discuss with a team and initiate a small change.	High Directive& Supportive	Coaching

Situation	Keyword	Code	Theme
9. Leader needs a suggestion from the team on the current project. Therefore, the leader set up a kick-off meeting. However, the conference is a lack of involvement.	Supervise a meeting objective Involvement with the team	High Directive& Supportive	Coaching
10. One of the team member doesn't work with the new company procedure. The team usually works with the company procedure.	Define a procedure Work with the member closely.	High Directive& Supportive	Coaching
11 The leader has been promoting to be the manager of the team. The previous manager does not involve a lot with the team. However, team performance and direction is outstanding.	Involve with the team and observe the performance.	High Supportive	Supporting
12. The current team performance and relationship is excellent in the past. However, you see a conflict in the group member for a while. What should the leader do?	Define a conflict problem Involve with a team to solve a problem to limit the conflict	High Directive& Supportive	Coaching

Theme	Frequency	Percentage
Directing	2	16.67%
Coaching	5	41.67%
Supporting	4	33.33%
Delegating	1	8.33%

Axial Coding Theme Frequency technique for a leader of the office department

Situation	Keyword	Code	Theme
1.Team's service performance falling continuously, and the team is not responding lately to the friendly conversation	Talk with the team directly and set the possible goal	High Coach	Coaching
2.The performance of the team is increasing obviously. The team's leader wants to ensure that all members know their responsibilities and expected performance standards.	Involve with the team and learned with the outstanding performance	High Supportive	Supporting
3. Leader usually let the team solve the problem by themselves. The relationship in the team is good. However, there is one problem that members of the group are unable to solve the problem.	Encourage the team to solve the problem and support the team	High Supportive	Supporting
4. The company has to change the new working procedure. A team typically works with excellent performance and has a good relationship with the leader. They respect the decision to change.	Involve with the change but not create a lot of intention	High Supportive	Supporting
5. The team's performance has been dropped this month. Members of the group are not concern about team objectives. In the past, the leader needs to push and remind the team to work.	Define a task closely and supervise a team carefully	High Directing	Directing
6. The new leader steps into the new efficient team. The previous leader working very strictly in circumstance. You want to have a more enjoyable situation and keep the same production.	Involve the team in decision making but try not to create tension.	High Directive & Supportive	Coaching
7. The company has to change the organization structure, which will be new to the team. Members of the team have suggested needed change.	Participating with a team in developing change organization structure	High Supportive	Supporting
8. The team performance and relationship is excellent. However, the direction toward the goal is not specific.	Discuss a direction with the team and see how it work	High Directive& Supportive	Coaching

Situation	Keyword	Code	Theme
9. Leader needs a suggestion from the team on the current project. Therefore, the leader set up a kick-off meeting. However, the conference is a lack of involvement.	Define a point of meeting and create a participation action	High Directive	Directing
10. One of the team member doesn't work with the new company procedure. The team usually works with the company procedure.	Involve with the member and support with procedure closely	High Directive& Supportive	Coaching
11 The leader has been promoting to be the manager of the team. The previous manager does not involve a lot with the team. However, team performance and direction is outstanding.	Involve and observe the performance. Reinforce the right procedure.	High Supportive	Supporting
12. The current team performance and relationship is excellent in the past. However, you see a conflict in the group member for a while. What should the leader do?	Firmly to fix the conflict.	High Directive	Directing

Theme	Frequency	Percentage
Directing	3	25%
Coaching	4	33.33%
Supporting	5	41.67
Delegating	0	0%

Axial Coding Theme Frequency technique for the leader of
the Installation department

Situation	Keyword	Code	Theme
1. Team's service performance falling continuously, and the team is not responding lately to the friendly conversation	Talk with the team and set the KPI	High Coach	Coaching
2. The performance of the team is increasing obviously. The team's leader wants to ensure that all members know their responsibilities and expected performance standards.	Emphasize the service and working standard	High Directive	Directing
3. Leader usually let the team solve the problem by themselves. The relationship in the team is good. However, there is one problem that members of the group are unable to solve the problem.	Work with the team together to solve the problem	High Directive& Supportive	Coaching
4. The company has to change the new working procedure. A team typically works with excellent performance and has a good relationship with the leader. They respect the decision to change.	Implement with the member closely	High Directive	Directing
5. The team's performance has been dropped this month. Members of the group are not concern about team objectives. In the past, the leader needs to push and remind the team to work.	Supervised and tracking performance of the member closely	High Directive	Directing
6. The new leader steps into the new efficient team. The previous leader working very strictly in circumstance. You want to have a more enjoyable situation and keep the same production.	Step in to involve and support an enjoyment condition of work	High Directive& Supportive	Coaching
7. The company has to change the organization structure, which will be new to the team. Members of the team have suggested needed change.	Leading the change and implementation closely to the member	High Directive	Directing
8. The team performance and relationship is excellent. However, the direction toward the goal is not specific.	Join a discussion and support the right direction	High Directive& Supportive	Coaching
9. Leader needs a suggestion from the team on the current project. Therefore, the leader set up a kick-off meeting. However, the conference is a lack of involvement.	Define a goal of meeting and host a meeting effectively	High Directive	Directing

Situation	Keyword	Code	Theme
10. One of the team member doesn't work with the new company procedure. The team usually works with the company procedure.	Give a talk and supervised a company procedure closely	High Directive	Directing
11 The leader has been promoting to be the manager of the team. The previous manager does not involve a lot with the team. However, team performance and direction is outstanding.	Step in a new team and create positive team performance.	High Directive	Directing
12. The current team performance and relationship is excellent in the past. However, you see a conflict in the group member for a while. What should the leader do?	Approached the conflict member and solve the problem	High Directive	Directing

Theme	Frequency	Percentage
Directing	8	66.67%
Coaching	4	33.33%
Supporting	0	0%
Delegating	0	0%