

**HOW THAI GEN Y OR MILLENNIAL LEADERS DEAL WITH
DIFFICULT PEOPLE IN WORKPLACES BY USING THE EQ
5-FACTORS FRAMEWORK**



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**HOW THAI GEN Y OR MILLENNIAL LEADERS DEAL WITH
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HOW THAI GEN Y OR MILLENNIAL LEADERS DEAL WITH DIFFICULT PEOPLE IN WORKPLACES BY USING THE EQ 5-FACTORS FRAMEWORK

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ABSTRACT

Gen Y or Millennials have been described as self-confident and value self-expression rather than self-control (Clausing, Kurtz, Prendeville, & Walt, 2003). Their characteristics seem to be self-centered, and they value fairness and equality in workplaces. Moreover, many Gen Y or Millennials has become a business owner or taken a leadership position. As a leader, there are many challenges and obstacles in managing people in the workplace to be handled effectively. One of the challenges is dealing with difficult people. Difficult people and their frustrating behavior can take a serious toll on companies, including high costs and turnover rates (Harvard business school, 2005). Therefore, the leader must take effective actions to deal with those people. Emotional Intelligence is required and plays a vital part to deal with them efficiently in workplaces according to the EQ 5-factors framework consists of Self-awareness and Self-control, Empathy, Social Expertise, Personal Influence, and Mastery of Vision.

A qualitative survey has been applied to this paper to obtain the data from the interviewees by answering the questions based on the framework and sharing relevant experiences in dealing with difficult people. This research has gathered 10 focus group interviewees who considered as Gen Y or Millennials, and work in a leader position and has successful experiences in dealing with difficult people in their workplaces.

Ultimately, what the author discovered from the interview has aligned with each component of the EQ 5-factors framework. In summarize, Thai gen Y or millennial leaders deal with difficult people by emphasizing on self-control, using empathy, creating harmony with difficult people, using personal influence to convince difficult people, and being optimistic towards failure or difficulty

KEY WORDS: Gen Y / Difficult people / Emotional Intelligence / Managing People

36 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	3
2.1 The Characteristics of Generation Y	3
2.1.1 Gen Y Attitudes and Future expectations	4
2.2 Definition of Leadership	5
2.3 The Challenge of Dealing with Difficult People in Workplaces	5
2.3.1 Identify Difficult People	6
2.4 The Importance of Emotional Intelligence in Workplaces	7
2.5 Related Theory and Conceptual Framework	7
2.5.1 Goleman's 5 Elements of EI	8
2.5.2 EQ 5-Factor Framework	9
2.6 Research Proposition	10
CHAPTER III RESEARCH METHODOLOGY	11
3.1 Study Approach	11
3.2 Instrumental Development	12
3.3 Data Collection	12
3.3.1 Sampling technique and sample size	12
3.3.2 Interview Question	13
3.3.3 List of Interviewees	14
3.4 Validity test	15
3.5 Data analysis	15
3.6 Limitations and Further Research	15

CONTENTS (cont.)

	Page
CHAPTER IV FINDINGS DISCUSSION	16
4.1 Finding Result	16
CHAPTER V RECOMMENDATIONS AND CONCLUSIONS	25
5.1 Recommendations	25
5.1.1 Suggestions for improving EQ in Self-awareness and Self-control	26
5.1.2 Suggestions for improving EQ in Empathy	26
5.1.3 Suggestions for improving EQ in Social Expertise	26
5.1.4 Suggestions for improving EQ in Personal Influence	26
5.1.5 Suggestions for improving EQ in Mastery of Vision	27
5.2 Conclusions	27
REFERENCES	29
APPENDICES	31
Appendix A: Supporting coded data	32
BIOGRAPHY	36

LIST OF TABLES

Table		Page
3.1	Interview Questions	13
3.2	List of interviewees	14
4.1	Analysis of each participant's answer	17



LIST OF FIGURES

Figure		Page
2.1	EQ 5-factors framework	9
5.1	Suggestions to improve EQ in workplaces	25



CHAPTER I

INTRODUCTION

As Gen Y or Millennials have been described that they are self-confident and value self-expression rather than self-control (Clausing, Kurtz, Prendeville, & Walt, 2003). They are the youngest generation in the industry, but they realize their knowledge and skills, and they want to be equally and respectfully treated (Stanimir, 2015). Their characteristics seem to be self-centered, and they value fairness and equality in workplaces. However, it is unlikely to get things accordingly to their preference in workplaces since there are many challenges and obstacles in managing people at work. One of the challenges is dealing with difficult people who are everywhere, even in our personal life. Difficult people and their frustrating behavior can take a serious toll on companies, including high costs and turnover rates (Harvard business school, 2005).

To deal with difficult people efficiently, Emotional Intelligence is required and plays as a vital part. Moreover, many Gen Y or Millennials has become a business owner or taken a leadership position. Therefore, dealing with difficult people usually happens in their career life. Some Gen Y or Millennial leaders may cope with this kind of challenge very well, while others may be struggling with it.

This study aims to learn and determine how Thai Gen Y or Millennial leaders deal with difficult people in workplaces by using the EQ 5-factor framework. The objectives of the study involve learning how to use Emotional Intelligence to overcome the challenge, gaining insights of how individuals handle difficult people in workplaces, and analyzing the finding through the EQ 5-factors framework.

Qualitative research has been applied in this study to obtain related information from the 10 participants categorized as Gen Y or Millennial leaders, along with a set of interview questions developed according to the EQ 5-factors framework, which is shown in Chapter 3.

The findings from the interviews in Chapter 4 illustrated the alignment practices that link to each factor of the EQ 5-factors framework. Even though the

participants work in different industries, the way they think and handle those difficult people similarly fit with the framework. In addition, their answers also refer to their leadership, to be accepted to influence other members and be able to encourage, direct and motivate others to be willing and engage in doing things as needed to achieve the organization's goal.

In the last chapter, recommendations are given to foster Emotional Intelligent in workplaces according to the EQ-5 factors. They are suggestions from Lynn (2005), who wrote *“THE EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work”* and introduced the EQ 5-factors framework. Furthermore, the conclusion summarized all the relevant contents of the study which can be seen in Chapter 5.

To determine the fit, the literature on relevant subjects and the EQ 5-factors framework is reviewed in the Chapter 2. The methodology used to obtain the data according to the framework including how to collect and analyze data, is explained in Chapter 3. The finding is presented in Chapter 4. And the last Chapter 5 concludes the relevant contents with practical recommendations to enhance the Emotional Intelligence to deal with difficult people in workplaces.

CHAPTER II

LITERATURE REVIEW

This chapter reviews Generation Y's characteristics, the definition of leadership, the challenge of dealing with difficult people in workplaces, the importance of emotional Intelligence in workplaces, and related theory and conceptual framework, which are Goleman's 5 Elements of EI and EQ 5-Factor Framework. Also, the five propositions are identified in this chapter.

2.1 The Characteristics of Generation Y

Generation Y, or Millennials, are people born between 1980 and 1994, with a more generous description extending to the year 2000, who share significant historical and social life experiences (Lyons, 2016). These people grew up in the exact political and socio-economical age. Therefore, they tend to share the same values and attitudes towards organizations and their managing people figures due to being raised in the same era.

The statistics from the Department of Provincial Administration, Ministry of Interior, disclosed that the percentage of Gen Y people in Thailand was 28% of the Thai population. In comparison, Gen X was 27%, followed by Gen Z at 21%, Baby Bloomer at 18%, and Silent Generation at 6%. According to studies, people in generation Y are defined as a diverse group. They are tech-savvy, eager for promotion, individualistic, and embracing globalization via boundless online channels since they were born and raised among advanced technology and live in the economic thriving period (Liesem, 2017; Rony, 2019). The National Statistics Office (NSO) revealed that, on average, Gen Y uses the Internet for eight hours daily. Cellphones and computers are considered vital to their everyday life, especially during the pandemic. The Internet has revolutionized communications in the workplace, from actual face-to-face meetings to online meetings. Bangkok Post reported that Thailand tends to have a higher Generation

Y than developed countries. They are the drivers of the Thai national economy based on their spending habits (Wangkiat, 2016). Generation Y plans their finances, whereas they save for lifestyle satisfaction rather than financial earnings. Their respect is not dependent on seniority or authority; it is gained through hard work and dedication (Hopkins & Stephenson, 2014).

Generation Y attaches importance to self-expression rather than self-control in personal development. They take self-expression as a mechanism of differentiating themselves from one another. Additionally, they regard the world from a global viewpoint, which indicates that they are more accepting of others and negligibly judgmental of others than previous generations have been (Clausing, Kurtz, Prendeville, & Walt, 2003).

2.1.1 Gen Y Attitudes and Future expectations

Generation Y or Millennials in Thailand are aware of the current world through greater internet accessibility. As ideas flow more willingly, freedom of speech has become highly essential and has impacted the generation to be more politically involved. Youth-led protests in Thailand became a major trigger for ongoing critical political discussions on many contentious topics in the country. Worries and future expectations partially cause this spark in political involvement. Besides, Thailand possibly is becoming an "aged society" due to a low birth rate and long-life expectancy. Older people need to be looked after by the younger demographic. Hence, younger generations, in which Generation Y or Millennials, are expected to take care of their family as their parents are aged, showing gratitude to them. Consequently, family values have also become one of the significant factors contributing to stress (Wangkiat, 2016).

Generation Y has a close connection with their parents, who are often fellows of Generation X or Baby Boomers, and vice versa. The parents have subsidized their children financially, educationally, physically, and emotionally (Broadbridge, Maxwell, & Ogden, 2007). They have also cherished and protected them, which has resulted in people of Generation Y having high expectations and a strong need for recognition and reward from others, even though they set up little work on their own.

The Y Generation is penetrating the workforce with a different perspective on traditional organizational procedures, preferring hierarchical collaboration and social circles

over flat hierarchies and formalized hierarchies (Broadbridge et al., 2007). In the statement of the Y Generation, older generations have higher educational possibilities than younger and older individuals, and they have more options to be high-salaried workers than they do. The Y Generation is more confident about their professional future than prior generations but is more gloomy about their financial future than past generations (Center, 2007).

For Generation Y, the principle of fairness is crucial. They are a demanding generation that expects to be able to communicate with their supervisors at all times (Reeves & Oh, 2018). Moreover, the younger generation encloses high expectations of themselves and desires to work more quickly and efficiently than their predecessors (I. Wong, Wan, & Gao, 2017). This generation wants the opportunity to flourish in their jobs and to have a significant impact on the lives of others daily. Consequently, Generation Y wants to begin with a top-tier position and anticipates quickly climbing the corporate ladder to a high-level position (Susaeta, Idrovo, Espejo, & Belizon, 2013).

2.2 Definition of Leadership

Leadership is a concept, but it could be defined as "the process of interactive influence that occurs when, in a given context, some people accept someone as their leader to achieve common goals" (Silva, 2016). Stogdill (1950) and Kotter (1988) have considered Leadership a process, not just a personal quality. According to the Merriam-Webster's Dictionary, a process is "a series of actions that produce something or that lead to a particular result."

To define Leadership, it is the process of a person or a group of people whom others have accepted to influence other members and be able to encourage, direct and motivate others to be willing and engage in doing things as needed to achieve the organization's goal with confidence.

2.3 The Challenge of Dealing with Difficult People in Workplaces

Many Thai Millennials become entrepreneurs; some become managers very young, like the age of 20-25. Leadership tends to take a critical part in their working life as leaders or executive positions. There are plenty of challenges for Leadership. Dealing

with difficult people is a significant challenge for Gen Y, as they value fairness and prefer self-expression over self-control. In contrast, difficult people could be people who are self-centered and unprofessional in the workplace. Handling such people with great caution will definitely increase the value of presence. Create and keep personal power by developing soft-spoken and communicating skills (Biradar, Sanjay and G, Dhole and P, Jadhav and Devarkar; Vinod, 2010). Somehow, these people could mentally ruin others' moods if we do not know how to cope with them.

2.3.1 Identify Difficult People

A difficult person could be a colleague, customer, supervisor, or subordinate with a negative attitude towards life or work, which is not easy to identify. People do not usually turn up for work specified to be difficult. "People that you find 'difficult' are only difficult because they are different to you, or disagree with you, or behave in a fashion that you or your colleagues find unacceptable" (Brown, 2011). Examples of difficult people are primarily listed below (Brown, 2011).

Perfectionists. Perfectionists can be infuriating if a quick result is needed. The perfectionist will irritate those who think that good enough is okay and makes economic sense.

Control freaks. These types will annoy people by interfering when they want to be left alone to do things their way.

Creative people. They are a must if ideas are an essential part of moving forward, but it can be painful when it comes to getting on with delivering a simple result.

Shapers. They drive the action and are vital in a successful team, but they take over when they see fit.

Aggressive or defensive people. Few people welcome aggression in business. People who are always on the defensive present problems as well.

Submissive people. This kind of behavior can be caused by many things, including childhood experiences and feeling threatened. Their lack of confidence and fear of failure can be frustrating.

2.4 The Importance of Emotional Intelligence in Workplaces

Emotional intelligence is the ability to perceive emotions, access and generate emotions to assist thought, understand emotions and emotional knowledge, and reflectively control emotions. It describes the ability to effectively join emotion and reasoning using emotions to facilitate reasoning and intelligently about emotion (Mayer & Salovey, 1997). Emotional intelligence can be applied to meet goals and targets, as well as create a happier and healthier working culture (Channell, M., 2021)

Daniel Goleman's emotional intelligence theory outlines five components of EQ: self-awareness, self-regulation, motivation, empathy, and social skills. The American Journal of Pharmaceutical Education research has proven that a strong tendency in emotional intelligence increases one's ability to make sound decisions, build and sustain cooperative relationships, deal effectively with stress, and cope to a greater degree with constant change. It enables an individual to perform well in the workplace and accomplish various other goals and objectives in his or her life.

EI is also essential to conflict management in the workplace, which involves having the ability to help others through tense situations, tactfully bringing disagreements into the open, and defining solutions everyone can endorse. Leaders can devote themselves to understanding different perspectives and work toward establishing a middle ground in disagreements. Leaders can try to help people feel heard, which will help them be more willing to compromise by paying attention to how others respond to one another.

2.5 Related Theory and Conceptual Framework

The theory that related to Emotional Intelligence is Goleman's 5 Elements of EI, introduced by Daniel Goleman. Furthermore, there is a framework that was developed from the theory and has been applied in managing people in organization, called "the EQ 5-factors frameworks".

2.5.1 Goleman's 5 Elements of EI

According to Daniel Goleman (2007), an American psychologist and author of the groundbreaking book "Emotional Intelligence," EI has five key elements that help leaders achieve a higher level of emotional intelligence.

Self-Awareness— is the ability to recognize and understand one's own emotions. It is beyond just recognizing one self's emotions; however, it is the statement of being aware of the effect of our actions, moods, and emotions on other people. To become self-aware, leaders must be capable of monitoring their emotions, recognizing different emotional reactions, and correctly identifying each particular emotion.

Self-Regulation— is the ability to regulate and manage our emotions, not putting emotions on lockdown and hiding true feelings. It simply means waiting for the right time and place to express them. Self-regulation is all about expressing emotions appropriately. Leaders who are skilled in self-regulation tend to be flexible and adapt well to change. They are also good at managing conflict and diffusing tense or difficult situations.

Motivation—intrinsic motivation plays a crucial role in emotional intelligence. Emotionally intelligent people are motivated by things beyond external rewards like fame, money, recognition, and acclaim. Instead, they are passionate about fulfilling their own inner needs and goals. They seek internal rewards and experience flow from being totally in tune with activity and pursuing peak experiences.

Empathy—being empathetic or having the ability to understand how others are feeling – is crucial to emotional intelligence. Nevertheless, it involves more than just being able to recognize the emotional states of others. It also involves responding to people based on this information. In other words, it is about putting oneself in someone's shoes.

Social Skills—is being able to interact well with others is another vital aspect of emotional intelligence. Proper emotional understanding involves more than just consideration of own emotions and those of others. Leaders also need to be able to put this information to work in their daily interactions and communications. For example, in professional settings, managers benefit by building relationships and connections with employees. Likewise, workers benefit from developing a solid rapport with leaders and co-workers.

2.5.2 EQ 5-Factor Framework

The EQ 5- factor framework comprises five components related to Goleman's five elements of EI (Figure 2.1).

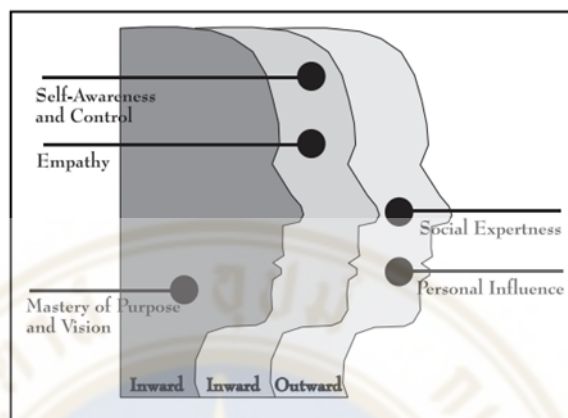


Figure 2.1 EQ 5-factors framework

First, Self-awareness and Self-control. The ability to understand and predict emotional reactions. In-depth, accurate knowledge of one's self and emotion, and the ability to control emotion.

Second, Empathy. The ability to understand how others perceive and feel about situations and see things in terms of the values and beliefs of others. The balanced use of empathy is effective and reduces stress.

Third, Social Expertness. It is about social awareness and managing relationships. It is the ability to understand and read social situations and use empathy appropriately. It is being able to express feelings and deal with conflict in a way that could build a strong network of relationships.

Forth, Personal Influence (managing relationships). It is being able to inspire others by words and actions, read situations and exert influence to move in the desired direction. Nevertheless, be able to confront issues that impact goals and relationships.

Lastly, Mastery of Vision (self-awareness and managing relationship). It is regarded as providing motivation to drive others and overcome obstacles. Leaders should be passionate about their vision and values and provide an "inner" compass to let us know if our actions are aligned with our purpose.

2.6 Research Proposition

Based on Gen Y's characteristics, the Goleman's 5 Elements of EI and the EQ 5-factors framework which comprises five components, the research propositions are listed below.

Proposition 1: Thai Gen Y or Millennial Leaders use self-awareness and self-control in dealing with difficult people

Proposition 2: Thai Gen Y or Millennial Leaders use empathy in dealing with difficult people

Proposition 3: Thai Gen Y or Millennial Leaders use social expertness in dealing with difficult people

Proposition 4: Thai Gen Y or Millennial Leaders use personal influence in dealing with difficult people

Proposition 5: Thai Gen Y or Millennial Leaders use motivation and vision to deal with difficult people

After reviewing related information and research propositions according to the topic or problem through literature reviews consisting of five information topics, the characteristics of generation Y, definition of leadership, the challenge of dealing with difficult people in workplaces, the importance of emotional intelligence in workplaces, and related theory and conceptual framework, which lead to the five propositions of how gen Y leaders deal with difficult people. The next chapter will be about the methodology of collecting the data for the analysis, and interview questions that are developed from the focal conceptual framework to explore the propositions above in Chapter 2.

CHAPTER III

RESEARCH METHODOLOGY

This chapter represents the methodology of the study. It covers the study approach, instrumental development, data collection, data analysis, and study limitations.

3.1 Study Approach

The study used a qualitative research approach to gain in-depth information by interviewing, and focus on conforming five propositions from the EQ 5-factors framework. Qualitative research is characterized by flexibility, openness, and responsiveness to context, the steps of data collection and analysis are not as separate and consecutive (Busetto & Wick, 2020). This approach often involves assembling people's experiences, opinions, and perspectives in their own words. The most common method used to obtain people's words as data is through in-depth interviews (Bruan, Clarke, & Rance, 2014). An in-depth interview includes participants being asked a series of questions regarding the study topic by the researcher; however, there is no rigid adherence, and its implementation depends on how the interviewee responds to the question or topics laid across, so-called semi-structured interview (Adhabi & Anozie, 2017). It benefits the researcher to obtain the flexibility of asking additional questions to gain in-depth information from participants, allowing us to explore interviewees' experiences and perspectives on issues or a certain topic. The interview also allows a researcher to interpret tone and word choices used by the interviewees, which provide deeper insight that is crucial for obtaining data. Due to the requirement of participants' experiences and perspectives, the qualitative research approach is considered the most suitable one for this study.

3.2 Instrumental Development

The interview questions are formulated based on the EQ 5-factors framework (Lynn, 2005). A set of questions is provided for Generation Y or Millennial participants in high-level positions who have dealt with difficult people in their workplaces.

3.3 Data Collection

Interview sessions are conducted via telephone call, line call, Microsoft Teams call, and face-to-face with all the interviewees. The selected interview channel depends upon the availability and convenience of the interviewees. The interview of each participant is recorded and prepared for analysis through a process of transcription and coding. Most of the coded data is translated before the analysis since most interviews are performed in Thai. Transcription involves translating the relevant sound and speech from the audio recording into a written interview record.

3.3.1 Sampling technique and sample size

This study adopted the purposeful sampling technique, a technique used to recruit participants who can provide in-depth and detailed information about the phenomenon. This study aims to obtain data regarding how generation Y or millennials deal with difficult people in their workplaces. This sampling technique leads to in-depth information from the participants and points to the main purpose of the study. The number of participants or sample size is 10 participants. The criteria of participants for this study are identified as follows.

- a) The person who is Generation Y people or Millennials, born between 1980-2000.
- b) The person who works in leadership positions such as a manager or a business owner.
- c) The person who has successful experience in dealing with difficult people in workplaces

3.3.2 Interview Question

The researcher initially asked the interviewees to describe their experience in dealing with difficult people, along with several questions that led to in-depth information according to the EQ 5-factor framework. Interview Questions are formulated based on the EQ 5-factors framework as Table 3.1

Table 3.1 Interview Questions

No.	EQ 5-factors framework	Interview Questions
1	Self-awareness and Self-control The ability to understand and predict emotional reactions. In-dept, accurate knowledge of one's self and emotion, and the ability to control emotion.	How do you realize immediately when you lose your temper while dealing with difficult people? How well can you control your negative emotions when dealing with difficult people? How do you behave when you have to work with someone that you don't like?
2	Empathy The ability to understand how others perceive and feel about situations, and to see things in terms of the values and belief of others. The balanced use of empathy is effective and reduce stress.	How can you see things from the other person's viewpoint when dealing with difficult people? How can you try to understand someone with a negative attitude toward life or work?
3	Social Expertness It is being able to express feelings and deal with conflict in a way that could build a strong network of relationships.	How can you create and keep a relationship with your critical client or colleague? How can you tell if someone is not happy with you or the current situation?
4	Personal Influence Being able to inspire others by words and actions, to read situations and exert influence to move in desired direction. Yet, be able to confront issues that impact on goals and relationship.	How can you convince difficult people to agree with you or your terms?

Table 3.1 Interview Questions (cont.)

No.	EQ 5-factors framework	Interview Questions
5	<p>Mastery of Vision</p> <p>It regarded providing motivation to drive others and overcome obstacles. Leaders should be passionate about their vision and values, and provide an “inner” compass to let us know if our actions are aligned with our purpose.</p>	<p>How can you motivate yourself even when you feel low due to the impact of dealing with difficult people?</p> <p>Have you ever used your passion and vision to motivate difficult people? If yes, please explain</p>

3.3.3 List of Interviewees

The interviewees are from different industries, but they all work in leadership positions such as manager, business owner, entrepreneur, etc. The interviewees’ age range is between 25-36, considered as Gen Y or Millennials. The list of interviewees is exhibited in Table 3.2

Table 3.2 List of interviewees

No.	Interviewee	Industry	Age
1	A Business Co-owner	Garment	25
2	Assistant operation manager	Outsource IT	26
3	Supervisor	Interior	27
4	People Manager	Pharmaceutical	30
5	HR Director	Construction	30
6	Headteacher	Education	28
7	Marketing Manager	Pharmaceutical	33
8	Farm owner	Agricultural	25
9	General Manager	Automotive	36
10	Dental clinic owner & dentist	Dentist	30

3.4 Validity test

Since the study is subjective and informal, the validity test is face validity, which concerns whether a measure seems relevant and appropriate for what it is assessing on the surface. The questions were developed from EQ tests and were given to the university professor to review the suitability of the contents and to check whether they would help the researcher to achieve the study objectives.

3.5 Data analysis

The critical analytic strategy is Coding, a process for both categorizing qualitative data and describing the implications and details of the interview linkage to the applied framework. The data is considered in minute detail while initial categories are developed by the researcher. Later, the selective coding data is moved to match the core concept systematically.

3.6 Limitations and Further Research

This study only covers ten participants' perspectives and approaches to dealing with general difficult people. It cannot be assumed that their approaches are the best ways to deal with difficult people since there would be a lot of different perspectives and more creative ways to handle difficult people in workplaces from others as well.

The further research could be continued to further study how gen Y deal with difficult people in specific types and actions.

This chapter has identified the study approach, instrumental development, data collection, data analysis, and study limitations. In the next step, the ten participants were interviewed according to the listed questions based on the framework. Then the result is shown and discussed through the theory and framework in the following chapter

CHAPTER IV

FINDINGS DISCUSSION

This chapter explains the finding result and the analysis of how Thai gen Y or millennial leaders deal with difficult people according to the EQ 5-factors framework. All 10 participants were interviewed accordingly to the listed questions (Table 3.2). Their answers illustrated the alignment practices that link to each factor of the framework. For example, even though they work in different industries, the way they think and handle those difficult people is similar. In addition, these participants work in leadership positions, i.e., business owners, managers, and HR directors. Their answers also refer to their leadership, to be accepted to influence other members and be able to encourage, direct and motivate others to be willing and engage in doing things as needed to achieve the organization's goal.

4.1 Finding Result

The table 4.1 exhibits the analysis of each participant's answer showing how they deal with difficult people and whether it links with each EQ 5-factors component. As a result, the answers of all 10 participants are aligned with the framework in all 5-factor components and fit with the five propositions. Overall, the participants have self-awareness and self-control; they can recognize the emotions that happen while dealing with difficult people and be able to control themselves. Yet, they try to understand difficult people by using empathy; they try to see from others' perspectives and feel them. They also use social expertise and personal influence to deal with difficult people; they generally try to start conversations related to individual's interests and use reasons, evidence, and expertness to convince them. Last but not least, all of them use vision and passion to motivate themselves to be resilience in dealing with difficult people, despite only a few of them also using their vision and passion for motivating difficult people.

Table 4.1 Analysis of each participant's answer

Interviewee	Supporting Coded Data	EQ 5-Factors Components				
		Self-awareness and Self-control	Empathy	Social Expertness	Personal Influence	Mastery of Vision
1	<p>Many times I am frustrated during the conversation with them but I can control myself and my actions.</p> <p>I always try to understand their viewpoint.....I also concern about my actions that could affect the company and stakeholders.</p> <p>To solve the conflict, I will use a compromise way by starting a conversation.....Try to approach her in a nice way and recognize her personality.</p> <p>I use my expertise in the business to convince my difficult client who doesn't know much about the industry.</p> <p>I always tell my employees and co-partner about our goal, and if they need anything they can tell me right away, and I will do my best to provide what they ask for regarding the work.</p>	✓	✓	✓	✓	✓
2	<p>I know about myself.....And I always keep calm. I behave normally and be professional at work.</p> <p>I understand his point of view and the intention of his behavior.</p> <p>I started a conversation first...usually, I start with compliments to make him feel nice. I can notice that if he doesn't talk to me, he would be in the bad mood.</p> <p>I try to create a good relationship with him by starting conversations and personal compliments because I know he likes compliments.</p> <p>Trying to always to be positive for self-motivation, which could impact people around me.</p>	✓	✓	✓	✓	✓
3	<p>I will control my emotions and keep being nice.</p> <p>I understand why they are like this to me, and I don't take their behavior to think negatively.</p> <p>I firstly have to identify their nature, personality and working style since It helps me to find solutions to convince them.</p> <p>I will nicely explain the solutions for them with reasons...Always listen to them...Make them feel calm first...Let them decide, not force them.</p> <p>I see dealing with them as challenges to achieve my goal so that I won't feel like I am losing energy.</p>	✓	✓	✓	✓	✓
4	<p>I can control my emotion when I feel frustrated during the meeting.....I consider the impacts of my behavior that caused my emotions.</p> <p>I usually to understand their point of view....I know what they are thinking.</p> <p>I will learn about their nature and background.....I will try to gain information about them.</p> <p>I will provide several possible options for them..... Open with the conversation about their interests before talking about work...I also use my expertise to convince them.</p> <p>...it's better to change and manage ourselves, and be adaptive to deal with them...Focus on the big goal....When dealing with difficult people, I also talk about my passion and vision to create benefits for stakeholders.</p>	✓	✓	✓	✓	✓
5	<p>Sometimes I feel angry, but as one of the directors, I have to control myself</p> <p>I also try to understand what they have been through and what they are facing</p> <p>Sometimes we have to make them feel like we are one of their kind. Create relationships in the workplace</p> <p>Importantly, we need to understand what we need them to do and make them understand what they will get if they do what we asked for.</p> <p>Focus on my goal and encourage myself and start talking with them again on the next day.</p>	✓	✓	✓	✓	✓

Table 4.1 Analysis of each participant's answer (cont.)

Interviewee	Supporting Coded Data	EQ 5-Factors Components				
		Self-awareness and Self-control	Empathy	Social Expertness	Personal Influence	Mastery of Vision
6	<p><i>I will try to control myself, my tone of voice, and my facial expression that indicates I am feeling angry.</i></p> <p><i>I always try to see from their point of view and try to understand their negative behavior.</i></p> <p><i>I will show some concerns about them by starting conversations.....I can notice if they are in a good mood or not. If they are in a bad mood, I will try to avoid starting a conversation first and see the situation.</i></p> <p><i>I will try to make them feel like they are the person who makes the decision....Ask their opinions and don't make them feel like I am commanding.</i></p> <p><i>Our goal is more important than being stagnant with negative feelings from these people .It is normal that we have to deal with them in our lives.....I see it as a challenge</i></p>	✓	✓	✓	✓	✓
7	<p><i>I was frustrated inside but I tried not to show them I was.</i></p> <p><i>I tried to make them perceive me in a friendly way.</i></p> <p><i>I tried to understand themthey may believe in the way that they used to.</i></p> <p><i>to keep a good relationship, I tried to approach them in a friendly way.</i></p> <p><i>Take their choice to consider....treat them as a part to make a decision.</i></p> <p><i>Focus on the goal. I don't want to take the negative emotion to inhibit achieving my goal...</i></p>	✓	✓	✓	✓	✓
8	<p><i>I don't want to take my feeling to affect my work. I will control myself and not use emotions to deal with them.</i></p> <p><i>I understand why they behave like that to me.</i></p> <p><i>firstly, I tried to start non-work-related conversations with them to create a good relationship.</i></p> <p><i>I will use reason to talk with them. I will use positive feedback...I will ask their opinion.</i></p> <p><i>let them identify and do accordingly to their goals too, but if it's not successful, I will ask them to try the way that I suggest.</i></p>	✓	✓	✓	✓	✓
9	<p><i>I will control myself. As a manager, I don't want to show my negative emotions at work.</i></p> <p><i>I tried to understand what they had been through....I tried to understand that this is the way they are , I cannot change them.</i></p> <p><i>I will try to talk about their interests before talking about work.</i></p> <p><i>I will let them try what they think is right first....when it is unsuccessful, I will identify the problems and why they have to do as I suggest. When I manipulate them to do the tasks, I always give them reasons why they have to do as I suggest.</i></p> <p><i>Usually, I step back, take a break, and set myself up. I will let them present the project that I am sure will be successful so that they will feel proud of themselves.</i></p>	✓	✓	✓	✓	✓
10	<p><i>I have to be mindful and calm to deal with them. I will focus on work and be professional.</i></p> <p><i>Sometimes I try to put myself in their shoes.</i></p> <p><i>I will start conversations first and ask about their opinion and discussion. But I also noticed their current emotion if they want to join the conversation or not.</i></p> <p><i>In my industry, I will use evidence and information to support my ideas, such as studies papers, to let them understand and believe in what I suggest.also use my expertise to convince them.</i></p> <p><i>I will step back to rethink the situation. I will try to be positive as much as possible, giving positive energy to my colleagues</i></p>	✓	✓	✓	✓	✓

Self- Awareness and Self Control

As it is identified that Gen Y or Millennial attach importance to self-expression rather than self-control, they tend to express their feelings to others. Nevertheless, what is found from the interview shows that All of the Gen Y or Millennial leader participants incredibly emphasize self-awareness and self-control in dealing with difficult people. Overall, the answers from the interviewees illustrate that they recognize their emotions at that moment, then try to control themselves not to express their current negative emotions when dealing with difficult people, as evidenced by the following statements.

“If I lose my temper, I will separate myself from the conversation for a while or give myself a pause.”

“I just said nothing to him and walked away even though I felt angry.”

“I will control my emotions and keep being nice.”

“I control my emotion when I feel frustrated during the meeting.”

“I will not show aggressive behavior even though I am angry at them...I will try to control myself, my tone of voice, and my facial expression that indicates I am feeling angry.”

Their answers also indicated that they were concerned about the negative impact on their career, which could be caused by negative emotions and behavior. Furthermore, they must behave appropriately since they work in a leadership position, as evidenced by the following statements.

“Sometimes I feel angry, but as one of the directors, I have to control myself.”

“I was frustrated inside, but I tried not to show them I was. I tried to make them perceive me in a friendly way.”

“Actually, it’s normal to get frustrated when dealing with difficult people at work, but I don’t want to take my feeling to affect my work.”

“I will control myself. As a manager, I don't want to show my negative emotions at work.”

“I sometimes feel inside why this person is like this, but I must control myself as I am on duty. I cannot release my negative emotions at work.”

Empathy

According to studies, the principle of fairness or equality is crucial for Gen Y or Millennials. They are a demanding generation that expects to be able to constantly communicate with their supervisors (Reeves & Oh, 2018). However, regarded to the findings from the interviews show that most of the Gen Y or Millennial leader participants yield to difficult people by trying to understand others even though they would be at a disadvantage. It is evidenced by the following statements.

“I could understand why they ask for it, but if I cannot give them all, I will find a compromise way to discuss.”

“It's probably because I am younger than her since I see that she always approaches the seniors in a nice way...I understand her nature and personality, and I don't worry about how she behaves toward me.”

“I understood that she was worried about her child. Her child may not receive a good service. Therefore, I didn't get mad at her.”

“Sometimes, I tried to give what these people asked for within my limits even though it was not fair for me.”

“I will let them present the project that I am sure will be successful so that they will feel proud of themselves.”

Based on these statements, the participants show empathy and signs of giving ground to difficult people in dealing with them in workplaces by trying to understand them, using compromising ways, and giving credit to them. This illustrates that the Gen Y or Millennial leader participants reduce the level of their fairness in dealing with difficult people in workplaces.

Social Expertness

According to the finding result of the interviews, it is found that the Gen Y or Millennial leader participants tried to create harmony with difficult people, building rapport to deal with them. They create a sense of unity through conversations, interests, caring, and social events by expecting cooperation in the near future. As it is evidenced by the following statements.

“To solve the conflict, I will use a compromise way by starting a conversation with her about life and things or hang out.”

“I started a conversation first...usually, I start with compliments to make him feel nice.”

“I will start one on one talking with them about their problem... sometimes we have to make them feel like we are one of their kind.”

“I will show some concerns about them by starting conversations”

“I provided them food during work, I bought them drinks and snacks to keep a good relationship.”

“I tried to start non-work-related conversations with them to create a good relationship.”

“I will try to talk about their interests before talking about work... in terms of organizational aspects, I use training to create good relationships via activities.”

“I will start conversations first and ask about their opinion and discussion.”

Moreover, most of the Gen Y or Millennial leader participants utilize social awareness as their social expertise to approach difficult people by noticing their personalities and emotion before making a move. As evidenced by the following statements

“Try to approach her in a nice way and recognize her personality.”

“I can notice that if he doesn't talk to me, he would be in the bad mood. Therefore, I will give him some spaces”

“When I work with difficult people, I firstly have identify their nature, personality and working style since It helps me to find solutions to convince them.”

“Before dealing with them, I will learn about their nature and background.”

“I can notice if they are in a good mood or not. If they are in a bad mood, I will try to avoid starting a conversation first and see the situation.”

“I will notice which type of person they are.”

“But I also noticed their current emotion if they want to join the conversation or not...I will try to approach them step by step when I notice that they are not in the mood.”

“make them feel like I need their help or knowledge to do this task but don't give them pressure or make them annoying.”

This illustrates that Thai gen Y use their social expertness to create harmony with difficult people in order to deal with them in workplaces.

Personal Influence

The findings indicated that the Gen Y or Millennial leader participants use their personal influence, reasons, evidence, compliments, and expertise to convince difficult people in workplaces. Most of the participants usually apply reasons, evidence, and expertise to convince difficult people, while the minority only use compliments. Also, they use the tactic of making those difficult people feel a sense of making their own decisions instead of being commanded or controlled. As evidenced by the following statements.

“I use my expertise in the business to convince my difficult client who doesn't know much about the industry.”

“I try to create a good relationship with him by starting conversations and personal compliments before I ask something from him because I know he likes compliments.”

“I will nicely explain the solutions for them with reasons...always listen to them...make them feel calm first...let them decide do not force them”

“Open with the conversation about their interests before talking about work...I also use my expertise to convince them.”

“Importantly, we need to understand what we need them to do and make them understand what they will get if they do what we asked for.”

“I will try to make them feel like they are the person who makes the decision...ask their opinions and don't make them feel like I am commanding.”

“Take their choice to consider....treat them as a part to make a decision.”

“I explain the reason why I do this...I will use reason to talk with them...I will use positive feedback”

“When I manipulate them to do the tasks, I always give them reasons why they have to do as I suggest.”

“In my industry, I will use evidence and information to support my ideas, such as studies papers, to let them understand and believe in what I suggest...also use my expertise to convince them”

This is regarded as their personal influence based on the EQ 5-factors framework. It represents how they use their words and actions to convince difficult people in workplaces.

Mastery of Vision

The findings also show that the Gen Y or Millennial leader participants try to be optimistic when dealing with difficult people. They focus on their goal along with their passion and vision; besides, they take dealing with difficult people as a challenge. Moreover, they do not give up easily when they fail to deal with difficult people. What they did was take a break and bounce back again. A couple of the participants also mentioned the shared vision that having the same vision and passion as the difficult people will assist them to deal with difficult people easier. As evidenced by the following statements.

“To achieve our goal, I always tell my employees and co-partner about our goal, and if they need anything they can tell me right away, and I will do my best to provide what they ask for regarding the work.”

“Trying to always to be positive for self-motivation, which could impact people around me.”

“I see dealing with them as challenges to achieve my goal so that I won't feel like I am losing energy while dealing with them.”

“When dealing with difficult people, I also talk about my passion and vision to create benefits for stakeholders. If they agree with my passion, dealing with them will be easier and goes smoothly.”

“Focus on my goal and encourage myself and start talking with them again on the next day.”

“At the end of the day, our goal is more important than being stagnant with negative feelings from these people.”

“I used to talk with them about my vision that if they do my way accordingly, we would get a better amount of production and then more revenue and salary.”

“I may step back and think about what had happened, and what I did wrong... identify what they will get if they do accordingly to the vision and goals.”

“Usually, I step back, take a break, and set myself up.”

“I will step back to rethink the situation...I will try to be positive as much as possible, giving positive energy to my colleagues”

Overall, the Gen Y or Millennial leader participants try to see things positively, turning obstacles into challenges. They also mentioned that positive energy

could impact people around them. Also, they share their passion and vision to deal with difficult people.

After finding the results and the analysis, the result conformed with the five propositions and leads to the recommendations and conclusion in the following chapter.



CHAPTER V

RECOMMENDATIONS AND CONCLUSIONS

5.1 Recommendations

As Emotional Intelligence is extremely important in workplaces, also evidenced by the finding of this study, the recommendation is to develop and practice individual EQ. Besides, there are many ways to practice and develop individual EQ. According to *THE EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work*, Adele B. Lynn has identified suggestions for improving EQ in each area of the EQ 5-factor components (Lynn, 2005). Some of the suggestions are listed in the figure 5.1 below.

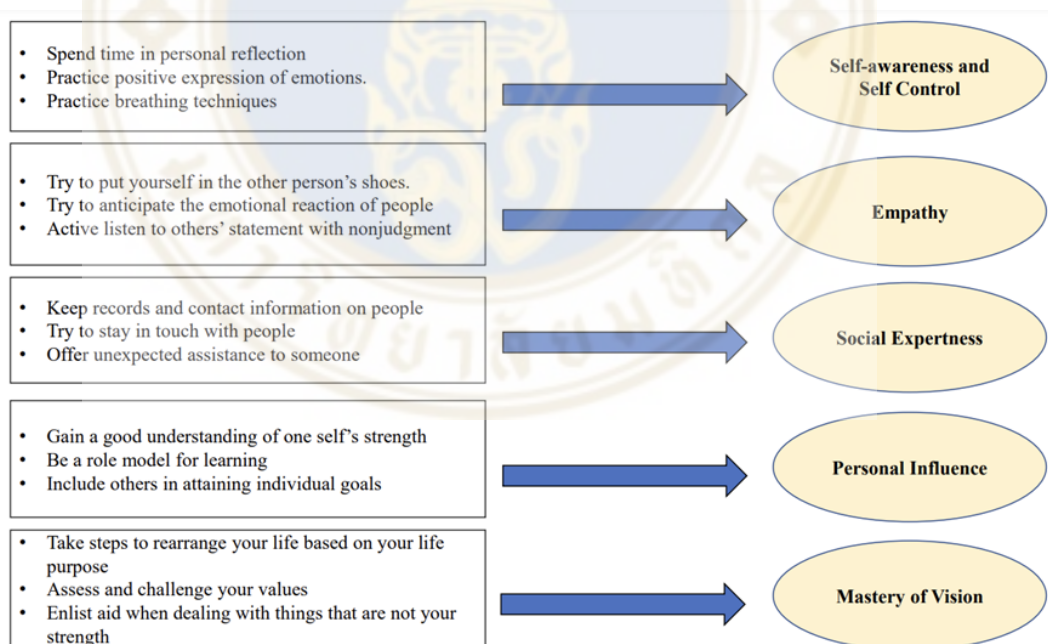


Figure 5.1. Suggestions to improve EQ in workplaces

5.1.1 Suggestions for improving EQ in Self-awareness and Self-control

- a) Spend time in personal reflection about strengths and weaknesses, and keep visible reminders of personal strengths and weaknesses to check in and adjust behavior before taking essential actions.
- b) Practice positive expression of emotions, i.e., telling someone at work that you are feeling happy, and you really mean it.
- c) Practice breathing techniques when you feel stress (mindful breathing).

5.1.2 Suggestions for improving EQ in Empathy

- a) Try to put yourself in the other person's shoes. Develop the ability to understand his or her point of view even if you disagree with it.
- b) Try to anticipate the emotional reaction of people in a team meeting or in another work situation.
- c) Active listen to his or her statement with nonjudgment.

5.1.3 Suggestions for improving EQ in Social Expertise

- a) Keep records and contact information on people in workplaces. Record simple notes regarding people's skills, interests, and abilities.
- b) Try to stay in touch with people in workplaces. Connect regularly with them.
- c) Offer unexpected assistance to someone. Seek out the value in what others have to say

5.1.4 Suggestions for improving EQ in Personal Influence

- a) Gain a good understanding of one self's strength. Use that information to advance ideas, to keep yourself motivated, and to persist. Strengths will deliver desired outcomes if the person persist long enough.
- b) Be a role model for learning. Let people know what development needs the person is working on. Ask for their help or advice in the development.
- c) Include others in attaining individual goals. What one person can't accomplish in a lifetime; an army can do in a day. Encourage all team members to participate and voice opinions.

5.1.5 Suggestions for improving EQ in Mastery of Vision

- a) Take steps to rearrange your life based on your life purpose.
- b) Assess and challenge your values. Find a dear and trusted friend to help sort through your values.
- c) Enlist aid when dealing with things that are not your strength. Get coaching, feedback, and assistance to improve.

To summarize, the findings lead to the recommendation of EQ development since it is vital in workplaces in terms of self-control when dealing with difficult people in workplaces. The suggestions above will assist Gen Y or Millennials who are having difficulty dealing with difficult people in their workplace to develop their Emotional Intelligence according to the EQ 5-factors framework.

5.2 Conclusions

The study aims to determine how Thai Gen Y or Millennial leaders deal with difficult people in workplaces by using the EQ 5-factor framework by adopting qualitative research. The 10 participants who are Gen Y or Millennial leaders were asked questions related to how they deal with difficult people in workplaces based on the EQ 5-factor framework. According to the framework, the five propositions are formed, and explored by the methodology that is described in Chapter 3

Regarding the analysis of how Thai Gen Y or Millennial leaders deal with difficult people in workplaces by using the EQ 5-factor framework, the result (Table 4.1) shows that the ways of each participant deal with difficult people are aligned with the EQ 5-factor components consist of Self-awareness and Self-control, Empathy, Social Expertise, Personal Influence, and Mastery of Vision.

In conclusion, Thai Gen Y or Millennial Leaders deal with difficult people by emphasizing on self-control, using empathy, creating harmony with them, using personal influence to convince them, and applying mastery of vision and optimism towards failure or difficulty. These practices are genuinely related to Emotional Intelligence or Emotion Quotients, the ability to perceive emotions, access and generate emotions to assist thought, understand emotions and emotional knowledge and reflectively control emotions, which is important in workplaces in terms of working

with people. Likewise, they conformed with the five propositions that mentioned in Chapter 2.

Therefore, the practical recommendations above will benefit those who would like to improve their Emotional intelligence to efficiently deal with people in workplaces.



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Appendix A: Supporting coded data

EQ 5-Factors Framework	Self-awareness and Self-control	Empathy	Social Expertise	Personal Influence	Mastery of Vision
Interview 1	<i>If I lose my temper, I will separate myself from the conversation for a while or give myself a pause.Many times I am frustrated during the conversation with them but I can control myself and my actions.</i>	<i>I always try to understand their viewpoint but if what they ask from me is too much such as asking for a very low price. I could understand why they ask for but if I could not give them and I will find a compromise way to discuss. I also concern about my actions that could affect the company and stakeholders.</i>	<i>I sometimes have a conflict with my co-partner. To solve the conflict, I will use a compromise way by starting a conversation with her about life and things or hang out. Try to approach her in a nice way and recognize her personality.</i>	<i>I use my expertise in the business to convince my difficult client who doesn't know much about the industry. I suggested to her the fabric that is available in the stock by claiming that it will gain high sales.</i>	<i>I always think about my company. To achieve our goal, I always tell my employees and co-partner about our goal, and if they need anything they can tell me right away, and I will do my best to provide what they ask for regarding the work.</i>
Interview 2	<i>I was so frustrated when he asked me to do his job, which was not my responsibility. He looked down on me when I rejected what he asked for. I just said nothing to him and walked away even though I felt angry. I know about myself....And I always keep calm. I behave normally and be professional at work.</i>	<i>I understand his point of view and the intention of his behavior.I know he wants our work to be done perfectly so that it will benefit the company and his reputation. Sometimes, I tried to give what these people asked for within my limits even though it was not fair for me.</i>	<i>I just realized him in a better way. I started a conversation first... usually, I start with compliments to make him feel nice. I can notice that if he doesn't talk to me, he would be in the bad mood. Therefore, I will give him some spaces</i>	<i>I try to create a good relationship with him by starting conversations and personal compliments before I ask something from him because I know he likes compliments.</i>	<i>I listen to podcast everyday and my manager is a very positive person. Trying to always be positive for self motivation, which could impact people around me.</i>
Interview 3	<i>Sometimes I feel frustrated inner self... I cannot raise my voice or show dissatisfaction to them since I am working. I will control my emotions and keep being nice.</i>	<i>First I have to know his nature, personality and working style. And notice what he wants. I understand why they are like this to me, and I don't take their behavior to think negatively.</i>	<i>When I work with difficult people, I firstly have identify their nature, personality and working style since it helps me to find solutions to convince them.</i>	<i>I will nicely explain the solutions for them with reasons. Always listen to them....Make them feel calm first. Let them decide do not force them</i>	<i>I see dealing with them as challenges to achieve my goal so that I won't feel like I am losing energy while dealing with them.</i>

EQ 5-Factors Framework	Self-awareness and Self-control	Empathy	Social Expertise	Personal Influence	Mastery of Vision
Interview 4	<p>I can control my emotion when I feel frustrated during the meeting.</p> <p>I will recheck the message I send them when I am angry.</p> <p>I consider the impacts of my behavior that caused my emotions</p>	<p>I usually try to understand their point of view</p> <p>I know what they are thinking</p> <p>Sometimes I have to use much effort to understand some very difficult people but eventually, I try to see from their point of view so that I can understand them more.</p>	<p>Before dealing with them, I will learn about their nature and background.</p> <p>I will try to gain information about them.</p>	<p>I will provide several possible options for them.</p> <p>.... Open with the conversation about their interests before talking about work.</p> <p>I also use my expertise to convince them.</p>	<p>I try to understand others who they are</p> <p>Sometimes we can not change or control others, it's better to change and manage ourselves, and be adaptive to deal with them.</p> <p>Focus on the big goal.</p> <p>When dealing with difficult people, I also talk about my passion and vision to create benefits for stakeholders. If they agree with my passion, dealing with them will be easier and goes smoothly.</p>
Interview 5	<p>Sometimes I feel angry, but as one of the directors, I have to control myself.</p> <p>Of course, I could be disappointed when I couldn't get what I expected from them.</p>	<p>I will have conversations with them about their problems and try to understand them.</p> <p>I also try to understand what they have been through and what they are facing</p>	<p>I will start one on one talking with them about their problem.</p> <p>Sometimes we have to make them feel like we are one of their kind.</p> <p>Create relationships in the workplace</p>	<p>Importantly, we need to understand what we need them to do and make them understand what they will get if they do what we asked for.</p>	<p>Focus on my goal and encourage myself and start talking with them again on the next day.</p> <p>Some issues you cannot solve it today but you can maybe do it tomorrow.</p>
Interview 6	<p>I will not show aggressive behavior even though I am angry at them.</p> <p>I will try to control myself, my tone of voice, and my facial expression that indicates I am feeling angry.</p> <p>I try to avoid showing negative behavior to them.</p> <p>I talked to them normally when I worked with them.</p>	<p>I always try to see from their point of view and try to understand their negative behavior.</p> <p>I am even concerned about their health condition, which could affect their hormones and mood.</p>	<p>I will show some concerns about them by starting conversations, like asking, "how are you today?" and "have you had lunch?"</p> <p>....I can notice if they are in a good mood or not. If they are in a bad mood, I will try to avoid starting a conversation first and see the situation.</p>	<p>I will try to make them feel like they are the person who makes the decision.</p> <p>Ask their opinions and don't make them feel like I am commanding.</p>	<p>At the end of the day, our goal is more important than being stagnant with negative feelings from these people.</p> <p>It is normal that we have to deal with them in our lives.</p> <p>....I see it as a challenge</p>

EQ 5-Factors Framework	Self-awareness and Self-control	Empathy	Social Expertise	Personal Influence	Mastery of Vision
<p>Interview 7</p>	<p>I was frustrated inside but I tried not to show them I was. I tried to make them perceive me in a friendly way. I will control my emotion and deal with them nicely.</p>	<p>I tried to understand them... ...they may believe in the way that they used to ...they may not know about new ways of doing agriculture.</p>	<p>I provided them food during work, I bought them drinks and snacks to keep a good relationship. I tried to approach them in a friendly way.</p>	<p>I will say to them that the way that they do is good but my way is also good and we can try this new way. If it's not good, we can change to their old way. Take their choice to consider ...treat them as a part to make a decision.</p>	<p>Focus on the goal I don't want to take the negative emotion to inhibit achieving my goal... I used to talk with them about my vision that if they do my way accordingly, we would get a better amount of production and then more revenue and salary.</p>
<p>Interview 8</p>	<p>Actually, it's normal to get frustrated when dealing with difficult people at work but I don't want to take my feeling to affect my work. I will control myself and not use emotions to deal with them.</p>	<p>I understand why they behave like that to me. It's probably because I am younger than her since I see that she always approaches to the elders in a nice way. I understand her nature and personality, and I don't worry about how she behaves toward me.</p>	<p>I will notice which type of person they are ... I tried to start non-work-related conversations with them to create a good relationship. Make them feel relaxed before talking about work. ...make them feel like I need their help or knowledge to do this task but don't give them pressure or make them annoying.</p>	<p>I explain the reason why I do this I will use reason to talk with them I will use positive feedback ...I will ask their opinion I will use my experience or successful results to convince themindicates that what I suggest it is helpful for the team.</p>	<p>I may step back and think about what had happened, and what I did wrong. I don't use emotion, and I use reasons to deal with them. ... tell them that if they don't do as my direction how it will affect the company Identify the goals and objectives, and vision and passion of the team let them identify and do accordingly to their goals too, but if it's not successful, I will ask them to try the way that I suggest. Identify what they will get if they do accordingly to the vision and goals.</p>

EQ 5-Factors Framework	Self-awareness and Self-control	Empathy	Social Expertise	Personal Influence	Mastery of Vision
Interview 9	<p><i>I will control myself. As a manager, I don't want to show my negative emotions at work. If the meeting is very intense, I will take a break or timeout to boost my mood.</i></p>	<p><i>I tried to understand what they had been throughunderstand what organizational culture do they have experienced I tried to understand that this is the way they are, I cannot change them.</i></p>	<p><i>It depends on which type of person is I will try to talk about their interests before talking about work. ... In terms of organizational aspects, I use training to create a good relationships via activities.</i></p>	<p><i>I will let them try what they think is right,first when it is unsuccessful, I will identify the problems and why they have to do as I suggest. When I manipulate them to do the tasks, I always give them reasons why they have to do as I suggest.</i></p>	<p><i>Usually, I step back, take a break, and set myself up. ...finding solutions to deal with them I knew what they wanted, so I knew how to cope with them, and make them listen to me. I will let them present the project that I am sure will be successful so that they will feel proud of themselves.</i></p>
Interview 10	<p><i>I have to listen to them and try to understand what they want. I sometimes feel inside why this person is like this, but I have to control myself as I am on duty. I cannot release my negative emotions at work. .. And I have to be mindful and calm to deal with them. I will focus on work and be professional.</i></p>	<p><i>Sometimes I try to put myself in their shoesOnce a child's parent scolded me, I understood that she was worried about her child. Her child may not receive a good service. Therefore, I didn't get mad at her.</i></p>	<p><i>Focus on using reasons to talk with them Be mindful and calm. I will start conversations first and ask about their opinion and discussion. But I also noticed their current emotion if they want to join the conversation or not. I will try to approach them step by step when I notice that they are not in the mood.</i></p>	<p><i>In my industry, I will use evidence and information to support my ideas, such as studies papers, to let them understand and believe in what I suggest. ...also use my expertise to convince them</i></p>	<p><i>I will step back to rethink the situation. I will try to be positive as much as possible, giving positive energy to my colleagues I will give them encourage them and try to help them solve what they think are their problems</i></p>