

CHAPTER IV

FINDING AND DISCUSSION

The purpose of this chapter was to identify the leadership styles that Thai engineers in this organization preferred and compared the findings with those of previous studies in order to identify effective leadership style for Thai engineering organization.

4.1 Finding and Discussion

Chapter 4 reported the results of interviews conducted with eight engineers in this organization. The engineers interviewed for this study have shared their stories in an attempt to identify what leadership styles they preferred. The interviewed results created a better understanding of the leadership style that Thai engineering organization preferred.

Trust and Support

Most answers from the sample engineers; they wanted leaders to trust and support especially when they faced the problem. Some activities of engineers had to argue with other department. They were confident their decision was right then they want leader to trust them and help them to argue with other department. One of senior engineer from maintenance department said “As a maintenance engineer, we are service function to the client. However, client could be wrong and we had to argue with them. I needed my leader to trust me and help me to talk with the client.” Senior engineers also mentions that they gave more their respect to leaders who trust them. Another young engineer from production department said “I have working experience only 2 years and I have to responsible for the plant productivity. I might make some mistake and lost production rate but I need my leader to trust me and give me a chance to improve myself. Once I can improve myself, I would be proud to be an engineer for

this organization.” Another case for trust and support was described by another engineer. She said “I was very happy that I have been assigned to involve in a big project. It meant that my leader trusted me. But after that when I needed support from top management to negotiate with vendors or clients, he refused to help me and he said that I was my responsibility to finish all tasks in this project. That made me felt that did he really trust me or he just gave me a tasks that nobody wanted to do.” Trust and support from the answers also meant that they wanted leader to empower them and allowed them to make an important decision. However, engineers preferred both trust and support from leaders.

Moghaddam (2006)’s finding also support that team could create high performance if they were empowered from leader. Followers were happy if they could made decision by themselves (Silver, 2000). Engineers in Thai engineering organization needed trust and empowerment from their leaders. Trust would make Thai engineers happy with their leaders and also made them proud with their job especially for junior engineers. For senior engineers, they needed trust from leader because this also meant that leaders respected to them also.

Rewards when followers achieved goal

Even the respondents needed their leaders to trust them but there was another important factor they needed leader to give them. It was reward when they achieve goal. When they achieve the target they would be happier if they got reward from leader. The reward could be got promotion or high evaluation score at the end of the years. “When I achieve my yearly goal, I should earn a great reward (benefit) from my leader otherwise, what should I do my goal for?” said one of engineer who had experience more than 10 years. Another young engineer said “Last year I have been assigned a lot of work from my leader. I achieved all of my assignment but my evaluation score was just fair level. It made me very unhappy and next year I would not care about my goal anymore. Leader should give me high evaluation score when I achieved my goal.” Another engineers described about reward that “I got a lot of special assignments from my leader. The special assignments were out of my role and responsibility. I should be given more benefit for this special assignment but leader refused it and told me I still had to do all of these tasks anyway.” These answers could be interpreted that even engineers has been trust and empowered from their leader,

they still needed benefit when they achieved their goal. Engineers felt unhappy and unwilling to work if the rewards were not satisfy. Therefore, without reward they had no energy to work with the organization.

Moghaddam (2006) found that exchanged rewards could boost up followers' performances. Giving rewards to followers could easily made them happy and easy to implement in the organizations (Marques, 2011). Even leader giving trust and support to followers, it was not enough for Thai engineering organization. The answers were clearly that engineers in Thai engineering organization also needed reward when they achieved their goal. They might gained knowledge and improved themselves through the work they had been assigned, and they also need to be rewarded.

Open-mind and respect followers' opinions leadership

Some engineers told that there were a lot of problem in this organization especially management problem. They told in the same way that as a joint venture with global company, there were management styles problem. "Career path for engineer in Thailand seems to be not clear. To reach higher level I have to be an expertise and work for the global. But there were a lot of stuff to improve in Thailand and there was no support from global team. I discuss with my leader on how to improve my career path. He still insisted that I have to work with global, it looks impossible for me. Why I could not growth in local area?" said one senior engineer. This senior engineer recommended leader to create career path in local area, but leader did not try to improve the career path for Thai engineer in this organization. Other problem was spare part availability. This group of engineer informed their leader that they were lack of spare part availability and convinced leader to set up urgent improvement plan. But leader did not set up the improvement plan and did nothing. One of engineers said "I told my leader many times that we have a big problem about spare part availability, but he did not believe me and told me that spare part system was fine. Leader supposed to listen to the problem from engineers." Another engineer gave his opinion about open-mind leadership that leaders should accept feedback from followers and improve themselves according to followers' feedback. He said "I had experience from my previous company that they purposed 360 degrees feedback. It meant that followers can evaluate and gave feedback to their leaders also. All leaders

had to open-mind and listened to feedback from all staffs under their command because it was a direction from CEO. All leaders improved their management skill and finally it created a good working atmosphere. I did not understand why this company did not implement 360 degrees feedback. It may be because our leaders did not want to hear feedback from their followers.” Engineers needed leaders to open-mind and accepted what they suggested. They wanted to improve working environment and created happy work place for everybody in this organization.

Followers were happy with leaders who open-mind and listened to them (Marques, 2011). Marques (2011) pointed that open-mind leadership would listen their followers and solved the problem together with them. Engineers needed leader listen to them and improved organization work environment better. However, most topics that engineers needed leaders listened to them and open-mind were about reward giving. There were no evidences for other topics that engineers needed leader listened to them.

Fair leadership

The interviewed results have also indicated that the respondents needed fair leadership for the organization. Some engineers felt that leaders have treated each engineers unequally. However, mostly of the answers they talked about fair on evaluation process only. One engineers said “I have been work hard than every engineer in my department. But I got low evaluation score. I thought because sometime I had different ideas with my leader and had some argument with him. While other engineers always said yes to him. I felt that he biased on my evaluation score. In my opinion leaders should treat everybody fair and equal.” While other engineer gave an idea of fair leadership “Leaders should be fair to everybody. Every engineer from each department should be treated. I felt that engineer from production department has been treated better than engineer from maintenance department. For example, average evaluation score of engineer from production department was higher than engineer from maintenance department.” Another senior engineer said about his evaluation process that “I liked to work as an engineer for this company. I needed to help this company to improve its capability and be a well known company. But how could I do it when my leader did not honest to me. I felt that my leader always had hidden agenda with me. When I presented my work to him, it looked like he had

something in his mind and he did not told me what was he thinking about. And sometime he claimed my work to be his work. I was very disappointed on what he did.” One of junior engineer supported this senior engineer’s comment that “I was ok with my low evaluation score because I understood that I was young and I had a lot of room for improvement. But how could I know which part I should improve myself when my leader did not inform me what I have done wrong? He just told me the evaluation score and told me nothing about how to improve. I felt that he had something in his mind but I did not know why he did not told me. He also told me that even I got low evaluation score but I had to be professional and keep working. That made me felt very bad.” The previous studies did not mention about fair leadership. However, the answers from these engineers could be interpreted about reward giving to them because most of them felt unfair with their leader only on the evaluation process.

Duerr (2009) pointed that giving rewards to followers can encourage followers to boost up their performance to get big reward. However, with reward giving style followers would focus only their reward when they achieved the target. And if reward did not satisfy to followers, then they would ignore to create high performance and high productivity (Duerr, 2009). This interview results (fair leadership) inferred that engineers needed leaders should evaluated everybody equally. So, they still focus on reward they would get at the end of the year.

Honest leadership

The task structure of engineers has to work by follow approval standard procedure (Moghaddam, 2006). Engineers needed leaders trained and guided them to perform task according to approval standard procedure (Duerr, 2009). One of senior engineer told about his work experience in this organization that “In 2011, this company had mega project to build the petrochemical plant. There were a lot of contractors and I had to control contractors to proceed all task according to all standard needed. Some contractors did not perform task according to standard then I had to intervene them and told them to fix all tasks that did not meet the standard. The rework process might impact the schedule, so my leader forces me to accept this because he wanted all task to finish on time. I was wonder what he has done but I had

to accept anyway. I thought leader should refuse all tasks that did not meet the standard.”

To be honestly was a first priority for every type of leadership style (Moghaddam, 2006). Leader with great honestly would be admired as a great leader (Moghaddam, 2006). Duerr (2009) also supported leaders to give honest feedback to followers then they would feel happy to work with leaders.

4.2 Conclusion

Transactional leadership style motivated followers by exchanging one thing for another (Garcia, 2004) and focused on the outcome from followers and gave a good reward to them if they achieved the targets (Robbins & Judge, 2013). Transactional leadership style gave rewards to followers to persuade them to work with the organizations (Moghaddam, 2006). Transformation leadership style inspired followers to focus their self-interests for good of the organization (Robbins & Judge, 2013). Transformational leaders told followers to believe that they had high capability and trust in followers' performance. Trust and support were parts of transformational leadership style (Silver, 2000). Transformational leadership style listened to followers and open-mind to them (Marques, 2011). Transformational leadership style gave fair rewards to followers when they achieved the targets (Moghaddam, 2006).

The interview results indicated that engineers in this organization preferred leaders who trust and support them. They had many ideas to initiate a great performance for the organization but they could not do that if leaders did not trust and support them. Engineers also needed leaders to open-mind and listened to them because if leader listened to them, it meant that they were respected by leaders. Then they would felt happy to work with the organization. Reward giving to engineers must be fair to them. Because they believed that after hard working, they deserved fair rewards. Engineers would respect to leaders who have honest. In engineer job function, all employees in the organization had to work with honest because there were a lot of standards they had to follow. Engineers believed that working by follow all standards would improve themselves and organization. However, from the results

also showed that engineers focused too much on the rewards. If they did not satisfy to the rewards, they refused to do the task or did it unhappily. Therefore, Thai engineering organization preferred transformational leadership style with a great benefit to the engineers.

