

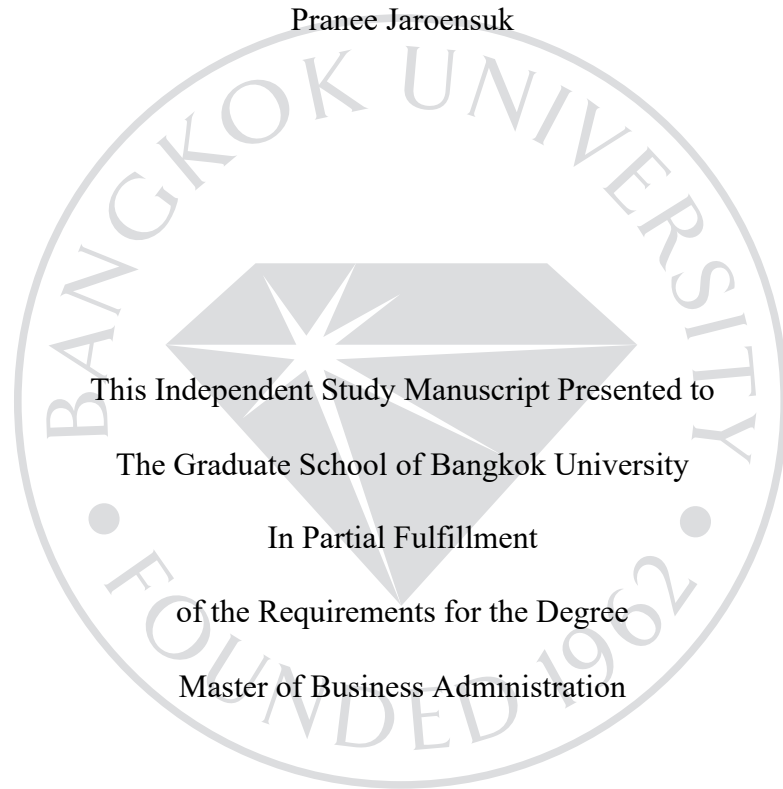
A FOCUS ON HOTEL INDUSTRY:

SUITABLE LEADERSHIP STYLE FOR SERVICE INDUSTRY IN BANGKOK



A FOCUS ON HOTEL INDUSTRY:
SUITABLE LEADERSHIP STYLE FOR SERVICE INDUSTRY IN BANGKOK

Pranee Jaroensuk



This Independent Study Manuscript Presented to
The Graduate School of Bangkok University
In Partial Fulfillment
of the Requirements for the Degree
Master of Business Administration

2019



©2021

Pranee Jaroensuk

All Rights Reserved

This manuscript has been approved by
the Graduate School
Bangkok University

Title: Study of Suitable leadership style for service industry in Bangkok

Author: Pranee Jaroensuk

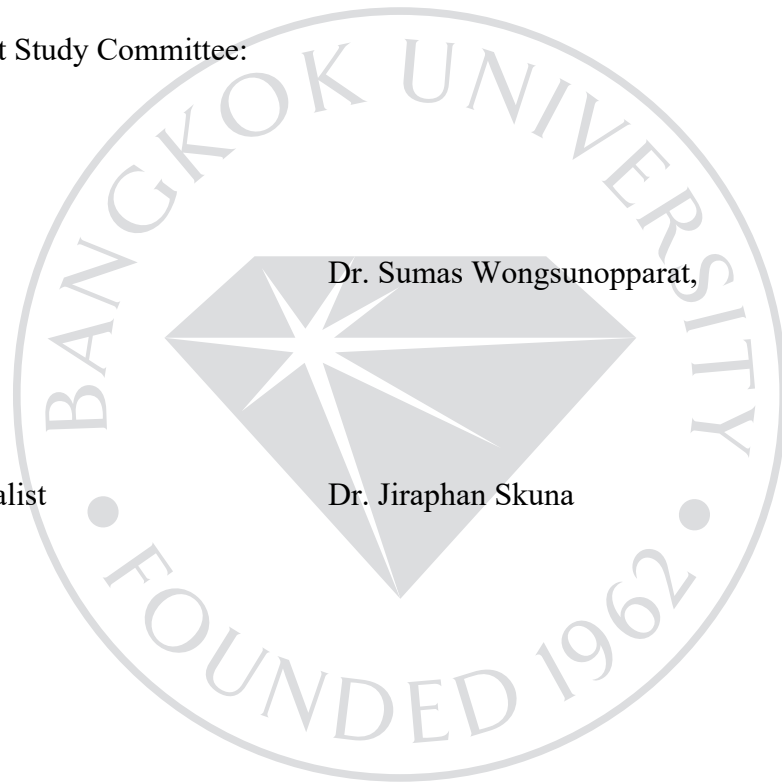
Independent Study Committee:

Advisor

Dr. Sumas Wongsunopparat,

Field Specialist

Dr. Jiraphan Skuna



Asst. Prof. Dr. Siriwan Rujibhong

Dean of the Graduate School

July10, 2021

Pranee Jaroensuk, M.B.A., July 2021, Graduate School, Bangkok University

Study of Suitable leadership style for service industry in Bangkok (55 pp.)

Advisor: Sumas Wongsunopparat, Ph.D.

ABSTRACT

Effective leadership is an undeniable factor for success of every company including company within hotel industry. Effective leadership is essential in this era, especially in hotel industry. The growing tourism industry in Thailand has resulted in intense competition in hotel industry. Thus, it is important that hoteliers enhance its competitive advantage to maintain its market share. Hotel is within a service sector where customer service is the key toward success. While customer service is significant, hotel employees are, therefore, exceptional assets as they are the people who deliver services to hotel guest. However, many hotels face challenges in human resource manage, particularly employee retention. Turnover is a major problem for hotel section, which causes significant disruption upon their departures, and ultimately to quality of customer services. High turnover is also costly for hotel as hotel are required to invest additional fund toward recruitment for replacement, as well as training. High turnover rate among hotel employees are the results of various stressors at workplace and due to ineffective leadership. The main research question for this study “which leadership style is the most suitable for hotel industry in Thailand”. This study adopted a case study of Centara hotel & Resort’s hotel chain. Study was conducted using anonymous online questionnaire. The Structural Equation Modeling (SEM) was used to test structural relationship in the model between various variables in the study. The finding of this study suggested that there is a significant relationship between autocratic relationship, high turnover intention, and low job satisfaction. In addition, the study found significant correlation between transformational leadership and democratic leadership with high job satisfaction and low turnover intention. This finding suggested that autocratic relationship is an ineffective leadership style to govern hotel employees in Thailand. On the other hand,

both transformational leadership and democratic leadership are both effective leadership style that can possibly enhance employee job satisfaction and reduce turnover intention. With consideration to the various departments in the hotel, the study also found that front office or reception, as well as food and beverage service department have significant correlation with democratic leadership style. Other leadership styles, including Laissez faire leadership, autocratic leadership, charismatic leadership, and transactional leadership show no significant relationship with employee job satisfaction and turnover intention. Thus, the finding of this study identified effective leadership style for hotel industry as transformational leadership and democratic leadership. The finding is similar to other study, which also found that democratic leadership has direct positive influence on job satisfaction of hotel employee (Al-Ababneh, 2013a, Yamak and Eyupoglu, 2019). However, the study found contrasting relationship in that laissez faire leadership also have positive relationship with job satisfaction (ibid, 2013a) unlike this study which found no significant relationship. The finding obtained from this study is novice and contribute greatly toward existing body of research as none of the past study have been conducted to investigate effectiveness of various leadership style in the context of Thai ever before. Lastly, this research is also extremely useful for hotel strategic human capital management to be able come up with the winning HRM & HRD strategy to get the right kind of leaders and potential successors in their organizations in a highly rivalry intensity of over-supply hotel industry.

Keywords: Leadership style; Service industry; Hotel in Bangkok; Centara hotel; Employee retention; HR strategy

ACKNOWLEDGEMENT

This Thesis would not have been possible without the kind and valuable support from various people. Firstly, I would like express my deepest appreciation to my advisor, Dr. Sumas Wongsunopparat, who not only provided me with guidance, support and recommendations but also enriched me with additional tools for this research that will be useful for me for future researches if any as well. I would also like to sincerely thank Thanongsak Chongbut who also helped and provided around-the-clock support.

In addition to that, I would like to thank all the professors, lecturers, instructors and staff of Graduate School of Bangkok University, for supporting me, providing valuable knowledge and priceless lessons and countless support all these. I am also grateful to all my classmates for leaving me with an enjoyable experience during my time at the Masters of Business Administration (M.B.A.) program and to all the participants who dedicated their time in completing the questionnaires and providing additional feedback.

Finally, I would like to express my deepest gratitude to my parents and my friends for their constant support, help, encouragement, care and love without whom, I wouldn't have been able to complete my Independent study.

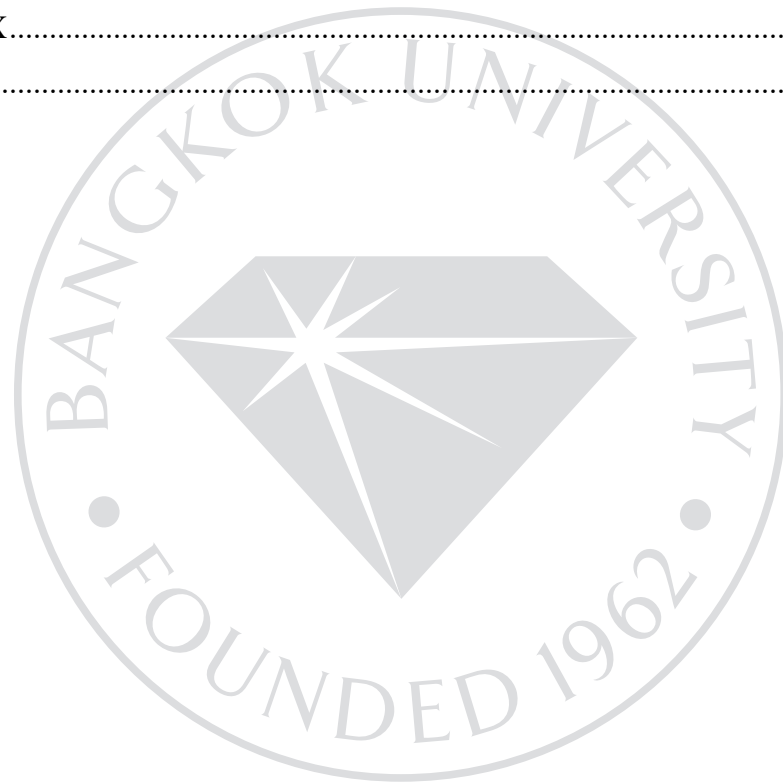
Pranee Jaroensuk

TABLE OF CONTENTS

	Page
ABSTRACT.....	iv
ACKNOWLEDGEMENT	vi
TABLE OF CONTENTS.....	vii
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER 1 INTRODUCTION	1
1.1 Research background.....	1
1.2 Rationale and significance of the study.....	2
1.3 Research questions and objectives.....	3
1.4 Scope of the study.....	3
CHAPTER 2 LITERATURE REVIEW	4
2.1 Tourism and hotel industry in Thailand.....	4
2.2 Leadership style	9
2.3 Leadership style in hotel industry.....	15
2.4 Employee satisfaction and turnover intention.....	16
2.5 Leadership style, job satisfaction and turnover intention	17
2.6 Conceptual framework.....	21
CHAPTER 3 METHODOLOGY	22
3.1 Research philosophy	23
3.2 Approach to theory development.....	24
3.3 Methodologic choice.....	25
3.4 Research strategy	25
3.5 Time horizon.....	26
3.6 Techniques and procedures.....	27
CHAPTER 4 RESULTS	33
4.1 Descriptive analysis	33
4.2 Structural Equation Modeling (SEM).....	38

TABLE OF CONTENTS (Continued)

	Page
CHAPTER 5 DISCUSSION AND CONCLUSION	46
5.1 Effective leadership style in retaining hotel employees in Bangkok.....	46
5.2 Effective leadership style in enhancing employees' satisfaction.....	47
5.3 Limitation and future research direction.....	47
5.4 Conclusion	48
BIBLIOGRAPHY	49
APPENDIX.....	56
BIODATA.....	60

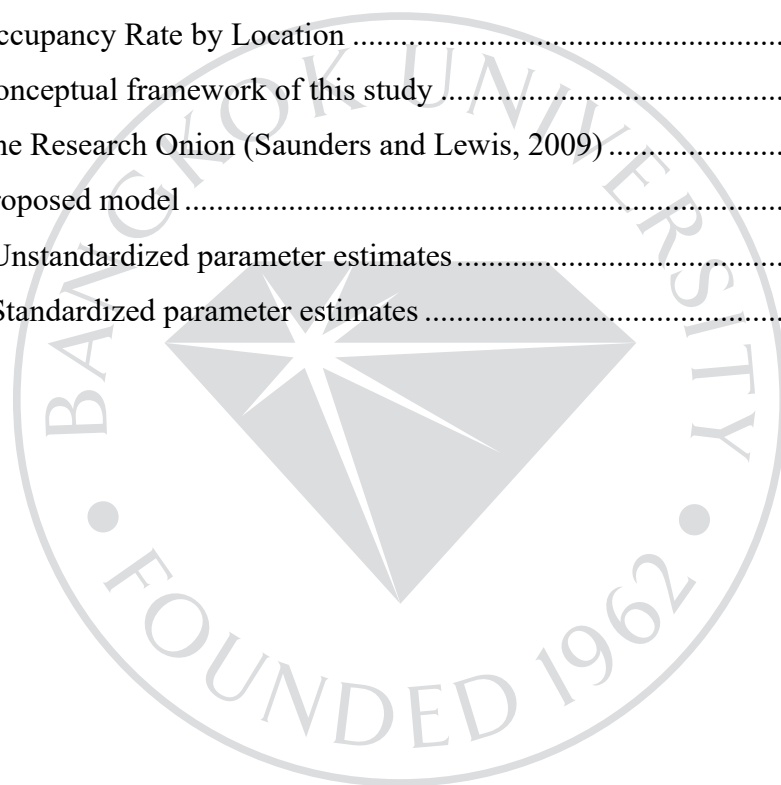


LIST OF TABLES

	Page
Table 1: International tourism receipts	4
Table 2: International tourist arrivals.....	5
Table 3: Results of questionnaire validity test using IOC	30
Table 4: Results of reliability test	32
Table 5: Demographic information of all respondents	34
Table 6: Level of Agreement	35
Table 7: Descriptive analysis of ideal leadership style.....	35
Table 7 (Continued): Descriptive analysis of ideal leadership style.....	36
Table 8: Descriptive analysis of turnover intention.....	37
Table 9: Descriptive analysis of job satisfaction	38
Table 10: Goodness of fit determination	40
Table 11: Goodness-of-fit indicators of the proposed model	40
Table 12: Good model fit determination using RMSEA	41
Table 13: Unstandardized Regression Weights	41

LIST OF FIGURES

	Page
Figure 1: Average occupancy rate of hotels in Thailand	6
Figure 2: Share of popular activities in Thailand (2015).....	7
Figure 3: Countries RevPAR Performance (local currency)	8
Figure 4: Occupancy, ADR, RevPAR Growth	8
Figure 5: Thailand Occupancy Rate	9
Figure 6: Occupancy Rate by Location	9
Figure 7: Conceptual framework of this study	21
Figure 8: The Research Onion (Saunders and Lewis, 2009)	22
Figure 9: Proposed model	39
Figure 10: Unstandardized parameter estimates	44
Figure 11: Standardized parameter estimates	45



CHAPTER 1 INTRODUCTION

1.1 Research background

Tourism industry is a crucial business sector of many countries including Thailand. Tourism industry is closely linked with hospitality industry i.e. the growth of tourism industry usually associated with growth in hospitality industry as receipts of accommodation business is dependent on length of stay, and number of overnight tourist (Lunkam, 2017a). Data from Kasikorn bank research center showed that the number of international tourist arrivals in 2017 was 35.4 million, which was an 8.8% increase from the previously year. Not only international market, but tourism industry is also supported highly by domestic travelers. In 2017, a total of 156.2 million domestic trips was documented, which was equivalent to 930 billion THB of domestic travel spending (Kasikorn Research Center, 2018). Tourism industry as a whole accounted for more than 17% of Thailand GDP in 2017 (Lunkam, 2017a). The continuous growth of tourism industry results in expansion of hospitality industry particularly the hostel sector. The hotel sector majorly established in tourist destinations that are popular among tourists such as Bangkok, Phuket, Pattaya, Krabi, Chiang Mai, and Samui Island. In 2016, Thailand witnessed double fold of hotel accommodation supply from 300,000 rooms in 2000 to more than 600,000. Hotel sectors in Thailand comprises of hotel operated by both big-name international hotel chains, such as Accor Hotels, InterContinental Hotels Group, and Starwood, Thai hotel chains such as Dusit hotels and resort, Onyx hospitality group, the Erawan group, Centara hotel and resorts, and Minor hotels, as well as, countless of entrepreneurs (Lunkam, 2017a).

Due to intense competition in this industry, it is crucial that hoteliers enhance its competitive advantage and maintain its market share. Since hotel is in service industry, customer service is the key toward the success in this market. While customer service is valuable, hotel employees are exceptional assets as they are the one who deliver services to hotel guest. However, many hotels face difficulties in human resource management, particularly employee retention. Turnover is a major issue for hotel sector, which causes significant disruption upon their departures

(Narkhede, 2014). Past study documented that the annual turnover rate of hotel manager is as high as 80% (Wood and McCauley, 1989). Scholars suggested that impacts of employee turnover for hotel business can be divided into direct expenditure and intangible cost (Narkhede, 2014). High turnover rate is undesirable due to the associated incurred cost. Hotel are required to invest additional fund toward recruitment for replacement, as well as training, which are often very costly (Williams and O-Acheampong, 2016). Costs can also incurred indirectly from reduced productivity due to unfamiliarity of workplace, and poor service quality as a consequence of insufficient manpower (Aksu, 2004). Hotel reputation can also be damaged from the compromised standard and low morale as a result of the constant departure of colleagues (Narkhede, 2014). One factor influences employee turnover is leadership (Govindaraju, 2018). Past research suggested that 75% of individuals leave their job because of their bosses, which indicates that leaders role and their leadership styles are essential in employee retention (Ngethe, 2012). Leadership is a determinant of employee retention because it influence the level of job satisfaction (Rad and Yarmohammadian, 2006a). Due to the of employee turnover in hotel business and the significant of leadership in employee, the aim of the study is to investigate the suitable leadership style for service industry in Bangkok.

1.2 Rationale and significance of the study

There are multiple reasons for hotel operator to maintain and enhance its competitive advantage. First, the growing expansion of hotel sectors in Thailand results in highly competitive market, which means that hotels need to put in more effort to maintain its market share. In addition, Thailand has encountered oversupply situation as shown by the diminished average occupancy rate in the past i.e., between 2000 and 2014. This situation reflects that it is important for hotel to maintain its competitive advantage so that they can survive or minimally affected by oversupply situation. Moreover, additional supply and competitive also comes from the growing number of condominiums and apartment in which the owner offers daily rental, usually by Airbnb. For these reasons the industry is highly competitive, and it is challenging for all hotels even five stars hotel to maintain its market share and strive in this intense industry. One way to enhance competitive is through customer

satisfaction, which highly depends on customer service. This fact means that employees, especially those in direct contact with the hotel guests are valuable assets of the company. For this reason, human resource management is particularly important for this industry. Despite the importance of employees in hospitality industry, the industry demonstrates high turnover rate due to various reasons including leadership style. That being said, very limited number of studies have been done to investigate effectiveness of leadership style in enhancing employee retention. None of the study have been done in the context of Thai. Preference of leadership style may be affected by cultural influence. Thus, conducting a study specifically in Thai context is essential in obtaining reliable data that can be applied in business world. In addition, limited number of studies have been done to specifically look at luxury hotel. Customers staying at luxury hotel are often more demanding as they expected more due to the tremendous amount of money they paid. The demandingness of the customer can be stressful to hotel employees at a point in time, which may adversely impact the turnover rate and increase their demand for appropriate leadership. For this reason, it is crucial to conduct a study concerning luxury hotel industry. The knowledge obtained from this study will be helpful for luxury hotel operators to better manage its human resources and enhance its competitive advantage.

1.3 Research questions and objectives

Research question: Which leadership style is the most suitable for hotel industry?

- Research objective 1: To determine the most effective leadership style for hotel industry
- Research objective 2: To determine the most effective leadership style in retaining hotel employees in Bangkok.
- Research objective 3: To determine the most effective leadership style in enhancing employees' satisfaction

1.4 Scope of the study

This study focuses majorly on luxury hotel industry in Bangkok and metropolitan area.

CHAPTER 2

LITERATURE REVIEW

2.1 Tourism and hotel industry in Thailand

2.1.1 Thai tourism and hotel industry

Thailand is one of the nations with the most developed tourism markets in Asia. According to UNTWO, Thailand continues to rise in the rankings as the world's top tourism destinations. Thailand moved up the ranks to 3rd place from 5th place regarding tourism receipts in its second year of double-digit growth, which is equivalent to 50 billion USD in 2016 (table 1). The country also climbed up to 9th position in term of international tourist arrivals (33 million) (table2) (World Tourism Organization, 2017).

By 2020, the number of visitors in Thailand is expected to rise to more than 40 million where the majority of the visitors will continue to arrive from the Asia Pacific region and Europe. Bangkok, Thailand's capital city, is among the top 10 of the World's most attractive cities. Thus, tourism industry is one of the country's main economic sectors accounting for 6-7% of its GDP. Revenue in this industry reached 2.5 trillion THB or 71 billion USD in 2016 with 870 billion contributing from domestic market and 1.6 trillion from international markets. The average daily spending of tourists in Thailand is 5,100 THB per person in 2016 and the value is expected to grow (Netherlands Embassy in Bangkok, 2018).

Table 1: International tourism receipts

International tourism receipts		US\$				Local currencies	
		(billion)		Change (%)		Change (%)	
Rank		2015	2016*	15/14	16*/15	15/14	16*/15
1	United States	205.4	205.9	7.0	0.3	7.0	0.3
2	Spain	56.5	60.3	-13.3	6.9	3.8	7.1
3	Thailand	44.9	49.9	16.9	11.0	23.0	14.7
4	China	45.0	44.4	2.1	-1.2	3.6	5.3
5	France	44.9	42.5	-22.9	-5.3	-7.6	-5.1
6	Italy	39.4	40.2	-13.3	2.0	3.8	2.3
7	United Kingdom	45.5	39.6	-2.3	-12.9	5.2	-1.4
8	Germany	36.9	37.4	-14.8	1.4	2.0	1.7
9	Hong Kong (China)	36.2	32.9	-5.8	-9.1	-5.8	-9.0
10	Australia	28.9	32.4	-8.2	12.3	10.2	13.5

Sources:UNWTO.(2017). *International tourism receipts*. Retrieved from https://people.unica.it/carlamassidda/files/2017/06/UNWTO_Tourism-Highlights_2017.pdf

Table 2: International tourist arrivals

International tourist arrivals		Series	(million)		Change (%)	
			2015	2016*	15/14	16*/15
1	France	TF	84.5	82.6	0.9	-2.2
2	United States	TF	77.5	75.6	3.3	-2.4
3	Spain	TF	68.5	75.6	5.5	10.3
4	China	TF	56.9	59.3	2.3	4.2
5	Italy	TF	50.7	52.4	4.4	3.2
6	United Kingdom	TF	34.4	35.8	5.6	4.0
7	Germany	TCE	35.0	35.6	6.0	1.7
8	Mexico	TF	32.1	35.0	9.4	8.9
9	Thailand	TF	29.9	32.6	20.6	8.9
10	Turkey	TF	39.5	..	-0.8	..

Sources: UNWTO.(2017). *International tourist arrivals*. Retrieved from https://people.unica.it/carlamassidda/files/2017/06/UNWTO_Tourism-Highlights_2017.pdf

In the first quarter, the tourist arrivals in 2018 increased by 15.4% compared to previous year. Total visitors increased to 35.38 million in 2017. In 2017, the largest contribution of arrival comes from China (27%). In 2017, the first three quarters showed modest increase in number of visitors, while the last quarter showed dramatic rise of double digit increase particularly in October, November, and December. In term of tourism, Thailand maintains its competitive edge. World Economic Forum's Travel and Tourism Competitiveness Index 2017 identified four competitiveness measurements including enabling environment (safety and security, health and hygiene), travel policy (international openness, price competitiveness), infrastructure (transportation), and natural and cultural resources. According to these measurements, Thailand ranked 34th among 136 countries. Among Asian countries, Thailand is ahead of Vietnam, Philippines, Indonesia, and India, yet behind countries such as Hong Kong, Japan, Korea, China, Taiwan, Singapore, and Malaysia. Thailand ranked 7th, 16th, 18th, and 20th in term of natural resources, tourist service infrastructure, price competitiveness, and air transportation, respectively (DBS Group Research, 2017). Even though the ranking of the country regarding the safety and security and environmental sustainability, Thailand maintains its attractiveness as tourist destination. Due to the rapid pace in tourism demand growth, the average occupancy rate of hotels in Thailand increased consecutively from 58.9% in 2014 to 62.2% in 2015, 67.8% in 2016, and 69.5 in 2017 (figure 1) (DBS Group Research, 2017).

Thailand has become a regional hub in the MICE or Meetings, Incentives, Convention, Exhibition market due to its charm of cultural and historical richness. In addition, the country is famous for hospitality, strategic location with international connectivity, solid basic infrastructure, and competitive costs. In 2017, Thailand ranked 4th in top ten Asia Pacific cities based on meetings and events activities. In order to meet international standards, Thailand's Convention & Exhibition Bureau (TCEB) launched the Thailand MICE Venue Standard (TMVS) since 2013 in five major cities including Bangkok, Chiangmai, Khon Kaen, Pattaya, and Phuket. In 2016, the MICE industry contributed 102.9 billion THB toward Thailand's GDP (DBS Group Research, 2017).

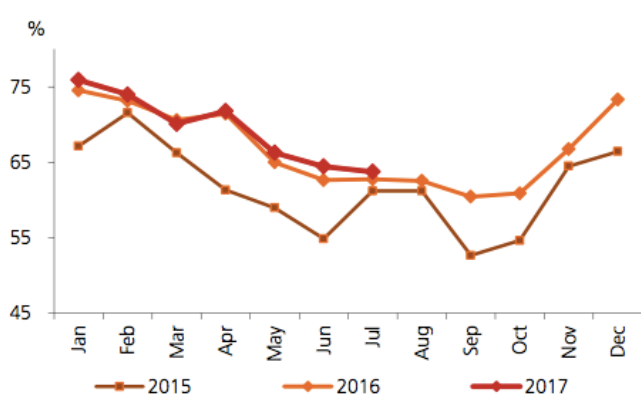


Figure 1: Average occupancy rate of hotels in Thailand

As shown in figure 2, many travellers visit Thailand for adventure such as eco-tourism, snorkeling, scuba diving, and trekking. Adventure travel accounts for 10-20% of tourists visiting Thailand while over half of tourists visit Thailand with the purpose of leisure e.g. relax, spending time at the beach, night life, spa, massage, visiting historical sites, and etc. That being said, the number of adventure tourists doubled between 2013 and 2015 demonstrating the high potential for future growth (SCB Economic Intelligence Center, 2017).

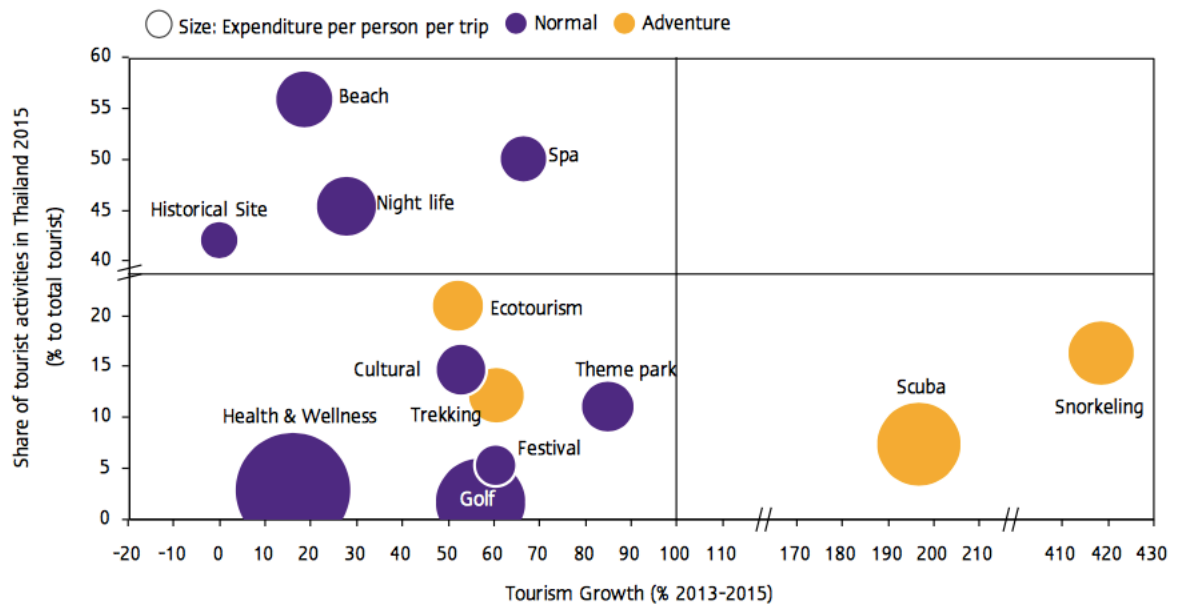


Figure 2: Share of popular activities in Thailand (2015)

Hotel industry in Thailand is growing. Figure 3 shows that RevPAR performance of Thailand continue to grow from 2014 to 2016 despite the decline in 2013 Figure 4 shows that Thailand has the lowest occupancy compared to other country. (Uriarte, 2017). Thai hotel business has encountered a situation of oversupply as by lower occupancy rate (figure 5,6). The average occupancy rate between 2000 and 2014 was 59%. The cause of oversupply is responsible by increasing number hotel and accommodation investors in fast-growing tourism of Thailand. Moreover, apartments and condominiums owners are offering daily rental of their properties despite being considered as an illegal action. According to figure 7, Bangkok has the highest average occupancy rates (Lunkam, 2017b).

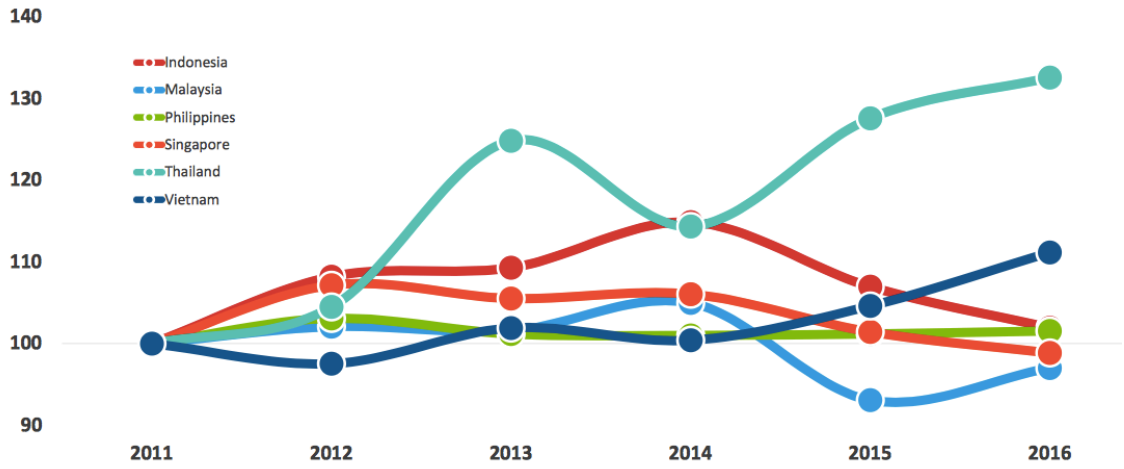


Figure 3: Countries RevPAR Performance (local currency)

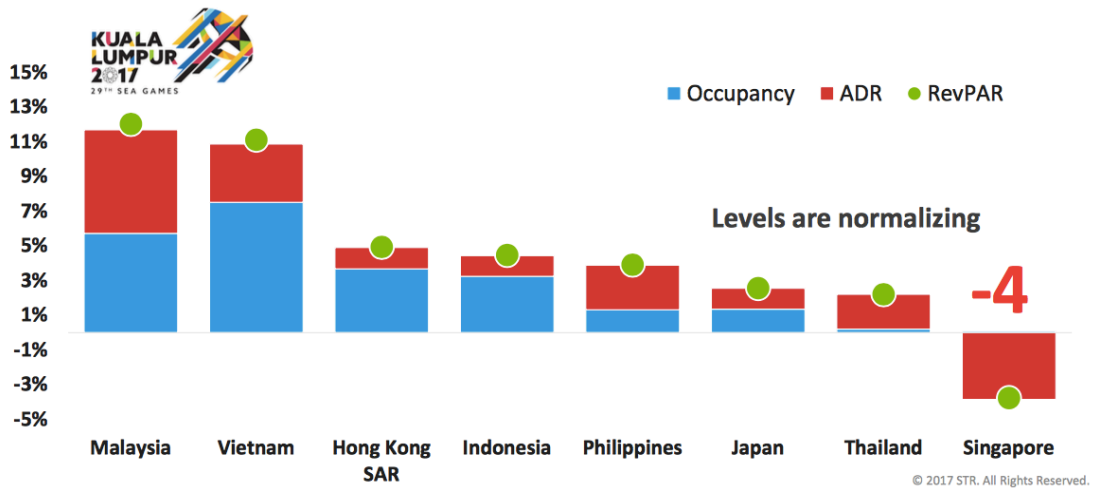
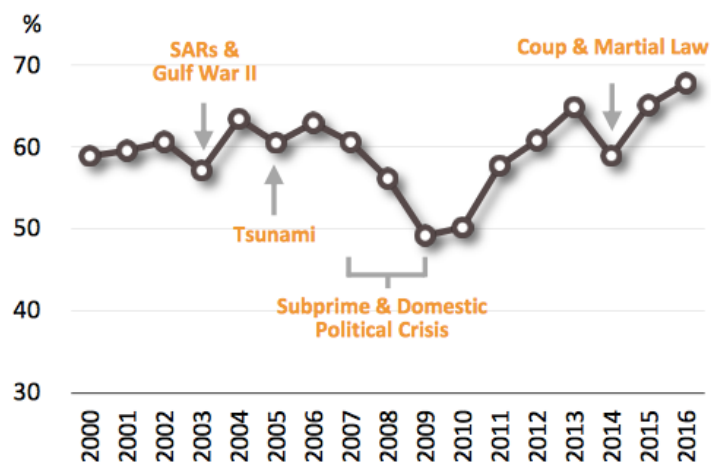


Figure 4: Occupancy, ADR, RevPAR Growth



Sources : BOT & Department of Tourism

Figure 5: Thailand Occupancy Rate

Area/Location	Occupancy Rate (%)		
	2014	2015	2016
Bangkok	67.5	76.3	78.3
Chonburi	69.1	74.8	75.2
Phuket	70.4	73.4	74.1
Petchaburi	63.6	68.9	70.5
Chiang Mai	62.2	66.3	70.0
Suratthani	62.6	66.8	69.1
Rayong	58.7	64.8	67.3
Prachuap Kiri Khan	60.8	65.7	67.1
Krabi	59.5	62.8	65.5
Trad	56.3	60.4	63.1
Nakhon Ratchasima	51.7	56.7	58.7
Tak	49.8	53.4	57.4
Nong Khai	51.3	54.4	56.2
Sa Kaew	51.3	52.6	54.6
Nationwide	58.9	62.2	67.8

Source: Department of Tourism

Figure 6: Occupancy Rate by Location

2.2 Leadership style

Leadership style is the most important item of leadership process (Wood, 1993). Researcher suggested that leadership styles are important tools to create motivated employees which in turn help to achieve organisational goals (Kavanaugh and Ninemeier, 2001). Thus, hospitality organisations including hoteliers should

employ effective leadership to improve guest services and employee job satisfaction (Woods and King, 2002). Since the early 1900s studies on leadership have established a large pool of theoretical materials relating to leadership concepts. Leadership style is defined as an interaction process among individual groups that includes a structured or restructured situation, members' expectations and perceptions (Bass, 1990). It is also defined as the pattern of behaviour that leaders act during work with and through others, as they perceive it (Hersey and Blanchard, 1993). In addition, other researcher proclaimed leadership style as the pattern of interaction between leaders and subordinates, which includes controlling, directing, techniques and methods that are used by leaders to motivate subordinates implementing the instructions (Miller et al., 2005).

2.2.1 Transactional leadership

Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria (Trottier et al., 2008). The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance (Scott, 2003). Transactional leadership in organizations plays exchange role between managers and subordinates (Jung, 2001). Transactional leadership style is understood to be the exchange of rewards and targets between employees and management (Howell and Avolio, 1993). Researchers explained that transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement (Bass and Avolio, 1990). Researchers explained that transactional leadership depends on contingent reinforcement, either positive contingent reward or the more negative active or passive forms of management-by-exception (Bass and Avolio, 1994). Transactional leaders motivate followers through exchange; for example, accomplishing work in exchange for rewards or preferences (Kahai et al., 1997, Yang, 2007). Kahai et al found group efficacy was higher under the transactional leadership condition. Scholars suggested that transactional leader tends to focus on task completion and employee compliance and these leaders rely quite

heavily on organizational rewards and punishments to influence employee performance (Burns, 1978).

2.2.2 Transformational leadership

Transformational leadership style concentrates on the development of followers as well as their needs. Managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities (Ismail et al., 2009). Researcher suggested that the aim of transformational leadership would be to transform people and organizations inside a literal sense i.e. to alter them in the mind and heart enlarge vision, insight and understanding clarify reasons make behaviour congruent with values, concepts and brings about changes which are permanent, self-perpetuating and momentum building (Bass, 1990). Researchers further suggested that transformational leadership happens when leader become wise and uphold the interests of the employees, once they generate awareness and acceptance for the purpose and assignment of the group, so when they blend employees to appear beyond their own self-interest for the good of the group (Bass and Avolio, 1993). Transformational leaders encourage followers to view problems from new perspectives, provide support and encouragement communicates a vision, stimulates emotion and identification (Bass and Avolio, 1990). Other researchers said that transformational leaders are able to define and articulate a vision for their organizations and their leadership style can influence or “transform” individual-level variables such as increasing motivation and organization-level variables, such as mediating conflict among groups or teams (Jung, 2001). Researcher disclosed transformational leadership had active influence on individual and organizational outcomes such as employee satisfaction and performance. Higher levels of transformational leadership were associated with higher levels of group potency (Podsakoff et al., 1990).

2.2.3 Laissez faire leadership

Laissez faire leadership style refers to “Abdicates responsibilities avoid making decisions” (Chaudhry and Javed, 2012). Similarly, another researcher

suggested that Laissez faire is uninvolved in the work of the unit (Luthans, 2005). To put it differently, leader using this leadership style usually exhibits frequent absence and lack of involvement during critical junctures (Eagly et al., 2003). Thus, it is difficult to defend this leadership style unless the leader's subordinates are expert and well-motivated specialists. This leadership style let group members make all decision (ibid, 2012). Above All the Authors defines the Laissez Faire Leadership with their own words according to their given definitions the idea of this type of leadership is same. Authors defines that in this style the Leaders normally do not want their interference in decision making process. They normally allowed to their subordinates that they have power to get their personal decisions about the work. They are free to do work in their own way and they are also responsible for their decision. Normally Leaders avoids to making decision and do not involve in working units because the leaders gives to subordinates to completely freedom to do decisions. Sometimes the leaders provide them to important material and they just involve the answer & question but avoiding feedback.

2.2.4 Situational leadership

Situational leadership theory proposes that effective leadership requires a rational understanding of the situation and an appropriate response, rather than a charismatic leader with a large group of dedicated followers (Grint, 2011). Situational leadership in general and Situational Leadership Theory (SLT) in particular evolved from a task-oriented versus people-oriented leadership continuum (Bass, 2008, Lorsch, 2010) (Bass, 2008; Conger, 2010; Graeff, 1997; Lorsch, 2010). The continuum represented the extent that the leader focuses on the required tasks or focuses on their relations with their followers. Originally developed by Hershey and Blanchard (1969), SLT described leadership style, and stressed the need to relate the leader's style to the maturity level of the followers. Task-oriented leaders define the roles for followers, give definite instructions, create organizational patterns, and establish formal communication channels (Hersy and Blanchard, 1969, Bass, 2008). In contrast, relation-oriented leaders practice concern for others, attempt to reduce emotional conflicts, seek harmonious relations, and regulate equal participation (Shin et al., 2011).

Various authors have classified SLT as a behavioral theory (Bass, 2008) or a contingency theory (Yukl, 2008). Both conceptions contain some validity. SLT focuses on leaders' behaviors as either task or people focused. This supports its inclusion as a behavioral approach to leadership, similar to the leadership styles approach (autocratic, democratic, and laissez-faire), the Michigan production-oriented versus employee-oriented approach, the Ohio State initiation versus consideration dichotomy, and the directive versus participative approach (Bass, 2008, Glynn and DeJordy, 2010). It also portrays effective leadership as contingent on follower maturity. This fits with other contingency-based leadership theories including Fiedler's contingency theory, path-goal theory, leadership substitutes theory, and Vroom's normative contingency model (Glynn and DeJordy, 2010, Yukl, 2008). Both conceptualizations of SLT admit that task-oriented and relation-oriented behaviors are dependent, rather than mutually exclusive approaches. The effective leader engages in a mix of task and relation behaviors (Shin et al., 2011). The level of maturity (both job and psychological maturity) of followers determines the correct leadership style and relates to previous education and training interventions (Bass, 2008, Hersy and Blanchard, 1969).

2.2.5 Democratic leadership

Democratic leadership is behavior that influences people in a manner consistent with and/or conducive to basic democratic principles and processes, such as self-determination, inclusiveness, equal participation, and deliberation (Woods, 2004, Cassel, 1063). Democratic leadership, also known as participative leadership or shared leadership. Under this leadership style, everyone is given the opportunity to participate, ideas are exchanged freely, and discussion is encouraged. While the democratic process tends to focus on group equality and the free flow of ideas, the leader of the group is still there to offer guidance and control (Amanchukwa et al., 2015). The democratic leader is charged with deciding who is in the group and who gets to contribute to the decisions that are made. Researchers have found that the democratic leadership style is one of the most effective types and leads to higher productivity, better contributions from group members, and increased group morale (ibid, 2015). Researchers suggest that good democratic leaders possess specific traits

that include honesty, intelligence, courage, creativity, competence, and fairness. Strong democratic leaders inspire trust and respect among followers (Martindale, 2011).

2.2.6 Autocratic leadership

Compared to democratic superiors, autocratic superiors act in more self-centered ways. They make decisions more unilaterally and supervise subordinates' work activities more closely (Vugt et al., 2004). While autocratic may have earned a negative reputation, by definition autocratic leadership is the centralization of power, which depending on the circumstances could either help or hurt group functioning. Indeed, evidence exists that autocratic leadership is not always harmful and may at times also facilitate team functioning (Bass, 2008). To put it differently, autocratic leadership is usually characterized by behaviors focused on centralizing decision-making and concentrating power (Foels et al., 2000) through which the leader controls every aspect of subordinates' activity without consideration of subordinates' input (Sauer, 2011). Specific behaviors include ordering team members around, telling them what to do and making decisions in a unilateral way (Hoogh and Hartog, 2009). The basis of autocratic power is derived from the opportunities inherent in the leader's position in the organization, which provides control over resources and rewards, punishments, information, and the physical work environment (Yukl, 2008).

When autocratic leadership is high, leaders are dominant, tend to engage in centralized, hierarchical decision-making and interact with team members in a directive manner. In contrast, when autocratic behavior is low, leaders are less focused on hierarchical structuring, controlling and directing the group or centralizing command. Rather, they may engage in a variety of other leadership styles, such as democratic or empowering forms of leadership, which stimulate power sharing (Srivatava et al., 2006) and shared decision making (Yukl, 2010), or they might also, for example, act in a passive or laissez-faire manner, which reflects the avoidance of any form of decision making, responsibility, or usage of authority (Bass, 2008). Thus, autocratic leadership can be contrasted with both democratic and laissez faire forms of leadership, suggesting that autocratic leadership, compared to other leadership

types, is particularly focused on centralized control and the dictation of methods and stages of goal attainment.

2.2.7 Charismatic leadership

Charismatic business leaders are often heralded as corporate heroes by orchestrating turnarounds, launching new enterprises, engaging in organizational renewal or change, and obtaining extraordinary performance from individuals (Conger, 2015). Charismatic leadership theories emphasize symbolic leader behavior, visionary and inspirational messages, nonverbal communication, appeal to ideological values, intellectual stimulation of followers by the leader, display of confidence in self and followers, and leader expectations for follower self-sacrifice and for performance beyond the call of duty. Such leadership is seen as giving meaningfulness to work by infusing work and organizations with moral purpose and commitment rather than by affecting the task environment of followers, or by offering material incentives and the threat of punishment (Shamir et al., 1993).

2.3 Leadership style in hotel industry

Characteristics of the hotel industry's work environment include long operating hours, a fast pace of activities, a labor intensive diverse work force, growing competition, and dynamic travel patterns which can lead to high levels of stress for those managing in it. It is also very capital intensive with large amounts of money tied up in physical structures, furnishings and equipment. The lodging industry at its best can be difficult to manage. The capabilities required of a hotel general manager are demanding due to the unique characteristics of the industry. This is because hotels typically operate 24 hours per day, seven days a week, and 365 days a year; demand fluctuates significantly by season and/or economic factors; there are high labor costs; and unique management skills are required to motivate a highly diverse complement of staff and team members (Blayney and Blotnick, 2010, Rutherford, 2002). Compared to managers in other industries, these job characteristics may exert increased daily management pressures on hotel managers (Rutherford, 2002). In the hospitality industry, the most common leadership style is the autocratic style because of unpredictable demands in the hospitality industry (Al-Ababneh,

2013a). The history of autocratic leadership style in hospitality industry creates some difficulties to adopt the participative leadership style, since there are deep roots of autocratic leadership style in hospitality industry (Wood, 1993).

2.4 Employee satisfaction and turnover intention

Job satisfaction is defined as “a pleasurable or positive emotional state resulting from one’s job or job experiences” (Locke, 1976). Job satisfaction was also defined as the feelings and attitudes of people toward their job (Armstrong, 2003). Armstrong (2003) suggested that if people have favourable and positive attitudes towards their job, this means job satisfaction, but if they have unfavourable and negative attitudes towards their job, this means job dissatisfaction. The above explanations deduce that job satisfaction represents the positive attitudes of people and their feelings about their job, because they like their job. Job satisfaction is considered as an important goal in organisations for two reasons. First, employees deserve respect and fair treatment. Second, employees’ job satisfaction will affect the functions of organisation (Spector, 2017). In addition, researcher suggested that satisfied employees are less absent, stay at work, and they have positive contributions to their organisations, while dissatisfied employees are more absent, show job stress, and look for new jobs (Griffin, 2002).

Researcher stated that the antecedents of job satisfaction are categorised into two groups. The first group includes the job environment itself and some factors related to job. The second includes individual factors related to the person, who will bring these factors to the job including previous experiences and personality. Often both groups of antecedents work together to influence on job satisfaction, therefore job satisfaction is determined by a combination of both individual characteristics and job environment characteristics (Spector, 1985). Armstrong (2003) further suggested several other factors that affect the level of job satisfaction such as extrinsic factors, intrinsic factors, social relationships in work place, individuals’ abilities to do their work, and the supervision’s quality.

Human resource professionals struggle with employee retention (Edet et al., 2017). Turnover intention can be defined as the probability that an employee will

choose to leave an organization identified by specific time periods (Chao et al., 2015). Voluntary turnover is an inherent part of running a business. Turnover directly impacts the profitability of a business (Harrison and Gordon, 2014); therefore, it is understandable why managers are concerned about turnover. Studies have evidenced the relationship between job satisfaction and turnover intention. When an employee is not satisfied with the job or organization, the employee has a greater chance of leaving the organization (Kim and Park, 2014). A study of employees within a manufacturing firm in Indonesia, claimed there is a direct correlation between an employee's job satisfaction and turnover intention (Tarigan and Wahyu, 2015). Another study on the relationship between employee job satisfaction and turnover intention in the healthcare industry found the same relationship (Batura et al., 2016). The results of Batura et al.'s survey supported the results of Tarigan and Wahyu Ariani. To reduce turnover intention, employees need to feel satisfied with their jobs and the organization. Sheraz, Wajid, Sajid, Quershi, and Rizwan (2014) studied more than 200 professional workers in Pakistan. The study concluded that there is a negative correlation between job satisfaction and turnover intent. This result is consistent with the results of a study of higher education in Thailand (Salman et al., 2016). It is important for managers to discover what makes employees satisfied on the job and implement initiatives to increase job satisfaction.

2.5 Leadership style, job satisfaction and turnover intention

Evidently, leadership style and job satisfaction have been extensively researched within the hospitality industry. The importance of leadership was first researched in the 1920s with studies using surveys about job satisfaction; the researchers reported that employees' favourable attitudes toward supervision helped to achieve employees' job satisfaction (Bass, 1990). Several studies were conducted during the 1950s and 1960s to investigate how managers could use their leadership behaviours to increase employees' level of job satisfaction (Northhouse, 2004, Bass, 1990), these studies confirmed the significance of leadership in making differences in employees' job satisfaction. Employee job satisfaction is influenced by the internal organisation environment such as leadership styles (Seashore and Taber, 1975), and therefore

employees are more satisfied with leaders who are considerate or supportive than with those who are either indifferent or critical towards subordinates (Yukl, 1971). Consequently, leadership style is an important determinant of employee job satisfaction. Researcher found that leadership behaviour was positively related to job satisfaction and therefore managers need to adopt appropriate leadership behaviour in order to improve employees' job satisfaction (Yousef, 2000). Managers and their appropriate leadership styles play an important role in job satisfaction (Chen and Silverthorne, 2005, Rad and Yarmohammadian, 2006b). On the other hand, Yousef (2000) argued that theories developed and tested in Western organisations are also valid for non-Western countries. Hence, the impact of leadership style is very significant on job satisfaction, and this relationship does not differ between west and east and therefore leadership is considered an important process for success or failure of any organisation (Lok and Crawford, 2004). All in all, researcher suggests that leaders can make important differences in employees' level of job satisfaction through improving employees' effectiveness and motivation, and by keeping their organisations in a successful situation (Armstrong, 2003).

Past study to measure the influence of relationship of leadership style on academic staff retention in Public Universities in Kenya found that there was a significant relationship between leadership style and academic staff retention (Ng'ete et al., 2012). When management styles are considered repugnant by the subordinates, they undermine employees' performance and instigate their propensity to quite the organization. Employee's retention and performance can be achieved through the adoption of appropriate leadership styles that will align business strategies with employee's motivation and morale (ibid, 2012). Another study with aim to investigate the relationship between leadership style (transactional and transformation), job satisfaction, organization commitment and retention of employee in commercial banks of Sindh, Pakistan also find the similar result (Khalid et al., 2016). The study indicated a strong and positive relationship between leadership style and employee retention (ibid, 2016).

Different leadership style resulted in varying influences on job satisfaction. A study was performed to investigate whether transformational leadership style and transactional leadership style significantly related to turnover intention of the academic staff in a community college in Malaysia found no significant relationship between leadership styles and employee turnover intention (Long et al., 2012). In contrast, another study with aim to investigate the impact of leadership style on employee job satisfaction in five-star hotels found that two types of leadership styles, namely democratic and laissez-faire were found to have direct positive significant relationships with employees' job satisfaction (Al-Ababneh, 2013b). In addition, the study also found that the democratic leadership has a stronger influence on job satisfaction than laissez-faire leadership does. The dominant leadership style was democratic, and employees were moderately satisfied with their job. The study concluded that the democratic leadership is deemed suitable for managing hotels. The study's result show that different leadership style will have different impacts on employee job satisfaction (ibid, 2013b). Another study to examine which style of leadership (transformational, transaction, and laissez faire) that have significant relationship towards employee turnover intention and to determine stress as a mediator role between leadership and employee turnover intention found that shows that there is significant negative influences of transactional leadership style on employee turnover intention, which has been partially mediated by job stress (Ahmad et al., 2018). In addition, the finding of the study suggested that transformation leadership and laissez faire help reduce the rate of employees' turnover intention (ibid, 2018). A study also found that the autocratic leadership leads to lower level of job satisfaction, while democratic leadership leads to higher level of job satisfaction. Furthermore, the level of job satisfaction under laissez-faire leadership is less than under democratic leadership (Bass, 1990).

Moreover, Savery found that democratic leadership style related positively to employees' job satisfaction in federal organisations in Western Australian (Savery, 1994). While, Lok and Crawford (2004) found that consideration leadership style was positively related to job satisfaction, but initiating structure leadership style was negatively related to job satisfaction. In contrast, Rad and Yarmohammadian (2006)

found no relationship between leadership behaviours (task and employee oriented) and employees' job satisfaction in Isfahan University Hospitals in Iran. They also indicated that a participative leadership style was prevalent among managers and that style influenced employee job satisfaction. Furthermore, Researchers also found that laissez-faire leadership style in a boutique hotel led to negative results in organisational performance such as low satisfaction, high stress, and low commitment by followers (Erkutlu and Chafra, 2006).

A study investigating relationship between transformational leadership and job satisfaction among flight attendants confirmed that transactional leadership has a stronger influence on job satisfaction than transformational leadership does in an airline company (Tasi and Su, 2011). Similarly, another study indicated that the relationship between transformational leadership and job satisfaction is a positive significant relationship in national oil company (Shurbagi and Zahari, 2012). While study performed in Malaysia confirmed that two types of leadership styles, namely, transactional and transformational were found to have direct relationships with employees' job satisfaction (Voon et al., 2011), the results showed that transformational leadership style has a stronger relationship with job satisfaction in public sector organisations. A study investigating the impact of autocratic and democratic leadership style on job satisfaction found that Leadership style has a positive impact on job satisfaction and public teachers have high level of job satisfaction rather than private teachers. The researcher concludes from the previous researches that leadership style has a relationship with employee's job satisfaction in different sectors (Bhatti et al., 2012).

2.6 Conceptual framework

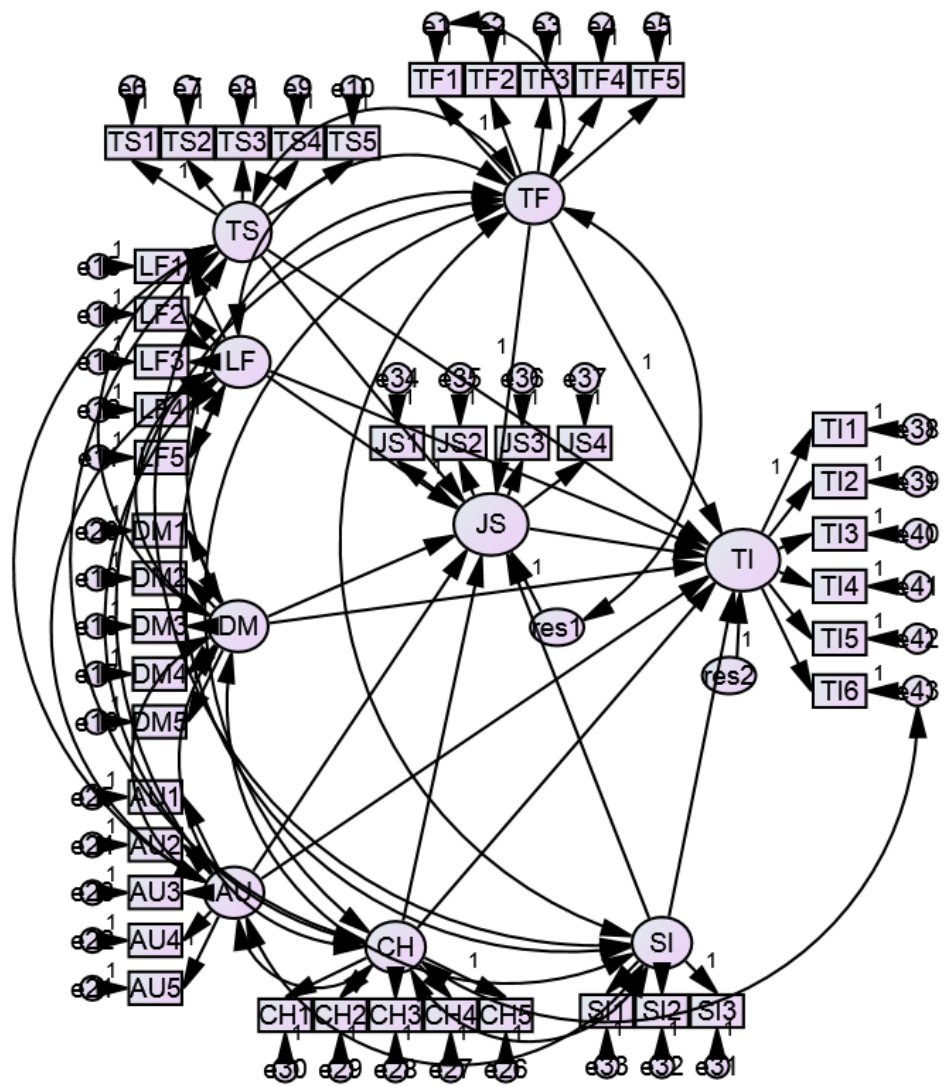


Figure 7: Conceptual framework of this study

CHAPTER 3 METHODOLOGY

Chapter 3 is a methodology chapter, which describes the research procedure adopted in order to achieve the objectives of the study and validate the hypotheses, as mentioned in the previous chapter. The tool for methodology development used in this study was the “research onion”, which was developed by Saunders, Lewis and Thornhill (2009). As shown in figure 8, there are six layers to research onion including philosophy, approach to theory development, methodologic choice, research strategy, time horizon, and techniques and procedures Onion (Saunders and Lewis, 2009).

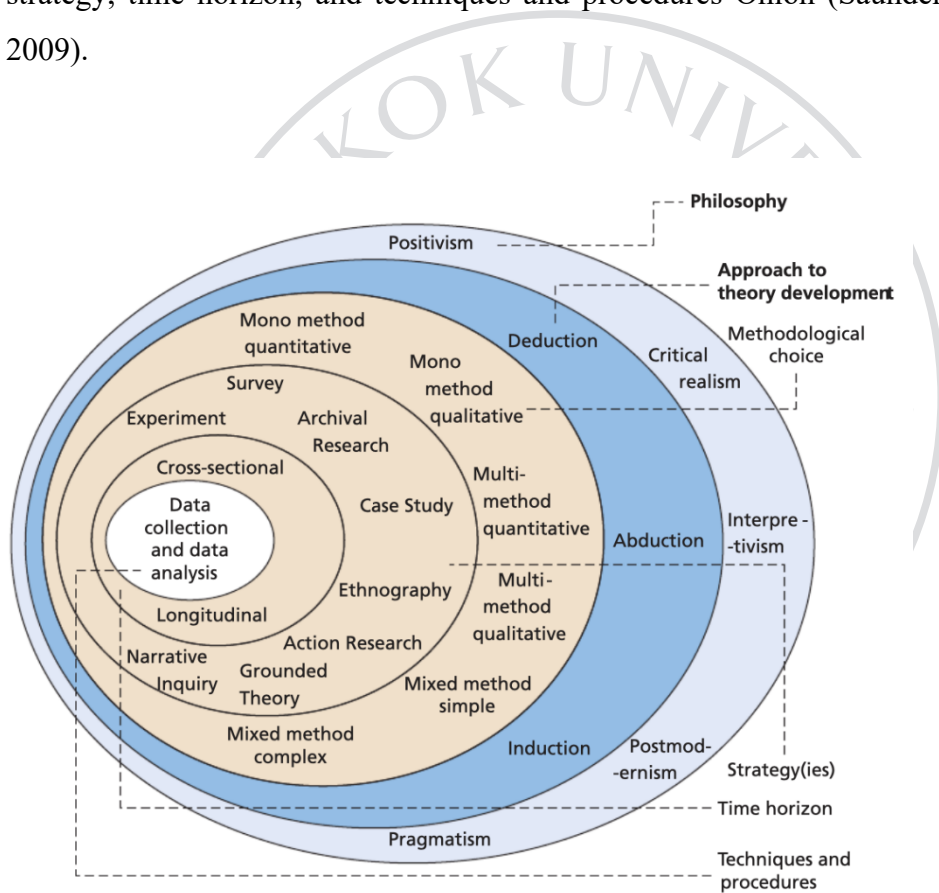


Figure 8: The Research Onion (Saunders and Lewis, 2009)

3.1 Research philosophy

Research philosophy can be described as assumptions or a system of beliefs about knowledge development (Saunders and Lewis, 2009). At every stage of the research procedure, researchers will make a different type of assumptions, including ontological assumptions, epistemological assumptions, and axiological assumptions (Burrell and Morgan, 2016). Ontological assumptions refer to assumptions regarding the realities one discovers in his/her research (ibid, 2016). Epistemological assumptions regard the assumptions on human knowledge while axiological assumptions are all about the ways and extent to which one's own values affect the research process (ibid, 2016). It is an undeniable fact that all three types of assumptions determine how a researcher understands his/her research questions, the methods he/she will use, and how he/she interprets the results obtained from the research (Crotty, 1998). Due to these influences, it is crucial to define the research philosophy of the study at an early stage (Johnson and Clark, 2006). Four viewpoints constitute research philosophy, namely critical realism, positivism, postmodernism, and pragmatism (Lohaney and Vinten, 1994). This study adopted a positivism viewpoint by relying on existing theories and past researchers to formulate the research hypotheses.

In this study, the researcher believes that a suitable style of leadership among hotel employees is the social reality that is external to us. Preference towards leadership style exists independently from how we think of them, label them, or even of our awareness of them. Thus, it is possible to investigate the suitable leadership style among employees in the hotel industry by observation or measurable instrument. This ontological assumption of employee preference surrounding leadership style corresponds with the ontological assumption of a positivist, who generally believes that nature of reality is independent, real, and external, i.e. one true reality (Saunders and Lewis, 2009). This research aims to investigate the suitable leadership style for the service industry in Bangkok with the focus on the hostel industry. The preference toward leadership style can be predicted and explained primarily through statistical data and statistical analysis (Gill and Johnson, 2010). In addition, this study is value-free research meaning that the research is detached, and remains neutral of what is being

researched. This role of value of this study, corresponded with the positivism viewpoint that researcher maintains objective stance, and the result derived solely from data collection and reality, which are measurable and observable (Saunders and Lewis, 2009).

This study could have been conducted based on different research philosophy. For example, a human could be perceived as different from physical phenomena and has the ability to create meaning. People are often exposed to different circumstances, thus having different experiences, which can make them interpret things differently. The different interpretation and meaning of thing can later create varying social realities, which is the opposite of the universal assumption of positivism (Saunders and Lewis, 2009). Based on this view, interpretivism research approach could have been adopted. However, the researcher believes that positivism is more appropriate because investigating preference toward leadership style is rather objective than subjective, i.e. the researcher is not part of what is researched, and researcher interpretations is not a significant contribution to the finding of the study (ibid, 2009).

3.2 Approach to theory development

The step following research philosophy based on the research onion is research approach. There are three main research approaches, which are inductive research approach, deductive research approach, and abductive (Kovacs and M.Spens, 2005). From a positivist point of view, the most suitable research approach is deductive research approach (Saunders and Lewis, 2009). Thus, this study adopted the deductive research approach. Existing theory, which is various theory of leadership, were used to formulate research hypotheses. Based on the deductive approach, the next step, once the hypotheses been developed, is to design a research strategy in order to test those hypotheses (Zalaghi and Khazaei, 2016). The deductive approach is suitable to explain causal relationships between variables and concepts (Woiceshyn and Daellenbach, 2018). In this study, the research attempted to explore how different leadership style affect employee satisfaction and employee turnover. Due to the aim of this research, the deductive research approach was suitably applicable. The deductive research approach was also advantageous as there is a great

possibility to generalize the findings of the research, which was desirable for this study (ibid, 2018). Lastly, the research approach allows researchers to measure the concept using quantitative data collection (Saunders and Lewis, 2009).

3.3 Methodologic choice

In the field of research, data can be collected primarily through two methods, namely the quantitative method and qualitative method (Neuman, 2002). The methodologic choice typically accepted by positivist is quantitative methods of analysis. So, the study chosen the quantitative method over qualitative method to evaluate the hypotheses formulated based on various leadership theories. Leadership theories serves as the framework that not only allowed the researcher to develop the hypothesis but also to develop a specific structured tool that can be used to obtain quantitative data (Tobin and Begley, 2004, Bryman and Bell, 2011).

This study collected numerical data that can be tested statistically. Thus, it allows the researcher to comply to the positivism research philosophy that finding is factual and objective rather than subjective (ibid 2004). The data collected through this approach, hence, offered better generalization and implied the ontological assumption of positivism (Tobin and Begley, 2004). Numerical data also derived from data collected from a larger pool of participants within a short period of time (ibid, 2004). This was crucial for this study because the study also took sociodemographic factors into consideration, meaning that data must be collected from a very diverse pool of participants. All in all, the methodologic choice of this study is a mono research method featuring quantitative data collection.

3.4 Research strategy

Research strategy concerns the overall plan for conducting a research study to achieve its research objectives (Johannesson and Perjons, 2014). There are multiple research strategies that can be used in quantitative studies such as experiments, survey, polls, and etc. (Atieno, 2009). Whether which research strategy should be adopted depends more on the research questions (Saunders and Lewis, 2009). Researches regarding leadership

style and its influence on job satisfaction and turnover intention in the past have been conducted extensively using a survey as a research strategy. A survey is one of the most commonly used data collection tool in the body of research surrounding effectiveness of leadership style. It was also selected as a research strategy of this study because the researcher is exploring the same area, but only from the context of Thai.

The study featured an online questionnaire, which was a suitable strategy to collect data during COVID-19 pandemic, where social distancing was indispensable. Moreover, an online questionnaire allows data collection among participants living in a different region (ibid, 2009) i.e. employees working in Centara hotel & resorts hotels chain, which contain countless of hotels and resorts across Bangkok. This study sought to explore opinions from hotel employees across Bangkok and metropolis area ; thus, data collection through online questionnaire was suitable. Based on the aforementioned reasons, this study adopted an online questionnaire to fulfil its research strategy. That being said, limitation associated with online survey must be taken into consideration. Being an online survey means that the researcher is absent when the participant answers the questions. As such, the participant cannot ask any question to the researcher even if they cannot understand the question. This could lead to inaccurate results (Wright, 2005). To minimize this issue, the researcher included the informed consent not only for the ethical purposes but also to include all the information necessary for the participant to have a better understanding of the research.

3.5 Time horizon

This study is based on a cross-sectional time horizon, which is a short term study featuring data collection at a certain period of time (Melnikovas, 2018). While longitudinal time horizon is also another alternative time horizon that this study could be based on, the longitudinal time horizon is not necessary for this study. This research aimed to investigate preference toward leadership style, and the effectiveness of different leadership style on securing positive employees satisfaction and turnover intention, which meant that the cross-sectional time horizon was already adequate and

appropriate. It is unnecessary to collection series of data using longitudinal time horizon as the aim of the research is not to compare employees' opinion over a period of time (ibid, 2018). In addition, the researcher had a limited period of time to conduct the study meaning that study based on longitudinal time horizon is not possible. Thus, this study was a cross-sectional study.

3.6 Techniques and procedures

3.6.1 Sampling design

3.6.1.1 Sampling technique

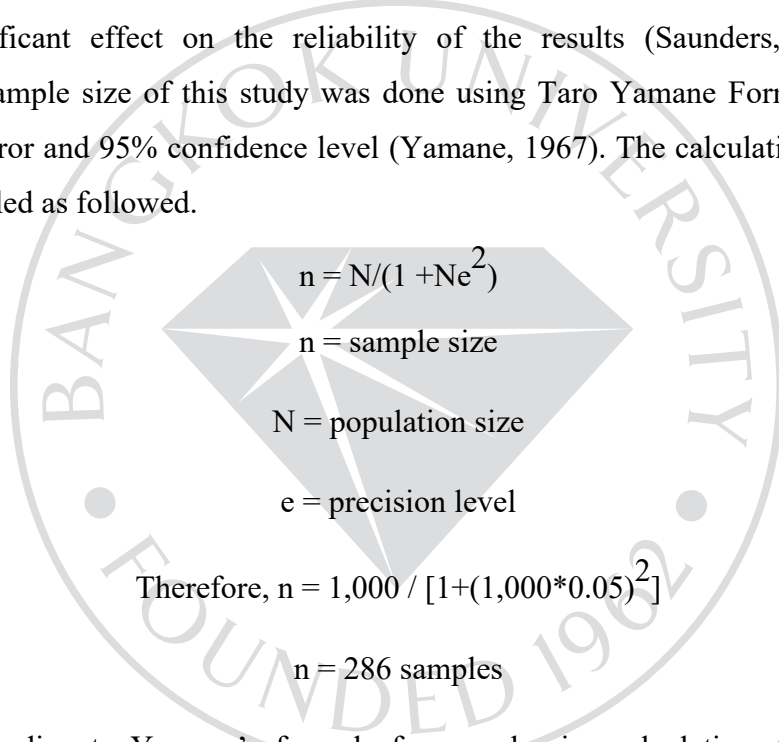
In term of sampling technique, there are two main sampling techniques, namely probability sampling and non-probability sampling (Saunders and Lewis, 2009). The differences between the two sampling techniques are that probability sampling uses a random sampling technique to create a sample, while a non-probability sampling technique uses a non-random process (ibid, 2009). Due to a limited period of time, the non-probability sampling technique was more practical for this study. Firstly, this study relied on convenience sampling where the survey is given to close group of people that the researcher who that the they are working in Centara hotels and resorts, Based on convenience sampling, the researcher sent the link to the questionnaire to participants whom researcher have their contact detailed via e-mail, Line, or Facebook direct message. After convenience sampling, this study relied on snowball sampling, which is also referred to as chain-referral sampling, chain sampling, or referral sampling (Goodman, 1961). This technique allows researchers to acquire future participants from already recruited participants, i.e. the participants obtained through convenience sampling (ibid, 1961). This snowballing technique helped to acquire sufficient sample size in a shorter period of time. The researcher included a prompt at the end of the survey to encourage participants to share the questionnaire to people they know. The prompt also included the inclusion criteria, which are people who work in Centara hotel & resorts. This information serves to ensure that the participant will be referring the survey to the right target population.

3.6.1.2 Target population

Target population refers to the population of interest that meet the minimum requirement of the study (Brace, 2004). The identifying target population is important for the following step, which is sample size determination (ibid, 2004). The target population are employee of Centara Grand hotels and resort. There are around 1,000 employees working at Centara grand hotels and resorts (Owler, 2019).

3.6.1.3 Sample size

Sufficient sample size is crucial for every research, especially those constructed based on positivism viewpoint (Cooper et al., 2003) as the sample size poses significant effect on the reliability of the results (Saunders, 2012). The estimated sample size of this study was done using Taro Yamane Formula at a 5% sampling error and 95% confidence level (Yamane, 1967). The calculation of sample size is detailed as followed.



$$n = N / (1 + Ne^2)$$

n = sample size
 N = population size
 e = precision level

Therefore, $n = 1,000 / [1 + (1,000 * 0.05)^2]$

n = 286 samples

According to Yamane's formula for sample size calculation, the estimated sample size appropriate for this study is 286 samples. Thus, 286 questionnaires were distributed to employees of Centara Grand hotels and resorts.

3.6.2 Questionnaire design

Preferential leadership style was assessed using the multi leadership questionnaire (MLQ). MLQ was chosen as a research instrument in this style because the purpose of using the MLQ which is to measure the perspectives of subordinates toward leadership style of the manager is like the objective of this study. While the initial MLQ concerns only two leadership styles namely transformational leadership

and transactional leadership (Pimapunsri, 2014), this study assessed seven leadership styles including transformational leadership, transactional leadership, Laissez faire leadership, Situational leadership, Democratic leadership, Autocratic leadership, and charismatic leadership.

Questionnaire of this study can be found in Appendix 1.

3.6.2.1 Validity of the questionnaire

The questionnaire was presented to the supervisor for initial review. The questionnaire was then corrected and adjusted according to the comments and suggestions of the research supervisor. Once the edition and final approval from research supervisor have been obtained, the questionnaire was sent to three colleagues working in human resource management. The Item-Objective Congruence (IOC) was used to evaluate the items of the questionnaire based on the score range from -1 to +1. The interpretation of the score range is as follow:

- +1 indicates Congruent
- 0 indicates Questionable
- 1 indicates Incongruent

The item had scored lower than 0.5 were revised. On the other hand, the items that had scores higher than or equal to 0.5 were considered as valid and were reserved (Rovinelli and Hambleton, 1977). The IOC value for each item was calculated using the summation of scores from each expert divided by the number of experts. The IOC value of every questionnaire item ranges from 0.66 to 1.0 (table 3). The values are all over than 0.5 indicating good content validity. The highest IOC of 1.0 was seen in most of the items while the lowest IOC (0.66) was observed in item TF5, DM5, and question 48.

Table 3: Results of questionnaire validity test using IOC

	IOC 1 Expert 1	IOC Expert 2	IOC Expert 3	Avg IOC
Question 6: TF1	1	0.5	1	0.83
Question 7: TF2	1	1	1	1
Question 8: TF3	1	1	1	1
Question 9: TF4	1	1	1	1
Question 10: TF5	0.5	1	0.5	0.66
Question 11: TS1	1	1	1	1
Question 12: TS2	0.5	1	1	0.83
Question 13: TS3	1	1	1	1
Question 14: TS4	1	1	1	1
Question 15: TS5	1	1	0.5	0.83
Question 16: LF1	1	1	1	1
Question 17: LF2	1	1	1	1
Question 18: LF3	1	1	1	1
Question 19: LF4	1	1	1	1
Question 20: LF5	1	1	1	1
Question 21: DM1	1	1	1	1
Question 22: DM2	1	1	0.5	0.83
Question 23: DM3	1	1	1	1
Question 24: DM4	1	0.5	1	0.83
Question 25: DM5	0.5	1	0.5	0.66
Question 26: AU1	1	1	1	1
Question 27: AU2	1	1	1	1
Question 28: AU3	1	1	1	1
Question 29: AU4	1	1	1	1
Question 30: AU5	1	1	1	1
Question 31: CH1	1	1	1	1
Question 32: CH2	1	1	1	1
Question 33: CH3	1	1	1	1
Question 34: CH4	1	1	1	1

Table 3 (Continued): Results of questionnaire validity test using IOC

Question 35: CH5	1	1	1	1
Question 36: SI1	1	1	1	1
Question 37: SI2	1	1	1	1
Question 38: SI3	1	1	1	1
Question 40	1	1	1	1
Question 41	1	1	0.5	0.83
Question 42	1	1	1	1
Question 43	1	1	1	1
Question 43	1	1	1	1
Question 45	1	1	1	1
Question 46	1	1	1	1
Question 47	0.5	1	1	0.83
Question 48	0.5	0.5	1	0.66
Question 49	1	1	1	1

3.6.2.2 Reliability test

The reliability of the questionnaire was determined to ensure that the responses collected through the instrument were reliable and consistent. Reliability also indicates the accuracy and precision of the measuring instrument i.e., questionnaire. Reliability test was done through a pilot study. The questionnaire was tested with 30 hotel staff that were not in the sample group. The internal reliability value was calculated by using Cronbach's alpha to ensure whether there was internal consistency within the items. The value of Coefficient Cronbach's Alpha is as followed:

- ≥ 0.9 = Excellent
- ≥ 0.8 = Good
- ≥ 0.7 = Acceptable
- ≥ 0.6 = Questionable
- ≥ 0.5 = Poor
- ≤ 0.5 =Unacceptable.

Based on the information, the value of Coefficient Cronbach's Alpha must be at least 0.7 for research questionnaire to be reliable (Nunnally and Bernstein, 1994). To assess the reliability data were analyzed using Statistical Package for Social Sciences (SPSS). As shown in the table 4, the Cronbach's alpha of the questionnaire used in this study ranges between 0.713 and 0.959. The Cronbach's alpha because of the pilot test suggested demonstrated good reliability of the questionnaire.

Table 4: Results of reliability test

Variables	Cronbach's Alpha	Cronbach's Alpha based on Standardized items
Transactional leadership	0.862	0.891
Transformational leadership	0.713	0.806
Laissez faire leadership	0.834	0.834
Situational leadership	0.862	0.891
Democratic leadership	0.959	0.958
Autocratic leadership	0.869	0.879
Charismatic leadership	0.870	0.885
Job satisfaction	0.853	0.854
Employee turnover intention	0.869	0.876

3.6.3 Data analysis

The numeric data obtained through quantitative research method was analyzed using the Statistical Package for Social Sciences (SPSS) programme. The data was imported to SPSS programme and encoded for analysis. This study relies on the SPSS programme for three purposes, including reliability testing, and descriptive statistics. In addition, this study adopted Structural Equation Modeling (SEM) to use for Confirmatory Factor Analysis (CFA), which help confirm the theoretical relationship among and between various variables in the study.

CHAPTER 4

RESULTS

The chapter is a finding chapter. Presentation of the results is divided into two sections, namely descriptive analysis, and SEM. Despite knowing that the ideal sample size calculated as shown in previous chapter was 286, the researcher was able to obtain a total of 400 responses.

4.1 Descriptive analysis

4.1.1 Demography analysis

As shown in figure 5, the participant from this study comprises of 165 (41.2%) males and 226 females (56.5%). The remaining 2.3% preferred not to mention their gender. Most of the participants' age is between 36 years to 45 years (39%) followed by 46 and above (33.5), and 26 years to 35 years (25%). Only 19 out of 400 participants (2.5) age was between 18 years and 25 years. Majority of the participants work in food and beverage service department (20.8%), followed by human resources department (19.8%), purchasing department (14.5%), accounting and finance department (13.8%), marketing department (13.5%), food production (kitchen) department (8.5%), front office/reception department (4%), housekeeping department (3.3%), and security department (2%). In term of work arrangement, majority of the participants work full time (97.8%) and only 9 out of 400 participants works as a part-time employee, accounting only for 2.3% of the entire participants. Regarding duration of work experience in hotel industry, majority of the participants has over three years of experience (39.8%) followed by participants whose working experience ranges between two years and three years (37.8%). Only 12%, 5.5%, and 5% of the participants has working experience of one year to two years, less than six months, and six months to one year, respectively.

Table 5: Demographic information of all respondents

Demographic Information	Number of Respondents	Percentage
Gender		
Male	165	41.3
Female	226	56.5
Prefer not to say	9	2.3
Age		
18-25	19	2.5
26-35	100	25.0
36-45	156	39.0
46 and above	134	33.5
Department		
Housekeeping	13	3.3
Food production (kitchen)	34	8.5
Food and beverage service	83	20.8
Front office/reception	16	4.0
Marketing	54	13.5
Human resources	79	19.8
Account and finance	55	13.8
Purchasing	58	14.5
Security	8	2.0
Work arrangement		
Part-time	9	2.3
Fulltime	391	97.8
Duration of working experience		
Less than 6 months	22	5.5
6 months – 1 year	20	5.0
1 year – 2 years	48	12.0
2 years – 3 years	151	37.8
More than 3 years	159	39.8

In order to analyse independent variables of leadership style, the descriptive statistics used were mean value and standard deviation. As previously mentioned, this study utilised a five-point Likert scale in this section of the question. In order to evaluate the Likert scale, the level of agreement is divided into five levels with 0.8 interval scales, as shown in Table 6.

Table 6: Level of Agreement

Level of Agreement	Mean
Strongly agree	4.20 to 5.00
Agree	3.40 to 4.19
Do not agree or disagree	2.60 to 3.39
Disagree	1.80 to 2.59
Strongly disagree	1.00 to 1.79

4.1.2 Ideal leadership style

With reference to Table 7, the average value of each different leadership styles ranges from 3.83 to 3.96, which falls under ‘agree’ level of agreement shown in Table 6. The leadership styles with the highest mean value to the lowest mean value listed in order include Situational leadership ($\bar{X} = 3.96$), transactional leadership ($\bar{X} = 3.94$), autocratic leadership ($\bar{X} = 3.92$), transformational leadership ($\bar{X} = 3.91$), charismatic leadership ($\bar{X} = 3.90$), Laissez-faire leadership (3.89), and demographic leadership ($\bar{X} = 3.83$), respectively.

Table 7: Descriptive analysis of ideal leadership style

	Mean	Standard Deviation
Transformational leadership		
TF1	3.93	1.04
TF2	3.92	0.99
TF3	3.91	1.01
TF4	3.90	0.99
TF5	3.94	0.97
Average	3.92	0.97

Table 7 (Continued): Descriptive analysis of ideal leadership style

Transactional leadership		
TS1	3.93	0.99
TS2	3.96	1.00
TS3	3.95	0.97
TS4	3.94	1.00
TS5	3.94	0.98
Average	3.94	0.84
Laissez-faire leadership		
LF1	3.90	1.02
LF2	3.86	1.07
LF3	3.95	0.98
LF4	3.89	0.97
LF5	3.87	1.03
Average	3.89	0.87
Democratic leadership		
DM1	4.03	0.92
DM2	3.97	1.02
DM3	3.27	1.90
DM4	3.92	0.99
DM5	3.97	0.98
Average	3.83	1.00
Autocratic leadership		
AU1	3.96	0.97
AU2	3.92	1.00
AU3	3.89	1.05
AU4	3.93	1.03
AU5	3.96	1.01
Average	3.93	0.87
Charismatic leadership		
CH1	3.91	1.01

Table 7 (Continued): Descriptive analysis of ideal leadership style

CH2	3.90	0.97
CH3	3.93	0.95
CH4	3.89	1.02
CH5	3.90	1.00
Average	3.91	0.85
Situational leadership		
SI1	3.94	0.99
SI2	3.94	0.98
SI3	4.01	0.97
Average	3.96	0.96

4.1.3 Turnover intention

As shown in figure 8, the mean score for turnover intention measured using TIS-6 was 3.92, indicating that there is a high tendency of turnover intention among the participants. That being said on table 9 also shows that the participants have relatively high job satisfaction as demonstrated by mean value of 3.96.

Table 8: Descriptive analysis of turnover intention

	Mean	Standard Deviation
TIS1	3.94	0.94
TIS2	3.94	0.92
TIS3	3.91	0.96
TIS4	3.93	0.95
TIS5	3.91	0.97
TIS6	3.90	0.89
Average	3.92	0.76

4.1.4 Job satisfaction

Table 9: Descriptive analysis of job satisfaction

	Mean	Standard Deviation
SAT1	3.99	0.90
SAT2	3.95	0.90
SAT3	3.91	0.89
SAT4	3.99	0.88
Average	3.96	0.74

4.2 Structural Equation Modeling (SEM)

Researcher used SEM for purposes of analyzing potential mediator and moderator effects. Moreover, SEM analysis also helps the research model observed variables, latent variables, and some combination of the two. The proposed measurement model, extended from various leadership theories including transformational leadership theory, transactional leadership theory, laissez faire leadership theory, democratic leadership theory, autocratic leadership theory, charismatic leadership theory, and situational leadership theory. The proposed model of SEM analysis of this study is as shown in figure 9.

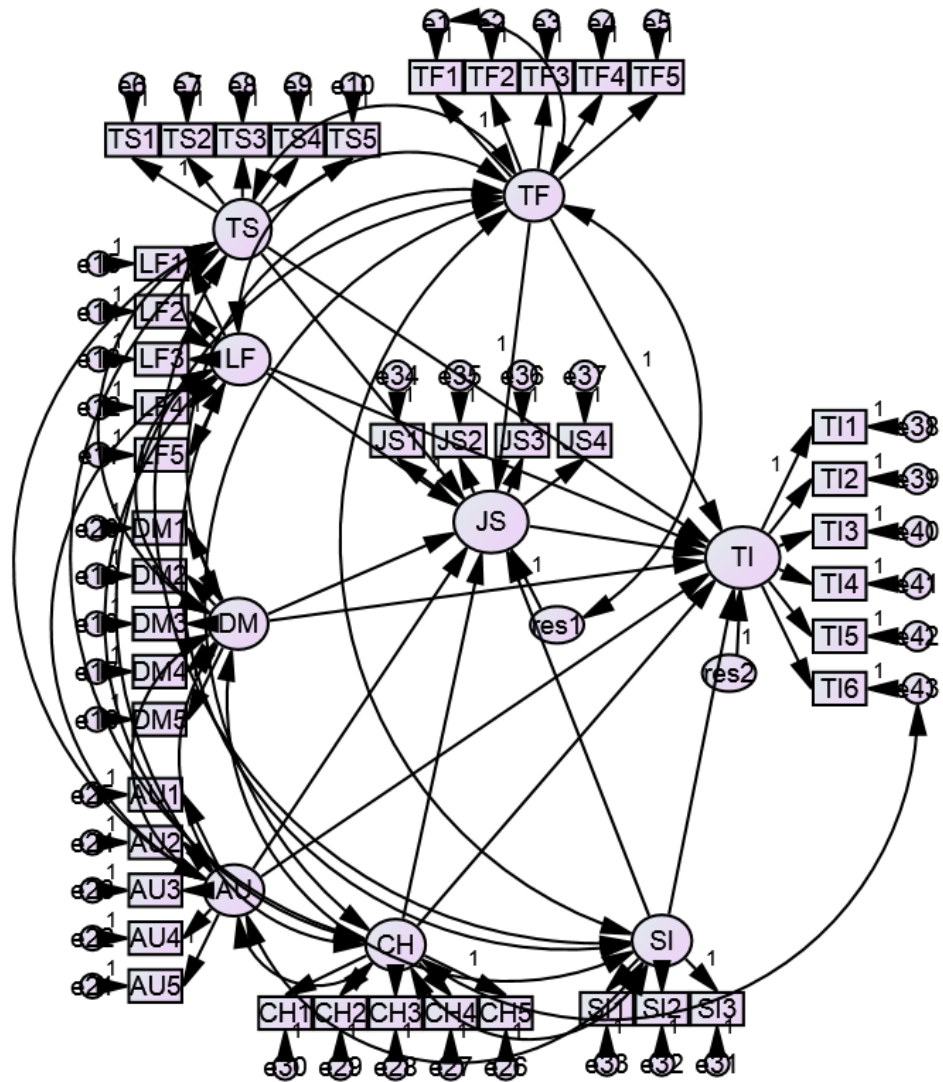


Figure 9: Proposed model

However, there is no point in proceeding to the structural model in SEM until validity of measurement model is satisfactory. This can be done by Confirmatory Factor Analysis (CFA). This study uses numerous goodness-of-fit indicators to assess the proposed model. Goodness of fit (GFI) is one of the indicators that can be used. GFI is the proportion of variance accounted for by the estimated population covariance. GFI that indicates a good fit of a model should be greater than or equal to 0.90. The GFI of this study was only 0.908 (Table 10), which pass the cut-off indicating the good fit of the model. That being said, AGFI of this study is below the

cut-off of 0.90. In addition, GFI favors parsimony. Therefore, other indices indicating goodness of fit should be used.

Table 10: Goodness of fit determination

Model	RMR	GFI	AGFI	PGFI
Default model	.035	.908	.894	.790
Saturated mode.	.000	1.000		
Independence model	.282	.238	.202	.228

Other common fit indices include the Normed Fit Index (NFI), Non-Normed Fit Index/ Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA). This study also adopted Relative Fit Index (RFI), Tucker Lewis Index (TLI), and Incremental fit index (IFI) to analysis goodness of fit. Table 11 shows NFI, RFI, IFI, TLI, and CFI of this study. The CFI of this study was 0.992, which is above the threshold of 0.90 indicated that the proposed model is acceptable. The value indicates that 99.2% of the covariation in the data can be reproduced by the given model. Likewise, IFI of this study, which was 0.992, is also greater than the threshold of 0.90 meaning that the model is acceptable. NFI value should be closer to one as much as possible to indicate a good fit. The NFI of this study was 0.922, which is very close to one. Similarly, TLI closer to one also indicates a good fit. Thus, TLI of 0.991 in this study also indicates that the model has a good fit. RFI of this study equaled to 0.915, which also indicates a good fit. All in all, NFI, RFI, IFI, TLI, and CFI indicate good fits of the model meaning that the model is acceptable and can be used to further conduct SEM analysis.

Table 11: Goodness-of-fit indicators of the proposed model

Model	NFI	RFI	IFI	TLI	CFI
	Delta 1	rho1	Delta 2	rho2	
Default model	.922	.915	.992	.991	.992
Saturated mode.	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Root Mean Square Error of Approximation (RMSEA) shown in Table 12 regards the discrepancy per degree of freedom. Like previous parameters mentioned in previous section, RMSEA is also a measure of fit. RMSEA was also calculated in this study as it does not require comparison with a null model. In addition, it is a measurement that disregards the significance of sample size. By convention, there is a good model fit if RMSEA is less than or equal to 0.05. In addition, there is adequate fit if RMSEA is less than or equal to 0.08. More recently, researchers have suggested RMSEA less than or equal to 0.06 as the cutoff for a good model fit.

The RMSEA of this study was 0.016, which is lower than the suggested RMSEA, indicating good model fit.

Table 12: Good model fit determination using RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.016	.007	.022	1.000
Independence model	.173	.170	.176	.000

One of the biggest advantages of CFA is its ability to quantitatively assess the construct validity of proposed measurement theory. Table 13 displays the unstandardized estimate, its standard error (abbreviated as S.E.), and the estimate divided by the standard error (abbreviated as C.R. for Critical Ratio). Table 13 shows that not all the regression coefficients in the proposed model are significantly different from zero including the JS \leftarrow CH, JS \leftarrow SI, JS \leftarrow LF, TI \leftarrow TS, TI \leftarrow LF, TI \leftarrow CH, and TI \leftarrow SI. The rest of the constructs are significantly different from zero as shown by the p-value. Figure 10 shows unstandardized parameter estimates while figure 11 shows Standardized parameter estimates.

Table 13: Unstandardized Regression Weights

Construct	Estimate	S.E.	C.R.	P
JS \leftarrow TF	1.000			
JS \leftarrow TS	-.204	.060	-3.411	***
JS \leftarrow DM	.354	.061	5.778	***
JS \leftarrow AU	-.584	.065	-9.041	***

Table 13 (Continued): Unstandardized Regression Weights

JS	<---	CH	-.155	.058	-2.667	.008
JS	<---	SI	-.054	.064	-.849	.396
JS	<---	LF	-.023	.056	-.409	.683
TI	<---	JS	-1.014	.092	-10.965	***
TI	<---	res2	.337	.047	7.160	***
TI	<---	TF	1.000			
TI	<---	TS	-.127	.053	-2.384	.017
TI	<---	LF	-.021	.050	-.417	.677
TI	<---	DM	.705	.072	9.824	***
TI	<---	AU	-1.026	.082	-12.564	***
TI	<---	CH	-.136	.053	-2.552	.011
TI	<---	SI	-.145	.057	-2.514	.012
TF1	<---	TF	1.000			
TF2	<---	TF	1.094	.073	14.960	***
TF3	<---	TF	1.161	.074	15.666	***
TF4	<---	TF	1.114	.072	15.384	***
TF5	<---	TF	1.077	.071	15.158	***
TS1	<---	TS	1.000			
TS2	<---	TS	.933	.054	17.214	***
TS3	<---	TS	.963	.051	18.737	***
TS4	<---	TS	1.001	.053	18.923	***
TS5	<---	TS	.998	.052	19.298	***
LF5	<---	LF	1.000			
LF4	<---	LF	.921	.048	19.106	***
LF3	<---	LF	.919	.049	18.612	***
LF1	<---	LF	.980	.051	19.191	***
DM5	<---	DM	1.000			
DM4	<---	DM	.980	.056	17.546	***
DM3	<---	DM	2.067	.104	19.894	***

Table 13 (Continued): Unstandardized Regression Weights

DM2	<---	DM	1.039	.057	18.269	***
DM1	<---	DM	.934	.052	18.099	***
AU5	<---	AU	1.000			
AU4	<---	AU	1.007	.054	18.515	***
AU3	<---	AU	1.059	.055	19.160	***
AU2	<---	AU	1.004	.052	19.133	***
AU1	<---	AU	.962	.052	18.659	***
CH5	<---	CH	1.000			
CH4	<---	CH	1.075	.058	18.468	***
CH3	<---	CH	.949	.055	17.213	***
CH2	<---	CH	1.027	.056	18.482	***
CH1	<---	CH	1.036	.058	17.756	***
SI3	<---	SI	1.000			
SI2	<---	SI	1.009	.064	15.764	***
SI1	<---	SI	1.020	.064	15.893	***
JS1	<---	JS	1.000			
JS2	<---	JS	.932	.065	14.320	***
JS3	<---	JS	.994	.063	15.659	***
JS4	<---	JS	.956	.063	15.112	***
TI1	<---	TI	1.000			

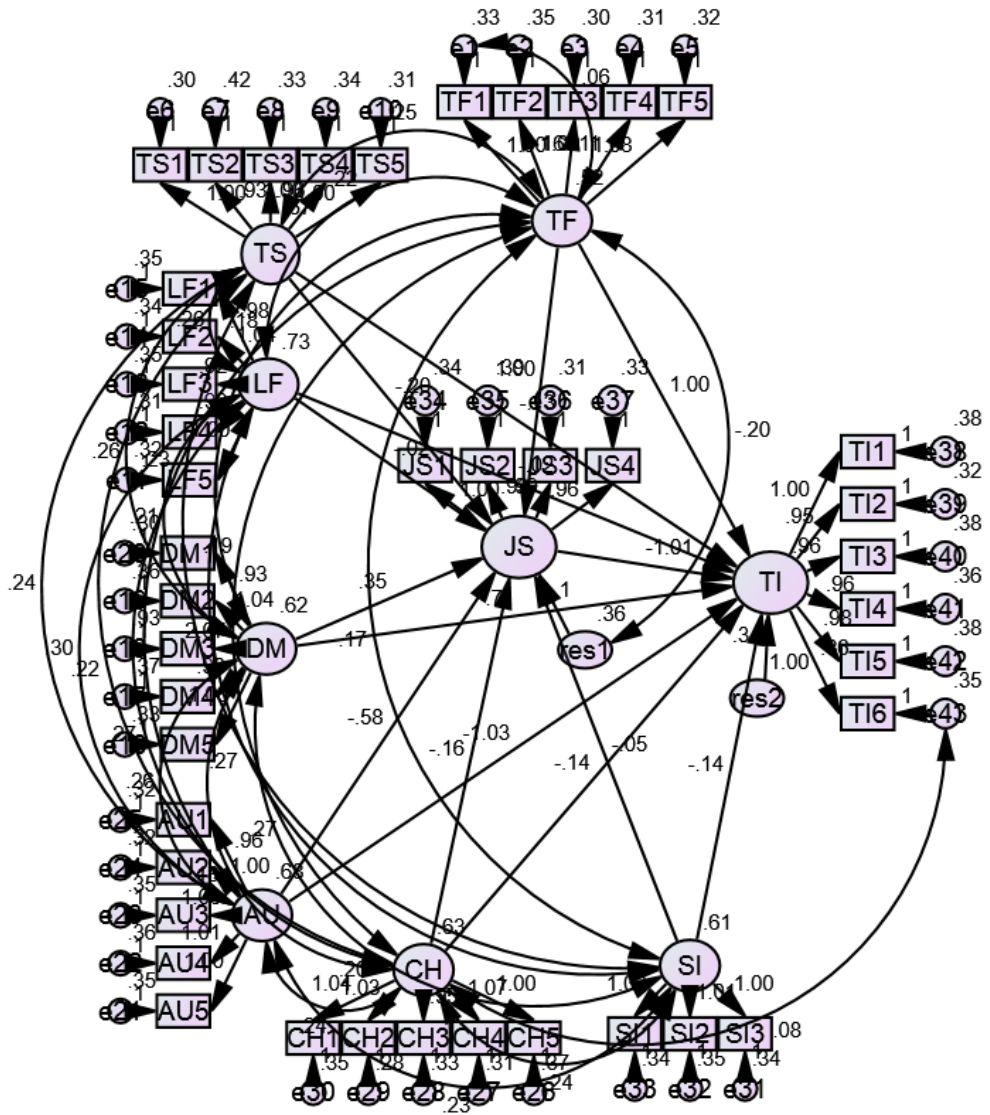


Figure 10: Unstandardized parameter estimates

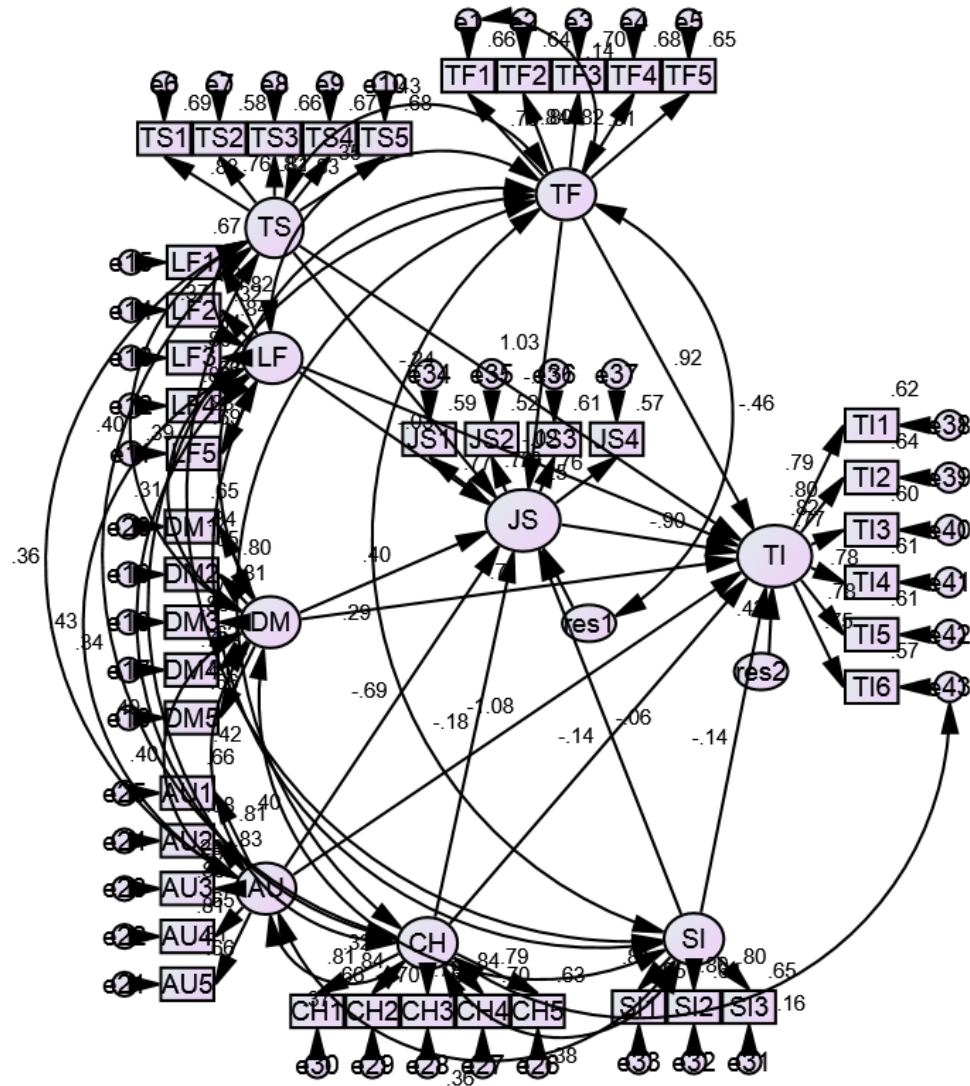


Figure 11: Standardized parameter estimates

Based on the SEM analysis, the proposed model has good fit as indicated by various factors namely NFI, RFI, IFI, TLI, CFI, and RMSEA. All the paths in the model are significant except SI→JS, and LF→JS as p-value of these path were greater than 0.05. This finding can be implied that all leadership styles significantly effect both job satisfaction (JS) and turnover intention (TI) where transformational leadership style (TF) affects job satisfaction the most and autocratic leadership style (AU) affects turnover intention the most.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Effective leadership style in retaining hotel employees in Bangkok

According to SEM analysis, leadership style that poses the most influence on turnover intention among hotel employees working in Bangkok was autocratic leadership. However, autocratic leadership has negative impacts on turnover intention. Autocratic leadership was found to be associated with high turnover intention. This finding corresponded with past study, which suggested that autocratic leadership generally has a negative reputation as the leadership style relies on centralization of power and decision making is usually more unilateral (Bass, 2008, Vugt et al., 2004). In addition, other study investigated the relationship of different leadership style on mobbing behaviours of superiors found among white-collar employees found that autocratic leadership increased the likelihood of mobbing behaviour at workplace (Ertureten et al., 2013). Engaging in mobbing behaviours satisfies the authoritarian leader's need for control and power over the subordinates (Aryee et al., 2007). Moreover, autocratic leaders are usually unable to manage their emotions and for this reason they are more prone to display abusive behaviours at workplace (ibid, 2007). As a result, subordinates under autocratic leadership styles usually have higher turnover intention due to unfavorable working environment due to the autocratic leadership style.

This study also found significant correlations between transformational leadership and democratic leadership with low turnover intention. The major reason contributing to this finding is possibly due to the value of the employees perceived by the superior. Transformational leader usually concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities (Ismail et al., 2009). This means that subordinates are highly valued. Moreover, the leadership style considers individual needs of each subordinate and individual leader personality. In term of democratic leadership, subordinates opinions are high valued (Woods, 2004, Cassel, 1063). Other researchers have also found the positive influence of democratic leadership on turnover intention

i.e. reducing turnover intention among employee (Martindale, 2011, Amanchukwa et al., 2015).

5.2 Effective leadership style in enhancing employees' satisfaction

Job satisfaction among employees is highly associated with turnover intention in that employee with higher job satisfaction tend to display less turnover intention, and vice versa (Armstrong, 2003, Batura et al., 2016) (Salman et al., 2016). Based on this suggestion, the study should obtain corresponding results between effective leadership style in reducing turnover intention and effective leadership style in enhancing employee satisfaction. Based on SEM analysis, the study found that transformational leadership was the leadership style that poses the most significant impacts on job satisfaction. This finding corresponded with other finding of this study that transformational leadership significantly reduces employee turnover intention. Transformational leadership is seen when leaders stimulate interest among their followers for new perspectives, develop them to reach higher levels of their potential, generate awareness among them for the mission and vision of the group, and motivate them to look beyond their own interests and consider the good of their group (Ismail et al., 2009, Bass and Avolio, 1990) As such, transformational leaders transform their employees to reach higher performance standards and they initiate growth and change in the organization (Bass, 1990). Based on this emphasis of transformation leadership, employees have potential to grow and perform better. Thus, transformation leadership resulting in higher satisfaction (Bass, 1990).

5.3 Limitation and future research direction

The limitation of this study is due to the research method. The study was conducted using an online questionnaire, which means that the sample size is limited by Internet penetration. Moreover, the study focuses only on hotel employees of Centara Grand Hotels and Resort, which means that the generalization of the result may not be valid. The study was also basing only on employees working in Bangkok and metropolis area meaning that the results may not be the same for employees working in other part of Thailand. Based on these limitations, future research should

be done to ensure more generalization of the results, by involving hotel employees from other part of Thailand. This study also found significant influences of leadership styles on job satisfaction and turnover intention among hotel employees. Since ensuring job satisfaction and reducing turnover intention is essential in hotel industry with high turnover rate, future study could be done to account for other factors influencing job satisfaction and turnover intention. This way a human resource plan can be developed more comprehensively to reduce turnover intention and increase job satisfaction.

5.4 Conclusion

The aim of this study was to determine effective leadership styles that help enhance employee satisfaction and reduce employee turnover intention. Hotel industry is characterized by high turnover intention due to the demanding nature of the industry itself. Employees, however, are important assets to hotel industry as employees is key to exceptional customer service. Thus, maintaining low turnover intention and high employee satisfaction is highly essential. This finding suggested that authoritarian relationship is an ineffective leadership style to govern hotel employees in Thailand as the leadership style poses the most negative influences on turnover intention. On the other hand, both transformational leadership and democratic leadership are both effective leadership style that can possibly enhance employee job satisfaction and reduce turnover intention.

BIBLIOGRAPHY

- Ahmad, A., Salleh, A. M. M., Omar, K., Baker, K. A. & Sha'Sarani, K. A. W. 2018. The Impact of Leadership Styles and Stress on Employee Turnover Intention in Terengganu Hotel Community. *International Journal of Engineering & Technology*, 7, 38-42.
- Aksu, A. A. 2004. Turnover costs: research among five star hotels in the city of Antalya, Turkey. *Tourism Analysis*, 9, 207-217.
- Al-Ababneh, M. 2013a. Leadership Style of Managers in Five-Star Hotels and its Relationship with Employee's Job Satisfaction. *IJMBS*, 3, 93-98.
- Al-Ababneh, M. 2013b. Leadership style of managers in five-star hotels and its relationship with employee's job satisfaction. *International journal of Management & Business Studies*, 3, 93-98.
- Amanchukwa, R. N., Nwachukwa, O. P. & Stanley, G. J. 2015. A Review of Leadership Theories, Principles and Styles and Their Relevance to Educational Management. *Management* 5, 6-14.
- Aryee, S., Xiong, C. Z., Sun, L. Y. & Debrah, Y. A. 2007. Antecedents and outcomes of abusive supervision: Test of a trickle-down model. *Journal of Applied Psychology*, 92, 191-201.
- Atieno, O. P. 2009. An analysis of the strengths and limitation of qualitative and quantitative research paradigms. *Problems of education*, 13, 13-18.
- Bass, B. M. 1990. Bass & Stodill's Handbook of leadership: theory, research, and managerial applications, New York, The Free Press.
- Bass, B. M. 2008. The Bass handbook of leadership: Theory, research, & managerial applications, New York, Free Press.
- Bass, B. M. & Avolio, B. J. 1990. Developing transformational leadership: 1992 and beyond. *Journal of European Industrial Training*, 14, 21-27.
- Bass, B. M. & Avolio, B. J. 1993. Improving organizational effectiveness-Through transformational leadership, California, Sage Publications.
- Bass, B. M. & Avolio, B. J. 1994. Improving organizational effectiveness-Through transformational leadership, California, Sage Publications.
- Batura, N., Skordis-Worrall, J., Thapa, R., Basnyat, R. & Morrison, J. 2016. Is the job satisfaction survey a good tool to measure job satisfaction amongst health workers in Nepal? Results of a validation analysis. *BMC Med Res Methodol*, 16, 1-13.
- Bhatti, N., Maitlo, G. M., Shaikh, N., Hashmi, M. A. & Shaikh, F. M. 2012. The impact of autocratic and democratic leadership style on job saitsfaction. *International Business Research*, 5, 192-201.
- Blayney, C. & Blotnicky, K. 2010. Leadership in the hotel industry: evidence from Canada. *International Journal of Management and marketing research*, 3, 53-66.
- Brance, I. 2004. Questionnaire design: how to plan, structure and write survey material for effective marketing research, London, Kogan Page.
- Bryman, A. & Bell, E. 2011. Business Research Method, New York, Oxford University Press.
- Burns, J. M. 1978. Leadership, New York, Harper & Row.

- Burrell, G. & Morgan, G. 2016. *Sociological Paradigms and Organisational Analysis*, Abingdon, Routledge.
- Cassel, R. N. 1063. Democratic Leadership. *The Educational Forum*, 17, 437-441.
- Chao, M. C., Jou, R. C., Liao, C. C. & Kuo, C. W. 2015. Workplace stress, job satisfaction, job performance, and turnover intention of health care workers in rural Taiwan. *Asia Pacific Journal of Public Health*, 27, 1827-1836.
- Chaudhey, A. Q. & Javed, H. 2012. Impact of Transactional and Laissez Faire Leadership Style on Motivation. *International Journal of Business and Social Science*, 3.
- Chen, J. & Silverthorne, C. 2005. Leadership effectiveness, leadership style and employee readiness. *Leadership & Organization Development Journal*, 26, 280-288.
- Conger, J. 2015. Charismatic Leadership. *Organizational Behavior*, 11.
- Cooper, D. R., Schindler, P. S. & Sun, J. 2003. *Business research method*, Boston, McGraw-Hill.
- Crotty, M. 1998. *The Foundations of Social Research*, London, Sage.
- Dbs Group Research 2017. Thailand Industry Focus. Thailand Tourism Sector.
- Eagly, A. J., Johannsen-Schmidt, M. C. & Engen, M. L. V. 2003. Transformational, Transactional, and Laissez-Faire Leadership Styles: A Meta-Analysis Comparing Women and Men. *Psychological Bulletin*, 129, 569-591.
- Edet, A., Benson, U. & Williams, R. 2017. Principals' conflict resolution strategies and teachers' job effectiveness in public secondary schools in Akwa Ibom State, Nigeria. *Journal of Educational and Social Research*, 7, 153-158.
- Erkutlu, H. V. & Chafra, J. 2006. Relationship between leadership power bases and job stress of subordinates: example from boutique hotels. *Management Research News*, 29, 285-297.
- Ertureten, A., Camalcilar, Z. & Aycan, Z. 2013. The Relationship of Downward Mobbing with Leadership Style and Organizational Attitudes. *Journal of Business Ethics*, 116, 205-216.
- Foels, R., Driskell, J. E., Mullen, B. & Salas, E. 2000. The effects of democratic leadership on group member satisfaction: an integration. *Small Group Research* 31, 676-701.
- Glynn, M. A. & Dejordy, R. 2010. *Leadership through an organizational behavior lens: A look at the last half-century of research*, Boston, Harvard Business Press.
- Goodman, L. A. 1961. Snowballing sampling. *Annals of Mathematical Statistics*, 32, 148-170.
- Govindaraju, N. 2018. Leadership Theories Influencing Employee Retention. *International Journal of innovative Science and Research Technology*, 3, 433-438.
- Griffin, R. W. 2002. *Management*, New York, Joughton Mifflin Company.
- Grint, K. 2011. *A history of leadership*, Thousand Oaks, Sage Publications.
- Harrison, S. & Gordon, P. A. 2014. Misconceptions of employee turnover: Evidence-based information for the retail grocery industry. *Journal of Business & Economics Research*, 12, 145.
- Hersey, P. & Blanchard, K. H. 1993. *Management of Organizational Behavior: Utilizing Human Resources*, New Jersey, Prentice Hall Inc.

- Hersy, P. & Blanchard, K. H. 1969. Life cycle theory of leadership. *Training & Development*, 23.
- Hoogh, A. H. & Hartog, D. N. 2009. Neuroticism and locus of control as moderators of the relationships of charismatic and autocratic leadership with burn-out. *Journal of Applied Psychology*, 94, 1058-1067.
- Howell, J. M. & Avolio, B. J. 1993. Transformational leadership, transactional leadership, locus of control and support for innovation: Key predictors of consolidated -bus iness unit performance. *Journal of service marketing*, 16, 487-502.
- Ismail, A., Halim, F. A., Munna, D. B., Abdullah, A., Shminan, A. S. & Muda, A. L. 2009. The mediating effect of empowerment in the relationship between transformational leadership and service quality. *Journal of Business Management*, 4, 3-12.
- Johannesson, P. & Perjons, E. 2014. *Research Strategies and Methods*, Sweden, Springer.
- Johnson, P. & Clark, M. 2006. *Business and management research methodologies*, London, SAGE publications.
- Jung, D. I. 2001. Transformational and transactional leadership and their effects on creativity in groups. *Creativity Research Journal*, 13, 185-195.
- Kahai, S. S., Sosik, J. J. & Avolio, B. J. 1997. Effects of Leadership Style and Problem Structure on Work Group Process and Outcomes in an Electronic Meeting System Environment. *Personnel Psychology*, 50.
- Kasikorn Research Center 2018. *Economic and Tourism Industry Outlook 2018*. Bangkok: Kasikorn Research Center.
- Kavanaugh, R. R. & Ninemeier, J. D. 2001. *Supervision in the Hospitality Industry*, Michigan, The Educational Institute of the American Hotel & Lodging Association.
- Khalid, N., Pahi, M. H. & Ahmed, U. 2016. Loosing Your Best Talent: Can Leadership Retain Employees? The Dilemma of the Banking Sector of Hyderabad Sindh, *Pakistan: A Mediation Investigation*. *International Review of Management and Marketing*, 6, 608-616.
- Kim, S. & Park, S. 2014. Determinants of job satisfaction and turnover intentions of public employees: Evidence from US federal agencies. *International Review of Public Administration*, 19, 63-90.
- Kovacs, G. & M.Spens, K. 2005. Abductive reasoning in logistics research. *International Journal of Physical Distribution & Logistics Management*, 35, 132-144.
- Lahaney, B. A. & Vinten, G. 1994. Methodology: An analysis of its meaning and use. *Work study*, 43, 5-8.
- Locke, E. A. 1976. *The nature and cause of job satisfaction*, Chicago, Rand McNally.
- Lok, P. & Crawford, J. 2004. The effect of organizational culture and leadership style on job satisfaction and organizational commitment. *Journal of Management Development*, 23, 321-338.
- Long, C. S., Thean, L. Y., Ismail, W. K. & Jusoh, A. 2012. Leadership styles and employees' turnover intention: exploratory study of academic staff in a Malaysian college. *World Applied Science Journal*, 19, 575-581.

- Lorsch, J. W. 2010. A contingency theory of leadership, Boston, Harvard Business Press.
- Lunkam, P. 2017a. Hotel Industry. Bangkok: Krungsri Bank.
- Lunkam, P. 2017b. Thailand hotel industry outlook [Online]. Retrieved from: https://www.krungsri.com/bank/getmedia/5de62d20-1706-48c1-9573-65359fdb76c/IO_Hotel_2017_EN.aspx [Accessed 20 May 2018].
- Luthans, F. 2005. Organizational Behaviour, Irwin, McGraw Hill.
- Martindale, M. 2011. Leadership styles: How to handle the different personas. *Strategic Communication Management*, 15, 32-35.
- Melnikovas, A. 2018. Towards an Explicit Research Methodology: Adapting Research Onion Model for Futures Studies. *Journal of Futures Studies*, 23, 29-44.
- Miller, J. E., Walker, J. R. & Drummond, K. E. 2005. Supervision in the Hospitality Industry, New Jersey, John Wiley & Sons Inc.
- Narkhede, P. A. 2014. Employee turnover in hospitality industries a study of service staff. *JIMS*, 8, 4-8.
- Netherlands Embassy In Bangkok. 2018. Tourism industry in Thailand [Online]. Retrieved from: <https://www.rvo.nl/sites/default/files/2017/06/factsheet-toerisme-in-thailand.pdf> [Accessed 6 May 2018].
- Neuman, L. W. 2002. Social research methods: Qualitative and quantitative approaches, United States of America, Pearson Education.
- Ng'Ete, J. M., Namusonge, G. S. & Iravo, M. A. 2012. Influence of Leadership Style on Academic Staff Retention in Public Universities in Kenya. *International Journal of Business and Social Science*, 3, 297-302.
- Ngethe, N. 2012. Influence of Leadership Style on Academic Staff Retention in Public Universities in Kenya. *International Journal of Business and Social Science*, 3.
- Northhouse, P. G. 2004. Leadership: Theory and Practice, California, Sage Publications.
- Nunnally, J. C. & Bernstein, I. H. 1994. Psychometric theory, New York, McGraw-Hill.
- Owler. 2019. Centara Hotels & Resorts [Online]. Retrieved from: <https://www.owler.com/company/centarahotelsresorts> [Accessed 28 November 2019].
- Pimapunsiil, P. 2014. Learning organization and leadership style in Thailand. *The business and management review*, 4, 7-12.
- Podsakoff, P. M., Mackenzie, S. B., Moorman, R. H. & Fetter, R. 1990. Transformational leader behaviors and their effects on followers' trust in leader, satisfaction and organizational citizenship behaviors. *Leadership Quarterly*, 1, 107-142.
- Rad, A. & Yarmohammadian, M. 2006a. A Study of Relationship between Managers' Leadership Style and Employees Job Satisfaction. *Leadership in Health Services*, 29, 11-27.
- Ras, A. M. M. & Yarmohammadian, M. H. 2006b. A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Services*, 19, 11-28.

- Rovinelli, R. J. & Hambleton, R. K. 1977. On the use of content specialists in the assessment of criterion-referenced test item validity. *Dutch J Educ Re*, 2, 49-60.
- Rutherford, D. 2002. Hotel management and operation. New York: John Wiley & Sons.
- Salman, M., Abdullah, F. & Saleem, A. 2016. Sexual harassment at workplace and its impact on employee turnover intentions. *Business & Economic Review*, 8, 87-102.
- Sauer, S. J. 2011. Taking the reins: The effects of new leader status and leadership style on team performance. *Journal of Applied Psychology*, 96, 574-587.
- Saunders, M. 2012. Research methods for business students, Harlow, Pearson Education.
- Saunders, M. N. K. & Lewis, P. 2009. Research methods for business student, Italy, Pearson Education.
- Savery, L. K. 1994. The influence of the perceived styles of leadership on a group of workers on their attitudes to work. *Leadership & Organization Development Journal*, 15, 4.
- SCB Economic Intelligence Center 2017. Insight: Three megatrends to change the face of the Thai tourism industry.
- Scott, E. B. 2003. The role of transformational and transactional leadership in creating, sharing and exploiting organizational knowledge. *Journal of leadership & organization studies*, 9, 32-44.
- Seashore, S. E. & Taber, T. D. 1975. Job satisfaction and their Correlations. *American Behavioral Scientist*, 18, 346-356.
- Shamir, B., House, R. J. & Arthur, M. B. 1993. The Motivational Effects of Charismatic Leadership: A Self-Concept Based Theory. *Organization Science*, 4, 577-594.
- Shin, J., Heath, R. L. & Lee, J. 2011. A contingency explanation of public relations practitioner leadership styles: Situation and culture. *Journal of Public Relations Research*, 23, 167-190.
- Shurbagi, A. M. A. & Zahari, I. B. 2012. The Relationship between Transformational Leadership, Job Satisfaction and the Effect of Organizational Culture in National Oil Corporation of Libya. International Conference on Management, Applied and Social Sciences (ICMASS'2012). Dubai.
- Spector, P. E. 1985. Measurement of Human Service Staff Satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*, 13, 693-713.
- Spector, P. E. 2017. Job satisfaction: applications, assessment, causes, and consequences, California, Sage Publications Inc.
- Srivatava, A., Bartol, K. M. & Locke, E. A. 2006. Empowering leadership in management teams: Effects on knowledge sharing, efficacy, and performance. *Academy of Management Journal*, 49, 1239-1251.
- Tarigan, V. & Wahyu, D. A. 2015. Empirical study relations job satisfaction, organizational commitment, and turnover intention. *Advances in Management & Applied Economics*, 5, 21-42.

- Tasi, C. T. & Su, C. S. 2011. Leadership, job satisfaction and service oriented organizational citizenship behaviours in flight attendents. *African journal of business management*, 5, 1915-1926.
- Tobin, G. A. & Begley, C. M. 2004. Methodological rigour within a qualitative framework. *Journal of Advanced Nursing*, 48, 388-396.
- Trottier, T., Van, W. M. & Wang, X. 2008. Examining the Nature and Significance of Leadership in Government Organizations. *Public Administration Review*, 319-333.
- Uriarte, F. 2017. STR: Asia Pacific Hotel Update - Yesterday, Today & Tomorrow [Online]. Retrieved from: <http://www.itb-asia.com/wp-content/uploads/2017/11/STR-ITB-Asia-2017Oct25.pdf> [Accessed 20 May 2018].
- Voon, M. L., Lo, M. C., Ngui, N. S. & Ayobe, N. B. 2011. The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. *International Journal of Business, Management, and Social Sciences*, 2, 24-32.
- Vugt, M. V., Jepson, S. F., Hart, C. M. & Cremer, D. D. 2004. Autocratic leadership in social dilemmas: A threat to group stability. *Journal of Experimental Social Psychology*, 40.
- Williams, A. A. & O-Acheampong, E. 2016. Human resource management practices and their effect on employee turnover in the hotel industry in Cape coast, Ghana. *Global Journal of Human Resource Management*, 4, 35-45.
- Woiceshyn, J. & Daellenbach, U. 2018. Evaluating inductive vs deductive research in management studies: Implications for authors, editors, and reviewers. *Qualitative Research in Organizations and Management: An International Journal*, 13, 183-195.
- Wood, R. C. 1993. *Organizational Behaviour for Hospitality Management*, Oxford, Butterworth-Heinemann Ltd.
- Wood, R. H. & Mccauley, J. F. 1989. Rx for Turnover: Retention Programs that Work. *Cornell Hotel and Restaurant Administration Quarterly*, 30, 79-90.
- Woods, P. A. 2004. Democratic Leadership: Drawing Distinctions with Distributed Leadership. *International Journal of Leadership in Education*.
- Woods, R. H. & King, J. Z. 2002. *Leadership and Management in the Hospitality Industry*, Michigan, Education Institute of the American Hotel & Lodging Association.
- World Tourism Organization 2017. *UNWTO Tourism Highlights 2017*.
- Wright, K. B. 2005. *Journal of Computer-Mediated Communication*. 10.
- Yamak, O. U. & Eyupoglu, S. Z. 2019. Leadership Styles of Hotel Managers in Northern Cyprus: Which Style is Dominant? *International Journal of Organizational Leadership*, 7, 1-11.
- Yamane, T. 1967. *Statistics*, New York, Harper and Row.
- Yang, J. T. 2007. Knowledge sharing: Investigating appropriate leadership roles and collaborative culture. *Tourism Management*, 28, 530-543.
- Yoursef, D. A. 2000. Organizational Commitment: a mediator of the relationships of leadership behaviour with job satisfaction and performance in a non-Western Country. *Journal of Managerial Psychology*, 15, 6-24.
- Yukl, G. 2008. *Contingency theories of effective leadership*, Thousand Oaks, Sage.

- Yukl, G. 2010. Leadership in organizations, Englewood Cliffs, Prentice Hall.
- Yukl, G. A. 1971. Toward a behavioural theory of leadership. *Organizational Behavior and human performance*, 6, 414-440.
- Zalaghi, H. & Khazaei, M. 2016. The role of deductive and inductive reasoning in accounting research and standard setting. *Asian Journal of Finance & Accounting*, 8, 227-241.

Published paper website:

<http://www.macrothink.org/journal/index.php/ijld/issue/view/1054>



APPENDIX
QUESTIONNAIRE

Part 1: Demographic data

1. Gender
 - Male
 - Female
 - Prefer not to say

2. Age
 - 18-25
 - 26-35
 - 36-45
 - 46 and above

3. Which department do you belong in the hotel?
 - Housekeeping
 - Food production (kitchen)
 - Food and beverage service
 - Front office/reception
 - Marketing
 - Human resource
 - Account and finance
 - Purchase
 - Security

4. Which option best describe your work arrangement?
 - Part-time
 - Full-time
 - Casual

5. How long have you been working at your current workplace?
 - Less than 6 months
 - 6 months – 1 year
 - 1 year – 2 years
 - 2 years – 3 years
 - More than 3 years

Part 2: Ideal leadership style

For the following questions, please rate your level of agreement to the following statements in term of characteristics of ideal leader in your opinion, where 1 being extremely disagree, and five being extremely agree.

		1	2	3	4	5
6.	TF1: My immediate boss seeks different prospective when solving problem					
7.	TF2: My immediate boss talks optimistically about a future					
8.	TF3: My immediate boss specifies the importance of having strong sense of purpose					
9.	TF4: My immediate boss treats me as individual rather than just as member of group					
10.	TF5: My immediate boss spends time teaching and coaching me					
11.	TS1: My immediate boss provides me with assistance in exchange for my effort					
12.	TS2: My immediate boss fails to interface until problem become serious					
13.	TS3: My immediate boss makes clear what one can expect to receive					
14.	TS4: My immediate boss waits for things to go wrong before taking action					
15.	TS5: My immediate boss concentrates his/her attention on dealing with mistakes					
16.	LF1: My immediate boss does not care much what others do unless the work is absolutely essential					
17.	LF2: My immediate boss does not challenge status quo					
18.	LF3: My immediate boss allows me to appraise my own work					
19.	LF4: My immediate boss gives me complete freedom to solve problems on my own					
20.	LF5: My immediate boss allows me to work independently					
21.	DM1: My immediate boss allows me to be a part of the decision-making process					
22.	DM2: My immediate boss provides guidance without pressure					
23.	DM3: My immediate boss treats me with supportive communication					
24.	DM4: My immediate boss helps me accept responsibility for completing my work					
25.	DM5: My immediate boss helps me find my passion					
26.	AU1: My immediate boss supervised me closely to ensure that I am performing correctly					
27.	AU2: My immediate boss motivates me by giving rewards or punishments in order to achieve organizational objectives					
28.	AU3: My immediate boss tells me what has to be done and how to do it.					

29.	AU4: My immediate boss doesn't allow newcomers to make any decision unless he/she approve it first					
30.	AU5: When I make a mistake, my immediate boss tell me not to ever do that again and make a note of it					
31.	CH1: My immediate boss influence others by developing mutual liking and respect					
32.	CH2: My immediate boss show sensitivity for the needs and feelings of me and my team					
33.	CH3: My immediate boss takes high personal risk for the sake of the team and organization					
34.	CH4: My immediate boss has good vision and often bring up ideas about possibilities for the future					
35.	CH5: My immediate boss uses nontraditional means to achieve organizational goals					
36.	SI1: My immediate boss has different technique to deal with people with varying skills and experience					
37.	SI2: My immediate boss delegates different task to his/her subordinates based on their competency					
38.	SI3: My immediate boss is very adaptive and deal with his/her subordinate differently					

39. In your opinion, how would you describe the ideal leader for your current work role?

Part 3: Turnover intention (TIS-6)

For the following questions, please rate your level of agreement to the following statements where 1 being extremely disagree, and five being extremely agree.

		1	2	3	4	5
40.	I often consider leaving my job					
41.	My job does not fulfill my personal needs					
42.	I often frustrated when not given the opportunity at work to achieve your personal work-related goals					
43.	I often dream about getting another job that will better suit your personal needs					
44.	It is likely for me to accept another job at the same compensation level should it be offered to you?					
45.	I often look forward to another day at work?					

Part 4: Job satisfaction

For the following questions, please rate your level of agreement to the following statements where 1 being extremely disagree, and five being extremely agree.

		1	2	3	4	5
46.	I am happy to recommend job to my friends or family					
47.	I am look forward to coming to work each morning					
48.	I feel proud to be an employee of this company					
49.	Considering everything, I am satisfied with my job					

End of the questionnaire

Thank you



BIODATA

Name: Pranee Jaroensuk

Email: pookki.jar30@gmail.com

Education Background:

1996-2000

Bachelor degree in Faculty of Engineering
(Industrial Engineering), Burapha University

2019-2021

Master of Business Administration (MBA),
Bangkok University
(English program)

