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GROUNDING THEORY STUDY OF LEADERSHIP: A CASE STUDY OF U-THAI PRASIT CORPORATION, PRACHIN BURI PROVINCE

Abstract: *The research on the Grounding Theory of Leadership: A Case Study of U-Thai Prasit Corporation, Prachin Buri Province has its main objectives to discover 1) the characteristics and causes of the leadership phenomenon being manifested at U-Thai Prasit Corporation, Prachin Buri Province, 2) the realized strategies, actions or interaction as a result of those manifested leadership phenomenon including the influence of contextual and interfering conditions on those strategies, actions or interaction at U-Thai Prasit Corporation, Prachin Buri, and 3) the consequences as a result of the utilization of those realized strategies, actions or interaction. This research is a qualitative research. The in-depth interview was conducted on the two major informants, interviews with two apothecaries, two drug dispensers and twenty customers, focus-group study with those concerned individuals about the knowledge on medicine and Thai herbs of Mor Luk In, and participative and non-participative observation were also undertaken.*

Keywords: *Leadership, U-Thai Prasit Corporation, health promotion products*

1. Background

Leadership is a concept that is both current and timeless. Manning and Curtis (2015) argued that in one form or another, the leadership process has been central to human interaction since the dawn of society. Excellence in leadership requires the ability to attract capable people, motivate them to put forth their best efforts, and solve problems that arise. These are difficult tasks, which help explain why effective leadership is rare and why we respect those who excel.

Thai drugs and herbs are local science that had been long-time practiced in daily life of the peasantry before the modern medicine was introduced in Thailand. Since Thailand is located in the tropical zone, there are many

botanical plants and herbs growing in the ecological system. Moreover, there is a belief that man and nature are dependent on each other. Fattakhova et al. (2017) argued that rites of the East African society aimed at healing. The practice of medicine by Thai people, therefore, is undertaken together with the ritual activities (Chuengsatiansup). The practitioner of Thai medication is called “Mor (which means ‘doctor’)” to whom has been given high respect by the society. If this Thai doctor has been assigned the duty to look after the noble family or the ruling class people, they will be called “MorLuang (which means official or royal doctor)” and he will be blessed with title and rank.

U-Thai Prasit Corporation has been doing its legacy of medicine business in PrachinBuri province where Thai medicine and herbs are

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found and used in various treatments at the Chao Phya Abhaibhubejhr hospital. These medicine and herbs are also very popular as cultural health supplementary products. Due to its rich soil and appropriate climate, PrachinBuri province is a treasure trove for invaluable herbs. Kun (the lowest conferred rank of Thai nobility, below Luang) U-Thai Prasit (Boon Boonpakdee) who is the grandfather of Mr.TawanBoonpakdee, the present owner of U-Thai Prasit Corporation, was a royal doctor of Chao Phya Abhaibhubejhr (Chum A-Pai Wong), the very first governor of PrachinBuri province. During that time, Kun U-Thai Prasit had to take care the members of the governor's family in which it comprised of 22 wives and 44 children (Weerasak). The major treatments in those days were about respiratory system, blood circulation, excretory system and gastrointestinal tract disease. It was a duty of the royal doctor to provide and/or concoct medicine and herbs to promote good health. The governor must always be in an excellent shape and physically strong. For the ladies, they should have a nice complexion and should be beautiful. Kun U-Thai Prasit has performed his duty in practicing Thai medicine and herbs for as long as fifty more years. In doing this, his son Mr.TheeraBoonpakdee, has been helping as an assistant in procuring the necessary raw materials. After Kun U-Thai Prasit passed away, Mr.Theera has been practicing the local medication and, later, has been licensed by the Public Health Ministry. Mr.Theera or being known as "MorLuk In" practiced the Thai medicine and herbs at his clinic in PrachinBuri province from B.E. 2483 to B.E. 2540. When he died, there were more than 100 types of medicine to cure various diseases and symptoms ranging from asthma, blood circulation, cough, body and heart tonic, and pain reliever, to name just a few. These medicines could be grouped into 10 categories as specified by the Public Health Ministry. The knowledge of local medicine and herbs has been transferred to the 3rd generation, Mr.Tawan who is an engineer by

profession, and his wife, Mrs.ChaloeipornBoonpakdee who works at Human Resources Department of Thai Broadcasting Company, Channel 5. The couple had no knowledge on Thai medicine and herbs. Mr.Tawan and Mrs.Chaloeiporn realized that local medication and herbs should not be used exclusively in the cure of diseases as what happened in the past. The body of knowledge can be adapted and adjusted in accordance with the rules and regulations set by Food and Drug Administration of Thailand. In B.E. 2545, the couple decided to set up the company named U-Thai Prasit Corporation that borne the name of their grandfather. The company has its main objective in providing cultural health supplementary products developed from Thai medicine and herbs.

Hughes et al. (2015) postulated that leadership is a process, not a position. As a result, leadership involves something happening as a result of the interaction between a leader and followers. The research on the Grounded Theory of Leadership: A Case Study of U-Thai Prasit Corporation, PrachinBuri Province has its main objectives to discover 1) the characteristics and causes of the leadership phenomenon being manifested at U-Thai Prasit Corporation, PrachinBuri Province, 2) the realized strategies, actions or interaction as a result of those manifested leadership phenomenon including the influence of contextual and interfering conditions on those strategies, actions or interaction at U-Thai Prasit Corporation, PrachinBuri, and 3) the consequences as a result of the utilization of those realized strategies, actions or interaction.

2. Research Objectives

Objectives of this research are:

- To discover the characteristics and causes of the leadership phenomenon being manifested at U-

Thai Prasit Corporation, PrachinBuri Province.

- To find out the realized strategies, actions or interaction as a result of those manifested leadership phenomenon including the influence of contextual and interfering conditions on those strategies, actions or interaction at U-Thai Prasit Corporation, PrachinBuri.
- To study the consequences as a result of the utilization of those realized strategies, actions or interaction.

3. Conceptual Framework

Grounded theory study is a type of qualitative research with its main specific interest on

building a new knowledge or a novel theoretical conception based on the manifestation of the true phenomena. The study is often constructed on an individual, a group of individuals or organization in relevant to his or their action. According to Wirote Sarnrattana (2557: 256), the examples of the study include the manifestation of Mr. A’s spiritual leadership model, the manifestation of Team A on the collective power model, and the manifestation of Organization A on education leadership model. Thus, the result of the study will yield a “process theory” (Figure 1) in which Corbin and Strauss (1990) and Locke (2005) strongly believed that it can provide an answer to the research questions based on causal-consequence theoretical framework.

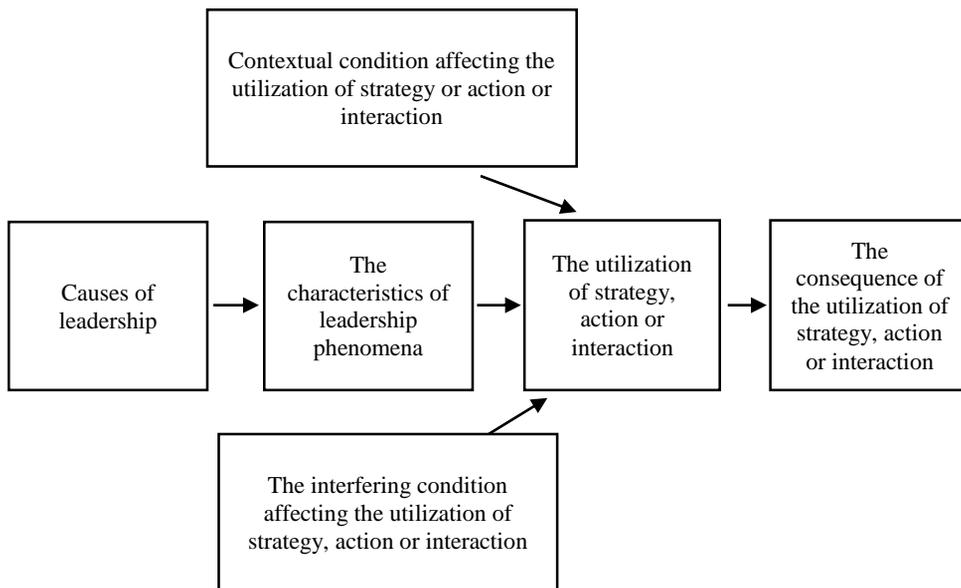


Figure 1. Process theory
Adapted from: Wirote Sarnrattana

4. Related Theories

Gasper (1992) claimed that transformational leadership was introduced by James MacGregor Burns in 1978. This new

paradigm described the leader and follower interaction as a mutually evaluating process which Bass (1999) later described as performance beyond normal expectations. Bass (1999) proclaimed that the interests of the organization and its members need to be

aligned. Such is a task for the transformational leader. Felfe et al. (2004) discussed that the model of transformational leadership, proposed by Bass has been widely used in the United States in applied research as well as in practice for more than twenty years. In Germany, as well, this approach has received increasing attention since the late nineties.

Hakan Erkutlu (2008) argued that there are significant relations between leadership behaviors and both organizational and leadership effectiveness. He continued that transformational leadership behaviors stimulate organizational commitment and job satisfaction. Sandell (2012) commented that transformational leadership style has long been shown to elicit above average performance in followers; however, the reasoning behind why this process occurs is unclear. The present study investigates whether follower engagement mediates the relationship between perceived transformational leadership and performance on a task. Silva (2014) identified an academic consensus, which understands that leadership as a circumstantial relationship between a leader and his or her followers. Cognition-based trust can mediate the relationship between transformational leadership and followers' job performance (Zhu & Akhtar, 2014). Thus, Zhu and Akhtar recognized the dual process model between the two constructs.

Furthermore, procedural justice, trust, integrity, dependability, and organizational commitment may have the tendency to mediate the positive impact of transformational leadership on organizational growth (Katou, 2015). Responsible leadership may influence organizational processes and outcomes through both psychological and knowledge-based pathways (Doh & Quigley, 2014). Similarly, it is important to note the importance of the integration between transformational leadership and followers' psychological needs (Kovjanic et al., 2013).

Zhang (2016) proposed that transformational leadership might help meet follower's psychological needs for autonomy, competence, and relatedness. Bullard (2019) pointed out 6 characteristics of a transformational leader which are: 1) Embrace Transformation, 2) Personal Growth, 3) Transparency and Authenticity, 4) Empowerment and Engaged Action, 5) Integrity and Accountability, and, 6) Self-Actualization, transformative leaders are self-actualizing people. They recognize that creativity, innovation, initiative, and an organization's ability to thrive, rest upon its core values that come from this deeper pursuit of meaning.

5. Methodology

This study is a qualitative research. Supattra Junnapiya (2551: 150) suggested that qualitative research is used by the researcher who wants to understand the meaning, process or explanation of a behavior or phenomenon. The research utilizes the ground theory method in which the researcher possesses and is well-aware of theoretical sensitivity in order to formulate a concept and theory. This theoretical sensitivity exists in every step of the research activities starting from theoretical sampling, theoretical coding and theoretical generating. The grounded theory has its unique characteristics in a way that it is formulated from data arising from the upper-most true phenomena (Glaser & Strauss, 1967; Glaser, 1978). The phenomena are comprehended as the loose structures, with flexibility for prediction and they are not restricted (Wiersma & Jurs, 2009). The data were collected through the following sources:

1. Historical documentation. The historical data were obtained from various sources such as Prachin Buri Province Archive, Prachin Buri Town Hall, Chao Phya Abhaibhubejhr Hospital, and U-Thai Prasit Corporation's Library. The data were also found from various research papers, printed documents, articles, magazines, flyers, and leaflets. As a

verifiable direct data, the document offered information with no bias and portrayed data that chronologically happened in the past (Schmuck, 2006).

2. In-depth Interview. The in-depth interview was conducted with the 3rd generation, Mr. Tawan and Mrs. Chaloeiporn Boonpakdee. The in-depth interview allows interviewees to free their mind and let go of their thought and opinion without being dominated by the influential people (MacIntyre, 2000; Schmuck, 2006).

3. Structured and Unstructured Interview. Both structured and unstructured interviews were conducted with the drug producer and dispenser working at the U-Thai Prasit Corporation as well as with 20 drug buyers.

4. Focus Group. The focus group of 6 people including 2 of the customers, 2 local people, and another 2 of interested persons. The focus group can save a lot of time in interviewing, and at the same time, the data obtained can be used to cross-checked at each other (Morgan, 1988). As a result, the researcher can get authentic and natural responses from all of your participants, which means you get some really awesome observational data to analyze and interpret beyond just the interview transcript (Statistics Solutions, 2018).

5. Participative Observation. The participative observation method is widely used in collecting qualitative data in which the researcher can observe the behavior, action, manner and expression of the individual or group of people to whom they can be perceived through the five senses and can be well understood (MacIntyre, 2000). Supattra Junnapiya (2551: 179) stated that data obtained from an observation is a primary data and is a direct phenomenon according to the reality in which the behavior is expressed naturally.

6. Non-participative Observation.

7. All interviews were re-checked by the interviewees to prevent any possible misunderstanding and misinterpretation. The data can be repeatedly analyzed and re-

checked in order to maintain the credibility and validity.

According to Charmaz (2006), grounded theory provides a way for researchers to explore an idea or issue through deep analysis of data and analytic writing. Jones and Alony (2011) summarized the benefits of grounded theory, noting its rigor and systematic approach to uncovering social processes that inform theory, yet with some flexibility and freedom for the researcher to be creative.

6. Research Findings

1) To discover the characteristics and causes of the leadership phenomenon being manifested at U-Thai Prasit Corporation, Prachin Buri Province.

The legend of Thai traditional medicine and herbs began with Kun (the lowest conferred rank of Thai nobility, below Luang) U-Thai Prasit who was a royal doctor of Chao Phya Abhaibhubejhr (Chum A-Pai Wong), the governor of Battambang precinct (that is now located in Cambodia) in the 19th century. As a provincial governor or Jao Meuang (in Thai), he had 22 wives and 44 sons and daughters. Kun U-Thai Prasit was an internist who looked after the well-being of the members of the governor's family and satellites for more than 40 years. When he moved into Prachin Buri province, he handed down all of his knowledge including drugs and herbs information to his son, Mr. Theera Boonpakdee and his wife, Mrs. Winit Boonpakdee who were responsible to procure the inputs and to grind the medicine. After Kun U-Thai Prasit passed away, Mr. Theera has been practicing the local medication and has been awarded a license by the Public Health Ministry. He is being known as "Mor Luk In (Mor means doctor)." The local medication has been started from the 1st generation of Kun U-Thai Prasit and continued into the 2nd generation of Mr. Theera who has been practicing the Thai local medication and herbs at his clinic in Prachin Buri province for more than 40 years. When

Mr. Theera or Mor Luk In died, all of the medical and herb knowledge have been transferred to the 3rd generation, Mr. Tawan and his wife, Mrs. Chaloeiporn Boonpakdee. These two individuals have been inculcated with drugs and herbs knowledge through the family-bloodline and also educated themselves with the necessary rules and regulations as well as the standard set by Thai Traditional Medicine Institution, Public Health Ministry. The couple come up with the modification in the production process and the method of distribution in response to the modern marketing mechanism. They established the medicine production factory called “U-Thai Prasit Corporation” in which the drugs and herbs knowledge and legacy of Kun U-Thai Prasit has been preserved and prevailed.

The knowledge of local medication has been passing down from generation to the next generation due to the belief that the practice and the accumulation of drug knowledge will bring good fortune to the practitioners as well as their family members. On the contrary, if the knowledge were discontinued, this will bring bad luck to the family. After all, the descendants understand and strongly believe that their forbears do not want them to abandon the knowledge. Komatra Chuengsatiansup noted that people’s life and way of living can be learned through their thought and belief. In this respect, Mr. Tawan and his wife Chaloeiporn strongly believe that their business of local medication would not only save hundreds of life but also create good luck for their family.

2) To find out the realized strategies, actions or interaction as a result of those manifested leadership phenomenon including the influence of contextual and interfering conditions on those strategies, actions or interaction at U-Thai Prasit Corporation, Prachin Buri.

Gomez-Mejia et al. (2005) argued that it is the job of top-level management to chart the course of the entire enterprise. From the interview with Mr. Tawan Boonpakdee and

Mrs. Chaloeiporn Boonpakdee, the couple who own U-Thai Prasit Corporation, it was found that the survival of their drug company is based on the management concept known as “MOST” in which “M” stands for man, “O” stands for organization, “S” stands for service and finally, “T” stands for team. In this regard, the couple explained that, for the M, the leaders of the company must have a thorough knowledge on Thai local drugs and herbs and are able to adjust the products to fit with the current demand of the consumers. Increased consumer awareness of health- and wellness- consciousness is fueling the food and drug industry to make shifts in the way the products are marketed. Factors leading to this shift—consumer awareness of health issues, greater focus on fitness, higher personal incomes, and the urbanization of emerging economies, just to name a few—have united to form a new market of consumer—focused healthcare products. These products are not the conventional products that are sold in the 2nd generation. However, the individual drugs with the attributes of maintaining, enhancing, and fixing the body are still preserved for the loyal customers who will use the drugs to serve their particular demand based on sex and age. The company does not focus on the marketing activities in order to sell the products but on the thought of saving human lives.

Wiroj Sarnrattana explains that authentic and servant leaders are those who possess the truthful self-concept in order to create trust and enthusiastic support from the followers and to cultivate a culture of trust to help people with their life issues respectively. Mr. Theera or Mor Luk In practiced the Thai medicine in quite the same way as his father, Kun U-Thai Prasit. The number of patients who were recovered from their illness was a guarantee for his ability to cure. For Kun U-Thai Prasit and Mr. Theera, the business of saving life is a main duty of respectable human beings. Those who save human life are praised and respected by the people. Nelson and Quick (2005) proposed that the vast majority of theories and models of human

behavior fall into one of two basic categories. One category has an internal perspective, and the other has an external perspective. The internal perspective explains people's actions and behavior in terms of their history and personal value systems.

For the "O" or organization, there is coordinated actions among related units of the company. The market for the products must be discovered and clearly identified. Nahavandi and Malekzadeh (2000) pointed out that all sizes of organizations face the challenges of operating in a fast-changing world and a global economy. U-Thai Prasit Corporation utilizes information technology system in order to sell the products and to be in response to Thailand 4.0. For the product quality, the Food and Drug Administration (FDA) plays an important and necessary role to guarantee the safety of the products. The company must also act as a local learning center in the area. In this respect, the drug and herb knowledge is shared and exchanged between the company and the general people. As managers, Mr. Tawan Boonpakdee and Mrs. Chaloeiporn Boonpakdee must be cognizant of their business strategy when working with their employees. And finally, a focus strategy will require people who clearly understand the target population being courted by the firm (Moorhead and Griffin, 1995).

For the "S" or service component. Entrepreneurs are also effective in the area of specialty retailing (Griffin, 2013). According to Mrs. Winit Boonpakdee, the local medication has been started by Kun U-Thai Prasit (Boon Boonpakdee) who was born in B.E. 2400 to Phar Kamphaeng Rajapakdee, an officer in the rein of King Rama the 5th. Mr. Tawan and Mrs. Chaloeiporn realized that local medication and herbs should not be used exclusively in the cure of diseases as what happened in the past. The body of knowledge can be adapted and adjusted in accordance with the rules and regulations set by Food and Drug Administration of Thailand. In B.E. 2545, the couple has decided to set up the company named U-Thai Prasit Corporation

that borne the title conferred by the king of their grandfather. The company has its main objective in providing cultural health supplementary products developed from Thai medicine and herbs.

During the time of Kun U-Thai Prasit, the medical service has been provided to the noble family as a duty. Based on his father's legacy, Mr. Theera or Mor Luk In has been practicing the medical service to general people in Prachin Buri province. For the 3rd generation, Mr. Tawan and his wife Mrs. Chaloeiporn Boonpakdee have been adjusting their medical business to serve the needs of the contemporary market. The products have been re-grouped into 7 categories with almost 60 different kinds of medicines. The products have been sold through 65 outlets in 18 provinces throughout the country. Kotler and Armstrong (1999) proposed that the producer adjusts the marketing mix elements to each target market, bearing more costs but hoping for a larger market share and return.

According to Mr. Tawan and his wife, T stands for team-work. The team-based structure is a relatively new organizational form, but it has quickly become a popular way to organize employees (McShane & Glinow, 2000). Gomez-Mejia et al. (2005) wrote that in this new millennium, many tasks are far too complex to be completed by a single individual. As a result, the success of various teams and groups directly affects the success of the overall organization. Based on an interview with Mr. Tawan and his wife, at U-Thai Prasit Corporation, people work as a team. The members of a team are held accountable for individual work, such as finding the herbs, drying, grinding, concocting, producing, packaging, and selling. According to Mr. Tawan and his wife, this team shares performance goals. Individuals on team are mutually responsible for end results. Natepanna Yawiraj suggested that the managers should pay their interest in and study the team concept. Based on Natepanna's conception, teams exist in every organization.

3) To study the consequences as a result of the utilization of those realized strategies, actions or interaction.

From the above discussion of a teamwork and a strong leadership style utilized at U-Thai Prasit Corporation, team members hold themselves mutually accountable for team goals, and leadership responsibilities are shared among the members of the team. They openly discuss goals and procedures with each other until they reach a consensus. A work group at U-Thai Prasit Corporation is more likely to have a strong, directive leader who seeks input from group members and then delegates work to various individuals to complete. Effective managing team makes it possible for U-Thai Prasit Corporation to achieve important strategic business objectives, which may result in competitive advantages. The benefits of using teams include lower costs and higher productivity, quality improvement, speed, and innovation.

At the moment, U-Thai Prasit Corporation offers seven main medical product categories. These include: 1) General medicine, 2) Body tonic, 3) Cardiac and haematonic,

4) Gastrointestinal medicine, 5) Antipyretic medicine, 6) Best sellers, and 7) New products. U-Thai Prasit Corporation markets its products in 18 provinces throughout Thailand with the total number of 65 drug stores. The company also markets its products through the company's website and online services.

Kotler and Armstrong (1999: 398) argued that although most goods and services are sold through stores, nonstore retailing has been growing much faster than has store retailing. Traditional store retailers are facing increasing competition from nonstore retailers who sell through catalogs, direct mail, telephone, home television shopping shows, online computer shopping services, home and office parties, and other direct retailing approaches. Kerin et al. (2007) noted that online retailing allows consumers to search for, evaluate, and order products

through the Internet. At U-Thai Prasit Corporation, for example, Mr. Tawan has advocated a streamlined and intuitive website layout and new services such as real-time inventories in individual stores that allow customers to decide whether to go to the store or to buy online.

7. Conclusion and Discussion

Wyld (2013) argued that we live in age that can be defined by one word: more. As consumers, we want our gadgets and gizmos to do more (and become smaller and cheaper with each passing day). We want more channels, more data, more gas mileage, more fiber, etc. in short, we want—and often demand—more of everything good. This holds true in business, as we want more customer service, more options, more hours, and yes, as investor, more earnings. So when it comes to managers in the workplace, we expect them to be inspiring and able to instill a common sense of purpose to rally and motivate employees. In short, we expect transformational leaders to be the norm.

For the characteristics and causes of the leadership phenomenon being manifested at U-Thai Prasit Corporation, Prachin Buri Province, Kun U-Thai Prasit performed his medical service as a royal doctor to the governor of Prachin Buri province. His son Mr. Theera or Mor Luk In continued the business of his father by opening a clinic in Prachin Buri province. On the 3rd generation, Mr. Tawan and his wife Mrs. Chaloeiporn Boonpakdee obtained their license in Thai traditional medication from the Ministry of Public Health. On top of that, their products have been certified by Food and Drugs Administration. Mr. Tawan and his wife have shown the characteristics of a transformational leadership such as keeping their ego in check, self-management, making difficult decisions, sharing collective organizational consciousness, inspirational, entertaining new ideas, adaptability, proactive, and leading with vision. They

define transformational leaders—leaders that have the ability to make an impact on organizational growth. This is in line with the work being done by Beck-Tauber (2012) in which it finds that over the last twenty-five years, the transformational leadership paradigm has gained much scholarly attention. It has been proven that a transformational leadership style has positive effects on motivation, alignment, performance and satisfaction of followers.

For the realized strategies, actions or interaction as a result of those manifested leadership phenomenon including the influence of contextual and interfering conditions on those strategies, actions or interaction at U-Thai Prasit Corporation, Prachin Buri, the Boonpakdee couple uses their own management orientation called “MOST” in which it stands for man, organization, service and teamwork respectively. The importance of organizing function lies on its conception of specialization, well-defined jobs, clarified authority, co-ordination, effective communication, growth and diversification, sense of security, and scope for new changes (Prachi, 2019). The service provided by U-Thai Prasit Corporation includes store and non-store retailing. The company also provides related medical production services. Aftab et al. (2016) found that service quality plays a vital role to make the customers happy and insists them to revisit the business. Working as a team, Mr. Tawan, his beloved wife, and employees at U-Thai Prasit Corporation come up with 7 products categories, namely, general medicine, body tonic, cardiac and haematonic, gastrointestinal medicine, antipyretic, best sellers, and new products. At U-thai Prasit Corporation, they emphasize the importance of teamwork in their training programs while honoring the importance of individual initiative. The result is in line with the work of Gilstrap (2013) in which team-based models introduce an evolutionary perspective of adaptation to a continually changing environment, and they have perhaps received

most attention from a systems theoretical framework. In this respect, Rao and Abdul Waheed (2015) proposed that over the past many decades, teams have become an increasingly popular way of organizing and coordinating work.

For the consequences as a result of the utilization of those realized strategies, actions or interaction. At present, U-Thai Prasit Corporation offers 7 different types of products. These products are sold through 65 stores in 18 provinces throughout Thailand. The company also distributes its products through website and online service. Moreover, as an innovation, the company renders medical related services, for instance, the procurement of raw materials, formulation mixings, medicine packaging, and drug registration filing service to name just a few with Good Manufacturing Practice (GMP) standard. At U-Thai Prasit Corporation, there is a strong relationship among leadership style, employee productivity and organization effectiveness. This is in accordance with the research undertaken by Wojtara-Perry (2016) who claimed that her study reinforces the positive relationships between transformational leadership, employee productivity, and leadership effectiveness. By using data from 408 Spanish organizations, Garcia-Morales et al. (2008) found that the leader’s perceptions of different intermediate strategic variables related to knowledge and innovation influence the relation between transformational leadership and organizational performance.

8. Recommendation for Future Research

Some implications for future research are seen in the conclusion and discussion offered above. Additionally, as demonstrated above, several possibilities for additional research exist in this area. This study should be replicated with a larger sample size in order to further verify the theoretical model

developed in this study as well as to explore additional components which may be revealed in a larger data set. While organizational and personal diversity was explored, it would also be beneficial to replicate this study with a more geographical diverse population, potentially broadening to a cross-cultural comparison to determine if the model holds across geographical and cultural boundaries. Also as noted earlier, a potentially interesting study would be to

compare generations in regard to the types of experiences related as significant as well as in relation to the strategies used to make meaning of the experiences and then the consequences realized through the strategies. A study of this nature could help provide insight in regard to the timing of certain types of experiences especially in regard to openness to learning at the different stages of time and context.

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