Universitetet
i Stavanger

FACULTY OF SOCIAL SCIENCES,
NORWEGIAN SCHOOL OF HOTEL MANAGEMENT

MASTER'S THESIS

STUDY PROGRAM:	THESIS IS WRITTEN IN THE FOLLOWING SPECIALIZATION/SUBJECT:
Master in Service Leadership in International Business	HR and Leadership IS THE ASSIGNMENT CONFIDENTIAL? No

TITLE:

Possibility of Applying Nordic Leadership to Work Context in Thailand's Hospitality Industry

AUTHOR		ADVISOR:
Student number:	Name:	Åse Helene Bakkevig Dagsland
254118	Nattita Kaocharee	

Abstract

Will Thai people who work in the hospitality industry be interested in the ideal of Nordic leadership, the leadership style that originated from the happiest countries in the world? This thesis aims to investigate Thai employees and managers who work in hospitality-related careers' preferred leadership traits and their opinions on characteristics of Nordic leadership, and use these findings to analyze the possibility of applying Nordic leadership to work context in Thailand's hospitality industry.

A quantitative method has been used in order to collect the data from people who work in the hospitality industry in Thailand. The survey was conducted using an online platform, with a total of 139 respondents, 82 managers and 57 employees, participating in the survey.

The results indicated that there were similarities in Thais and Norwegians' preferred leadership traits in most factors. However, masculinity was the factor that Thai people still moderately prioritized, while it was the least wanted factor within Norwegian employees. Thai people agree with how Nordic leadership encourages employees' participation in decision-making, even so, most respondents still think that the decision-maker role should be for leaders only. The preferred organizational structures between the two countries are also different, since Thai people still value hierarchy in their organization, in contrast with Nordic leadership which has a flat organizational structure as one of the identities.

Keywords: Nordic leadership, implicit leadership theory, cross-cultural differences, hospitality industry, Thailand

Acknowledgements

I am deeply grateful to my supervisor, Professor Åse Helene Bakkevig Dagsland, who provided me with guidance and knowledge throughout the process. She supported me with many ideas and kind words, which inspired me to turn my proposal into this finished thesis. In addition to my supervisor, I would like to express my gratitude to Anne Brit Løland for her literature review guidance session, which was really helpful during the process of finding academic papers to use in this study.

I also would like to thank the respondents who participated in the survey, and everyone who helped sharing the survey with others on social platforms. Without all of your help, this study would not have been completed.

Lastly, I would not have been able to finish my Master's thesis without all the support from my family and friends, who never fail to cheer me up even if we are currently living far apart. Living abroad alone in the time of the pandemic is the biggest challenge in my life. Even so, whenever I feel sad, I know that my friends will always support me, cheer me up, and even give me a virtual hug through video call. These are things that help me get through this tough situation. I am really thankful to have each and every one of you in my life. A special thanks to Ensemble Stars!!, my favorite game which is a source of happiness and emotional support for me while I worked on this thesis, as it has always been for the last four years.

Writing this Master's thesis for the past eight months taught me so much, and the final outcome has become one of the most significant achievements in my life. I hope you will enjoy reading my research.

Table of content

Abstract …….. I

Acknowledgements ……. II

Table of content …….. III

List of Figures ……..V

List of Tables …….. VI

1.0 Introduction …….. 1

1.1 Aim of the thesis ……..…… 2

1.2 Research question and Hypotheses …… 2

2.0 Literature review …….. 4

2.1 Nordic Leadership……4

2.2 Cultural Dimension Theory …… 6

2.2.1 Power Distance …… 7

2.2.2 Certainty Avoidance …… 8

2.2.3 Individualism versus Collectivism …….. 8

2.2.4 Masculinity versus Femininity …… 9

2.2.5 Long-term versus Short-term Orientation ……9

2.3 Implicit Leadership Theories (ILTs) …….. 11

2.4 Leadership style in Thailand …….. 14

2.5 Leadership in cross-cultural contexts ……. 18

2.5.1 Nordic countries and Asian countries …….. 19

2.5.2 Thailand and Western countries …….. 20

3.0 Methodology ……..22

3.1 Research design …….. 22

3.2 Survey instrument …….. 22

3.3 Participants ……. 23

3.4 Data collection …… 24

3.5 Data analysis …….. 25

4.0 Findings ……. 26

4.1 Leadership traits ……. 26

4.2 Preferred and perceived leaders ……..31

4.3 Preferred organizational structures …….… 34

4.4 Employee involvement in decision-making …….. 35

4.5 Nordic Leadership …….. 37

5.0 Discussion …….. 39

5.1 Hypothesis 1 …….. 39

5.2 Hypothesis 2 …….. 43

5.3 Limitations and and implications for further research ……44

6.0 Conclusion …… 46

7.0 References …… 48

8.0 Appendices …… 51

8.1 Appendix 1 ……. 51

List of Figures

Figure 1. Hofstede's Cultural Dimensions Comparison Between Countries …….. 11

Figure 2. ILTs Measurement Scale …….. 13

Figure 3. Hofstede's Cultural Dimensions Comparison Between Norway and Thailand …… 18

Figure 4. Proportion of Respondents …… 26

Figure 5. Respondents' Perceived Leaders …….. 32

Figure 6. Respondents' preferred leaders …… 33

Figure 7. Respondents' Preferred Organizational Structure …… 34

Figure 8. Responses to the question: Would you prefer the team leader who allows employees to be a part of decision making? …… 36

Figure 9. Responses to the question: Have respondents ever heard of the word 'Nordic leadership' before? …….. 37

Figure 10. Comparison of Mean Scores between Thai and Norwegian Employees …… 40

List of Tables

Table 1. Similarities and Differences of American Leadership and Thai Leadership …….. 20

Table 2. Reliability test …… 27

Table 3. Sum Scores of 8 Main Factors From All Respondents …….. 28

Table 4. Ranking of The Important Leader Characteristics From Employees' Perception …….. 29

Table 5. Ranking of The Important Leader Characteristics From Managers and Leaders' Perception …… 30

Table 6. Mean Scores of Nordic Leadership's Most Notable Characteristics …….. 41

Table 7. Gender Gap Report Rankings Comparison Between Norway and Thailand …… 42

1.0 Introduction

Nordic leadership is the leadership style that has been given the most attention recently, and was chosen as the management style that helps create a great workplace independent of culture, social structures, and the business environment (Great Place to Work, 2019). With the identity of low hierarchy and inclusive decision-making that encourage every employee to truly become part of the organization equally as leaders, it could be seen that Nordic leadership has the possibility of becoming a role model for global leadership strategy in the present time. However, it still depends on the cultural, political, and institutional context of each place. Even in the same continent, the leadership style in Eastern Europe is identified as the most different from the Nordic leadership style (Andreasson & Lundqvist, 2018). Because of that, it is no wonder if western and eastern countries could have even more differences in leadership style.

Still, there could be a possibility of the change, since some eastern countries have been accepting more western traditions in the past few years. Research paper by Yukongdi (2010) showed that participative leadership style — the characteristic of Nordic leadership (Chen, 2014), is one of the most wanted leadership styles for Thai employees, only second to consultative style. Even so, participative managers were the least they have experienced working with. This paper was written 10 years ago, which implies a probability of changes in what Thai employees thought in 2010 and their opinions in the present day, and might have a possibility for applying Nordic leadership style to work context in Thai organization.

On the side of leaders and managers, Thai leadership style usually prioritizes hierarchy and seniority, which is quite different from Nordic leadership. However, with the younger generation starting to become a leader, more organizations are open to adapting flat structure

more than before, showing a significant sign of adapting to the new style of leadership and organizational structure in Thailand's hospitality industry.

1.1 Aim of the thesis

The purpose of this study is to contribute to the understanding of employees and managers in Thai's hospitality industry regarding Nordic leadership, delve deeper to see if there are any changes in their opinion throughout the years, and analyze the possibility of adapting to Nordic leadership in Thai's work context.

1.2 Research question and Hypotheses

This study attempted to answer the following main question:

- **Is there a possibility for applying Nordic leadership in Thailand's hospitality industry?**

For achieving this, this study attempted to answer the following sub questions:

1. What is Thai employees' opinion on Nordic leadership?
2. What is Thai leaders or managers' opinion on Nordic leadership?
3. Will there be any changes in Thai's point of view on their preferred leadership style and organization structure?
4. To what extent can Nordic leadership be adapted into Thai orgazanitions?

From what previous study has shown, and the possibility of the outcome, the hypothesis for this study were made as below.

H1: Employees in Thai organizations want to apply Nordic leadership into their organization, while managers in Thai organizations are still not wholly open to Nordic leadership, but welcome some adaptation into their work context.

H2: Thais are starting to prefer flat organizations more than hierarchical organizations.

2.0 Literature review

The literature review chapter focuses on theories about leadership styles — mainly the Nordic Leadership theory, and cross-cultural contexts, to see the differences and similarities in leadership styles between Nordic countries and Thailand.

2.1 Nordic Leadership

The specific Nordic leadership style is the norm between leadership, culture, and values in the Nordic countries, which consists of Denmark, Norway, Sweden, Finland, and Iceland. The Nordic Leadership's purpose is to balance various aspects of society to develop a system that brings the best outcome for organizations.

According to Andreasson and Lundqvist (2018) and Chen (2014), the Nordic leadership is characterized to be an open organization that allows and considers all employee suggestions. The leader in the Nordic leadership is more like a coach who encourages and motivates their employees, rather than a boss who only gives orders. A leader needs to take responsibility when things go wrong, is not afraid about 'losing face' and not acting too self-centered (Andreasson & Lundqvist, 2018, p.15). The Nordic leadership organization has a flat structure, short power distance, along with a low level of formality and smaller gap between a leader and employees, and the aiming of the Nordic leadership is to achieve a balance of economic growth and democratic stability.

Chen (2014) pointed out that the national culture has a strong influence on leadership (p.6). Most of the Nordic Leadership's features were also tremendously influenced from the Nordic welfare system, which is the economic construct of the Nordic countries. The Nordic welfare state was established approximately after World War II, while the Nordic Leadership

itself developed since the early industrialization in the Nordic countries, but started emerging to the specific style after World War II, just as the Nordic welfare system. The purpose of the Nordic welfare state is "to improve the ability of society to master its problems and to enrich and equalize the living conditions of individuals and families." (Erikson et al., 1987, as cited in Greve, 2007).

The first concept used to describe the welfare state in Nordic countries is *Folkhemmet,* which means "People's home" in Swedish (Chhokar, Brodbeck, & House, 2007, p.36). Folkhemmet has a similar purpose to the Nordic welfare state, to create a community with "equality, concern for others, co-operation, and helpfulness" (Hirdman, 1989, as cited in Chhokar, et al., 2007). The term has been developed through time, and became "the Swedish model" as we know in the present day.

Nordic welfare was described with different keywords and definitions by many researchers. Erikson (1987, as cited in Greve, 2007) defined the meaning of Nordic welfare as the model "to improve the ability of society to master its problems and to enrich and equalize the living conditions of individuals and families". Korpi and Palme (1998, as cited in Greve, 2007) referred to Nordic welfare as the model with high equality, low wage differentiation, and family friendly, considering how the public sector has been supporting families with children in many ways compared to the other welfare models. Is it also worth mentioning that the Nordic welfare state attach great importance to free healthcare, free education, job security, good pensions, paid vacations, paid sick, and parental leave (Einhorn, Eric & Logue, 2010, as cited in Chen, 2007).

The existence of the Nordic welfare state changed the early paternalistic relationship between employers and employees into a relationship between the employee and the welfare state instead. One of the remarkable things about Nordic welfare is individual autonomy. The

Nordic welfare has the environment that encourages lower dependency on the employer, making most leader positions like a coach more than an autocratic leader and also the reason for the flat organization structure of the Nordic Leadership's model (Andreasson & Lundqvist, 2018).

Even though the Nordic region started going on the global markets quite late, the export market has been developed a lot in the beginning of the 20th century. Due to the reason above, Nordic countries had to adapt their organization to be flexible and it helped shaping leaders in Nordic organization to be visionary and be able to guide their team into the right direction (Andreasson & Lundqvist, 2018).

As for the global comparison of the Nordic leadership, Chhokar et al. (2007) did a study about differences of culture and leadership in 61 countries around the world. The clusters used in this study were divided in 10 groups including Nordic Europe, Germanic Europe, Eastern Europe, Latin Europe, Anglo-Saxon, Latin America, Africa, Middle East, Confucian Asia, and Southern Asia. The result from the study showed that the most similar leadership to the Nordic leadership are the Anglo-Saxon and Latin American clusters, while Eastern European leader is the most different one (GLOBE Study of 62 Societies, 2004, as cited in Andreasson & Lundqvist, 2018). The clusters used in this study were divided in 10 groups including Nordic Europe, Germanic Europe, Eastern Europe, Latin Europe, Anglo-Saxon, Latin America, Africa, Middle East, Confucian Asia, and Southern Asia.

2.2 Cultural Dimension Theory

Hofstede (2001) developed the cultural dimensions theory to study the differences in thought and social action that occur across cultures. Five dimensions in this theory consist of

power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, and long-term versus short-term orientation.

Chhokar et al. (2007) used questionnaires to collect data on cultural dimensions in Sweden. 896 Swedish middle managers were asked to take part in the survey, in which they had to rate each cultural dimension based on “how they see their society culture”, and “how they believe their society culture should be”. According to the findings, Sweden's cultural dimension is strongly related to the Nordic welfare state. The definition of each cultural dimension, and the link between them and the Nordic leadership and the Nordic welfare state can be seen as follows.

2.2.1 Power Distance

Power distance was used to determine how much members in the lower rank in organizations can accept and expect that power is distributed unequally (Hofstede, 2001, p.xix). Inequality is the important key in this dimension. According to the Power Distance Index Values for 50 Countries and Three Regions (Hofstede, 2001, p.87), three Nordic countries that included in this table were ranked in 46th, 47th, and 48th place, implying that Nordic countries have a low-Power Distance culture. Many workplace norms in Nordic countries are relevant to their low-Power Distance. In most organizations, for example, there are no dress codes based on employee status, and employees seldom refer to one another by their names rather than titles (Chhokar et al., 2007). Low-Power Distance in Nordic countries can be seen even outside of the workplace. One of the examples is the burial ground, which is usually similar for everyone no matter what personal status that person is.

2.2.2 Certainty Avoidance

Uncertainty Avoidance was used to assess how comfortable members of organizations feel in unstructured and unpredictable circumstances. The country with high Uncertainty Avoidance would refrain from uncertainty and pass legislation specifically to prevent it. As the result from the poll from Chhokar et al. (2007)'s study, Sweden has high Uncertainty Avoidance with a score of 5.32, which resulted in the second highest Uncertainty Avoidance country from all 61 countries in this study. *Ombudsman* system is a regulation in Sweden that helps to ensure that coercive measures and misgovernment in the judiciary or the public administration are avoided. The National health insurance also covers 75% to 85% of lost income when the employee is ill and has to take sick leave. The examples above show how prepared Sweden is when it comes to Uncertainty Avoidance. Even the Swedish standard of always being "on time" is linked to Uncertainty Avoidance, since it means that being on time is vital to maintaining the good social ties in both working life and private life (Chhokar et al., 2007).

2.2.3 Individualism versus Collectivism

Individualism and Collectivism are two different aspects of whether members in organizations prefer to work alone or collaborate with other members to work as a team. As for Nordic countries, Chhokar et al. (2007) gave the definition of their societies as *Two Life Worlds: Socially Concerned Individualism* (p.47). Although most Nordic people are capable of working independently and are encouraged to do so from a young age, they are more concerned with the interests of the group than only the individual self. To be more precise, in a study by Chhokar et al. (2007), Sweden was ranked as the most collectivist society out of all 61 countries. Even if their society is extremely collective and individualistic at the same time, they tend to keep the

two life words totally apart. For example, People working in Nordic countries would refrain from socializing with their coworkers outside of their working hours (Chhokar et al., 2007, p.48).

2.2.4 Masculinity versus Femininity

Masculinity and Femininity, or Gender Egalitarianism, is the measurement on how a society minimizes gender role differences (Chhokar et al., 2007, p.43). The findings revealed that men and women in Swedish society are nearly equal, with a small male bias. They seem to constantly promote gender equality in the workplace, due to the reason that it is still not equal enough for the Swedish standards. (Chhokar et al., 2007, p.43). Gender equality is supported by many regulations in Nordic countries, making it easier for men and women to be treated fairly. To give an instance, in Sweden, The Office of the Equal Opportunities Ombudsman *(Jämställdhetsombudsmannen, JämO)* has been in operation since 1980 to promote equal rights for both men and women in terms of employment, working condition, and opportunities for personal development at work (Chhokar et al., 2007, p.43). Allowing employees to take 15 months of paid parental leave, regardless of gender, is also one of the laws supporting gender equality. This 15 months of parental leave could be shared between both parents, and can be used up until the child's 8th birthday (Swedish Institute, 2004, as cited in Chhokar et al., 2007)

2.2.5 Long-term versus Short-term Orientation

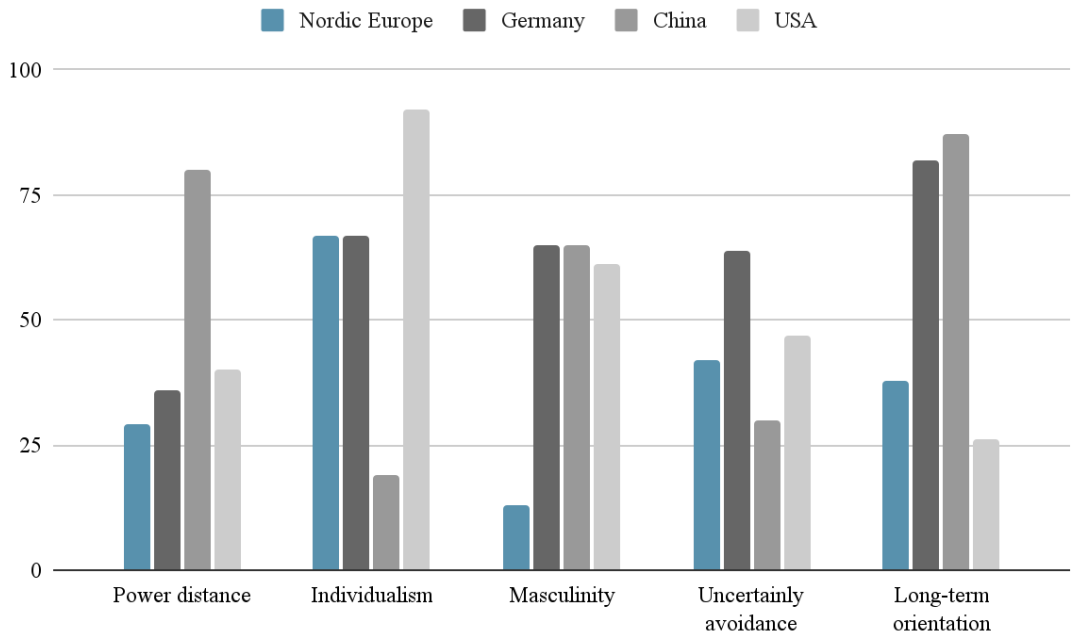
Long-term Orientation refers to a culture that has a vision for the long run success, focusing on developing gradual yet stable organizations with long-term benefits. On the other hand, Short-term Orientation is more concerned with achieving one-time success for a particular job, and less concerned with supporting one another. Long-term Orientation is often found in Collectivism society, while Short-term Orientation is more prevalent in Individualism society.

Nordic countries were defined by the word *Future Orientation society*, in which members of an organization or community encourages and rewards future-oriented behaviors like planning, investing in the future, and deferring gratification (Chhokar et al., 2007, p.44). This form of orientation has more in common with Long-term Orientation than with Short-term Orientation. Long-term Orientation is also relevant to the Nordic welfare state, particularly when it comes to education investment. Nordic countries have been among the first in the world to invest in education and maintain the educational attainment of the population, with only 30% of the population decided to leave school after the lower secondary school (Chhokar et al., 2007, p.44).

House et al. (2004, as cited by Andreasson & Lundqvist, 2018) compares the variations in cultural dimensions between 10 clusters in their study. The findings revealed that, with the exception of Gender Egalitarianism, the cluster with the most common leadership styles like The United States had similar results in most dimensions. On the contrary, an Asian country like China received a different result from Nordic countries in every cultural dimension.

Figure 1

Hofstede's Cultural Dimensions Comparison Between Countries, adapted from the comparison by Andreasson & Lundqvist (2018)



2.3 Implicit Leadership Theories (ILTs)

The other theory used in this research is Implicit Leadership Theories (ILTs), which are the personal assumptions about the ideal traits and characteristics of a good leader (Epitropaki & Martin, 2004). Lord and Maher (1993, as cited in Epitropaki & Martin, 2004) stated that ILTs can be used for both employees and leaders. On one hand, ILTs could help reach a better understanding of what the employees expect of their organization and leaders, on the other hand, it also helps leaders improve their behavior and personality as a leader. It would then help both leaders and employees to work along better, because if leaders and followers have the same opinions and expectation on leader's behavior, it could be easier for the leader to gain influence

(Foti & Luch, 1992, as cited in Furunes, 2012). The explanation above shows that ILTs is suitable for this thesis since the study will be focused on the opinion of both employees and leaders.

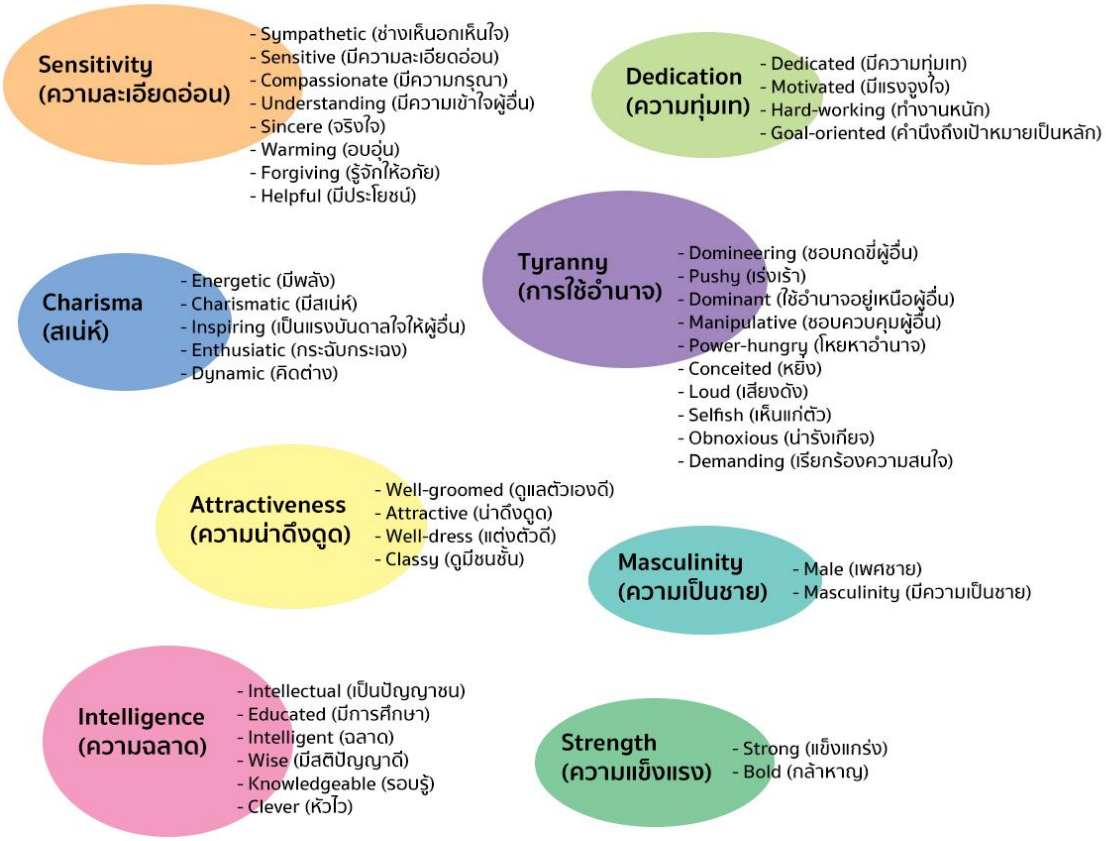
There are many researches about ILTs, each representing different scale and ILTs characteristics, and there is still no ILTs that is widely accepted as the only valid measurement, even if there are some findings that are being used in research more than the others. As for this research, the measurement scale for the data collecting will be the one from Offermann, Kennedy, and Wirtz's (1994) study. According to Epitropaki and Martin (2004), the 41-item scale measurement from Offermann et al. (1994) has a good focus on specific factors of ILTs and has been used in many validated papers to the point that it is considered as one of the most recent scale of ILTs. Moreover, there are previous studies that have been using this measurement for the Nordic Leadership analysis. Using the same scale could be useful for doing the comparison between Thai and the Nordic's hospitality industry.

Offermann et al. 's (1994) scale was made with the purpose of creating a ILTs measurement with the content and factor structure variation for all perceivers. The most important point of this measurement is a cognitive categorization perspective to match all types of targets regardless of gender. At first, the measurement scale had 160 trait items for respondents to choose, with the 10-point response scale showing which trait was considered as characteristic of a leader. However, there is an adapted version, containing 41 trait items and 9-pointed scale instead, which is also the one that will be used in this study. The 41-item scale measurements were divided into eight main factors: Sensitivity, Dedication, Tyranny, Charisma, Attractiveness, Masculinity, Intelligence, and Strength. The traits were rated on a 9-pointed scale

ranging from 1 (*not at all characteristics*) to 9 (*extremely characteristics*) (Epitropaki & Martin, 2004). The full items list is shown in Figure 2.

Figure 2

ILTs Measurement Scale by Offerman et al. (1994) (Thai translation in brackets).



In some previous studies, ILTs was used as a measurement for Nordic leadership. Chhokar et al. (2007) did research on Swedish leadership and culture as a representation for the Nordic Europe cluster, and used ILTs as a comparison of the media image with the Implicit Leadership Model. They use the findings that were gathered with GLOBE Questionnaire data —

their own measurement, which contains the different trait items and keywords, and compare it with trait items from ILTs to see the overall Swedish managers' implicit leadership theories. The result showed that both measurements have equivalent leadership dimensions, and characteristics of the Nordic Leadership in both measurements are mutually supportive and comparable. The trait items from ILTs that were identical with the most desired characteristics from GLOBE Questionnaire data are charisma (equivalent with visionary and inspirational), team building (equivalent with collaborative team oriented and team integrator), and consensus (equivalent with humane and diplomatic).

A study by Furunes (2012) used ILTs as the measurement scale to find out how leadership can be seen from employees' point of view, and how Norwegian employees in the hospitality industry describe their ideal leader's characteristics. The measurement scale for the pilot studies was also the scale from Offermann et al. (1994). 105 employees working in hotels in Norway were asked to rate the importance of each trait item, ranging from 1 (*not at all characteristics*) to 10 (*extremely characteristics*). The result indicated that the most characteristic of leaders that employees in the hospitality field preferred are dedication, charisma, intelligence, sensitivity, and attractiveness (Furunes, 2012). It can be seen that the findings from this study and a study by Chhokar et al. (2007) shared one preferred trait within employees, which is charisma. However, the overall result from both studies could be used to see the overall picture of the expectation of the Nordic's leaders.

2.4 Leadership style in Thailand

The book *When Culture Collides: Leading Across Cultures* by Lewis (2006) explored leadership styles from most countries around the world, including Thailand. He described Thai

leadership as high hierarchy leadership. The Thai monarchy is one of the reasons behind Thailand's high hierarchy and how authority and power are also considered normal in society, since the king is still in charge as the head of state and of the armed forces, despite the fact that Thailand already changed from absolute to constitutional monarchy.

While Thai leadership is still maintaining high hierarchy, it is considered a normal thing in Thai culture for leaders to prioritize emphasising harmonious social relations and consideration for others. The main point of this norm is to be considerate to others, take it easy, and be thoughtful, generous, and kind (Siengthai and Vadhanasindhu 1991, Kamoche, 2000, as cited in Singh, 2006). As Lewis (2006) said “The best leader is one who empathizes most with his subordinates.” (p.472).

From the previous research, more than 40% of Thai employees prefer to have a leader who tends to be supportive, approachable, and encourages employees with decision-making (Yukongdi, 2010). To be more precise, The employees in this study were asked to choose their most desired leadership style from four types of leadership from Hofstede (1980). An autocratic manager, who make decisions solely themselves and order their subordinates to follow them. A paternalistic manager, who make their own decisions, but still fully explain the work to their subordinates before giving them order. A consultative manager, who consult with their subordinates first when they try to make a decision on something. And lastly, a participative manager, who usually have a meeting with their subordinates first when there is a decision to be made, and let them be the part of decision making along with the whole team. 47% of all employees prefer to have a consultative manager as their boss. The other preferred type of leadership is a participative manager , which was chosen by 42% of employees, while

paternalistic manager and autocratic manager were chosen by only 10% and 1% of all respondents respectively. (Yukongdi, 2010).

Another study by Yukongdi (2016) indicated that leadership ability is the characteristic that Thais, regardless of gender, wish to see in their manager. Yukongdi (2016) used Schein Descriptive Index (SDI) as a measuring instrument for her research, which is a different one from this research. However, some key items in both SDI and ILTs are very similar and could still be used as a comparison to this Master's thesis. In the ranking of descriptive terms of successful managers, as rated by 145 men employees and 205 women employees, leadership ability was chosen as the most important trait by both men and women. The other characteristics that were mentioned as desired leadership personalities are analytical ability, logical, competent, self-confidence, and strong need for achievement. It is important to point out that Yukongdi (2016) also mentioned how women are underrepresented in the upper echelons of organizations in Thailand, and men are more likely to be responsible on the performance evaluation committee and making promotion decisions (Napasri & Yukongdi, 2015; Yukongdi, 2005, Yukongdi, 2009, as cited in Yukongdi, 2016).

Wetprasit (2016) did a study on seniority and hierarchy in the Thai work environment, focusing on a hotel chain in Thailand, and the result indicated that there is a high degree of hierarchy and seniority in Thailand's hospitality industry. The existence of seniority and hierarchy is regarded to be high or very high by the majority of employees in the organization. However, many employees claimed that they can see the presence of hierarchy steadily decreasing, owing to the younger generations in the workplace, who help introduce new ways of working into the organization.

The younger generation is playing a significant role in the change of Thai leadership. Recently, there is a change on Thai's perspective regarding their preferred style of leadership. Thai young adults in this generation prefer to be treated equally by their manager, to be trusted that they can be a leader too (Jirapinyo, 2017). A study by Jirapinyo (2017) delves deeper into the perception of Thai Millennials, who were born between 1981 and 2000, to see their aspects toward organizations and their definition of success. Thai employees in this generation see valuable work that brings happiness to others as a career success. A successful career not only depends on a decent wage and an appropriate position, but also on the quality of one's life. As one of interviewees in Jirapinyo's (2017) study said "I do not work solely for income. I feel happy and relieved from tiredness when my work can bring happiness to receivers, so I know that my work is valuable and I feel I succeed in this stage." (p.33).

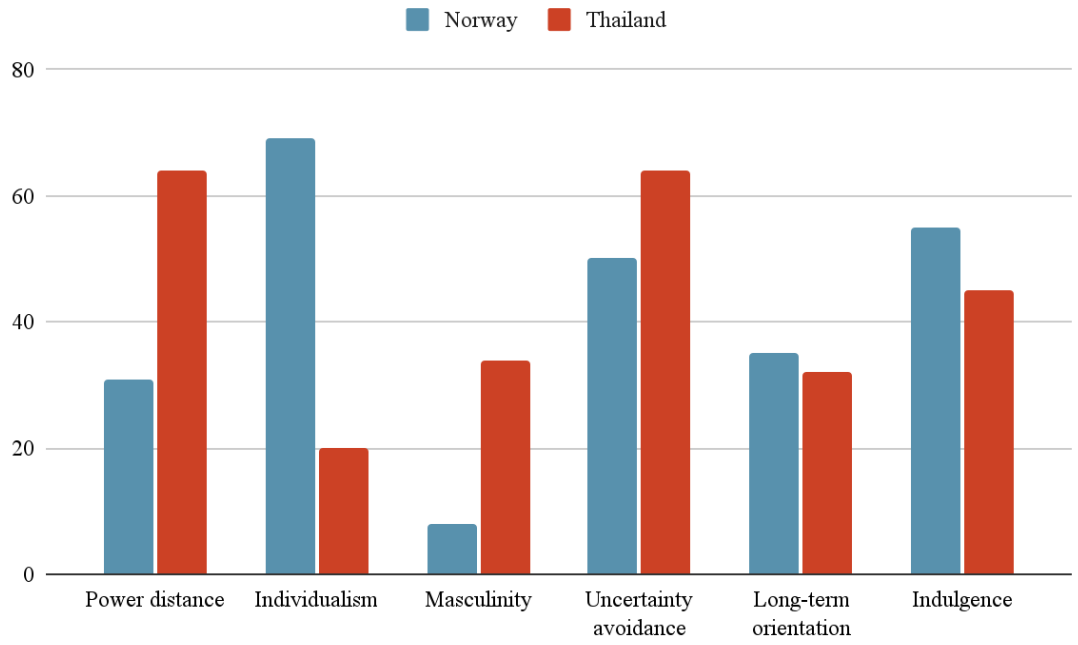
On employers and organizations' side, Thai Millennials prefer their employers to be responsible for regular coaching, be open-minded, and assign the right job to the right person (Jirapinyo, 2017). They believe that regular coaching will improve a person's performance, and then the organization could understand their employees better, resulting in success to give the right job to the right person. However, according to the majority of respondents from a study by Jirapinyo (2017) think that organization barriers are the thing that affects their career success, since the hierarchy in most organizations in Thailand makes it difficult to synchronize between all employees, affecting both of their daily work progress and career succestion.

2.5 Leadership in cross-cultural contexts

There has never been a study that directly compares Thai and Nordic leadership before. However, using the country comparison from Hofstede (2021), we can see the cultural dimension comparison between Norway and Thailand as in figure 3 below.

Figure 3

Hofstede's Cultural Dimensions Comparison Between Norway and Thailand, adapted from Hofstede (2021).



From House et al. 's (2004, as cited by Andreasson & Lundqvist, 2018) comparison, The only Asian country in the chart, China, had different outcomes from Nordic countries in every cultural dimension. However, comparing Norway with Thailand directly, we could see that there are similar results on some dimensions, such as uncertainty avoidance, short-term or long-term orientation, and indulgence. On the other hand, Norwegian and Thais' perception on the other

three dimensions, power distance, individualism, and masculinity, were completely different from each other.

Besides the comparison above, there are some studies about cross-cultural leadership between Nordic countries and Asian countries, as well as Thailand and western countries, that could help us get a better image of how cross-cultural leadership between Nordic countries and Thailand might work.

2.5.1 Nordic countries and Asian countries

Peltokorpi (2006) did a study on knowledge sharing in a cross-cultural context between 30 Nordic expatriates and eight Japanese managers in Japan, to see if there are any barriers to knowledge sharing in the organization based in Japan. The result indicated that status hierarchies affect the knowledge sharing in Japan a lot, due to the fact that Japanese employees are sensitive to status differences and afraid of negative reaction from above (Peltokorpi, 2006). The other obstacle for knowledge-sharing between Nordic expatriates and Japanese employees is they are overly ‘system bound’, Japanese ought to think that Japan is a country with unique culture, causing Nordic expatriates ideas to be rejected because their opinions will not work here due to different norms and cultures (Peltokorpi, 2006). However, it is important to mention that from the global comparison of Nordic leadership (GLOBE Study of 62 Societies, 2004, as cited in Andreasson & Lundqvist, 2018), Southern Asia countries, including Thailand, were rated to be more similar to Nordic leadership than Japan, which counted as Confucian Asia countries.

2.5.2 Thailand and Western countries

Lewis (2006) showed the characteristics of leadership in The United States and Thailand, demonstrating that there are some similar characteristics between two countries.

Table 1

Similarities and Differences of American Leadership and Thai Leadership, Adapted From USA/Thai Horizon by Lewis (2006)

USA Characteristics	Thai Characteristics	Characteristics they share in common
All men are equal	Hierarchy is good for you	Love of freedom
Linear time	Cyclic time	Freedom from control outside forces
Many superficial friendships	Fewer, deeper friendships	Pragmatic
Drive to change things	Reluctance to change things	Unfettered by rigid ideology or dogma
Respect for achievement	Respect for age, seniority	Social mobility
Republic	Monarchy	Informal social interaction
Work means success	Work must be fun	Realistic
Express emotions openly	Conceal emotions	Capitalistic structure
Success through results	Success through having a patron	Personal independence prized
Systematic work ethic	Sporadic worker	Down-to-earth
Negotiate quickly	Waits for promotion	No strong sense of lineage
Truth is positive	Truth not positive if hurtful	dislike of pomposity

Table 1 indicates that leadership style in The United States prioritizes equality in the workplace. They are seeking for a workplace with systematic work ethic, where they may openly express their emotions, never hesitate to change for the better, and would push themself with ambitions to make the work successful. On the other hand, leadership in Thailand is more concerned with building good relationships among coworkers creating a pleasant work environment. Sometimes they believe that lying is a good thing to do, if it improves the overall

environment in the workplace, which is the opposite of Americans, who always consider the truth as the positive thing. They also prefer different organizational structures. Americans prefer flat organizations, whereas Thais prefer hierarchical structures (Lewis, 2006).

Nonetheless, despite the differences in organizational structure, both Thais and Americans still value a few same things, such as freedom, social mobility, and informal social interaction. The other thing worth mentioning is while Thai people value the interest in Western education, they are still rejecting Western's work ethic, and are reluctant to change things (Lewis, 2006).

Australia is the other western country that already had a study doing comparison on leadership styles with Thailand. Pimpa and Moore (2012) conducted a study on leadership styles in Thai and Australian public sectors. They came to the conclusion that, like the Thais and the Americans, both Australians and Thais have some similarity in preferred leadership characteristics. They both prefer their leader to have good strategic thinking and planning, good relationship building, good conflict management, and communication-oriented.

3.0 Methodology

The methodology chapter focuses on demonstrating the research process in detail, from choosing the research design to deciding the measurement method and the participant groups in the study.

3.1 Research design

The research used in this thesis is descriptive research. Data will be collected by survey, using purposive sampling focusing on Thai people who are working in the hospitality industry. Since the main purpose of this thesis is to learn about Thai's opinions on Nordic leadership style, the quantitative is the most suitable research design for the thesis.

At first, this thesis was planned to be qualitative research, using interviews as a data collecting method. The previous plan was to do face-to-face in-depth interviews, both in person and through online platforms, depending on what interviewees prefer. The expected interviewees were 10 Norwegians and 10 Thais who are working in the hospitality industry. However, after considering the aim of this thesis, along with the situation on global pandemic, it has been decided that using a survey would provide better results for the research questions, since gathering data through the survey is more helpful for collecting data concerning human behaviour (Singh, 2006).

3.2 Survey instrument

The survey instrument in this research used two different theories that have been used in prior studies about Nordic leadership and Thai leadership, with few adaptation and additional questions about their opinions on leadership styles and Nordic leadership. The first theory, and

the main measurement scale for the data collecting, is Offermann et al. 's (1994) ILTs scale, with 41 traits and 9-pointed scale. This is also the kind of measurement Furunes (2012) used for her study about Implicit Leadership Theories from employees in Norwegian hotel industry's point of view. Therefore, it could be very useful in terms of comparing results between previous studies and this one, along with the discussion part at the end of this study.

The second theory is the definitions of leaders by Hofstede (1980, as cited in Yukongdi, 2010), which was included in the questions about the preferred type of leaders. To make the survey compatible to compare with a study by Yukongdi (2010), the survey in this study will use the exact same definition of leaders from the previous study as follows: An autocratic leader as someone who 'usually makes his/her decisions promptly and communicates them to his/her subordinates clearly and firmly'. A paternalistic leader, who 'usually makes his/her decisions promptly, but, before going ahead tries to explain them fully to his/her subordinates'. A consultative manager, who 'usually consults with his/her subordinates before he/she reaches his/her decisions'. And lastly, a participative manager, who 'usually calls a meeting of his/her subordinates when there is an important decision to be made' (Yukongdi, 2010, p.169).

In addition to the theories above, questions about opinions on organizational structures, ideal leaders, employee involvement in decision-making, and Nordic leadership will be included in the survey as well. It is also important to mention that even if there are few open questions in the survey, this research is still quantitative research.

3.3 Participants

The survey was given to those who are working in the hospitality industry in Thailand. Their occupation could be jobs in hotels, restaurants, and other places that assist clients in

meeting their leisure and recreational requirements, as well as tourism-related jobs. As of the planning stage, a minimum of 100 respondents was expected. In total, there were 139 participants who completed the survey.

Since this survey did not collect any personal information of any respondent, the citation of their open answers used in this study will be cited as 'Anonymous respondent' instead of the respondent's name.

3.4 Data collection

Due to COVID-19 Pandemic, it is not possible to approach participants in person. Instead of the face-to-face method, participants were approached through online social media sites such as Facebook and Twitter, and were given the survey through Google Forms. The survey was meant to be conducted in one month during 1st to 30th April, but because of the inadequate number of responses, the survey collecting period was extended to 31th May instead.

According to General Data Protection Regulation by Norwegian Centre for Research Data (NSD), if the survey did not ask for the respondent's name, national identification number, date of birth, address, telephone number, email address, any kind of recording of the respondent, or any information that could lead to identity of the respondent, then the survey does not need to be processed by NSD before using (NSD, 2020). As the survey in this study does not require any personal data from respondents, it does not need to be approved by NSD before it can be used for the research.

3.5 Data analysis

All data received from Google Forms will be analyzed by the Statistical Package for the Social Sciences (SPSS) system. This software helps organize all collected data and calculate them more accurately, making the data in this study more reliable (Griffith, 2007). The objective of quantitative data analysis is to describe and summarize the data to determine the findings, see if they are relevant and support hypotheses in the research (Leavy, 2017). In order to do that, descriptive analysis, frequency analysis, and independent samples t-test were used for presenting findings.

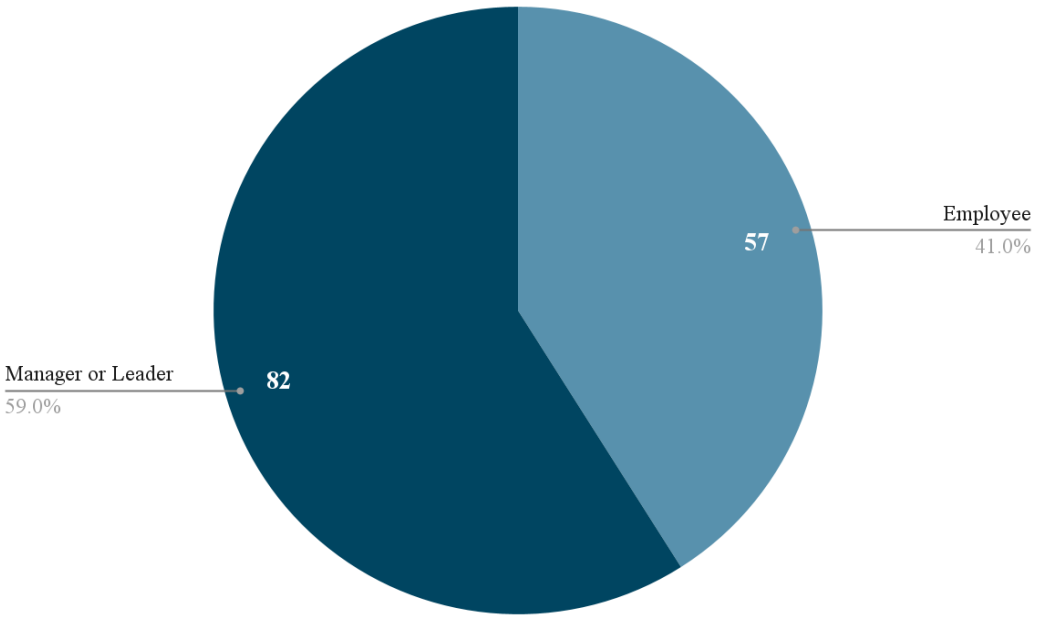
Independent samples t-test was conducted to test for differences between employees and leaders on ILTs questions. Descriptive data analysis was used for questions about preferred types of leaders since it helps provide valuable information on a particular group (Singh, 2006), which in this case is workers in Thailand.

4.0 Findings

In total of all 139 respondents who completed the survey, 57 respondents were employees which makes up 41% of the whole respondents. The remaining 82 respondents were either leaders or managers, representing 59% of the respondents.

Figure 4

Proportion of Respondents



4.1 Leadership traits

The findings on important leadership characteristics based on Offermann et al. ‘s (1994) scale were divided into two parts: the sum scores of eight main factors, and rankings of the important leadership traits rated by employees and managers. All trait items were ranked using a

9 pointed-scale. To examine the consistency of the findings, Cronbach's Alpha was used to test both all trait items and each separated main factor. The Cronbach's Alpha's value should be at least 0.70 in order to be counted as reliable data (Pallant, 2013). The Cronbach's Alpha in this finding is equal to 0.980, which is above the acceptable value criteria according to Pallant (2013). The reliability of each main factor tested by Cronbach's Alpha can be seen as Table 2 below.

Table 2

Reliability test of Offerman et al. 's (1994) measurement.

Factor names	No. of items	Cronbach's Alpha (N=139)
Sensitivity	8	0.983
Dedication	4	0.969
Tyranny	10	0.934
Charisma	5	0.976
Attractiveness	4	0.940
Masculinity	2	0.901
Intelligence	6	0.988
Strength	2	0.942
All factors	41	0.980

Table 3 demonstrates the sum scores for all eight factors. The factors that appear to be important characteristics for Thai workers are sensitivity (M = 6.718), dedication (6.861), and intelligence (6.884). These 3 factors are the one with mean scores above 6.500. The other factors with moderate mean scores are charisma (M = 6.334), attractiveness (M = 6.183), and strength (M = 6.421), while tyranny and masculinity only got the mean scores of 2.255 and 4.363 respectively. This result is partially similar to the perception of Norwegian frontline employees

in the hospitality industry, who also prefer a leader with dedication and intelligence traits, and did not perceive masculinity and tyranny as the important trait for leadership (Furunes, 2012).

Table 3

Sum Scores of 8 Main Factors From All Respondents

Factor names	Mean scores
Sensitivity	6.718
Dedication	6.861
Tyranny	2.255
Charisma	6.334
Attractiveness	6.183
Masculinity	4.363
Intelligence	6.884
Strength	6.421

Table 4 represents employees' rating of the importance of each leader characteristic based on mean scores. From all 41 trait items, the most rated characteristics from employees are clever (M = 7.246), sincere (M = 7.211), knowledgeable (M = 7.193), understanding (7.175), and motivated (7.140), respectively. Mean scores on each characteristic can be seen as below.

Table 4

Ranking of The Important Leader Characteristics From Employees' Perception

Trait items	Mean scores	Trait items	Mean scores
1. Clever	7.246	22. Attractive	6.561
2. Sincere	7.211	23. Warm	6.456
3. Knowledgeable	7.193	24. Energetic	6.456
4. Understanding	7.175	25. Strong	6.439
5. Motivated	7.140	26. Hard-working	6.404
6. Wise	7.088	27. Charismatic	6.404
7. Helpful	7.070	28. Dynamic	6.053
8. Dedicated	7.070	29. Classy	5.544
9. Intelligent	7.035	30. Manipulative	4.737
10. Forgiving	6.982	31. Masculine	4.228
11. Intellectual	6.912	32. Male	4.105
12. Goal-oriented	6.877	33. Pushy	3.246
13. Enthusiastic	6.860	34. Dominant	2.491
14. Bold	6.860	35. Loud	2.474
15. Sensitive	6.842	36. Power-hungry	2.368
16. Well-groomed	6.842	37. Demanding	2.175
17. Compassionate	6.807	38. Conceited	2.035
18. Sympathetic	6.754	39. Domineering	1.965
19. Inspiring	6.684	40. Selfish	1.842
20. Educated	6.667	41. Obnoxious	1.789
21. Well-dress	6.649		

On the managers' and leader's side, the five most important characteristics were ranked all differently from employees' one. It could be seen that Thai managers and leaders preferred a leader who is dedicated (M = 7.171), goal-oriented (M = 7.037), motivated (M = 7.024),

knowledgeable (M = 7.024), and sincere (M = 6.976). The full ranking can be seen at Table 5 below.

Table 5

Ranking of The Important Leader Characteristics From Managers and Leaders' Perception

Characteristic items	Mean scores	Characteristic items	Mean scores
1. Dedicated	7.171	22. Energetic	6.280
2. Goal-oriented	7.037	23. Attractive	6.268
3. Motivated	7.024	24. Hard-working	6.183
4. Knowledgeable	7.024	25. Sympathetic	6.049
5. Sincere	6.976	26. Strong	6.037
6. Wise	6.890	27. Charismatic	5.915
7. Clever	6.890	28. Dynamic	5.610
8. Understanding	6.805	29. Classy	4.756
9. Intelligent	6.780	30. Masculine	4.634
10. Sensitive	6.732	31. Male	4.366
11. Enthusiastic	6.720	32. Manipulative	4.329
12. Intellectual	6.707	33. Pushy	3.159
13. Well-groomed	6.683	34. Loud	2.134
14. Forgiving	6.671	35. Dominant	1.829
15. Helpful	6.610	36. Domineering	1.768
16. Inspiring	6.598	37. Power-hungry	1.671
17. Bold	6.488	38. Conceited	1.634
18. Warm	6.451	39. Demanding	1.573
19. Well-dress	6.427	40. Selfish	1.329
20. Educated	6.427	41. Obnoxious	1.329
21. Compassionate	6.366		

Despite differences in the ranking, both Thai employees and managers still prefer the same kind of traits for a leader. The five most important traits for them are the ones in sensitivity, dedication, and intelligence. For both employees and managers, all trait items in tyranny factor (domineering, pushy, dominant, manipulative, power-hungry, conceited, loud, selfish, obnoxious, demanding) were ranked at the bottom of the ranking. The trait items that were in the same place for both employees and managers' rankings are as follows: Wise (6), Intelligent (9), Educated (20), Charismatic (27), Dynamic (28), Classy (29), Conceited (38), Selfish (40), and Obnoxious (41).

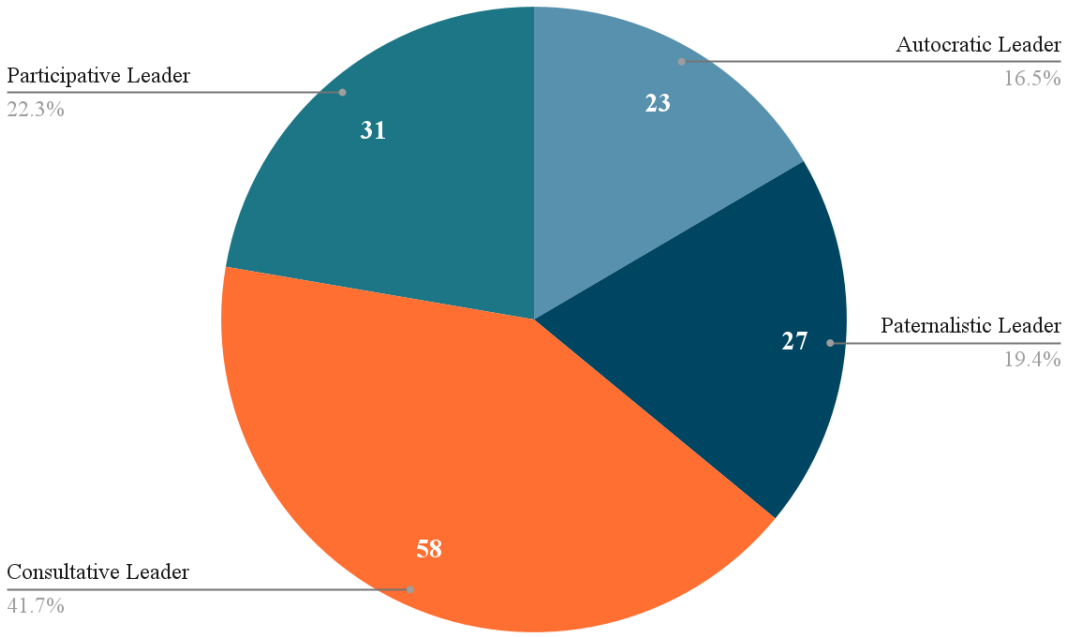
4.2 Preferred and perceived leaders

Respondents were asked about their perceived leaders at their workplace, and were asked to choose their preferred leaders from four types of leaders according to Hofstede (1980). The findings were separated into two figures to demonstrate the result of each part.

Figure 5 illustrates the percentage of perceived leaders within 139 respondents. Almost half of respondents (41.7%) have a consultative leader as their current leaders. While the other three leader types, participative leader, autocratic leader, and paternalistic leader, all had similar percentages of 22.3%, 19.4%, and 16.5% respectively.

Figure 5

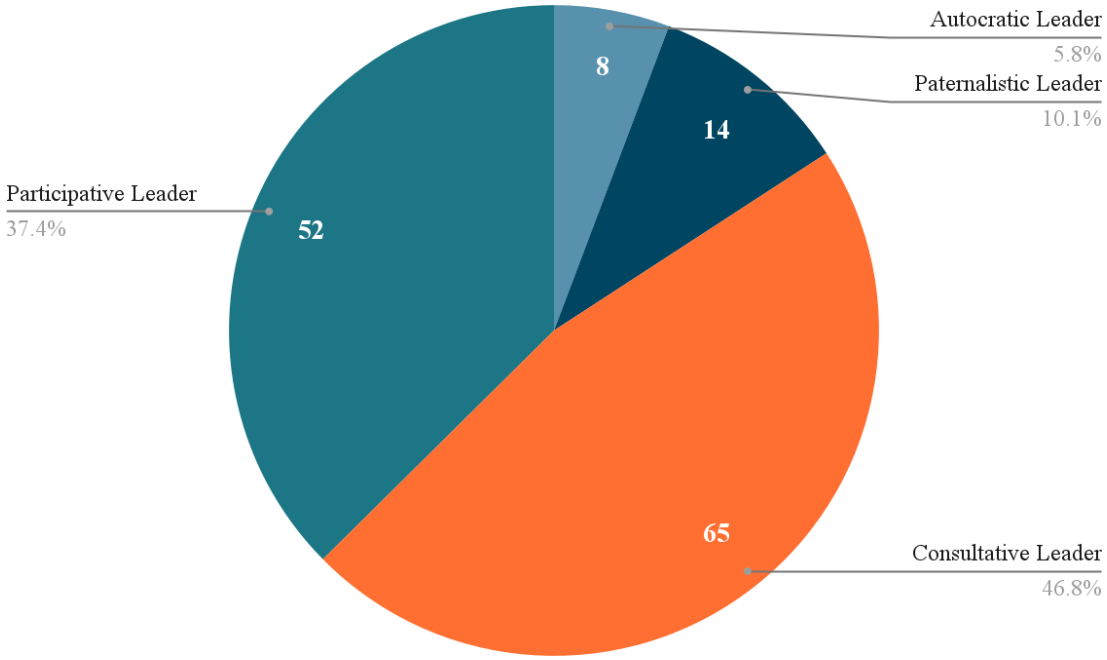
Respondents' Perceived Leaders



A consultative leader is not only the most perceived leader, but also the most preferred leader from all respondents at 46.8%. A large number of respondents (37.4%) also prefer a participative leader. At the same time, there are only 10.1% of all respondents who prefer a paternalistic leader, and only a small minority (5.8%) chose an autocratic leader as their preferred type of leader.

Figure 6

Respondents' preferred leaders



When all respondents were asked to reflect their opinions on their ideal leaders, the majority of respondents mentioned that the most important personality is open-mindedness and equality. Respondents prefer a leader who is willing to listen to subordinates' opinions, respect them, treat them like an equal, and be sincere to them. Some also mentioned that it is important for a leader to act as a coach for their subordinates, and help guide them through the work processes.

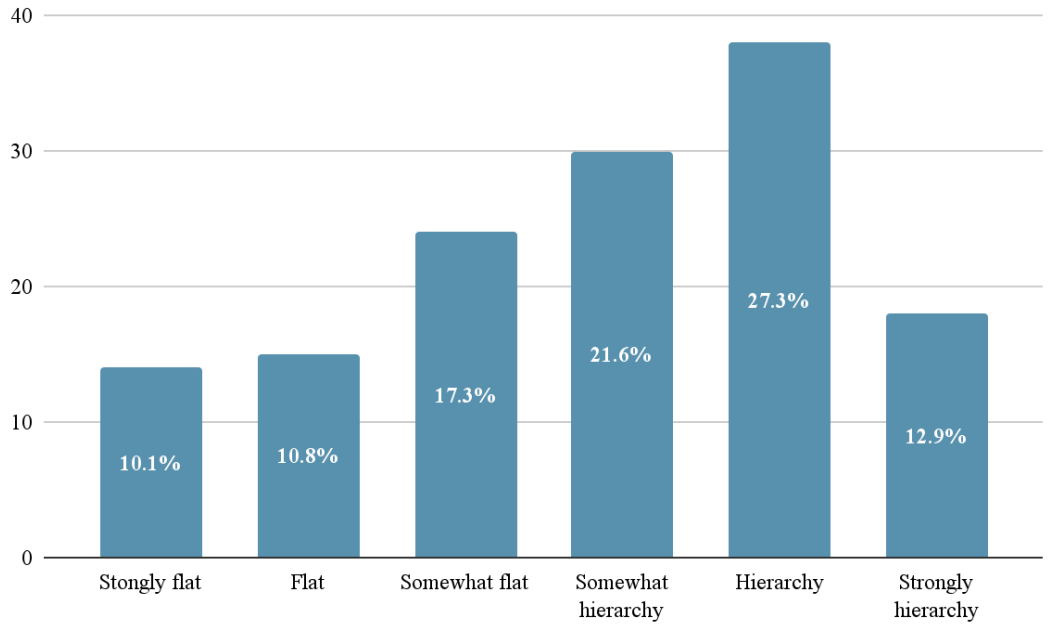
> "A good leader is someone who is open to suggestions, and lets anyone in the team express their opinions. A good leader always treats everyone equally and always sees the values and potentials in their subordinates. Leadership ability is also important, in order to protect their subordinates selflessly." - Anonymous Respondent #42

4.3 Preferred organizational structures

All respondents were asked to choose their preferred organizational structure, from strongly flat to strongly hierarchical. The result from Figure 7 shows that respondents' preference for organizational structure are mostly in between hierarchical (27.3%), somewhat hierarchical (21.6%), and somewhat flat (17.3%). 12.9% prefer strongly hierarchical organization, while 10.8% and 10.1% of all respondents chose flat organization and strongly flat organization as their preferred organizational structure.

Figure 7

Respondents' Preferred Organizational Structure



Necessary factors for a good organization, according to respondents, are equality. Most of respondents prefer organizations that allow them to be a part of the organization as a family, without any discrimination or inequality gap.

"(I prefer) an agile organization. The organization should be capable of both Top-Down and Bottom-Up Communication, and always aiming for achievement." - Anonymous Respondents #106

"My ideal organization is an organization that lets every employee use all of their potential, and reward employees with reasonable salaries." - Anonymous Respondents #31

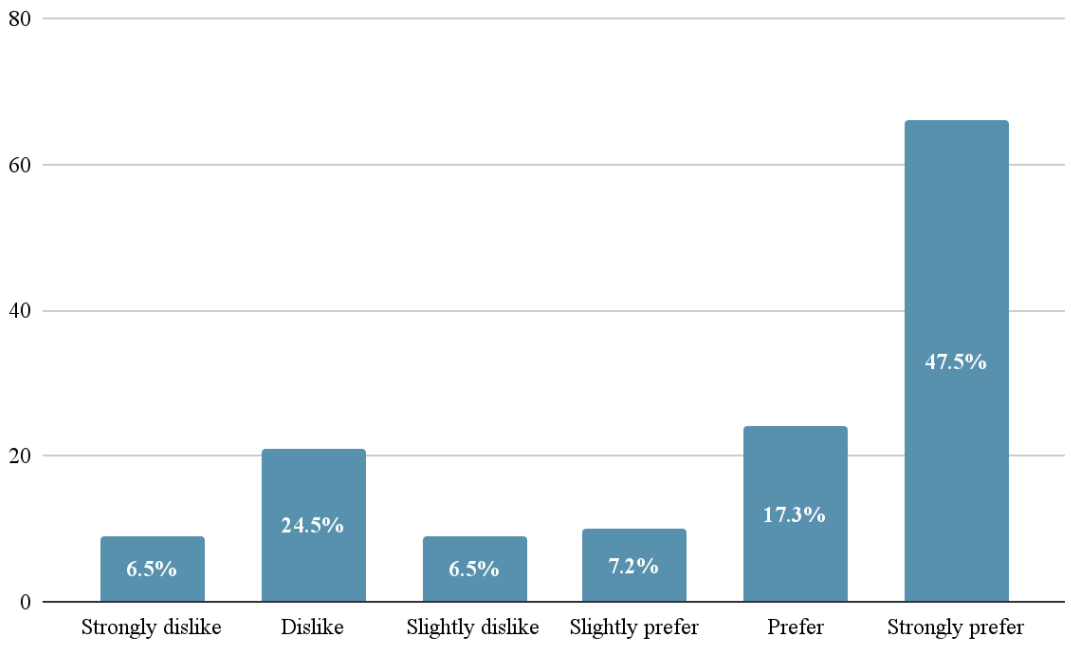
4.4 Employee involvement in decision-making

Due to the fact that cooperation within the organization is an important part of Nordic leadership's identity (Andreasson & Lundqvist, 2018), the question about employee involvement in decision-making was included in the survey to determine how Thai workers in hospitality industry were to allowing everyone in the workplace be the decision-maker.

The question in the survey asked 'Would you prefer the team leader who allows employees to be a part of decision-making?. Figure 8 indicates that almost half of respondents (47.5%) strongly prefer a leader who encourages their subordinates to make decisions together, while a smaller proportion (17.3%) also prefer to have everyone involved in the decision-making process, but not as strongly as the majority of the respondents. On the other hand, 24.5% of respondents dislike the idea of employee involvement in decision-making. 7.2% of respondents slightly prefer the idea, and lastly, the amount of people who slightly dislike and strongly dislike the idea are equal at 6.5%.

Figure 8

Responses to the question: Would you prefer the team leader who allows employees to be a part of decision making?



In contrast to the survey result, a significant number of respondents pointed out that despite their support for a leader who allows employees to participate in decision-making, they still do not believe that employees are capable of providing decent decisions in the same way that leaders do. Overall, respondents want employees to be able to voice their opinions, but still prefer the leader to be the one making the final decision.

> "I agree that everyone has the right to express an opinion, but if subordinates have an equal power to decide on something as leaders do, there might be a problem in controlling everyone in the team. The solution to make this employee involvement thing effective is to let the leader share their ideas first, and everyone in the team could discuss together on how the final decision should be made." - Anonymous Respondent #7

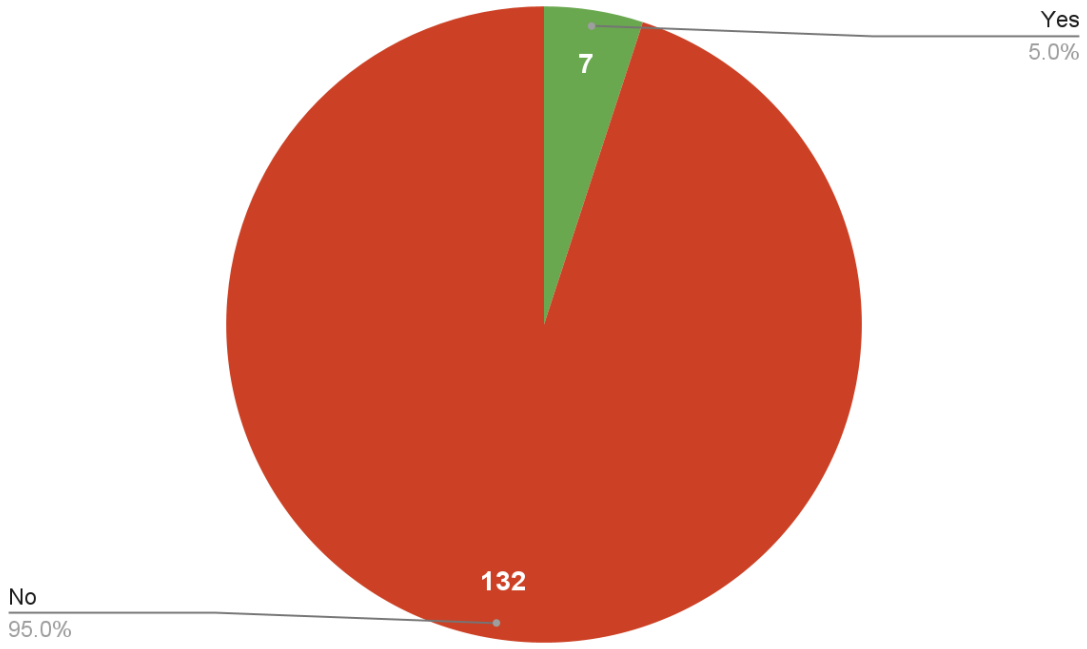
"I do not wholly agree to let employees make decisions as leaders do. Everyone has different roles in the workplace. In some situations, the decision needs to come from an experienced leader. Also, there could be some urgent matters that require immediate decision-making, we cannot wait for the confirmation from everyone in the team when that happens." - Anonymous Respondent #106

4.5 Nordic Leadership

Respondents were asked if they ever heard of the word 'Nordic leadership' before. The majority of respondents (95%) never heard of it before. Only the remaining 5%, 7 people in total, are familiar with the term Nordic leadership.

Figure 9

Responses to the question: Have respondents ever heard of the word 'Nordic leadership' before?



When respondents who had heard of Nordic leadership were asked to define the word based on their understanding, they came up with these definitions: empowerment, equality, high leadership ability, friendliness towards coworkers, and always inspiring and encouraging coworkers to try new things.

5.0 Discussion

The discussion chapter focuses on finding an answer for the research question by looking through hypotheses made at the beginning of this study. Each hypothesis will be discussed and analyzed individually, using the interpretation from the research findings in the previous chapter, along with other theories and studies from literature review. The limitations will also be mentioned at the end of this chapter.

5.1 Hypothesis 1

Employees in Thai organizations want to apply Nordic leadership into their organization, while managers in Thai organizations are still not wholly open to Nordic leadership, but welcome some adaptation into their work context.

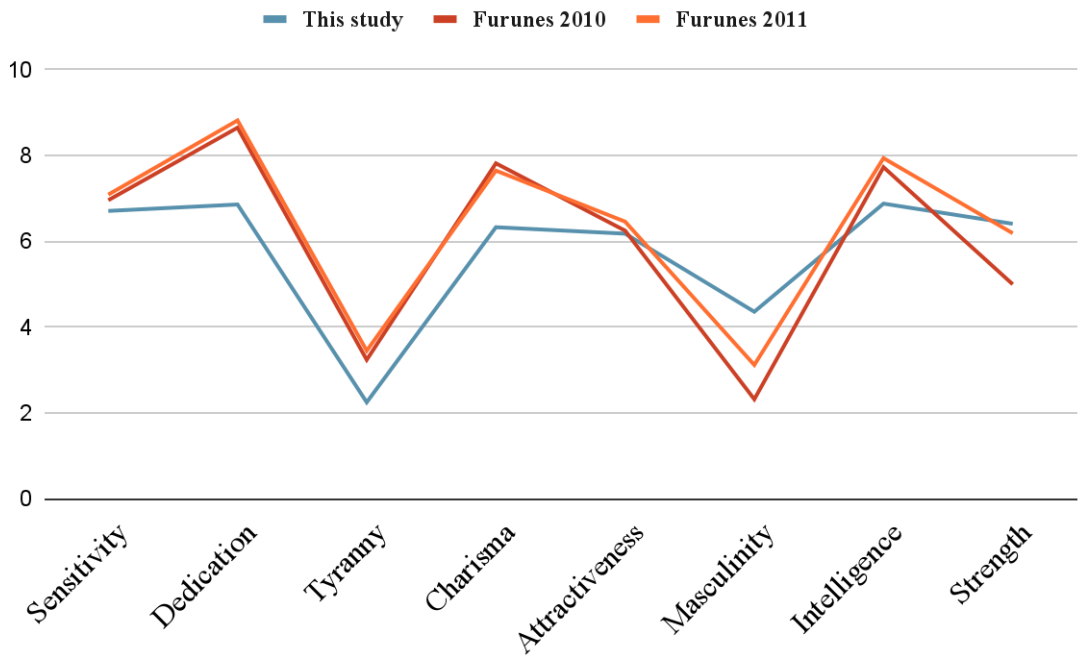
According to the findings, 37.4% of people who are working in Thailand's hospitality industry prefer to have a participative leader, which is a leadership style that defined Nordic leadership (Chen, 2013). When compared to the other leadership styles, this number is fairly high. The only leadership style with a higher percentage than a participative leader is a consultative leader. This is consistent with the findings of Yukongdi's (2010) study, which found that consultative leadership was preferred by Thai employees, followed by participative leadership. However, in comparison to the previous results, the percentage of participative style from a study by Yukongdi (2010) was slightly higher, at 42%.

In terms of leadership traits, Thai and Norwegian employees' in the hospitality industry shared some similarity in the survey result. Figure 10 shows the comparison of survey results of the same ILTs measurement scale between this study and Furunes' (2012) research. Even if the sum scores for most factors are lower than Furunes' (2012) findings, the patterns are still similar.

The most different factor is masculinity, which still got a moderate score from Thai employees, while being the least wanted factor for Norwegian employees in both 2010 and 2011's findings.

Figure 10

Comparison of Mean Scores between Thai and Norwegian Employees



From the analysis of all previous studies combined, Nordic leadership's most notable characteristics, based on Offermann et al. 's (1998) measurement scale, are as follows: compassionate, understanding, sincere, helpful, dedicated, motivated, hard-working, and inspiring. When comparing these characteristics with the survey's findings, apparently, more than half of all Nordic leadership traits were ranked in the top 10 of Thai employees' preferred leadership traits. Managers' and leaders' ranking, on the other hand, had four trait items that

were in the top 10 of the list, which is a slightly smaller number than employees' one. The full comparison of each trait can be seen at Table 6 below.

Table 6

Mean Scores of Nordic Leadership's Most Notable Characteristics

	Mean Scores (Rank)	
Characteristic items	**Employees**	**Managers or leaders**
Compassionate	6.807 (17)	6.366 (21)
Understanding	7.175 (4)	6.805 (8)
Sincere	7.211 (2)	6.976 (5)
Helpful	7.07 (7)	6.610 (15)
Dedicated	7.07 (8)	7.171 (1)
Motivated	7.14 (5)	7.024 (3)
Hard-working	6.404 (26)	6.183 (24)
Inspiring	6.684 (19)	6.598 (16)

Both sides' ranking and mean scores for these traits were nearly identical, implying that their views on Nordic leadership are similar, in contrast to the hypothesis, which stated that managers and leaders will be as open to Nordic leadership as employees.

To see the changes in the opinions of Thai people throughout the years, the result of Thai leader characteristics ranking in a study by Yukongdi (2016) was used for the further comparison. The leadership traits that were close to Nordic leadership characteristics, such as helpful, aware of feelings of others, sociable, and generous, were all ranked below 10th place in the ranking. The most highly rated Nordic leadership-related trait was helpful, which received the 13th place from male employees rating, and 15th place based on female ratings. Leadership

ability, analytical ability, logical, and competent remained at the top of both male and female rankings (Yukongdi, 2016), implying that Thai employees in this study were looking for a leader with goal-oriented personalities, rather than team-oriented that Nordic leadership aspires to be (Chhokar et al., 2007).

Despite the similar pattern in Thailand and Norway's preferred leadership styles, there is still a contrast between Thai and Norwegian employees' perception on masculinity, which was considered to be a very important key in Nordic leadership. According to Global Gender Gap Report 2021, Norway was ranked at the third place as the country with the most gender-balanced conditions, with the index score of 0.849. As a matter of fact, Norway was consistently ranked at the top three of Gender Gap Report since 2006, while Thailand was ranked at 40th place in 2006, and was significantly dropped to 79th place in the present year, as this study was conducted (Crotti, Pal, Ratcheva, & Zahidi, 2021). Table 7 below illustrates Gender Gap Report ranking comparison between Norway and Thailand from 2006 to 2021.

Table 7

Gender Gap Report Rankings Comparison Between Norway and Thailand

	Country	
Year	**Norway**	**Thailand**
2006	2	40
2009	3	59
2012	3	65
2015	2	60
2018	2	73
2021	3	79

The information above is related to how the survey result came out, since Thai employees still value having a man as a leader, as can be seen in the mean score of masculinity. High demand of masculinity in Thai leadership may make it challenging to adapt Nordic leadership into Thailand's work environment, since Nordic leadership has long been a system with high femininity, in which women have equal access to education and work possibilities as men (Chen, 2013).

5.2 Hypothesis 2

Thais are starting to prefer flat organizations more than hierarchical organizations.

In the question about organizational structures, all six options can be classified into two groups: (1) flat-preferred group; including slightly flat, flat, and strongly flat, and (2) hierarchical-preferred group; consist of slightly hierarchical, hierarchical, and strongly hierarchical. Based on the results from figure 8, only 38.2% of all respondents preferred flat organization, while the rest 61.8% chose the answer from the hierarchical-preferred side.

Given how deeply the hierarchical model has been thoroughly embedded in Thailand for such a long time, this result is unsurprising. Thai people were taught that hierarchy is good for them (Lewis, 2006), and in the Thai work context, some may see hierarchy as a useful framework for contributing to a warm and respectful working environment (Wetprasit, 2016). Therefore, it can be seen that the opinion regarding hierarchical organization from Thais' point of view may not have changed all that much.

Even while the majority of Thai workers (72%) prefer to work with a leader who allows subordinates to be part of decision-making, many responses suggest that subordinates should only be allowed to voice their opinions, and a leader must be the one who has the authority to

make the final decision. The statement above demonstrated how Thai people continue to prioritize hierarchy of status, which originated from the deep connection of hierarchical structure within the workplace in Thailand.

Another point worth mentioning is that while the majority of respondents answered the open question regarding their ideal leaders, only 12 out of 139 respondents had left comments about their preferred organizational structures. This could indicate that the majority of participants do not believe a change in their organizational structure is necessary.

One of the reasons that the findings indicated the liking in hierarchical structure and some characteristics that are contrasted with Nordic leadership, could be due to the special characteristics relating to the hospitality industry, as this was also the case for Furunes' (2012) study, where the traits that considered an effective leader from Norwegian employees in hospitality industry were different from the previous researches in other industries.

5.3 Limitations and and implications for further research

One of the biggest limitations in this research are sample size and difficulties in the data collection process. Due to the restriction following the COVID-19 pandemic, the questionnaire was accessible only through an online survey, which made it difficult to reach the target participants since this study has a limited group of people who can participate in the survey. The sample size for this study was supposed to be 200 participants to make the results more reliable, however, it was reduced to 100 in the end. The pandemic also affected people's willingness to participate in the study, considering that people were already stressed with their surroundings, they were less likely to be interested in answering the questionnaire.

The second limitation is the change in research method. From the beginning, this thesis was planned to be qualitative research with in-depth interviews as a data collection method. In my opinion, an in-depth interview could bring out more honest opinions from participants more than open questions in the survey. However, it was difficult to conduct interviews with 10-20 people during the pandemic, especially the long distance interview. As a result, the questionnaire was chosen for the data collection instead. While data collected from surveys also has its strengths because we can see how the majority of Thai workers think of leadership and organizational structures as a bigger picture, the opinions received from surveys are still limited compared to the information we could get using interviews. Therefore, it is recommended to conduct more research with a different method to see in-depth perception on this topic.

Another implication for the future research is to delve deeper into this topic in the next few years to see if there are any changes in Thais' opinions as time passes, as the findings of this study suggest that people's perceptions of leadership style can change very quickly, especially as the younger generations begin to assume leadership role.

6.0 Conclusion

The purpose of this research is to see the possibilities of applying Nordic leadership in Thailand's hospitality industry. To obtain the result, various past study papers, books, articles, and other online sources were used in order to see how leadership styles used to be in Thailand and Nordic countries. The main objective is to determine whether Thai workers in the hospitality industry prefer leader characteristics and organizational structure that are identified to Nordic leadership.

The questionnaire was created using various leadership and culture theories, and was shared online to collect data from Thai employees and managers who work in the hospitality-related field. Based on quantitative analysis of all data received from 139 Thai people working in hospitality-related careers, it can be concluded that Thai workers still prefer some leadership traits that contrasted with the traits that identify Nordic leadership.

The findings revealed that several leadership factors related with Nordic leadership, for instance, understanding, sincere, dedicated, and motivated, were preferred by both Thai employees and leaders. However, most Thais consider masculinity as a fairly important trait in the workplace, which contrasts with Nordic leadership's gender equality ideology. Thais' preferred organizational structure is also the contrast of what Nordic leadership is, as Nordic leadership has a very flat organizational structure, but more than half of respondents still prefer the hierarchical structure in their workplaces. The perception on employee involvement in decision-making of came out as a mixed results, as almost 70% of respondents would like to work with a leader who allows their subordinates to be a part of decision-making, yet respondents' comments on the matter stated that they only want employees with lower position

to share their opinions during the discussion, not to let them make decisions along with the leader. As a result, most Thai people still believe that a leader must be the one holding more authority and make the final decision by themselves.

This research clearly illustrates which traits were preferred by workers in Thailand's hospitality industry, but also raises the question of the reason behind these findings, because some of the preferred characteristics were perceived as a problem for the work environment, such as masculinity and hierarchy in the workplace, yet they still received some positive feedbacks from respondents. To better understand the implications of these results, future studies could do further research using different methods, such as in-depth interviews, to get a better understanding regarding Thai employees' perception on leadership traits.

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8.0 Appendices

8.1 Appendix 1

Questionnaire (Thai translation in the brackets).

This survey is a part of Master's Thesis in the topic "Possibility of applying Nordic leadership to work context in Thailand's hospitality industry", conducted by a Master student in Service leadership in international business of the University of Stavanger.

(แบบสอบถามนี้เป็นส่วนหนึ่งของงานวิจัยเรื่อง "Possibility of applying Nordic leadership to work context in Thailand's hospitality industry" และเป็นส่วนหนึ่งของวิทยาพนธ์ในหลักสูตร Service leadership in international business มหาวิทยาลัย University of Stavanger)

The survey will be divided in three parts. It will take 5-10 minutes to answer the questions.

(ตัวแบบสอบถามแบ่งออกเป็น 3 ส่วน ใช้เวลาทำทั้งหมดประมาณ 5-10 นาที)

No personal data were required, and all responses will be used for education purposes only. For better research results, I ask for your cooperation to answer all questions according to your own opinions. Your opinion is very important for this study. I would like to thank you in advance for answering this questionnaire.

(การเก็บข้อมูลครั้งนี้ไม่มีการถามข้อมูลส่วนตัว และข้อมูลทั้งหมดจะนำไปใช้เพื่อประโยชน์ทางการศึกษาเท่านั้น เพื่อความสมบูรณ์ของงานวิจัย ผู้วิจัยจึงขอความอนุเคราะห์ในการแสดงความคิดเห็นและตอบแบบสอบถามตามความเป็นจริง ความคิดเห็นของท่านมีความสำคัญต่อการศึกษาวิจัยในครั้งนี้ และขอขอบพระคุณสำหรับความร่วมมือในการตอบแบบสอบถามฉบับนี้)

What is your current position at your organization? (ตำแหน่งในองค์กร)

❏ Leader or Manager (ผู้จัดการหรือหัวหน้า)

❏ Employee (พนักงาน)

Part 1

Using a scale of [1 = Not important at all] to [9 = Very important], please rate the importance of each following leader trait. (โปรดเลือกลำดับความสำคัญของคุณสมบัติผู้นำในความคิดของคุณ โดยเรียงจาก [1 = ไม่สำคัญเลย] ไปถึง [9 = สำคัญเป็นอย่างมาก])

Factor 1 : Sensitivity (ความละเอียดอ่อน)

	Not important at all (ไม่สำคัญเลย)								Very important (สำคัญเป็นอย่างมาก)
Sympathetic (ช่างเห็นอกเห็นใจ)									
Sensitive (มีความละเอียดอ่อน)									
Compassionate (มีความกรุณา)									
Understanding (มีความเข้าใจผู้อื่น)									
Sincere (จริงใจ)									
Warm (อบอุ่น)									
Forgiving (รู้จักให้อภัย)									
Helpful (มีประโยชน์)									

Factor 2 : Dedication (ความทุ่มเท)

	Not important at all (ไม่สำคัญเลย)								Very important (สำคัญเป็นอย่างมาก)

Dedicated (มีความทุ่มเท) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Motivated (มีแรงจูงใจ) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Hard-working (ทำงานหนัก) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Goal-oriented (คำนึงถึงเป้าหมายเป็นหลัก) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Factor 3 : Tyranny (การใช้อำนาจ)

	Not important at all (ไม่สำคัญเลย)								Very important (สำคัญเป็นอย่างมาก)
Domineering (ชอบกดขี่ผู้อื่น)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Pushy (เร่งเร้า)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Dominant (ใช้อำนาจอยู่เหนือผู้อื่น)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Manipulative (ชอบควบคุมผู้อื่น)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Power-hungry (โหยหาอำนาจ)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Conceited (หยิ่ง)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Loud (เสียงดัง)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Selfish (เห็นแก่ตัว)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Obnoxious (น่ารังเกียจ)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Demanding (เรียกร้องความสนใจ)	❑	❑	❑	❑	❑	❑	❑	❑	❑

Factor 4 : Charisma (สเน่ห์)

	Not important at all (ไม่สำคัญเลย)								Very important (สำคัญเป็นอย่างมาก)

Energetic (มีพลัง) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Charismatic (มีสเน่ห์) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Inspiring (เป็นแรงบันดาลใจให้ผู้อื่น) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Enthusiastic (กระฉับกระเฉง) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Dynamic (คิดต่าง) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Factor 5 : Attractiveness (ความน่าดึงดูด)

	Not important at all (ไม่สำคัญเลย)								Very important (สำคัญเป็นอย่างมาก)
Well-groomed (ดูแลตัวเองดี)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Attractive (น่าดึงดูด)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Well-dress (แต่งตัวดี)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Classy (ดูมีชนชั้น)	❑	❑	❑	❑	❑	❑	❑	❑	❑

Factor 6 : Masculinity (ความเป็นชาย)

	Not important at all (ไม่สำคัญเลย)								Very important (สำคัญเป็นอย่างมาก)
Male (เป็นเพศชาย)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Masculinity (มีความเป็นชายสูง)	❑	❑	❑	❑	❑	❑	❑	❑	❑

Factor 7 : Intelligence (ความฉลาด)

	Not important at all (ไม่สำคัญเลย)								Very important (สำคัญเป็นอย่างมาก)
Intellectual (เป็นปัญญาชน)	❑	❑	❑	❑	❑	❑	❑	❑	❑

Educated (มีการศึกษา) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Intelligent (ฉลาด) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Wise (มีสติปัญญาดี) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Knowledgeable (รอบรู้) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Clever (หัวไว) ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑ ❑

Factor 8 : Strength (ความแข็งแรง)

	Not important at all (ไม่สำคัญเลย)								Very important (สำคัญเป็นอย่างมาก)
Strong (แข็งแกร่ง)	❑	❑	❑	❑	❑	❑	❑	❑	❑
Bold (กล้าหาญ)	❑	❑	❑	❑	❑	❑	❑	❑	❑

Part 2

Please choose the answers according to the definitions of leaders by Hofstede (1980, p.406) as shown below. (โปรดเลือกคำตอบโดยอ้างอิงจากทฤษฎีภาวะผู้นำ (Hofstede, 1980) ดังนี้)

Autocratic leader: A leader who usually makes his/her decisions promptly and communicates them to his/her subordinates clearly and firmly (ผู้นำที่ยึดการตัดสินใจของตัวเองเป็นหลักแต่เพียงผู้เดียว และมอบคำสั่งให้ลูกน้องอย่างชัดเจน)

Paternalistic leader: A leader who usually makes his/her decisions promptly, but, before going ahead, tries to explain them full to his/her subordinates (ผู้นำที่ตัดสินใจด้วยตัวเอง แต่คอยอธิบายการตัดสินใจนั้นๆ ให้ลูกน้องฟัง แทนที่จะออกคำสั่งอย่างเดียว)

Consultative leader: A leader who usually consults with his/her subordinates before he/she reaches his/her decisions (ผู้นำที่ตัดสินใจด้วยตัวเอง แต่จะปรึกษาและฟังความเห็นลูกน้องก่อนเสมอเวลามีเรื่องสำคัญที่ต้องตัดสินใจ)

Participative leader: A leader who usually calls a meeting of his/her subordinates when there is an important decision to be made, and puts the problem before the group and tries to obtain (ผู้นำที่เรียกลูกน้องทั้งหมดมาประชุมเมื่อมีเรื่องสำคัญ และเอาปัญหาทั้งหมดมาให้ทุกคนตัดสินใจร่วมกัน)

How would you describe the leader in your workplace? (ผู้นำในองค์กรของคุณมีลักษณะแบบใด)

❏ Autocratic

❏ Paternalistic

❏ Consultative

❏ Participative

How would you describe your ideal leader? (คุณอยากให้ผู้นำของคุณมีลักษณะแบบใด)

❏ Autocratic

❏ Paternalistic

❏ Consultative

❏ Participative

Part 3

From a scale of 1-6, how would you prefer your organization structure to be?

(ระหว่างองค์กรที่มีโครงสร้างแบบ Flat (เน้นความเท่าเทียมของบุคลากร ไม่มีการแบ่งระดับชั้นภายในองค์กร) กับแบบ Hierarchical (เน้นลำดับชั้น มีระดับสูงต่ำในองค์กร จากผู้บริหารไปจนถึงบุคลากรทั่วไป) คุณอยากให้องค์กรที่คุณทำงานอยู่เป็นแบบใด)

❏ Strongly flat

❏ Flat

❏ Slightly Flat

❏ Slightly hierarchical

❏ Hierarchical

❏ Strongly hierarchical

What is your opinion on an ideal organization structure? (องค์กรในอุดมคติของคุณเป็นแบบใด) (Optional)

_____

_____

From the scale of 1-6, would you prefer the team leader who allows employees to be the part of decision-making? (คุณอยากทำงานกับผู้นำที่เปิดโอกาสให้ลูกน้องออกความเห็นและตัดสินใจเกี่ยวกับเรื่องงานหรือไม่)

❏ Strongly dislike

❏ Dislike

❏ Slightly dislike

❏ Slightly prefer

❏ Prefer

❏ Strongly prefer

What is your opinion on the leadership style that allows employees to be a part of decision-making as equally as the team leader? (คุณมีความคิดเห็นอย่างไรกับผู้นำที่ให้ลูกน้องทุกคนมีสิทธิ์ออกความเห็น มีสิทธิ์ตัดสินใจได้เท่าเทียมกับหัวหน้า) (Optional)

_____

_____

What is your ideal leader? (ผู้นำในอุดมคติของคุณเป็นแบบใด) (Optional)

_____

_____

Have you ever heard of the word "The Nordic Leadership" before? (คุณเคยได้ยินคำว่า Nordic Leadership มาก่อนหรือไม่)

❏ Yes

❏ No

If yes, what did you know about this word? (ถ้าหากเคย คุณพอจะรู้อะไรเกี่ยวกับคำนี้บ้าง)

_____

_____