

**“THE EFFECTS OF LEADERSHIP ABILITIES (TRANSFORMATIONAL AND  
TRANSACTIONAL LEADERSHIP BEHAVIORS) AND DECISION MAKING  
ABILITIES ON JOB SATISFACTION AND PRODUCTIVITY IN JOB OF THAI  
FEMALE EMPLOYEES”**

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FEMALE EMPLOYEES”

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An Independent Study Presented to  
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The effects of Leadership abilities (Transformational and Transactional leadership behaviors) and Decision making abilities on Job satisfaction and Productivity in job of Thai female employees (93 PP.)

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### **ABSTRACT**

This study examines the effects of leadership abilities (Transformational and Transactional leadership behaviors) and decision making abilities on the job satisfaction and productivity in job of Thai female employees. The specific area of the study was the casual effects of leadership abilities and decision making abilities on the job satisfaction and productivity in job of Thai female employees. The specific organizations under study were both private and public agencies. The specific population of the study was ordinary Thai Female Employees in service. The specific sampling area was Bangkok and its peripheral areas.

The results showed that the model fit the data, was satisfactory. Analysis results indicated that 1) leadership abilities both (Transformational & Transactional leadership

behaviors) had direct, positive effects on job satisfaction; 2) leadership abilities both (Transformational & Transactional leadership behaviors) had direct, positive effects on productivity in job; 3) decision making abilities had direct, positive effects on job satisfaction; and 4) decision making abilities had direct, positive effects on productivity in job.

Leadership abilities (Transformational leadership behaviors) were found to have high positive effect on job satisfaction and productivity in job, where as Leadership abilities (Transactional leadership behaviors) were found to have moderate positive effect on job satisfaction and productivity in job. It's similar for decision making abilities, as it showed high effects on job satisfaction and productivity in job.

The regression coefficient (R-square) gives a measurement of the influence and it shows in the study that there can be other factors that affect the study too, which is beyond the scope of this study.

Both leadership abilities and decision making abilities were found to enhance the job satisfaction and productivity in job of Thai female employees. In addition Thai Female Employees should be given more opportunity and training to improve their leadership skills along with their decision making skills. Thai Female Employees with enough experience and abilities should be supported and encouraged for leadership positions in all types of organizations.

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Statement and Significance of the Problem

“If there is a defining feature of individuals who successfully navigate to senior levels of management, it is that they are seen by others as leaders. Leaders are believed to possess a wide range of abilities that enable them to behave in ways that contribute to the success of their organization, and they enjoy the status and position that accompanies such success” (Martell and DeSemet 2001, p.1223).

This paper briefly describes how important leadership (transformational and to some extent transactional) qualities are, to make an organization hit its target for profits. It then reports the results of a partial test of the managers and employees taken and how that explains the fact that these five key principles should be the backbone of a good leader. These five key principles are: Maintain or Enhance Self-Esteem, Listen and respond with Empathy, Ask for help and Encourage Involvement, Share Thoughts, Feelings, and Rationale (to build trust) and Provide support without removing Responsibility (to build ownership).

Meaning of “Leadership” and examples of great leaders:

When people think of leaders, they will try to recall great historical persons like Abraham Lincoln, Napoleon, Alexander the Great and many more. But we try to forget the simple thing that, yet there are leaders working in every organization, may be large and small.

Leadership is all around us in our day-to-day lives – our families, schools, communities, temples, social clubs, volunteer organizations, as well as in sports activities, business and military. A good leader can be effective everywhere be it a small organization or a large organization.

Let's first try to understand, the meaning of leadership. Writers have given hundreds of definitions of the term 'leadership'. "Leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes" (Daft 2005, p.4). In simple words leadership is like a people activity and is not limited to paper works or planning only. Leadership involves both people and there will be some followers to follow the leader. A leader is born and cannot be made or duplicated to perform leadership duties. A very important vision of leadership is to influence others to come together around a common goal.

There is evidence that normal followers do hope on leaders in several ways, which may not always be accurate or realistic. "For example, Carly Fiorina rocketed to the top of Hewlett-Packard's (HP) CEO search list because of her bold ideas and charismatic personality. Her appointment quickly became front-page news, with focus as much on Fiorina's star power as on HP's business issues. Unfortunately, implementing Fiorina's plans turned out to cause even more problems for the struggling company, leading to unexpected losses, layoffs, the departure of key executives, and a declining stock performance" (Daft 2005). Then suddenly in early 2005, she was fired out of the job by the board members of HP. This explains the unrealistic expectations people often have of larger-than-life leaders. In

today's world much progress has been made in understanding the essential nature of leadership as a real and powerful influence in organizations.

The new reality for today's organization is globalization, outsourcing, advancing technologies.

Without a leader an organization would fall apart. Some people probably looked to Rudy Giuliani former mayor of New York, for inspiration even before September 11, 2001 terror attacks, when terrorists crashed jetliners into the twin towers of the world trade center. "In a clear, interesting style Giuliani lays out his prescription for success as a leader in a complex and turbulent world. Some of his principles include: Develop and communicate strong beliefs, Accept responsibility, Surround yourself with great people, Study, read, learn independently" (Giuliani, 2002). Giuliani tries to make people understand that leadership does not just happen. It can be learned and developed through practice as well as by carefully noting down the good ideas and behavior of other heroic leaders.

The role of women has also changed with the changing times. Up until the early 20<sup>th</sup> century, the role of women in Thailand was that of housewives, taking care of their husbands and children. If a Thai lady were fortunate enough to marry a well educated and well minded husband who could take care of her comforts, she would gain respect and admiration from people around her. Some people will think that she was lucky in this life because she did something good in her last life. In the past any struggle to work outside the household chores would lead her to embarrassment along with her family members. This is because people will think that her husband does not have the resources or finances to support her and the family. So not only husband's status as the head of a family was

shattered, the wife was also looked down upon by some people and it carried a stigma throughout her life.

“The above mentioned social norm was gradually replaced by new ways of life and western education. In the present economic situation, Thai Female Employees have become an important part of the workforce. Thais have also seen the Thai Ministry of Interior and The Thai Military take steps towards gender equality with the appointments of the first female governor, the first female district officer, and the first female general” (Klausner, 1997, P.18).

Despite the promising future for Thai female employees, gender disadvantages still and other barriers as politics, bureaucracy still exist to hinder women’s promotion to top management positions not only in Thailand but also in other countries as well. Oakley (2000), revealed several research findings that both organizational barriers and personal barriers are preventing women’s access to top management. Lipsey et.al (1990) stated that proportionately fewer women than men attain higher paid jobs in the occupations in which both male and female are represented. In each of the years of 1999 and 2000, Thai Female Employees comprised only 12.55 percent of the senior executives (the office of the civil service commission). But as per today a lot has changed. Many women are in management but they are in the lower levels of management and holds position with less authority as compared to men.

Sunanta, et al. (1993) reported that in 1985, 46 percent of the 716,131 civil servants were women. Over 30 percent of female civil servants were classified as senior officials, (the office of the civil service commission, 1985), which means two-thirds of senior officials

were men. In 1990, the number of women increased to 54 percent, and it was found out that after ten years, in 2000, there were only 646 women (22 percent) out of 2,918 persons who were classified as senior civil servants.

“According to the above data, it appears that Thai female employees beginning at the same levels as males, seem to be slower in career advancement compared with men, and the chance of women being promoted to high level positions is rather different” (Diphavadee 1994, p.32). Now the question arises as how can they be satisfied to work under the current situation with limited chances to be promoted to top positions? “An individual’s needs and aspirations can also affect satisfaction. If a person wishes to be in a high status position, such a position would preferably enhance her or his level of job satisfaction. The same person will be less satisfied with a job of lesser status” (Locke 1976, p.1297).

## **1.2 Research Questions**

Therefore the researcher is interested in finding out the factors that affect leadership and (decision making abilities comes along with a good leader) and job satisfaction (as well as productivity in job) of all employees and in particular stress to Thai female employees, and in determining whether Thai female employees who exhibit transformational or transactional leadership behaviors also perceive themselves as more, or less, satisfied in their jobs.

The study is designed to answer the following questions:

1. What styles of leadership behaviors do Thai Female Employees exhibit?



2. Is there any relationship between leadership abilities exhibited by Thai Female Employees and their job satisfaction?
3. Is there any relationship between decision making abilities by Thai Female Employees and their productivity in job?
4. What leadership abilities affect the productivity in job of Thai female employees?

In order to find the answers for the above questions, relevant literature review was reviewed to draw the conceptual framework, and a model with leadership and decision making variables was proposed to investigate the casual effects on job satisfaction and productivity on job. This study of leadership does not focus on the numbers or intensity of Thai female employees who exhibit leadership, but rather about how the leadership process leads to job satisfaction or dissatisfaction which in turn affects productivity on job.

The proposed independent variables are 1) leadership qualities and 2) decision making abilities.

Leadership qualities can be broken down to sub-variables like: - a) leadership abilities, b) transformational leadership behaviors, and c) transactional leadership behaviors.

According to transformational leadership approach, there are three types of leadership behaviors that represent the leadership continuum. It begins from least active to the most active (transformational); the more established leadership styles (laissez-faire and transactional) precede the newer leadership style (transformational). The transformational leader inspires followers to do more than they are originally expected to do as they wait for higher order outcomes to develop and become more innovative. On the other hand

transactional leadership depends on the leader's power to reward subordinates for their successful completion of the contract, keeping in mind transactional leader adapts to the organizational culture, and the transformational leader changes it.

The dependent variables are 1) Job satisfaction and 2) productivity in job. Job satisfaction is very important as productivity in job is somewhat related to job satisfaction. The sub-variables or dimensions of job satisfaction are: a) pay, b) promotion, c) supervision, d) benefits, e) contingent rewards, f) Operating procedures, g) co-workers/ subordinates, h) nature of work, i) communication, and j) the organization.

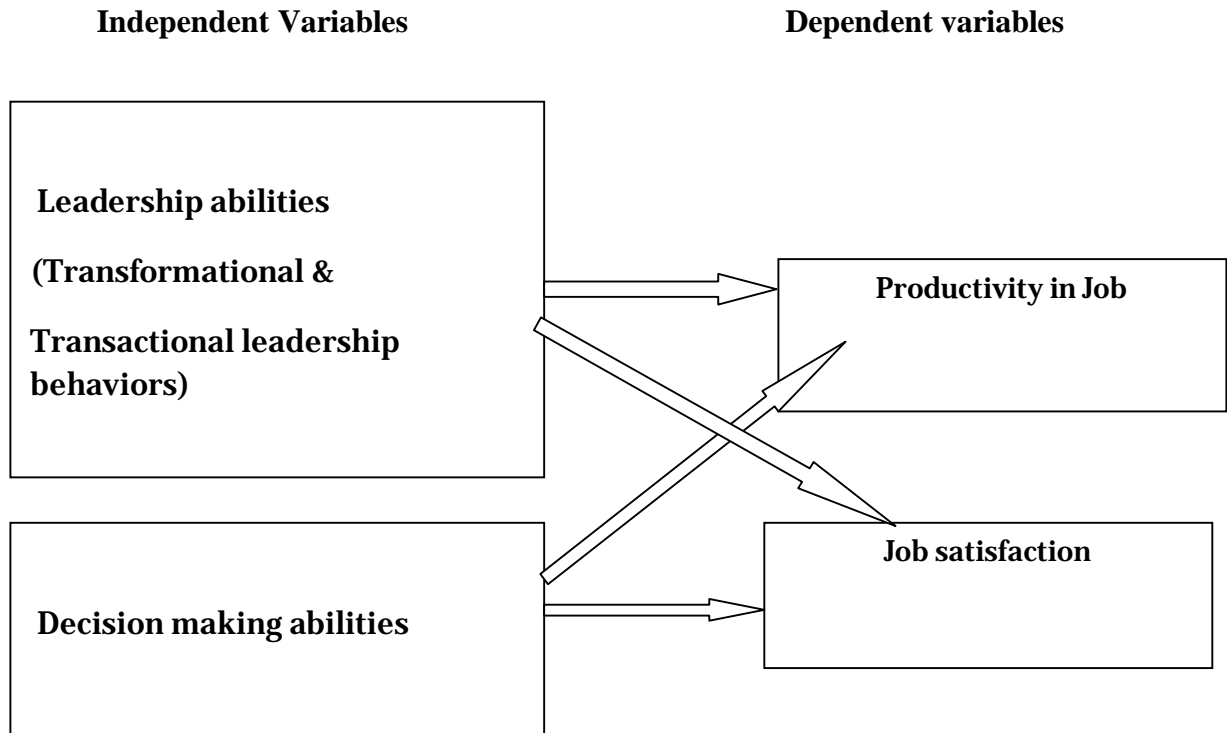
### **1.3 Objectives of the study**

There are four objectives of this research:

1. To study the effects of leadership abilities and leadership behaviors on job satisfaction of (particularly Thai Female Employees in) middle management levels.
2. To identify which styles of leadership enhance productivity in job of Thai Female Employees in middle management levels.
3. To study decision making abilities related factors that directly and indirectly affect productivity in job.
4. To study decision making abilities related factors that directly and indirectly affect job satisfaction.

## 1.4 Conceptual framework of the study

Figure 1: Conceptual framework of the study



## 1.5 Hypotheses

Based on the literature reviews, and the relationships among variables as specified in the conceptual model (Figure no.), the following research hypothesis were formulated for testing:

### Hypothesis:

**Hypothesis 1:** Leadership abilities are positively and directly related to job satisfaction.

H1.1: The higher the level of transformational leadership behaviors, the higher the level of job satisfaction.

H1.2: The higher the level of transactional leadership behaviors, the higher the level of job satisfaction.

**Hypothesis 2:** Decision making abilities are positively and directly related to productivity in job.

**Hypothesis 3:** Decision making abilities are positively and directly related to job satisfaction.

**Hypothesis 4:** Leadership abilities are positively and directly related to productivity in job.

H4.1: The higher the level of transformational leadership behaviors, the higher the level of productivity in job.

H4.2: The higher the level of transactional leadership behaviors, the higher the level of productivity in job.

## **1.6 Scope of the Study**

In this research, the scope of study is described in terms of a specific area of study, the specific organizations under study and the specific population and specific sampling area of the study.

The particular area of study is the casual effects of leadership abilities, transformational and transactional leadership behaviors on job satisfaction of Thai Female Employees undertaking leadership positions at the middle management level.

The specific organizations under study are public (government) organizations.

The specific population of the study is ordinary Thai Female Employees in private companies and also Thai female civil servants at the levels of C5, 6, 7, 8, which are defined as mid manager level. The sampling area is Bangkok metropolis.

## **1.7 Expected benefits of the study**

### 1.7.1 Academic contribution

Theoretical knowledge on leadership (and decision making abilities) and job satisfaction (with productivity on job) is mostly from western countries with different cultures than Thailand. Most of the explanations of theories or concepts on leadership are based on men's characteristics and properties; very few or limited are explained from women's side. Therefore the result of the study on Thai female employees' self-rated leadership and job satisfaction would contribute insights and another perspective of women's leadership and decision making abilities and job satisfaction and productivity on job to the existing knowledge.

### 1.7.2 Management contribution

The findings whatever may be from this study may be helpful to be used as management guidelines for human resources development in public organizations, and to provide a better understanding of women's leadership.

### **1.8 Limitations of the study**

The limitations of this study are as follows:

1. This research is based on the measurement of Thai female employees' self-perception and judgment on their own decision making abilities, leadership abilities/behaviors: either mastering transformational or transactional leadership behaviors, and their self-evaluated productivity in job and their job satisfaction; therefore, there may be some other unidentified aspects that are beyond the scope of this research.
2. External validity may be another concern, as data are collected from Thai females working at private companies, office of the civil service commission, the division of non-formal education promotion, office of the private education commission of the ministry of education and the ministry of public health in the Bangkok region; therefore generalizing these results to other types of public and private organizations or to other regions in Thailand may not be entirely applicable.

### **1.9 Definitions of Terms**

**Leadership:** "Leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes" (Daft

2005, p.4). In simple words leadership is like a people activity and is not limited to paper works or planning only.

**The Transformational leadership behavior:** refers to the interpersonal influence, exercised in Thai Female Employees and directed through the communication process, toward the attainment of a specified goal or goals.

**The Transactional leadership behavior:** refers to the contingent-rewards, management.

**Decision making abilities:** refer to the underlying characteristics of the respondents that are casually related to effective productivity in job and job satisfaction for Thai women. Some of them are setting goals, directing, planning, evaluating, empowering others, implementing policies, effective communication.

**Productivity in Job:** means maintaining efficiency, prioritizing your job, knowing your strengths and weaknesses and how to best utilize them.

**Job Satisfaction:** “Bass (1981: 142-5) revealed that one of the most consistent findings in behavioral science is the positive correlation between one’s status (importance of one’s position) in an organization and one’s satisfaction with one’s status”.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter reviews the concepts and theories of job satisfaction, the development of leadership theories, the selected leadership styles for this study: transformational and transactional, leadership competencies, personal characteristics, and gender barriers, and relevant findings from prior studies.

#### **2.1 Concepts and theories of job satisfaction**

Job satisfaction is very important in an organization's human resource effectiveness. It is one of the most deeply studied concepts of organizational behavior.

Hoppock (1935) defined job satisfaction as "employees' satisfactory feelings on working conditions and other factors, both mental and physical; in other words, it is employees' subjective response to working conditions."

Tannenbaum, et al., (1961) defined job satisfaction as "an individual's status of satisfaction with regard to his position."

Locke (1976: 1300) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."



Sherman, et al., (1988) defined job satisfaction as “a reflection of the degree to which an individual perceives that his or her needs and wants are being met.”

“A leadership position is often a source of satisfaction to its holder, stemming from such factors as power, prestige, and the opportunity to help others, high income, and the opportunity to control resources. At other times, being a leader carries with it a number of frustrations, such as insufficient authority, dealing with human problems, and too much organizational politics” (Dubrin 1995, p.24-25).

### **1.1.1 Discrepancy Theory**

Locke (1976) considered that job satisfaction is typically referred to as an emotional-affective response to a job or specific aspects of a job. It means that if there are no job discrepancies between job offers and what the person expects, there will be job satisfaction amongst employees, otherwise there will be no job satisfaction.

### **1.1.2 Factors that affect Job satisfaction**

Perceptions on job satisfaction are influenced by occupational level, educational level, age, sex, health, family relationships, personality, and many other factors.

Locke (1983) identified several working conditions that lead to job satisfaction (and productivity in job) for people. These are as follows: -

- a.) Mentally challenging work with which the individual can cope successfully.
- b.) Personal interest in the work itself.

- c.) Work that is not too tiring physically.
- d.) Rewards for performance that are just, informative, and in line with the individual's personal aspirations.
- e.) Working conditions which are compatible with the individual's physical needs and which facilitate the accomplishment of his work goals.
- f.) High self-esteem on the part of the employee.
- g.) Agents in the workplace who help the employee to attain job values such as interesting work, pay and promotions, whose basic values are similar to his/her own, and who minimize role conflict and ambiguity.

Smith, Kendall and Hulin (1969) kind of s gave suggestions that there are six job dimensions that show the important characteristics of a job about which, employees have responses. They are: the work itself, pay, promotion, supervision, work group, and working conditions.

In the hand book of industrial and organizational Psychology, Locke (1976) has stated the causes of job satisfaction into three categories: Organizational factors, group factors, and personal factors.

**Organizational factors:**

Employees form attitudes about five major organizational factors as:

- a.) Pay

- b.) Opportunities for promotion
- c.) Work itself
- d.) Policies and procedures of the organization
- e.) Working conditions

**Group factors:** The job satisfaction of individuals within a work group can be influenced by either their coworkers or their supervisor/manager, or by both of them. Although the manager may be regarded as an organization, it is often his or her individual characteristics (warmth, understanding, or integrity) that most influence employee attitudes.

**Personal factors:** An employee or individual's needs and aspirations are also taken into consideration for job satisfaction and productivity in job. If a person wants to be in a high-status position, such a position will probably that person's level of job satisfaction. That same person will not be happy at all with a job of lesser status. Let's take a simple example: a person just trying to finish his or her college degree might take a particular job on a temporary basis because it allows scheduling flexibility and pays enough money to cover his/her tuition. He/she may be quite satisfied with the job if it provides the desired flexibility and wage rate. In this case the job is serving as an instrument purpose. On the other hand the same person might be less satisfied with the same job on a permanent basis of work.

Locke (1976) stated that working in a managerial job may be associated with higher job satisfaction. Greater job demands are generally associated with lower job

satisfaction, while having greater skill discretion and autonomy are both associated with higher job satisfaction.

### **1.1.3 Job satisfaction (and Productivity in Job) surveys**

There are several well known job satisfaction surveys. They are – the Job Descriptive Index (JDI), The Minnesota satisfaction questionnaire (MSQ), The Porter Need Satisfaction Questionnaire (NSQ), and the Job Satisfaction Survey (JSS). While the JDI gives a broad picture of employee’s attitudes toward five major components of their jobs, the MSQ gives a more detailed picture of employees’ specific satisfaction and dissatisfaction.

The Job Satisfaction Survey (JSS) is being used in this study. It was first introduced by Spector and Wimalsiri in 1985, and it was developed for three reasons:

- a.) It was the concern that the contents of the items can be applicable to services mostly.
- b.) The scale was designed to cover the important aspects of job satisfaction (& productivity in job) with subscales that were clearly distinct in their content.
- c.) The length of the scale was big, so it was decided to keep the JSS under 40 items.

#### **1.1.4 Summary of concepts and Theories of Job satisfaction and productivity in Job.**

Job satisfaction and productivity in Job are critical determinants of an organization's human resources' effectiveness. Starting from the Two-factor theory proposed by Herzberg, the motivator factors and hygiene factors. Hygiene factors are important but they are not as important as Motivator factors. It is primarily the motivator factors that bring about the kind of improvement in performance. The Adam's Equity theory tells us that the presence of feelings of inequity, for instance will motivate an individual to reduce that feeling of inequity.

Also Locke's Discrepancy theory states that if very few or no discrepancies exist between what the job offers and what the person expects, there must be job satisfaction among people. There are many dimensions in job satisfaction, the most important covered in surveys and studies are: pay, promotion, supervision, benefits, contingent rewards, operational procedures, and co-workers, nature of work, communication and organization.

Regarding women and job satisfaction and productivity on job, the important aspects are on pay and promotion; women are paid less in the same positions at the same levels of management in every level of an organization. When layoffs occur women are always targeted first. Sometimes women employees are given less visible positions than men. But a woman normally tends to take greater stress in family related matters rather than males.

## **2.2 The Development of Leadership Theories**

According to Appelbaum et al. (1993), female leaders and male leaders act differently. Women's leadership style may probably be described as transformational leadership and Men's leadership style as transactional. 'Transformational' means that employees are encouraged to transform their own self-interest into the interest of the group through concern for an ultimate goal. 'Transactional' means that the job performance is seen as a series of transactions with subordinates receiving rewards for services provided or punishment for unacceptable performance. Transformational and Transactional leadership styles are found to be interesting and selected for this study of the leadership behaviors of Thai female civil servants at the middle management level. In order to better understand transformational and transactional leadership, the development of leadership theories needs to be viewed briefly.

### **Leadership and Followership**

Richard Branson – Not your average Leader (Thinking ahead: VIRGIN GROUP LTD.)

“Sir Richard Branson, head of virgin group, is not like other corporate CEO's...and yet nothing likes them at all. Branson's unique personal style influences every aspect of his companies, which have succeeded in a diverse array of markets from bridal gowns to airlines. In each case, Richard Branson's peculiar perspective on life has helped shape the company's unique and creative business strategies and the way it competes against more traditional firms” (Nelson & Quick 2006).

Leadership in organizations is not an easy task, as it involves a process of proper guiding and directing the behavior of people in an organization or work environment. Leadership can be formal when he or she is officially given the authority to guide and direct. It becomes Informal leadership when he or she is elected unofficially by others to lead the way. In today's fast developing world leadership is among the most researched topics in organizational behavior, and one of the toughest social processes in an organization. "The earliest theories of leadership, the trait theories, which tried to identify a set of traits that leaders have in common.

Following the trait theories, behavioral theories were developed, proposing that leader's behaviors and not traits are what counts. Contingency theories followed soon after. These theories argue that appropriate leader behavior depends on the situation and the followers" (Nelson & Quick 2006).

### **Early Trait Theories**

"The first studies of leadership attempted to identify what physical attributes, personal characteristics, and abilities distinguished leaders from other members of a group. The physical attributes considered may have been height, weight, physique, energy, health, appearance and even age. This line of research yielded some interesting findings.

However very few valid generalizations emerged from this line of inquiry. Therefore there is insufficient evidence to conclude that leaders can be distinguished from followers on the basis of physical attributes. There is some evidence that leaders may

be more adaptable and self-confident than the average group member” (Nelson *et al.* 2006).

### **Behavioral Theories**

Nelson *et al.* (2006) suggested that behavioral theories emerged as a response to the deficiencies of the trait theories. Trait theories told us what leaders were like, but didn't address how leaders behaved. Three theories emerged as foundations of modern leadership theories: the Lewin, Lippit, and White studies; the Ohio state studies; and the Michigan studies.

**“Lewin studies:** The earliest research on leadership style, conducted by Kurt Lewin and his students, identified three basic styles: autocratic, democratic, and laissez-faire. Each leader uses one of his three basic styles when approaching a group of followers in a leadership situation.

**Ohio State Studies:** This research program at The Ohio State University also measured specific leader behaviors. The initial Ohio state research studied aircrews and pilots. The aircrew members, as followers, were asked a wide range of questions about their lead pilots using the leader behavior description questionnaire. The results showed that there were two important factors of leader behaviors. Those are initiating structure and consideration.

**Michigan studies:** This type of approach for leadership was developed at the University of Michigan. It suggests that leader's style has very important implications for the emotional atmosphere of the work environment and, therefore, for the followers



who work under that leader. Two styles of leadership were identified: employee oriented and production oriented.

A production oriented style leads to a work environment characterized by constant influence attempts on the part of the leader, either through direct, close supervision or through the use of many written and unwritten rules and regulations for behavior” (Nelson *et al.* 2006).

The focus is clearly on getting the work done. On the other hand an employee-oriented leadership style leads to a work environment that focuses on relationships. The leader exhibits less direct or less close supervision and establishes fewer written or unwritten rules and regulations for behavior. Employee oriented leaders display concern for people and their needs.

### **Contingency theories**

“Fiedler’s contingency theory of leadership proposes that the fit between the leaders need and the favorableness of the leader’s situation will determine the organization or the team’s effectiveness in work achievement. According to him, this theory assumes that leaders are either task oriented or relationship oriented, depending upon how the leaders obtain their primary needs. Task oriented leaders are happy by accomplishing tasks and getting work done. Relationship oriented leaders are primarily gratified to develop good and comfortable interpersonal relationships. The theory classifies the favorableness of the leader’s situation according to the leader’s

position power, the structure of the team's task, and the quality of the leader-follower relationships" (Nelson & Quick 2006, p.394).

THE LEAST PREFERRED COWORKER: (*Fiedler 1964*) classifies leader using the Least Preferred Coworker (LPC) Scale. The LPC Scale is a projective technique through which a leader is asked to think about the person with whom he or she can work least well (*the least preferred coworker*, or LPC). The leader is asked to describe this least preferred coworker using sixteen eight point bipolar adjectives sets. Two of these bipolar adjective sets follow (the leader marks the blank most descriptive of the least preferred coworker):

**Efficient** : : : : : : : : : **Inefficient**

**Cheerful** : : : : : : : : : **Gloomy**

Leaders who describe their least preferred coworker in positive terms (that is pleasant, cheerful, efficient, and so on) are classified as high LPC, or relationship oriented, leaders. Those who describe their least preferred coworker in negative terms (that is unpleasant, inefficient, gloomy, and so on) are classified as low LPC, or task-oriented, leaders. The LPC score is a controversial element in contingency theory. The LPC score has been criticized conceptually and methodologically because it is a projective technique with low measurement reliability.

SITUATIONAL FAVORABLENESS

“The leader’s situation has three dimensions: task structure, position power, and leader-member relations. Based on these three dimensions, the situation is either favorable or unfavorable for the leader. The quality of leader member relations is measured by the Group-atmosphere scale, composed of nine eight points’ bipolar adjective sets. Two of these are as follows:

**Friendly** : : : : : : : : : **Unfriendly**

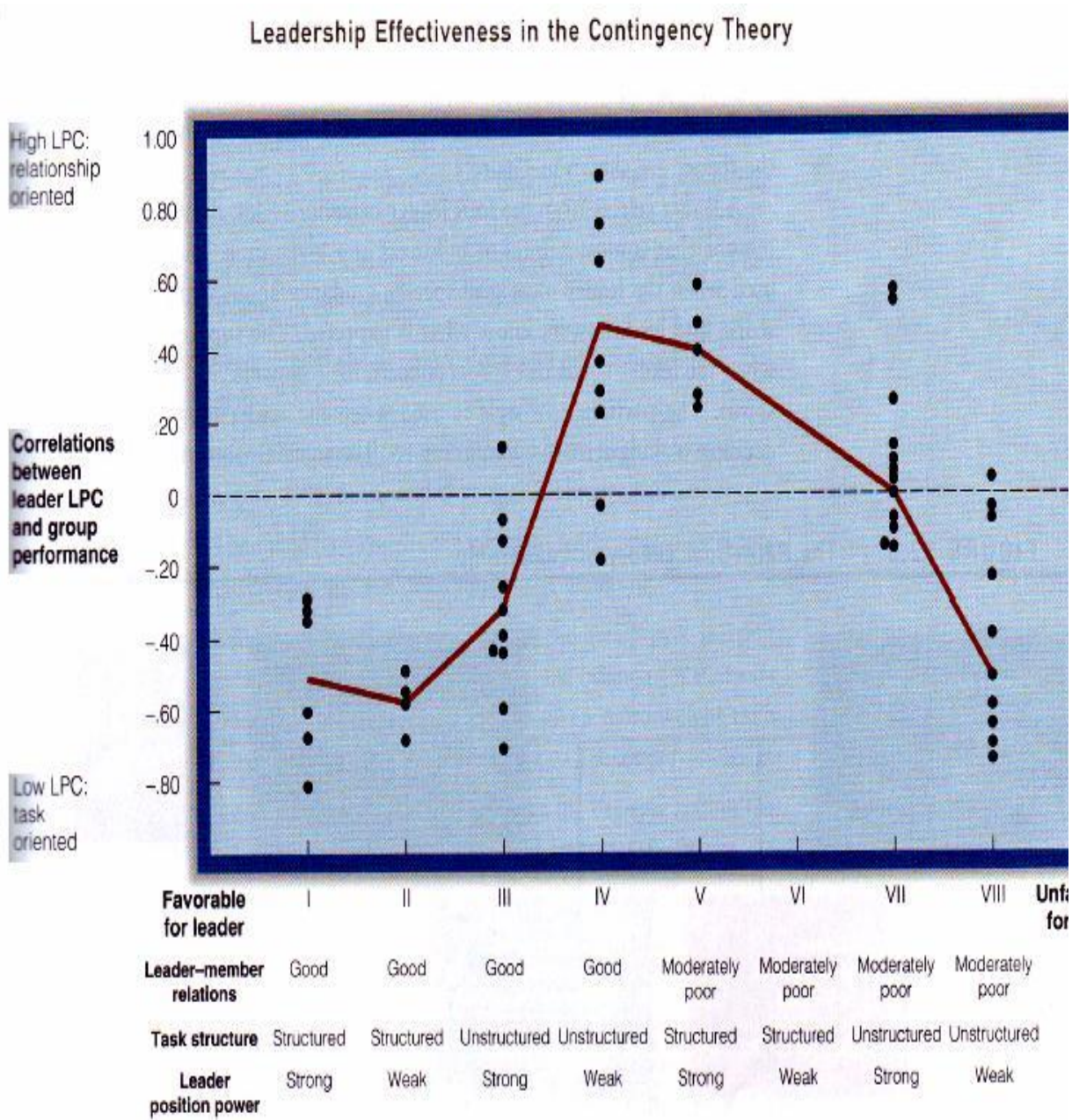
**Accepting** : : : : : : : : : **Rejecting**

A favorable leadership situation is one with a structured task for the work group, strong position power for the leader, and good leader-member relations. In contrast an, unfavorable leadership situation is one with an unstructured task, weak position power for the leader, and moderately poor leader-member relations. Between these two extremes, the leadership situation has varying degrees of moderate favorableness for the leader” (Fiedler 1964).

#### LEADERSHIP EFFECTIVENESS

“The contingency theory suggests that low and high LPC leaders are each effective if placed in the right situation. Especially low LPC (task oriented) leaders are most effective in either very favorable or very unfavorable leadership situations. On the other hand high LPC (relationship oriented) leaders are most effective in situations of intermediate favorableness” (Fiedler 1964).

**The figure 2** below shows the nature of these relationships and suggests that leadership effectiveness is determined by the degree of fit between the leader and the situation.



SOURCE: F. E. Fiedler, *A Theory of Leader Effectiveness* (New York: McGraw-Hill, 1964). Reprinted with permission of the author.

**“Leadership effectiveness in the contingency theory” (Fiedler 1964). As shown above. (Figure 2).**

### **Vroom-Yetton Decision Tree Model**

“Fiedler’s contingency model focused on personality characteristics of the leader. In contrast, the decision tree model of leadership developed by Victor Vroom and his colleagues emphasizes the fact that leaders achieve success through effective decision making. Vroom’s model recognizes four general styles of leadership decision making: authoritarian, consultative, delegation, and group based. According to Vroom these alternatives are then split down into seven specific decision styles: three that are appropriate to both individual and group decisions, two that are appropriate only to decisions involving individual followers, and two that are appropriate only to decisions that involve an entire group of followers” (Wagner *et al.* 2005, p.298).

As per the decision tree model the most effective leadership depends upon the followers and also the situation at that time. Specifically the model asks eight questions – three about the situation and five about the followers- to determine which of the seven leadership styles outlined is the best.

The decision tree presented in **figure** below makes the question and answer process easy. Responding to questions A through H, leads to one of eighteen answers, each of which identifies one or more decision making styles that are appropriate to the problem confronted. To choose two or more styles the leader must decide whether

to maximize the speed of decision making or the personal development of subordinates. As per Vroom:-

For example, suppose that you are a corporate vice president who has just been given the responsibility for starting up a new plant in a developing country, and you must choose a plant manager. Should it be one of your five current and highly experienced plant managers? Should it be someone from outside the firm who has had experience working overseas? Should it be a citizen of the target country?

As vice president, you might move through the decision tree as follows:

Question A: Yes. Some managers may be better suited than others.

Question B: No. You, the vice president, may not know all the interests or past experience that would be relevant to the assignment.

Question C: No. This problem is a new one for the company, and thus no clear guidelines dictate what steps to take.

Question D: Yes. Your current managers could all find good jobs with other firms in their own country if they refused the overseas job.

Question E: No. The decision will have too large an effect on sub-ordinates lives.

Question F: Yes. They have been with the company a long time and are committed to the organization.

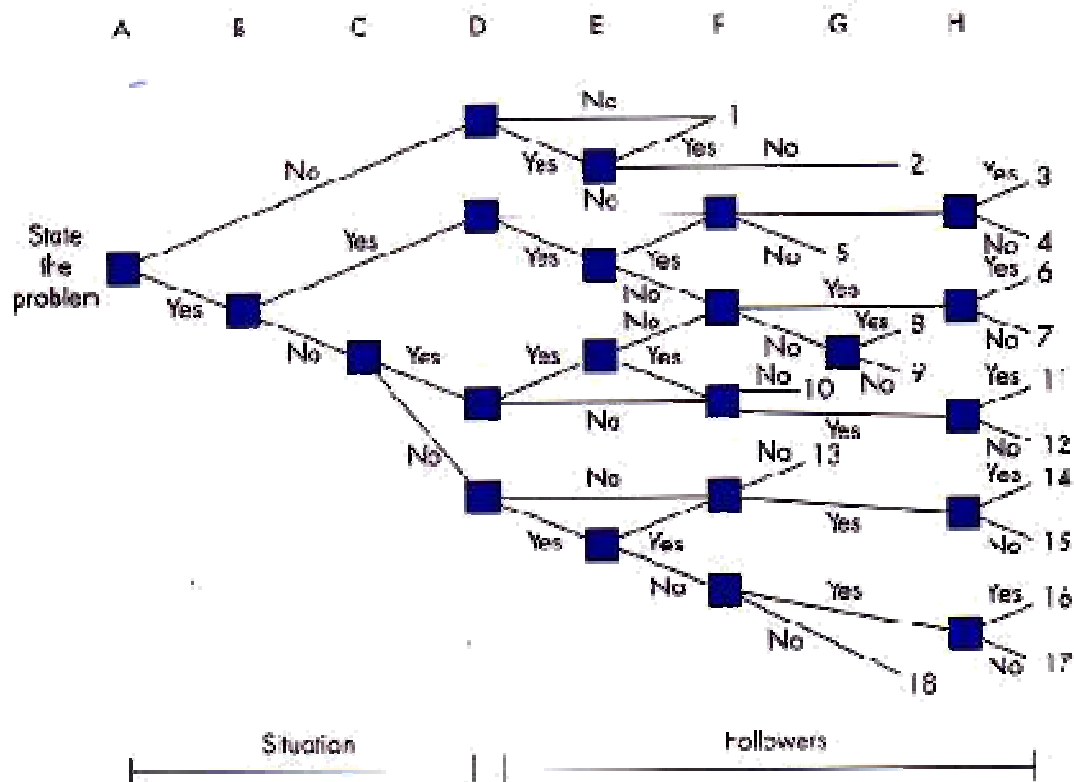
Question H: No. Only you, the vice president, know about many details of the assignment.

Responses:

The “no” response to question H leads to answer number 17. This answer, applied to a group problem, eliminates both autocratic and consultative styles and recommends the GII, group-based decision-making style.



- A. Is there a quality requirement such that one solution is likely to be more rational than another? (Situation)  
 B. Do I have sufficient information to make a high-quality decision? (Situation)  
 C. Is the problem structured? (Situation)  
 D. Is acceptance of the decision by subordinates critical to effective implementation? (Followers)  
 E. If I were to make the decision by myself, is it reasonably certain that it would be accepted by my subordinates? (Followers)  
 F. Do subordinates share the organizational goals to be attained in solving this problem? (Followers)  
 G. Is conflict among subordinates likely in preferred solutions? (This question is irrelevant to individual problems.) (Followers)  
 H. Do subordinates have sufficient information to make a high-quality decision? (Situation)



Answers and Appropriate Leadership Styles (see also Table 13-4)

Answer Number	Individual Problems	Group Problems	Answer Number	Individual Problems	Group Problems
1	A, All, C, D, G	A, All, C, CII, GII	10	All, C	All, C, CII
2	D, G	GII	11	All, C, D, G	All, C, CII, GII
3	A, All, C, D, G	A, All, C, CII, GII	12	All, C, G	All, C, CII, GII
4	A, All, C, G	A, All, C, CII, GII	13	C	CII
5	A, All, C	A, All, C, CII	14	C, D, G	CII, GII
6	D, G	GII	15	C, G	CII, GII
7	G	GII	16	D, G	GII
8	C, G	CII	17	G	GII
9	C, G	C, CII	18	C, G	CII

**(Figure 3)**

Early studies of the model's usefulness asked managers to think about past decisions that were effective or ineffective and had them trace their decision processes back to see whether they had followed the model's prescriptions.

(Wagner *et al.* 2005)

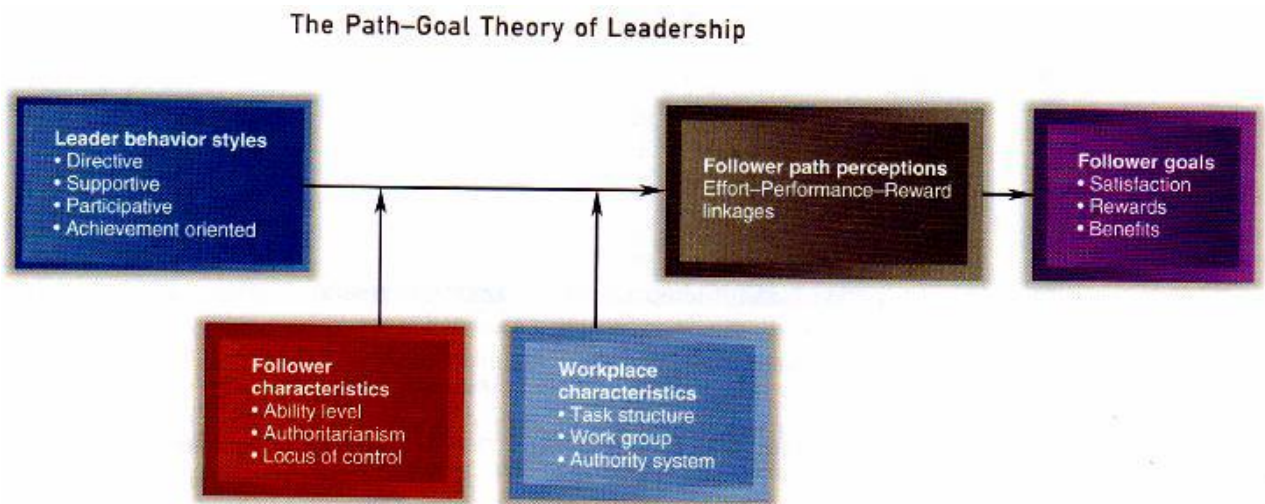
**Research** also indicates that most managers' natural decision-making processes seem to violate the model's prescriptions. In particular, managers tend to overuse the consultative CII style and underutilize the group-based GII style. The difference between these two styles is subtle but critical; the leader retains ultimate decision making responsibility in the first but not the second. Giving up this ultimate responsibility is not easy for many leaders, because they know they may ultimately be blamed for the employee's mistakes. (Wagner *et al.* 2005)

A very good example, although we may never know the truth of exactly what happened at Enron, CEO Ken Lay always portrayed himself as a leader who empowered his employees, and delegated huge responsibilities to them, refusing to micromanage or second guess their decisions. When evidence of fraud was uncovered, he suggested that his hands off leadership style made him a victim of the crimes, rather than the perpetrator-a claim that fell on deaf ears at the U.S. Department of Justice.

### The path-goal theory of leadership

Robert House developed a path-goal theory of leader effectiveness based on an expectancy theory. From the perspective of path-goal theory, the basic role of the leader is to clear the follower's path to the goal. The leader uses the most appropriate of four leader behavior styles to help followers to see the clear road ahead. The key concepts are described as below **figure 4**.

**Figure 4: The Path-Goal Theory of Leadership model**



“The Path-Goal Theory of Leadership model” (Nelson *et al.* 2006, p.396).

As Shown above.

A leader will need to select from the four leaders behavioral styles as shown. The directive style is used when the leader must give specific guidance about specific job tasks, and let others know what is expected. The supportive style is used when the leader needs to show concern for followers' well being and social status. The participative style is used when the leader must engage in joint decision making activities with followers. The achievement oriented style is used when the leader must set challenging goals for followers and show high confidence in them.

This theory assumes that leaders adapt their style to fit the characteristics of the followers and the environment in which they work. Research is focusing on which style works best in specific situations. For example in small organizations, leaders who used visionary, transactional, and empowering behaviors, while avoiding autocratic behaviors, were very successful.

### **Recent developments in leadership theory**

Leadership is an exciting topic to be discussed with, in which new research is constantly emerging. Four new developments are very critical, and they are: leader-member exchange, substitutes for leadership, transformational leadership, and charismatic leadership.

### 2.3 TRANSFORMATIONAL LEADERSHIP

Transformational leaders inspire and excite followers to high levels of performance. They depend of their personal attributes rather than their official position to manage followers. On the other hand transactional leaders use rewards and punishments to make deals with employees or followers. There are evidences that transformational leadership can be learned. “As U.S. corporations increasingly operate in global economy, there is a greater demand for leaders who can practice this transformational kind of leadership by transforming their visions into reality and by inspiring followers to perform above and beyond the call of duty. Howard Schultz, founder and chairman of Starbucks coffee, is the transformational leader and visionary heart of Starbucks. He has grown his firm from a small specialty coffee bar into one of the best-known brands in the world” Nelson *et al.* (2006). With Starbucks firm wanting to continue its rapid growth pace of 25-30 percent per year, Schultz’s ability to develop new leaders within the firm (which helped Starbucks get where it is today) will be sorely tested. But taking into account the enormous market Starbucks currently has less than 10 percent of the market share for coffee. The potential for further growth exists if the company can develop the people to tap it.

Leaders can be both transformational and transactional. As per Nelson *et al.* one reason that transformational leadership is effective is that transformational leaders encourage followers/employees to set goals congruent with the followers' own authentic interests and values. Because of this reason followers see their work as important and their goals or objective as aligned with who they are.

There are some evidences as per Nelson *et al.* that transformational leadership may work in military organizations. One study showed that military leaders who practiced transformational leadership produced both greater development and better performance among their subordinates than leaders who used other leadership technique styles. So this can be said that transformational leadership typically has a substantial impact on followers and can potentially renew an entire organization.

### **Transformational leadership versus Transactional leadership**

The best way to understand transformational leadership is to compare it with transactional leadership. "Transformational leadership is characterized by the ability to bring about significant change in followers and the organization. The basis of transactional leadership is a transaction or exchange process between leaders and followers. The transactional leader recognizes followers needs and desires and then clarifies how those needs and desires will be satisfied in exchange for meeting specified objectives or performing certain duties" (Daft 2005). Thus

followers receive awards for job performance, where as leaders benefit from the completion of tasks.

Transactional leaders focus on the present and excel at keeping the organization running smoothly and efficiently. These types of leaders are good at traditional management functions such as planning and budgeting and generally focusing

On the impersonal aspects of job performance. Transactional leadership can be quite effective. In addition meeting the expectations of subordinates may improve productivity and morale. But there is a hindrance transactional leadership involves some commitment to obey by the rules. Transactional leaders maintain stability within the organization rather than promoting change. Transactional skills are necessary for all leaders, up to some extent. However in today's continuously changing world organizational success often depends on effective leaders, and how they approach the problem.

Transformational leadership skills can be mastered but are not induced personality characteristics. However some personality traits may make it easier for a leader to display transformational leadership behaviors. For example some studies have found that the trait of agreeableness is positively associated with transformational leadership. Also transformational leadership qualities are associated with stable emotions and the ability to recognize and understand other's emotions (emotional intelligence). (Daft 2005)

As per (Daft 2005) Transformational leadership differs from transactional leadership in four ways:

1. *Transformational leadership develops followers into leaders.* Followers are given more freedom to control their own behavior. Transformational leadership rallies people around a mission and vision and defines the boundaries within which followers can operate in relative freedom to accomplish organizational goals.
2. *Transformational leadership elevates the concerns of followers from lower level physical needs (such as for safety and security) to higher –level physical needs (such as for self-esteem and self actualization).* It is important that lower levels needs are met through proper sufficient wages, safe working conditions, and other things in consideration. However a transformational leader also pays attention to each employees needs for growth and development. So the leader sets an example and gives tasks not only to meet their immediate needs but also to elevate follower's needs.
3. *Transformational leadership inspires followers to go beyond their own self-interests for the good of the group.* Transformational leaders do motivate people to do more than originally expected. They make followers aware of the importance of change goals and outcomes and, in turn, enable them to transcend their own immediate interests for the sake of the organizational mission. Followers tend to admire these leaders, want to identify them and have a high degree of trust in them.
4. *Transformational leadership paints a vision of a desired future state and communicates it in a way that makes the pain of change worth the effort.* The most important role of this kind of leader is to find a vision that launches people into



action and provides the basis for the other aspects of transformational leadership.

Without vision there can be no transformation.

### **Summarizing Leadership Theories:**

**Leadership Theories and their Focuses will be summarized respectively: -**

*Trait theory* – The leaders' inborn qualities (Who leaders 'are').

*The style/behavioral theory* – what leaders 'do' rather than who leaders are.

*Situational Leadership* – 'How' leaders should behave based on the demand of a particular situation.

*Contingency leadership* – 'Matching' a leader's style with the demand of a situation.

*Path-goal theory* – The 'fit' between the leader's behavior and the characteristics of subordinates and the task.

*Leader-Member Exchange (LMX)* – 'Accomplishing goals' by using some subordinates more than others. Runs counter to principle of fairness and justice.

*Attribution theory* – 'Perception.' Leadership is merely an attribution that people make about other individuals.

*Charismatic Leadership* – 'Perception.' An extension of attribution theory.

Followers make attributions of extraordinary leadership when they observe certain behaviors.

*Transactional leadership* – 'Accomplishing goals' by motivating followers through contingent reward-based exchanges.

*Transformational leadership* – 'A leader' who changes/transforms individuals.

## **2.4 Concepts related to leadership competencies**

According to Spencer (1993: 9-10), competencies are underlying characteristics of people and indicate “ways of behaving or thinking, generalizing across situations, and enduring for a reasonably long period of time”. Competence characteristics can be identified as follows: -

- a.) Motives: The things a person kind of thinks about or needs/wants that can cause action. Motives drive, direct, and select behavior toward certain actions or goals and away from others.
- b.) Traits: Physical characteristics and consistent responses to situations or information.
- c.) Self-Concept: A person’s attitudes, values, or self-image.
- d.) Knowledge: Information a person has in specific content areas.
- e.) Skills: The ability to perform a certain physical or mental task.

Competencies that Spencer (1993: 343-5) and other researchers see as increasingly important for executives and managers are:

**For high flying Executives:**

Strategic thinking: This means the ability to understand rapidly changing scenarios like market opportunities, trends, strengths, opportunities, weaknesses, threats, and environmental conditions.

Change leadership: The ability to communicate a compelling vision of the firm's strategy that makes adaptive responses appear both feasible and desirable to its stake holders, arousing their genuine motivation and commitment.

Relationship management: The ability to establish relationships with and influence complex networks of others whose co-operation is needed for the executive's organization to succeed and over whom he or she has no formal authority.

**For Managers:**

Flexibility: The willingness and ability to change managerial structures and processes when needed to implement their organization's change strategies.

Motivation: Leaders with a high level of motivation show a strong drive to achieve, optimism (even in the face of failure), and organizational commitment.

Empathy: is the ability to understand the emotional makeup of other people and skills in treating people according to their emotional reaction. Leaders with high level of empathy demonstrate an ability to build and retain talent in their organization, show cross-cultural sensitivity, and become known for offering great service to clients and customers.

Empowering: Behaviors from a manager like sharing information, participation in soliciting co-workers' ideas, fostering employee development, delegating meaningful responsibility, providing coaching feedback, expressing positive expectations of subordinates, rewarding performance improvement-that make employees feel more capable and motivated to assume greater responsibility.

Interpersonal understanding: The ability to understand and value the inputs of others.

TEAM facilitation: Enhance and support group process skills to get diverse groups of people to work together effectively as one TEAM for a common goal.

## **2.5 Thai Female Employees and Transformational and Transactional Leadership behaviors.**

There are several controversies as to whether men and women have different leadership styles. Following are reviews of prior search studies on women and their leadership abilities (transformational and transactional leadership behaviors):

Bass (1981: 493) describes the image of a promotable manager as a person who is aggressive, forceful, rational, competitive, decisive, strong, self-confident, and independent. According to the research dealing with this issue of male managers' attitudes toward women, women are seen as poor prospects for managerial positions for a lot of reasons: women lack leadership abilities and decision making abilities, women are undependable, emotionally less stable.

Dubrin (1995: 113) indicated, based on more recent research, that Bass has found some specific male-female differences in leadership style. Data collected from subordinates suggest that women are less likely to practice management-by-exception. Yet women & men appear to use contingent recognition with equal frequency. Bass also found out that women leaders are not to be described as charismatic. In a survey of sixty-nine world class leaders (nine women included) women scored higher on the transformation factor than did men.

Appelbaum, et.al (1993) explored the impact of women's approach to their effectiveness as leaders, and found that their interactive (transformational) leadership style focuses on participative management, enhancing other people's sense of self worth and energizing followers. It can be categorized by the following factors:

1. Encourage participation – trying to make people feel part of the organization  
i.e. - inclusion.
2. Share Power and information – trying to make people feel that information flows in two directions. It creates loyalty from co-workers and subordinates.
3. Enhance the self-worth of others – enhancing sub-ordinates’ self-confidence and egos by giving credit, praise, recognition, and avoiding asserting their own superiority or the inferiority of others.
4. Energize others – they arouse subordinates enthusiasm to work and delegate challenging work, which is exhilarating and fun.

Arnott (1988: 20-1) stated that being interactive (transformational) leaders, women also possess a greater awareness of, and regard for, people’s feelings. They are concerned with maintaining close personal relationships on the job. These values contradict those of the traditional, masculine leadership model. The traditional model places importance on aggressiveness and a preference for a strategic, unemotional approach to leading. That also explains why women who lead the non-traditional way are labeled as ‘soft-managers’.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### **3.1 The Dependent variables: Job Satisfaction and Productivity in Job**

Job satisfaction and productivity in job are the critical determinants of employee's job effectiveness, good productivity in job, and it also tells us the respondent's satisfaction level with regard to their position in jobs (especially Government jobs) for Thai Female Employees today.

#### **3.2 The Independent variables: Leadership and decision making abilities –related factors to affect Job satisfaction and productivity in job**

As being stated earlier, that the independent variables consist of other sub-variables like:

a) gender barriers b) leadership and decision making competencies c) transformational leadership behaviors and d) transactional leadership behaviors. The independent variables are expected to be directly related to the job satisfaction and productivity in job for Thai Female Employees (managers & women especially in Government jobs), as discussed just in above paragraph.

Leadership abilities/competencies directly affect job satisfaction and productivity in job.

To go in details Transformational leadership behaviors directly affect job satisfaction and productivity in job. Transactional leadership behaviors directly affect job satisfaction and productivity in job.

### **3.3 Research procedures, Population and Sampling Methods**

This study was based on survey research in which data were collected from samples selected from the target population through both quantitative and qualitative research methods. The qualitative research method was conducted through in-depth interviews of ten Thai female civil servants who worked in different public offices and from responses to the open-ended questions in the questionnaire. Quantitative analysis was conducted through the SPSS (Statistical package for social sciences) program. Both quantitative and qualitative techniques were used with the assumption that both techniques would provide more reliable and valid information for data analysis according to the hypothesis of the research.

This study focuses on the relationship of Thai women's leadership and decision making abilities to job satisfaction and productivity in job. The study of this relationship between quantitative constructs and empirical study were conducted. Consequently, both quantitative and qualitative approaches are appropriate for this study.

#### **3.3.1 Population and Sampling Methods**

To explore the leadership abilities and decision making abilities of Thai Female Employees (stressing on Thai civil servants & Managers) and their enhanced job satisfaction & productivity in job, the population and survey sample in this study thereby was selected from Thai female ordinary civil servants of level (6, 7, 8) the so called middle management level and also Thai female managers from other organizations.



Nearly 60% were from Private Organizations and the rest 40% were from Public organizations. The unit of analysis was only Thai female employees (Middle management level), so the survey study employed a cluster sampling procedure. As the population to be surveyed was of similar characteristics from separate organizations, the cluster sampling was therefore considered as a selection method for reducing cost and time requirements, by surveying groups of respondents who are in middle management level. From the Public sector – namely the office of the civil service commission and the office of the ministry of education and Finance was taken. From the private sectors similar sampling method was chosen.

The unit of analysis of this study was Thai women. So the survey study employed a cluster sampling procedure. This is because the population includes Thai female civil servants as well as Thai Female Employees from other organizations, so cluster sampling would reduce cost and time. These sampling methods will kind of help to survey Thai Female Employees who are characteristically very close to one another in their daily job activities. Samples were drawn from groups as: the office of the civil service commission, the central accounting department of the ministry of finance, the office of the education commission of the ministry of finance, and other private organizations. The sampling area was in Bangkok and other peripheral provinces close to Bangkok.

Taro Yamane's formula can be used for sample sizes as follows: - Formula:

$$n = \frac{N}{1 + N(e)^2}$$

Whereas: n = sample size; N= Elements of population, e= error of sampling, in this study was 5 percent or 0.05 proportion.

From the office of the civil service commission data (1990), Thai Female employees at middle management level were found to be around N = 11,000 persons.

$$\text{So } (n) = 385.96 \approx \mathbf{386}.$$

Therefore in the study 386 sets of questionnaires were gathered.

### **3.4 Questionnaire development**

Quantitative data collection was by a self-administered questionnaire in Thai language, as Thai language is the most preferred language and the first language of the target population. The original questionnaire was done in English language. The questionnaire was developed with the help of many scholarly articles and journals as described before in the previous chapters. The questionnaires were developed to examine the leadership abilities of Thai Female Employees and its relation to job satisfaction and productivity in job.

The questionnaire was developed into several sections. Each section was composed of multiple-choice items using 5 – point **Likert-style** scales.

The first section of questions examines the leadership abilities and decision making abilities as Thai women. The question kind of helps to identify whether Thai Female Employees exhibited transformational or transactional leadership behaviors.

The second sets of questions examined productivity in job in several dimensions.

The third set of questions examines job satisfaction in several dimensions.

The final part of the questionnaire requested demographic data from respondents like: age, marital status, education, years in organization /civil service, position rank, working years in present position, and number of subordinates.

#### **3.4.1 Response rate**

About 400 questionnaires were distributed (initially) by hand during March and April 2009, and the response rate was slow initially. The number of returned questionnaires was 250. So another 400 questionnaires were distributed again, but then the number of returned questionnaires was 136, which brings the total to 386 which was quite sufficient for statistical analysis. So data processing was done around May 2009.

The qualitative data from open-ended questions and interviews were categorized and grouped, and garnered to serve as confirmatory data for further discussion and recommendations.

### **3.4.2 Pilot Test**

In order to check the objectivity of the instrument, a pilot test was conducted. The objective of the pilot test was to check the concepts, wording, and the format as well as the reliability of the questionnaire. The pilot test was administered to thirty Thai females (mainly civil servants and from organizations) who kind of have similar demographic data to the samples in the study. The result showed that translation into Thai language helped people to understand the concepts of leadership behaviors, rather than in English language. Then at the last consultation and assistance were sought from SPSS experts and our research IS advisors.

### **3.4.3 Reliability**

Reliability is a technique to determine if comparable measures of the same construct of a given object agree, or whether the test yields similar results when different people administer them.

For the reliability of the questionnaire, Cronbach alpha coefficients were used to determine the internal consistency of measure (Kerlinger, 1973: 110-142).

According to the reliability of the measurement of concept, tests were conducted to be sure that the concepts reliably measured what they were supposed to measure. Thus reliability test is necessary, but not a sufficient condition for validity. This is because a test must be useful to be reliable and it must also be a valid test. To ensure the reliability of the scales used in this study, a reliability test was undertaken using the SPSS program to analyze the data obtained by the proposed scales. The results from the reliability scale

presented in the table below confirms that the scales used in this study had very high reliability coefficients with alpha values ranging from 0.8901 to 0.9084, where as one scale had a borderline reliability coefficient with alpha value at 0.6342.

Reliability Coefficients of Scale items: **(Table 1.)**

---

Scale	Alpha coefficient
Decision making abilities	0.9061
Leadership abilities/behaviors (Transformational)	0.9084
Leadership abilities/behaviors (Transactional)	0.9081
Job satisfaction	0.8901
Productivity in Job	0.9051

### **3.5 Operational Definitions and Measurements**

Independent variables and dependent variables were operationalized and all were measured by 5 point Likert-type scales ranging from “strongly agree” to “strongly disagree”. The measures are described as below:

### **3.5.1 Independent variables**

The measures used in this study included 1) Leadership making abilities (Transformational leadership behaviors) 2) Leadership making abilities (Transactional leadership behaviors) 3) Decision making abilities.

- 1) The Transformational leadership behavior refers to the interpersonal influence, exercised in Thai Female Employees and directed through the communication process, toward the attainment of a specified goal or goals.
- 2) The Transactional leadership behavior refers to the contingent-rewards, management.
- 3) Decision making abilities refer to the underlying characteristics of the respondents that are casually related to effective productivity in job and job satisfaction for Thai women. Some of them are setting goals, directing, planning, evaluating, empowering others, implementing policies, effective communication.

### **3.5.2 Dependent variables**

Productivity in job and Job satisfaction are the dependent variables. They kind of refer to the respondent's happiness, productivity and satisfaction levels in their positions as Thai women. They were measured by a 5-point Likert style scale evaluation.

## CHAPTER 4

### FINDINGS

This chapter describes the survey sample, general characteristics of the sample, measures of model fit, hypothesis testing results, of the model. Discussion of the findings is also presented.

#### 4.1 The General Characteristics of the sample

Frequency statistics revealed that the sample from the target population consisted of the characteristics as specified below in table 4.1

**Table 2:** Characteristics of the sample

Characteristics	No of respondents	Percent
Age (n = 381)		
18-25	2	0.5
26-35	46	12.1
36-45	165	43.3
Over 46	168	44.1
Marital Status (n = 373)		
Single	150	40.2
Married	197	52.8
Separated	6	1.6
Divorced	18	4.8
Widow	2	0.5

## Education (n =372)

Below bachelor degree	34	9.1
Bachelor degree	238	64.0
Master's degree	93	25.0
Doctoral degree	7	1.9

## Years in service (n = 366)

1-5	15	4.1
6-10	28	10.7
11-15	51	10.9
16-20	78	21.6
21-25	94	25.7
26-30	64	17.5
31-40	36	9.5

## Number of Subordinates (n=258)

1-10	169	65.5
11-50	78	30.2
51-100	7	2.7
Over 100	4	1.6

## Working years in present position (n=348)

1-5	225	64.7
6-10	94	27.0
11-15	22	6.3
16-20	2	0.5
Over 20	5	1.5



The demographic data presented in table 4.1 revealed the following:

With regard to age, 43.3 percent of the respondents were in the age group of 36-45 years old, and 44.1 percent were of age above 46. This indicated that the vast majority (87.4 percent) of Thai Female Employees at the management level ranged between age (36-60) years old.

As for marital status, more than half of the respondents (52.8 percent) were married and (40.2 percent) were single. The other 6.9 percent of the respondents were separated, divorced or widowed.

As a means to career advancement, the majority of the respondents had worked in service for about 30 years, 25.7 percent had worked for about 25 years, and 21.6 percent had worked for about 20 years. The fairly long length of service implies that they have a certain degree of satisfaction in the job.

When reporting years in present position, 64.7 percent of the respondents indicated they had worked for about 1-5 years, and 27.0 percent had worked for about 6-10 years. This implies that there were possibilities to be transferred to new positions and to learn new kinds of jobs.

The number of subordinates is a factor necessary for the respondents to practice their decision making abilities and leadership abilities. Since most of the respondents were in the middle management level, the number of subordinates they had was not large.

However, 65.5 percent of the respondents reported to have 1-10 subordinates, and 30.2

percent had less than 50 subordinates. Only 2.7 percent reported to have 50-100 subordinates.

**Table 3:** Characteristics of the majority of respondents

Percent	Characteristics
44.1	Over 46 years old
52.8	Married
64.0	Holding bachelor degree
25.7	In service for about 25 years
42.2	In middle management level
64.7	In present position for 1-5 years
65.5	Having 1-10 subordinates

#### **4.2 Data analysis and study results of the conceptual model**

Quantitative analysis was based on the raw data collected by means of questionnaires.

Independent and dependent variables in the questionnaire were defined and standardized through SPSS, through which the coefficients were assessed.

In addition, data were processed through editing, coding, and tabulation before analysis.

The presentation of data in this study was first illustrated in the form of means and standard deviations of independent variables together with the dependent variables. With

respect to the statistical test of data, several statistical techniques were employed, including analysis of variance.

The quantitative data were analyzed by means of:

**Percentage:** to analyze the demographic characteristics.

**Mean:** to measure central tendency, identifying the center of the frequency distribution.

**Standard deviation:** to measure dispersion of the score spreading out from the center.

**Regression test:** to find the effect between variables.

In the conceptual model, the entire hypotheses were tested.

Mean and standard deviation of independent variables: leadership abilities (transformational leadership behavior), leadership abilities (transactional leadership behavior) and decision making abilities and dependent variables: productivity in job and job satisfaction were presented.

The data were processed and analyzed in SPSS program.

The results were obtained from correlation analysis in revealing the correlation coefficients among all variables in the conceptual model. Descriptive statistics of mean and standard deviation of all variables were also presented.

**Table 4:** Correlation Matrix, Mean and Standard deviation of variables

VARIABLES	LEADERSHIP ABILITIES		DECISION MAKING ABILITIES
	(TRANSFORMATIONAL)	(TRANSACTIONAL)	
JOB SATISFACTION	0.533	0.425	0.482
TRANSFORMATIONAL	1.000	0.534	0.724
TRANSACTIONAL		1.000	0.509
PRODUCTIVITY IN JOB	0.521	0.410	0.535
<b>Mean</b>	<b>6.97</b>	<b>5.52</b>	<b>6.65</b>
<b>S.D.</b>	<b>2.11</b>	<b>2.19</b>	<b>2.29</b>

Relatively high transformational leadership behaviors – the mean score was 6.97, which comes around 69.7 percent.

Relatively moderate transactional leadership behaviors – the mean score was 5.52, which comes around 55.2 percent.

Relatively high decision making abilities – the mean score was 6.65, which comes around 66.5 percent.

### 4.3 Results of Hypothesis testing

**Hypothesis 1:** stated that leadership abilities are positively and directly related to job satisfaction.

**H1.1:** The higher the level of transformational leadership behaviors, the higher the level of job satisfaction.

#### **Summary of Analysis of variance for leadership abilities (transformational) and job satisfaction.**

---

Model	Sum of squares	df	Mean square	F	p-value
Regression	1.243	1	1.243	7.401	0.011
Residual	4.701	28	0.168		
Total	5.944	29			

---

Step-wise regression outcomes:

---

Variable	B	SE B	Beta	t	p-value
Transformational	0.467	0.172	0.457	2.720	0.011
Constant	1.856	.775		2.393	.024

---

The results of hypothesis 1.1 indicates that leadership abilities (transformational leadership behavior) were significantly and positively related directly to job

Satisfaction at a moderate level as (Beta = 0.45). The results support for Thai women.

.....

H1.2: The higher the level of transactional leadership behaviors, the higher the level of job satisfaction.

.....

**Summary of Analysis of variance for leadership abilities (transactional) and job satisfaction.**

Model	Sum of squares	df	Mean square	F	p-value
Regression	1.143	1	1.320	5.045	0.014
Residual	4.010	28	0.197		
Total	5.153	29			

Step-wise regression outcomes:

Variable	B	SE B	Beta	t	p-value
Transactional	0.410	0.065	0.29	6.264	0.000
Constant	2.022	0.271		7.459	.000

The results of hypothesis 1.2 indicates that leadership abilities (transactional leadership behavior) were significantly and positively related directly to job

Satisfaction at a low level as (Beta = 0.29). The results support for Thai women.

.....

**Hypothesis 2:** Decision making abilities are positively and directly related to productivity in job.

**Summary of Analysis of variance for decision making abilities and productivity in job.**

---

Model	Sum of squares	df	Mean square	F	p-value
Regression	1.605	1	1.605	9.279	0.005
Residual	4.845	28	0.173		
Total	6.450	29			

---

Step-wise regression outcomes:

---

Variable	B	SE B	Beta	t	p-value
Decision making	0.531	0.174	0.50	3.046	0.005
Constant	1.506	.787		1.913	.066

---

The results of hypothesis 2, indicates that decision making abilities were significantly and positively related directly to productivity in job.

Satisfaction at a moderate level as (Beta = 0.50). The results support for Thai women.

.....

**Hypothesis 3:** Decision making abilities are positively and directly related to job satisfaction.

**Summary of Analysis of variance for decision making abilities and job satisfaction.**

---

Model	Sum of squares	df	Mean square	F	p-value
Regression	2.322	1	2.322	11.841	0.002
Residual	5.491	28	0.196		
Total	7.813	29			

---

Step-wise regression outcomes:

---

Variable	B	SE B	Beta	t	p-value
Decision making	0.639	0.186	0.53	3.441	0.002
Constant	0.933	.838		1.113	.275

---

The results of hypothesis 3, indicates that decision making abilities were significantly and positively related directly to job satisfaction.

Satisfaction at a moderate level as (Beta = 0.53). The results support for Thai women.

.....



**Hypothesis 4:** Leadership abilities are positively and directly related to productivity in job.

.....  
H4.1: The higher the level of transformational leadership behaviors, the higher the level of productivity in job.

**Summary of Analysis of variance for leadership abilities (transformational) and productivity in job.**

Model	Sum of squares	df	Mean square	F	p-value
Regression	1.670	1	1.670	8.062	0.008
Residual	5.801	28	0.207		
Total	7.471	29			

Step-wise regression outcomes:

Variable	B	SE B	Beta	t	p-value
Transformational	0.542	0.191	0.473	2.839	0.008
Constant	1.497	.861		1.738	.093

The results of hypothesis 4.1 indicates that leadership abilities (transformational leadership behavior) were significantly and positively related directly to productivity in job at a moderate level as (Beta = 0.47). The results support for Thai women.

.....

H4.2: The higher the level of transactional leadership behaviors, the higher the level of productivity in job.

**Summary of Analysis of variance for leadership abilities (transactional) and productivity in job.**

---

Model	Sum of squares	df	Mean square	F	p-value
Regression	1.496	1	1.496	6.910	0.003
Residual	6.062	28	0.217		
Total	7.558	29			

---

Step-wise regression outcomes:

---

Variable	B	SE B	Beta	t	p-value
Transactional	0.413	0.066	0.461	6.375	0.000
Constant	2.025	0.274		7.457	.000

---

The results of hypothesis 4.2 indicates that leadership abilities (transactional leadership behavior) were significantly and positively related directly to productivity in job at a moderate level as (Beta = 0.46). The results support for Thai women.

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## **CHAPTER 5**

### **CONCLUSION, DISCUSSION AND RECOMMENDATION**

#### **5.1 Conclusions**

In this chapter, conclusions were drawn from the analysis results and recommendations and implications were presented.

The relationships between leadership abilities and decision making abilities along with productivity in job and job satisfaction were examined in this study.

The study kind of fulfilled the objectives of the study. First, the study determined the effects of leadership abilities and leadership behaviors on job satisfaction of (particularly Thai Female Employees in) middle management levels. Second, the study explained the relationship between leadership abilities and productivity in job.

Third, the study also explained that decision making abilities directly affect productivity in job, and the fourth one that decision making abilities directly affect job satisfaction too.

In order to determine the answers, six hypotheses were proposed. To test these hypotheses, the 386 samples from Thai Female Employees working mostly in Bangkok were surveyed. Data collection was by means of questionnaire. A 5 point Likert-style scale was used to measure the variables. In the analysis, both descriptive and analytical statistics were used.

The demographic data showed that the largest number of the 386 respondents were in middle management level, over 46 years and married, holding a bachelor's degree, and in the present position in the job for 1-5 years with less than 10 subordinates.

The independent variables were: -

A.) Leadership abilities (Transformational leadership behavior and Transactional leadership behavior)

B.) Decision making abilities

The dependent variables were: -

C.) Productivity in Job

D.) Job Satisfaction

The analysis results of the conceptual model revealed that leadership abilities (transformational leadership behavior and transactional leadership behavior) were found to directly and positively affect Job satisfaction of Thai Female Employees in service.

The results also showed that leadership abilities (transformational leadership behavior and transactional leadership behavior) were found to directly and positively affect productivity in job of Thai Female Employees in service.

The results showed that decision making abilities were found to directly and positively affect productivity in job. It was also found out that decision making abilities were found to directly and positively affect job satisfaction, too.

The results of the hypotheses showed that:

The higher the level of leadership abilities (transformational leadership behavior), the higher the level of job satisfaction.

The higher the level of leadership abilities (transactional leadership behavior), the higher the level of job satisfaction.

The higher the level of decision making abilities, the higher the level of productivity in job.

The higher the level of decision making abilities, the higher the level of job satisfaction.

The higher the level of leadership abilities (transformational leadership behaviors), the higher the level of productivity in job.

The higher the level of leadership abilities (transactional leadership behaviors), the higher the level of productivity in job.

## 5.2 Discussion

The findings of this study seems to be realistic, applicable and gave an explanation of the casual effects among leadership abilities, decision making abilities, job satisfaction and productivity in job. The demographic data showed that the largest number of the 386 respondents were above 46 years old, married (52.85 percent), holding a bachelor degree (64 percent), working in present position for 1-5 years (64.7 percent), and having only 1-10 subordinates (65.5 percent).

Statistical values of squared multiple correlations indicated that job satisfaction was moderately influenced by transformational leadership behavior (leadership abilities); whereas transactional leadership behavior (leadership abilities) had very low influence on job satisfaction. Approximately about 31 percent is accounted for. The rest 69 percent may be influenced by other factors as: job structure, male leadership, salary and benefits, etc.

Thai Female Employees showed both transformational and transactional leadership behavior, but study shows that transformational leadership behavior is exhibited more, rather than transactional leadership behavior. In a similar fashion productivity in job was also influenced by both transformational and transactional leadership behavior (leadership abilities). But transformational leadership behavior exerts more influence of productivity in job rather than transactional leadership behavior for Thai women.

The variables leadership abilities (transformational and transactional leadership behaviors) along with decision making abilities were found to be directly affect job satisfaction and productivity in job. This study showed that Thai Female Employees possess moderate levels of leadership and decision making abilities and have patience, and was tender and kind to subordinates.

### **5.3 Recommendations**

The results of this study showed that leadership abilities and decision making abilities of Thai Female Employees are related to job satisfaction and productivity in job. So the effective management of both private and public sector should not focus on job satisfaction and productivity in job and thus neglect leadership abilities and decision making abilities of Thai women.

These are some of the recommendations for management keeping in mind productivity in job and job satisfaction of Thai women: -

- 1) In order to retain capable Thai Female Employees of middle management level and lower levels adequate compensation, and better welfare benefits should be provided in accordance with the living conditions in the country.
- 2) Taking time to recognize each employee and listening to them is an added motivator.
- 3) Transparency measures should be taken during the promotion period of employees.
- 4) Improving work environment like: adequate no of personnel, favorable working conditions, adequate equipments and supplies, sufficient information for quick

- workflow, lesser hierarchical levels for speedy signatures, clarity of roles and cooperative coworkers.
- 5) They should be encouraged to be punctual, service-minded, and to be responsible team players.
  - 6) Proper leadership training programs will avoid miss-communication between men and women as both tend to perceive things in a different angle.
  - 7) As Thailand is moving along with globalization, Thai Female Employees are becoming more valuable human resources and they deserve attention from Thai public human resource management to bring out their hidden potential for the benefit of the country.
  - 8) As the study found out that both Transformational leadership behavior and transactional leadership behavior had direct effect of productivity in job and also job satisfaction. But it was known that transformational leadership behavior had a higher effect of productivity in job and job satisfaction, rather than transactional leadership behavior. Therefore leadership training should emphasize the essence of being more transformational leaders. As well transactional leadership behavior should also be part of training as complementary to transformational leadership behavior to augment leadership effectiveness.
  - 9) Encouraging the practice of self development in every level in an organization is important. Self-development programs should be designed not only to enhance their task-related knowledge, technological and leadership skills, the programs should also



include personal characteristics improvement, increase of confidence, honesty, enthusiasm, cooperation, achievement, etc.

- 10) Strengthening the organization's goals and policies on gender equality and transparency should be incorporated into career development, promotion, and compensation policies, as the lack of fair treatment is often identified as major components of the glass ceiling that prevent women from making it to the top.

#### **5.4 Further Recommendation study**

Although this study produces many interesting findings, there are still some aspects that this study does not cover. The aspects that are encouraged for further research are:

- 1) As statistical values of squared multiple correlations indicated that job satisfaction and productivity in job of Thai Female Employees are moderately influenced by leadership abilities and decision making abilities, but still there can be numerous other factors that could influence job satisfaction and productivity in job. Those other factors are beyond the scope of this study.
- 2) In different regions with different religions and cultures in Thailand, Thai Female Employees cannot choose exert their full leadership and decision making abilities as per their will. Another comparative study taking into account different cultures and religions must be taken to examine their effects on these variables.

- 3) As married women are believed to be more nurturing than mature single women, it is suggested that a comparative study be done to find out whether married females are better in leadership and decision making abilities than single one's or not.
- 4) As private and public sectors carry different philosophies, it is suggested to compare the leadership abilities and decision making abilities between them.
- 5) Looking at the model that derived the results of statistical analysis, there might be some particular factors beyond this study that affected leadership and decision making abilities of Thai women. Therefore in the future more investigation in order to verify the model of this study should be appropriate.

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**APPENDICES**

## Research Methodology (Questionnaire in English)

A self evaluation questionnaire was handed out to several persons from different organizations (managers and mostly employees) to have them fill it out. They were being asked to fill up using the following scale as: rate each statement based on the degree to which it describes your actions or behaviors on the job.

Fill in the numbered circle that represents your rating.

**Scale:** 1 – Strongly Disagree 2- Disagree 3- Undecided/Uncertain 4-Agree

5-Strongly Agree

“Likert scale” (from 1 to 5) will be used for all the questions as below in this fashion: -

① ② ③ ④ ⑤

The questions below (1 to 20) are for independent variables: “Leadership abilities” and “Decision making abilities” respectively (10 questions for each.)

1. Most of the time I am willing to disclose appropriate personal feelings to help build trust.



① ② ③ ④ ⑤

2. I make it a point to ask for help and encourage other's involvement.

① ② ③ ④ ⑤

3. I make it a point to let others know I "hear" and understand how they feel before moving on in a discussion.

① ② ③ ④ ⑤

4. I am comfortable letting others maintain control over tasks when the going gets tough or the stakes go up.

① ② ③ ④ ⑤

5. I am comfortable disclosing what I know about a situation or business rationale, as appropriate.

① ② ③ ④ ⑤

6. I make it a point to maintain and enhance other's self esteem.

① ② ③ ④ ⑤

7. I am good at creating an environment in which others feel comfortable expressing their feelings, good or bad.

① ② ③ ④ ⑤

8. I am comfortable being open with my coworkers and sharing my thoughts on important issues.

① ② ③ ④ ⑤

9. I often find opportunities to let others know the value they bring to the organization/team. [ ] [ ] [ ] [ ]

① ② ③ ④ ⑤

10. I make sure I get input from team or group members before making a decision.

① ② ③ ④ ⑤

11. I am comfortable showing others how to approach a task and then letting them do it on their own.

① ② ③ ④ ⑤

12. I often express my confidence in the abilities of others. [ ] [ ] [ ]

① ② ③ ④ ⑤

13. I am comfortable incorporating others' suggestions as part of a plan instead of doing it all myself.

① ② ③ ④ ⑤

14. I provide others with support without removing their responsibility for action. [ ]

① ② ③ ④ ⑤

15. I am good at helping others overcome barriers and identify the resources they need. [ ]

① ② ③ ④ ⑤

16. I often explain the benefits of a newly delegated responsibility or task. [2]

① ② ③ ④ ⑤

17. I am comfortable asking for other people's ideas, opinions, or solutions. [2]

① ② ③ ④ ⑤

18. I am inclined to confirm how others are feeling by verbally summarizing the emotions and information they express. [2]

① ② ③ ④ ⑤

19. I usually make it a point to let people know that their accomplishment or ideas and suggestions are appreciated. [2]

① ② ③ ④ ⑤

20. I am usually comfortable supporting an associate's ideas if it is the same way I would approach a situation or problem. [2]

① ② ③ ④ ⑤

The questions below are for dependent variable "Productivity in work" [2]

1.) You are looking for a way to improve productivity in work.

① ② ③ ④ ⑤

2.) You maintain a high level of energy in motivating your peers to reach productive

accomplishment.

① ② ③ ④ ⑤

3.) You are a manager looking to get your staff to communicate more effectively and improve their relationships to help boost overall productivity in an organization.

① ② ③ ④ ⑤

4.) You believe that your actions are productive enough for an organization.

① ② ③ ④ ⑤

5.) You are aware of your qualifications that are necessary to help you fit into your job productiveness.

① ② ③ ④ ⑤

6.) You encourage your peers and sub-ordinates to take risk in order to remain productive at all times for the sake of the organization.

① ② ③ ④ ⑤

7.) You rate your overall productivity pretty good as an employee of an organization.

① ② ③ ④ ⑤

8.) You can organize information into a form that can lead to a productive decision making.

① ② ③ ④ ⑤

Please indicate your level of agreement with each of the following statements

① ② ③ ④ ⑤

	1	2	3	4	5
Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility of work hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical working environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity for advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to influence decisions that affect you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to influence day-to-day company success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to use new technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to work on interesting projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to company-sponsored training and seminars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication with your supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition received from your supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your supervisor's management capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your supervisor's active involvement in your career development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your overall relationship with your supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your relationship with your peers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your relationship with customers/clients/end users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your understanding of the business mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your overall satisfaction with your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall satisfaction with your job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Demographics DATA: - (FOR - THAI FEMALE EMPLOYEES)**

1) Age

- 18-25
- 26-35
- 36-45
- Over 46

2) Marital Status

- Single
- Married
- Separated
- Divorced
- Widow

3) Education

- Below bachelor degree
- Bachelor degree
- Master's degree
- Doctoral degree

## 4) Years in service

- 1-5
- 6-10
- 11-15
- 16-20
- 21-25
- 26-30
- 31-40

## 5) Number of Subordinates.

- 1-10
- 11-50
- 51-100
- Over 100

## 6) Working years in present position.

- 1-5
- 6-10
- 11-15
- 16-20
- Over 20

### Questionnaire in THAI:-

#### ระเบียบวิธีวิจัย

มีการแจกแบบสอบถามเพื่อประเมินตนเองให้แก่ผู้ที่มาจากองค์กรต่างๆ (ระดับผู้จัดการ และส่วนใหญ่เป็นระดับพนักงาน) เพื่อกรอกแบบสอบถาม บุคคลเหล่านี้จะถูกขอให้กรอกแบบสอบถามโดยใช้เกณฑ์คะแนนดังต่อไปนี้ โดยที่เกณฑ์คะแนนแต่ละช่วงอ้างอิงจากระดับที่สามารถอธิบายการกระทำหรือพฤติกรรมที่มีต่องานของคุณได้อย่างเหมาะสม

กรอกตัวเลขในวงกลมที่เป็นตัวแทนการประมาณค่าของคุณ

เกณฑ์: 1 – น้อยที่สุด 2- น้อย 3- ปานกลาง 4- มาก 5- มากที่สุด

จะมีการใช้ “มาตราส่วนประมาณค่าลิเคิร์ต” (Likert scale) (ตั้งแต่ 1 ถึง 5) กับคำถามทุกข้อข้างใต้ดังภาพต่อไปนี้:-

① ② ③ ④ ⑤

คำถามข้างล่างนี้ (ข้อ 1 ถึง 20) เป็นคำถามที่เกี่ยวกับตัวแปรอิสระต่อไปนี้ “ความสามารถในการเป็นผู้นำ” และ “ความสามารถในการตัดสินใจ” ตามลำดับ (หัวข้อละ 10 คำถาม)

21. ส่วนใหญ่แล้ว ฉันเจตนาเปิดเผยความรู้สึกของตัวเองออกไปอย่างเหมาะสมเพื่อสร้างความเชื่อมั่น



① ② ③ ④ ⑤

22. ฉันไม่ลังเลที่จะขอรับความช่วยเหลือและส่งเสริมให้ผู้อื่นมีส่วนร่วมเกี่ยวข้อง

① ② ③ ④ ⑤

23. ฉันตั้งใจที่จะแสดงให้ผู้อื่นทราบว่า "ฉันรับฟัง" และเข้าใจว่าพวกเขาารู้สึกเช่นไร ก่อนที่จะถกประเด็นกันต่อ

① ② ③ ④ ⑤

24. ฉันยินดีที่จะปล่อยให้บุคคลยังคงควบคุมงานต่อ หากงานที่กำลังทำเข้าสู่ภาวะคับขันหรือเข้าสู่จุดบีบคั้น

① ② ③ ④ ⑤

25. ฉันตั้งใจที่จะแสดงให้ทราบว่าฉันทราบสถานการณ์หรือแนวทางการบริหารธุรกิจ ถ้าสถานการณ์เหมาะสม

① ② ③ ④ ⑤

26. ฉันตั้งใจที่จะไม่ทำลายและเพิ่มความเชื่อมั่นในตนเองของผู้อื่น

① ② ③ ④ ⑤

27. ฉันสามารถสร้างสิ่งแวดล้อมที่ทำให้ผู้อื่นรู้สึกสบายใจที่จะแสดงความรู้สึกรออกมาไม่ว่าในทางร้ายหรือดี

① ② ③ ④ ⑤

28. ฉันยินดีที่จะเปิดเผยและแบ่งปันความเห็นในประเด็นที่สำคัญๆ กับเพื่อนร่วมงาน

① ② ③ ④ ⑤

29. ฉันมักหาโอกาสที่จะชื่นชมความดีที่บุคคลอื่นได้ทำให้แก่องค์กรหรือคณะทำงานกับเจ้าตัวเสมอๆ

① ② ③ ④ ⑤

30. ฉันแน่ใจว่าฉันได้รับข้อมูลจากคณะทำงานหรือสมาชิกในกลุ่มงาน ก่อนที่จะทำการตัดสินใจ

① ② ③ ④ ⑤

31. ฉันยินดีที่จะแสดงให้ผู้อื่นทราบแนวทางการทำงาน แล้วจึงปล่อยให้พวกเขาทำงานด้วยวิธีของตนเอง

① ② ③ ④ ⑤

32. ฉันมักแสดงความเชื่อมั่นในความสามารถของบุคคลอื่น อยู่เสมอ

① ② ③ ④ ⑤

33. ฉันยินดีรับเอาคำแนะนำของผู้อื่นเข้าเป็นส่วนหนึ่งของแผน แทนที่จะลงมือทำทุกอย่างด้วยตนเอง

① ② ③ ④ ⑤

34. ฉันให้ความช่วยเหลือบุคคลอื่นโดยที่ไม่ดึงความรับผิดชอบในงานมาทำเอง

① ② ③ ④ ⑤

35. ฉันสามารถช่วยให้บุคคลอื่นเอาชนะอุปสรรค และสามารถบอกสิ่งที่พวกเขาจำเป็นต้องมีได้

① ② ③ ④ ⑤

36. ฉันมักอธิบายข้อดีของความรับผิดชอบหรืองานที่ได้รับมอบหมายใหม่เสมอ

① ② ③ ④ ⑤

37. ฉันยินดีที่จะขอความเห็น คำแนะนำหรือทางออกจากบุคคลอื่นเสมอ

① ② ③ ④ ⑤

38. ฉันมักจะพูดยืนยันว่าบุคคลอื่นรู้สึกเช่นไร เพื่อสรุปความรู้สึกและข้อมูลที่พวกเขาเล่าให้ฟังซ้ำเสมอ

① ② ③ ④ ⑤

39. ฉันไม่ถึงเลที่จะแสดงความชื่นชมในความสำเร็จที่เกิดจากความคิดหรือคำแนะนำของบุคคลต่อบุคคลดังกล่าว  
เสมอ

① ② ③ ④ ⑤

40. ฉันมักจะยินดีที่จะสนับสนุนความคิดของเพื่อนร่วมงาน แม้ว่าไม่ใช่แนวทางเดียวกับที่ฉันจะทำในสถานการณ์  
หรือในปัญหาดังกล่าว

① ② ③ ④ ⑤

คำถามต่อไปนี้ เป็นคำถามที่เกี่ยวกับตัวแปรตามต่อไปนี้ “การเพิ่มผลผลิตของงาน”

9.) คุณกำลังหาวิธีเพิ่มผลผลิตของงาน

① ② ③ ④ ⑤

10.) คุณยังมีไฟพอที่จะชักจูงใจเพื่อนให้สร้างผลงานได้บรรลุตามเป้าหมาย

① ② ③ ④ ⑤

11.) คุณเป็นผู้จัดการที่กำลังหาวิธีให้ลูกน้องของคุณสื่อสารได้อย่างมีประสิทธิภาพมากขึ้น และปรับปรุงความสัมพันธ์  
ในหมู่พนักงาน เพื่อให้ผลผลิตโดยรวมขององค์กรสูงขึ้น

① ② ③ ④ ⑤

12.) คุณเชื่อว่าสิ่งที่คุณทำมีประสิทธิภาพพอสำหรับองค์กร

① ② ③ ④ ⑤

13.) คุณทราบว่าความสามารถของคุณเป็นสิ่งที่จำเป็นที่ช่วยให้คุณสามารถทำงานได้อย่างมีประสิทธิภาพ

① ② ③ ④ ⑤

14.) คุณสนับสนุนให้เพื่อนร่วมงานและลูกน้องกล้าคิดกล้าทำเพื่อผลประโยชน์ของบริษัท เพื่อให้การทำงานมี  
ประสิทธิภาพอยู่ตลอดเวลา

① ② ③ ④ ⑤

15.) คุณประเมินประสิทธิภาพการทำงานของคุณในฐานะพนักงานคนหนึ่งขององค์กรว่าอยู่ในระดับค่อนข้างดี

① ② ③ ④ ⑤

16.) คุณสามารถเรียบเรียงข้อมูลให้อยู่ในรูปที่สามารถนำไปใช้ในการตัดสินใจได้อย่างมีประสิทธิภาพ

① ② ③ ④ ⑤

**แบบสอบถาม: - “ความพึงพอใจในงาน”**

โปรดแสดงระดับความเห็นด้วยของคุณด้วยตัวเลขต่อไปนี้

① ② ③ ④ ⑤

	1	2	3	4	5
เงินเดือน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
สวัสดิการ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความยืดหยุ่นของเวลาการทำงาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
สิ่งแวดล้อมการทำงานทางกายภาพ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
โอกาสในความก้าวหน้า	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความมั่นคงในการทำงาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความสามารถในการตัดสินใจในเรื่องสำคัญ ที่มีผลกระทบต่อตัวคุณ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความสามารถในการมีส่วนร่วมต่อ ความสำเร็จในแต่ละวันของบริษัท	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
โอกาสที่จะได้ใช้เทคโนโลยีใหม่ๆ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
โอกาสที่จะได้ทำงานในโครงการที่น่าสนใจ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
โอกาสเข้ารับการอบรมและสัมมนาที่บริษัทเป็น ผู้อุปถัมภ์ค่าใช้จ่าย S	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

การสื่อสารกับหัวหน้างาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
การได้รับการยอมรับจากหัวหน้างาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความสามารถในการบริหารงานของหัวหน้างาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
การมีส่วนเกี่ยวข้องอย่างกระตือรือร้นของหัวหน้างานในการพัฒนาอาชีพการงานของคุณ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความสัมพันธ์โดยรวมระหว่างคุณและหัวหน้างาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความสัมพันธ์กับเพื่อนร่วมงาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความสัมพันธ์กับลูกค้า/ผู้รับบริการ/ผู้ใช้งาน ชั้นปลาย	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความเข้าใจในพันธกิจของธุรกิจ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความพึงพอใจในบริษัทโดยรวม	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ความพึงพอใจในงานโดยรวม	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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## ข้อมูลสถิติประชากรศาสตร์- (ผู้หญิงไทย)

## 1) อายุ

18-25 26-35 36-45 มากกว่า 46 

## 2) สถานภาพ

โสด แต่งงาน แยกกันอยู่ หย่าร้าง ม่าย 

## 3) การศึกษา

ต่ำกว่าปริญญาตรี ปริญญาตรี ปริญญาโท ปริญญาเอก

## 4) จำนวนปีที่ทำงาน

1-5 6-10 11-15 16-20 21-25 26-30 31-40 

## 5) จำนวนผู้ใต้บังคับบัญชา

1-10 11-50 51-100 มากกว่า100 

## 6)จำนวนปีที่ทำงาน ในตำแหน่งงานปัจจุบัน

1-5 6-10 11-15 16-20 มากกว่า20

**BIODATA**

<b>Name</b>	Mr. Partha Pratim Pradhan
<b>ACADEMIC BACKGROUND</b>	1994 Bachelor of Science (BSC) Vidyasagar University, West-Bengal, India  1998 Bachelor of Engineering (Civil) Nagpur University, Maharashtra, India
<b>PRESENT POSITION OFFICE</b>	Managing Director and Software Engineer REI Software Co., Ltd, Bangkok.
<b>PREVIOUS EXPERIENCES</b>	Country Manager – Software (SEA) (11 + years Experience in the field of Engineering Software's)  Worked as Senior Engineering Analyst and Developer in California, USA.  Good Speaker (Orator).  Have several Certificates of Merit in Quiz Contest, Drama, Story writing, Debates.
<b>PERSONALITY</b>	Down to earth, and kind person.
<b>E-MAIL</b>	<a href="mailto:partha.p@reisoftwareth.com">partha.p@reisoftwareth.com</a> <a href="mailto:partha.pradhan@hotmail.com">partha.pradhan@hotmail.com</a> <a href="mailto:parthap.pradhan@gmail.com">parthap.pradhan@gmail.com</a>