

## ABSTRACT

This research was aimed at studying the relationship between Leadership styles and Job Performance of employees in MAN A FROZEN FOODS Company, a manufacturer and exporter of seafoods. The objectives of the research was to study the extent to which leadership styles, situational characteristics, and subordinate demographic profiles were related to work performance.

The firm has two offices, Samutprakarn, and Songkla, and it employs 221 full-time staff. The study surveyed all 221 staffs; 17 from the Samutprakarn office, and 204 from the Songkla office. The instrument used to gather data for this study was a questionnaire.

The findings showed that directive style of leadership was ranked the highest according to the perception of respondents, followed by achievement-oriented. In terms of situational characteristics, the respondents perceived the most important was task structure. In general, all leadership styles had a moderate to weak relationship with job performance, with Role Perception, ranking the highest in importance in respondents' perception.

The findings indicated that although the nature of the tasks was routine, the leadership style employed most often was directive. Although the leaders in the firm wanted their subordinates to reach high levels of performance, they did not allow them autonomy or support. These findings offered explanations for the higher than average rates of turnover in the firm during the past three years.

Suggestions for using a higher level of participative and supportive leadership styles were made. More emphasis on matching the levels of work complexity with subordinate characteristics, as well as changing the organization culture were recommended. The study concluded with suggestions for further research.

