A Study of the Relationship between Transformational Leadership, Transparency Leadership and Job Satisfaction among Working Students of Assumption Univerity, Hua Mak Campus, Bangkok, Thailand

Mr. Sayed Paymaldin Sajjad

A Thesis Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration
Graduate School of Business
Assumption University
Academic Year 2013

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Thesis Title	A Study of the Relationship between Transformational Leadership, Transparency Leadership and Job Satisfaction among Working Students of Assumption University, Hua Mak Campus, Bangkok, Thailand
By	Mr. Sayed Payamaldin Sajjad
Major	General MBA
Thesis Advisor	Assistant Professor Chittipa Ngamkroeckjoti, Ph.D.
Academic Year	2013

The Graduate School of Business, Assumption University, has approved this thesis as a partial fulfillment of the requirements for the Degree of Master of Business Administration in General MBA.

K. Phothikitti Dean of the Graduate School of Business

(Kitti Phothikitti, Ph.D.)

THESIS EXAMINATION COMMITTEE

Chairman

(Apichart Intravisit, Ph.D.)

Thesis Advisor

(Assistant Professor Chittipa Ngamkroeckjoti, Ph.D.)

Panarat Panmanee External Member

(Associate Professor Panarat Panmanee, Ph.D.)

Member

(Ismail Ali Siad, DBA)

Dr. Charnchai A Member

(Charnchai Athichitskul, Ph.D.)

ABSTRACT

Many organizations face new challenges and these challenges have increased with the advent of the millennium. Thai leaders agree that past few years have been challenging for business situation and the challenging economy forced organizations to make difficult decisions and left many suffering in a multitude of ways.

The specific objectives of the study are to study the relationship between transformational leadership and job satisfaction and the relationship between transparency leadership and job satisfaction

This study introduces new concept of leadership that requires Thai business leaders to focus on long-term goals and strategy rather than short-term execution. This study attempts to change mind-set of leaders and employees for more organizational effectiveness and job satisfaction.

Focusing on the role of leadership on job satisfaction in Thailand in an international institute whith Thai and international students, studying on graduate programs. It is in the Assumption University, Hua Mark campus in Bangkok. For graduate students, they are currently working full time in medium size companies of more than 100 employees.

The correlation between, were transformational leadership and job satisfaction was .56 , with the sig. value of .0001. There was significant relationship between transformational leadership and job satisfaction. A correlation coefficient of .56 indicates a moderate positive correlation between these two variables. The correlation between two variables, Transparency Leadership and Job satisfaction, was .43, with the sig. value of .0001. There was significant relationship between interpersonal influence and attitude toward renewable energy. A correlation coefficient of .43, indicates a moderate positive correlation between two variables

ACKNOWLEDGEMENTS

This research bears the imprint of numerous people who have contributed and shared their knowledge and valuable time in guiding me for the completion of my thesis. I would like to appreciate all their effort.

First and foremost, I would like to praise gratitude of the almighty GOD who gave me power, health, and wisdom in order to accomplish my thesis.

I would like to express my deepest gratitude to my advisor Asst. Prof. Dr. Chittipa Ngamkroeckjoti for her direction, guidance, and assistance. She was not only an advisor for my thesis but the guidance for my life. In the course of doing my master thesis, I have learned many other aspects of life from her. Without her enlightening instruction, impressive kindness, and patience, this thesis could not have reached its present form.

I also extend my gratitude to members of my thesis examination comittee Dr. Charnchai Athichiskul, Dr.Apichart Intravisit and Dr.Ismail Ali Siad for spending their precious time to examine my paper and contribute constructive and valuable comments which helped me improve all aspects of my thesis. I sincerely thank them all.

Finally, I would like to specifically thank my parents without whom I could not have been what I am today.

Payam Sajjad

March,2013

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Table of contents

Abstract.....I

Acknowledgements.....II

Table of Contents.....III

List of Figures.....VII

List of Tables.....VIII

CHAPTER 1: INTRODUCTION

1.1 Introduction of the Study.....1

1.2 Objectives of the Study.....11

1.3 Statement of the Problem.....11

1.4 Scope of the research.....12

1.5 Limitations of the study.....12

1.6 Significance of the study.....13

1.7 Definition of terms.....14

CHAPTER 2: LITERATURE REVIEW

Independent variable

2.1 Theories of Leadership.....16

2.1.1 Definition of leadership.....16

2.1.2 Great Man, Trait, Behavior, Situational-contingency theories.....17

2.1.3 Transformational Leadership Theory.....19

2.1.4 Sub variables of Transformational leadership theory.....20

2.1.5 Transparency Leadership Concept.....23

2.1.5.1 General Review of Transparency Leadership Concept.....23

2.1.5.2 Transparency Leadership Concept in the context of Spirituality.....23

2.1.5.3 Transparency Leadership Concept in the context of Present knowledge.....27

2.1.5.4 Transparency Leadership Concept in the context of Exchange Relationship.....29

2.1 .6 Sub variables of Transparency leadership Concept.....31

Dependent variable

2.2 Job Satisfaction.....37

2.2.1 Sub variables of job satisfaction.....37

2.3 Previous studies.....42

CHAPTER 3: RESEARCH FRAMEWORK

3.1 Theoretical Framework.....46

3.2 Conceptual Framework.....51

3.3 Statistical Hypotheses.....54

3.4 Operationalization of Variables.....54

3.4.1 Transformational leadership.....54

3.4.2 Transparency leadership.....58

3.4.3 Job satisfaction.....61

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Methods of research used.....65

4.1.1 Primary Data.....65

4.1.2 Secondary Data.....66

4.2 Respondents and Sampling Procedure.....66

4.2.1 Target Population.....66

4.2.2 Sample and sampling units.....66

4.2.3 Sample Size.....67

4.2.4 Sampling procedure.....68

4.3 Research Instrument/Questionnaires.....69

4.4 Collection of data.....70

4.5 Statistical treatment of data.....70

4.6 Pretest of questionnaire and its reliability.....72

CHAPTER 5 : PRESENTATION OF DATA AND STATISTICAL ANALYSIS AND CRITICAL DISCUSSION OF RESULTS

5.1 Descriptive Statististic.....77

5.1.1 Data analysis of transformational leadership.....79

5.1.2 Data analysis of transparency leadership.....83

5.1.3 Data analysis of job satisfaction.....85

5.2 Hypothesis Testing and result.....89

CHAPTER 6 : SUMMARY OF FINDINGS AND CONCLUSIONS

6.1 Summary of descriptive analysis (demographic & screening part).....92

6.2 Summary of Hypothesis testing.....93

6.3 Conclusions & Implications.....93

6.3.1 Implications related to transformational leadership.....94

6.3.2 Implications related to transparency leadership.....96

6.3.3 Implications related to job satisfaction.....99

6.4 Recommendation.....100

6.5 Further Study.....101

BIBLIOGRAPHY.....102

Appendix I.....110

ASSUMPTION UNIVERSITY OF THAILAND
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LIST OF FIGURES

Figure 1.1: Leadership Quality.....3

Figure 1.2: Leadership quality related to organizational performance.....4

Figure 1.3: 2011 and 2012 leadership development budget changes.....5

Figure 1.4: Leadership development effectiveness.....6

Figure 1.5: Critical skills needed in the next three years.....7

Figure 1.6: Leader effectiveness in skills.....8

Figure 3 .1: Relationship between transformational leadership and organizational learning.....48

Figure3.2: Relationship between leadership styles and organizational culture on job satisfaction.....49

Figure 3.3: Relationship between transparency leadership and job satisfaction.....51

Figure 3.4: The conceptual framework for this study.....53

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SINCE1969
มหาวิทยาลัยอัสสัมชัญ

LIST OF TABLES

Table2.1: Sub variables of transformational leadership.....22

Table 2.2: Sub variables of transparency leadership..... 36

Table2.3: Sub variables of job satisfaction.....41

Table 2.4: Previous studies.....45

Table 3.1: Operationalization of transformational leadership.....56

Table 3.2: Operationalization of transformational leadership (continued 1).....57

Table 3.3: Operationalization of transparency leadership.....59

Table 3.4: Operationalization of transparency leadership (continued 1).....60

Table 3.5: Operationalization of job satisfaction.....62

Table 3.6: Operationalization of job satisfaction (continued 1).....63

Table 3.7: Operationalization of job satisfaction (continued 2).....64

Table 4.1: Alpha(Cronbach)Coefficients.....73

Table 4.2: R-value and corresponding strength of association.....74

Table 4.3: The Statistical Test for Hypothesis.....76

Table 5.1: Mean of Transformational Leadership.....79

Table 5.2: Mean of Transparency Leadership..... 83

Table 5.3: Mean of Job Satisfaction.....86

Table 5.4: Correlation between transformational leadership & job satisfaction.....89

Table 5.5: Correlation between Transparency Leadership and Job satisfaction.....90

Table 5.6: R-value and corresponding strength of association.....90

Table 5.7 Summary of Hypothesis results.....91

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CHAPTER 1

Generalities of the study

In this chapter, seven sections are introduced. The first section is an introduction of the study. The second section describes research objectives of the study. The third section discusses statement of the problem. The fourth section is the scope of the research. The fifth section is the research limitations of the study. The sixth section is significance of the study that explains the benefits of the study. Then, the seventh section presents the definition of terms used in this paper.

1.1 Introduction of the Study

Many organizations face new challenges and these challenges have increased with the advent of the millennium. These challenges are caused by changes in societies, markets, customers and environmental concerns. All successful organizations are depending on effective leadership. This implies that without effective leadership, organizations may become ineffective and subsequently fail. Managers are clearly responsible for the success or failure of their organizations. It also implies that they have a strong influence on the outcomes.

The era of globalization has created new information features availability in terms of speed and volume and increased competitiveness that have changed the way organizations function and respond to these new environments (Katzenbach, 1998). The need for increased flexibility and responsiveness, and the urgent and frenzied pace of product or service development has yielded tasks that prove too complex and time-consuming for individual attention and completion (Katzenbach, 1998; Swezey and Salas, 1992).

Therefore business, industry, and society need more effective and enlightened leaders. Forces driving this need include the shift to sophisticated knowledge work, globalization, and

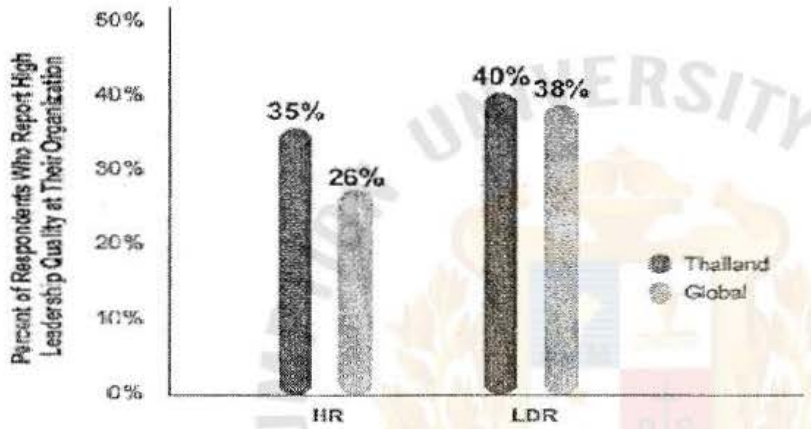
the need for increased self-management (Northouse, 2001). However, despite the growing demand, leaders continue to be in short supply (Northouse, 2001).

In 2001, a study by Asia Pacific Federation of Human Resource Management (APFHRM) studies found two key challenges of HRM in Asian countries. They are (1) *leadership development* and *change management and industrial relations*. In 2004, APFHRM's studies presents that (1) *leadership development* and (2) *change management*. In 2007, APFHRM studies present that (1) *change management* and (2) *organizational effectiveness* and (3) *leadership development* are three key challenges of HRM in Asian countries. Thus, it is found in APFHRM studies from year 2001, 2004, and 2007 , a common need for all Asian countries leadership development is a key challenge of human resource management (HRM) in Asia (Asia Pacific Federation of Human Resource Management, 2001).

Global Leadership Forecast 2011 is the largest global study of its kind. More than 2,600 organizations provided perspectives on their current state of leadership and their future talent-related needs. Participating in the study were 1,897 IIR professionals and 12,423 leaders from 74 countries. However results showed that organizations are looking to future for improvement and leaders attempt to apply optimism in organizations. Despite this good news, leaders do not have enough tools to handle the organization challenges especially in human resource challenges. Based on studies of Global Leadership Forecast 2011, 38% of HR professionals and 38 % of leaders agree that the qualification of leadership in their work situation is very good or excellent (Figure 1.1, p. 3).

According to the Global Leadership Forecast 2011, 40% of Thai leaders and 35% of Thai HR professionals agree that the qualification of leadership in their work situation is high. This forecast also showed that most leaders agree that past few years have been challenging for business situation and the challenging economy forced organizations to identify difficult decisions and left many suffering in a multitude of ways (Figure 1.1, p. 3).

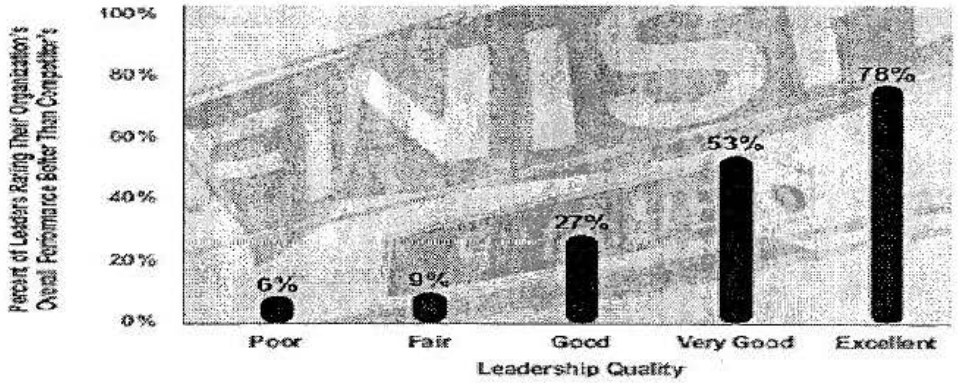
Figure 1.1 : Leadership Qualification



Source: Global Leadership Forecast 2011 Jazmine Boatman, Ph.D., and Richard S. Wellins, Ph.D. Retrieved from http://www.ddiworld.com/DDIWorld/media/trendresearch/globalleadershipforecast2011_globalreport_en 9/10/2012.

Based on Global Leadership Forecast 2011, the qualification of leadership can make organizations successful or unsuccessful. In fact, this research demonstrated that organizations with the highest qualification leaders were 13 times more likely to outperform their competitors in key bottom-line metrics such as financial performance, qualification of products and services, employee engagement, and customer satisfaction (Figure 1.2, p. 4).

Figure 1.2: Leadership qualification related to organizational performance

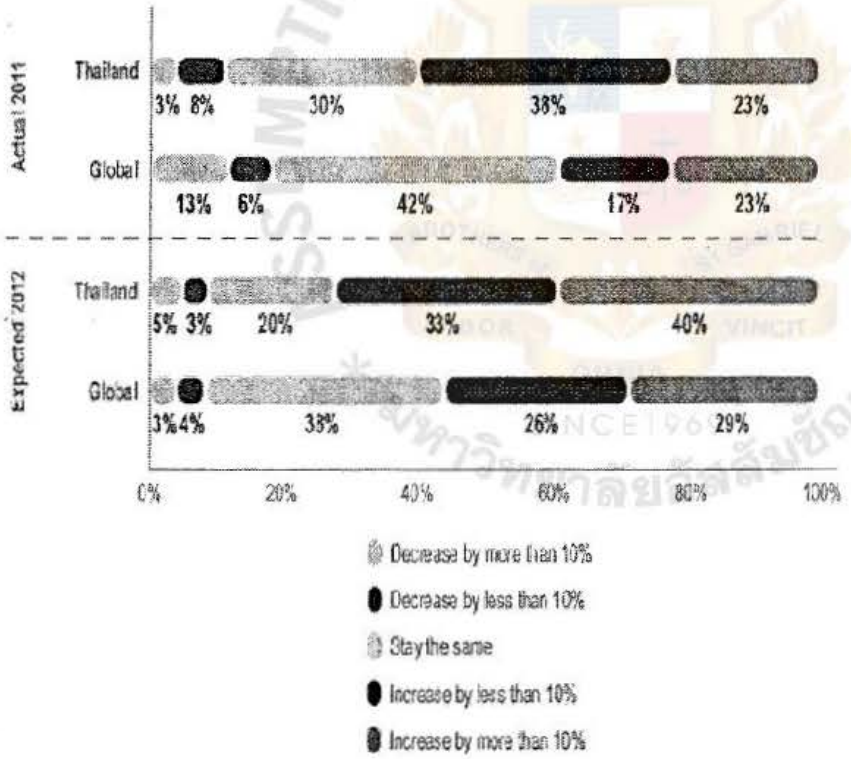


Source: Global Leadership Forecast 2011 Jazmine Boatman, Ph.D., and Richard S. Wellins, Ph.D. Retrieved from http://www.ddiworld.com/DDIWorld/media/trendresearch/globalleadershipforecast2011_globalreport_on 9/10/2012

According to the leaders who participated in the global study, leadership development programs were the primary determinant of leadership qualification in organizations. Based on the global sample, leaders in organizations with more effective leadership development programs were eight times more likely to rate the qualification of their leaders as very good or excellent.

Leadership development shows that Thai organizations increased their leadership development budget in 2011compared to other organizations in the other countries and even Thai companies plan to increase the budget in the coming year (Figure 1.3, p. 5). Thailand increased leadership development budget because the economy of Thailand has become more stable and less affected by the recession, also big investments in plant and equipment are expected because of the continued growth and high-capacity utilization in many major industries. It is obvious that leadership development in Thailand is more advanced than those of other countries in the region.

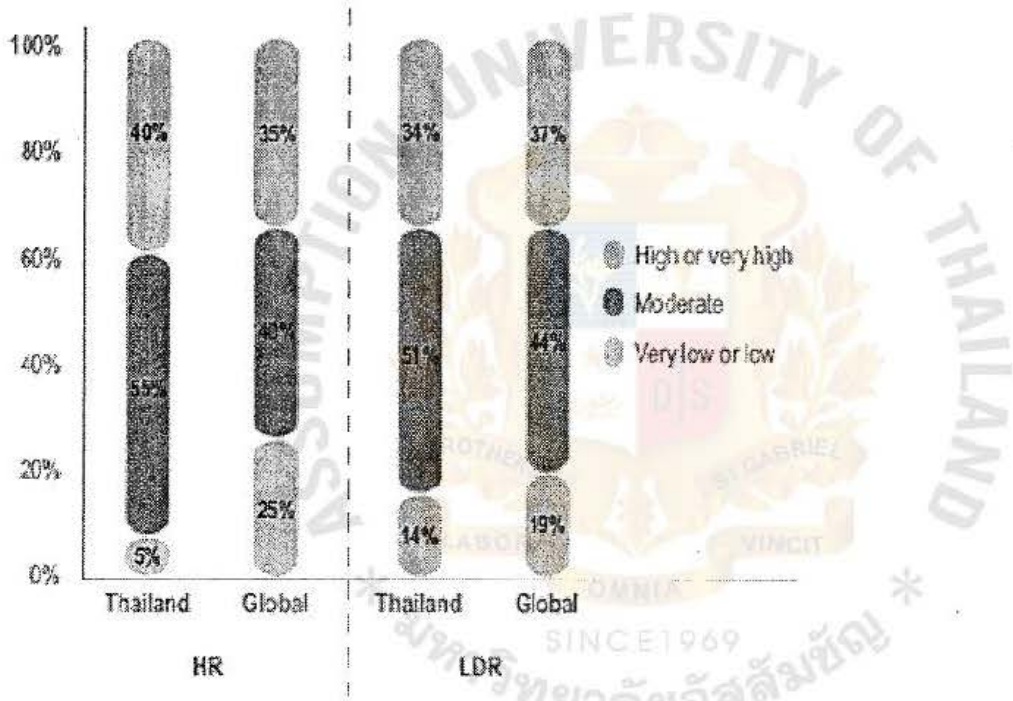
Figure 1.3: 2011 and 2012 leadership development budget changes



Source: Global Leadership Forecast 2011 Jazmine Boatman, Ph.D., and Richard S. Wellins, Ph.D. Retrieved from http://www.ddiworld.com/DDIWorld/media/trendresearch/globalleadershipforecast2011_globalreport on 9/10/2012

Unfortunately with high investments of leadership development budget in Thailand, just only about two out of five HR professionals and leaders in Thailand rated their organization's leadership development is highly effective (Figure 1.4, p. 6).Without highly effective leadership development in Thailand, leaders cannot lead effectively in challenging work situation.

Figure 1.4: Leadership development effectiveness



Source: Global Leadership Forecast 2011 Jazmine Boatman, Ph.D., and Richard S. Wellins, Ph.D. Retrieved from http://www.ddiworld.com/DDIWorld/media/trendresearch/globalleadershipforecast2011_globalreport on 9/10/2012

According to studies of Global Leadership Forecast 2011, leaders in Thailand were asked to identify the important leadership factors needed in the past three years and those needed for the next three years. Based on answers of Thai leaders, they identify three important skills in the past three years:

1. Technical/Functional skills
2. Driving and managing change

3. Coaching and developing others

According to studies of Global Leadership Forecast 2011, leaders in Thailand were asked to identify the important leadership factors needed in the next three years and those needed for the next three years. Based on answers of Thai leaders, they identify three important skills in the next three years:

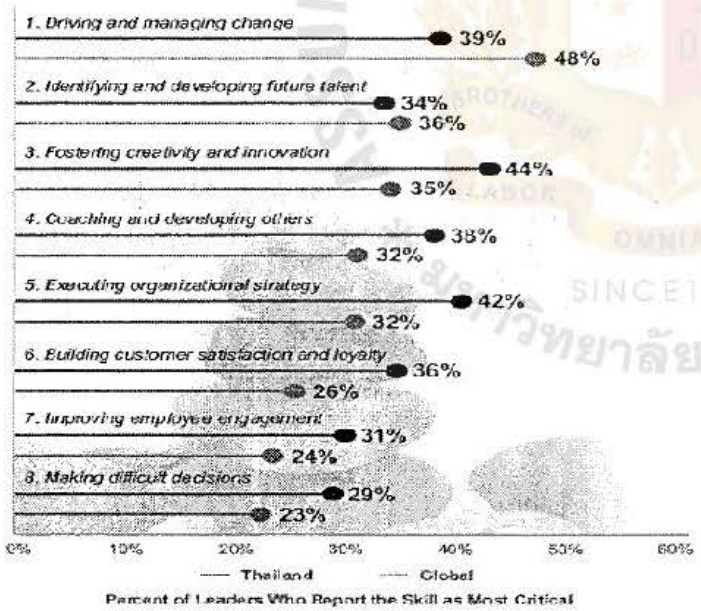
1. Fostering creativity and innovation

2. Executing organizational strategy

3. Driving and managing change

Two of these skills, driving change and fostering innovation were the same skills leaders around the world selected as the most critical (Figure 1.5, p. 7).

Figure 1.5: Critical skills needed in the next three years



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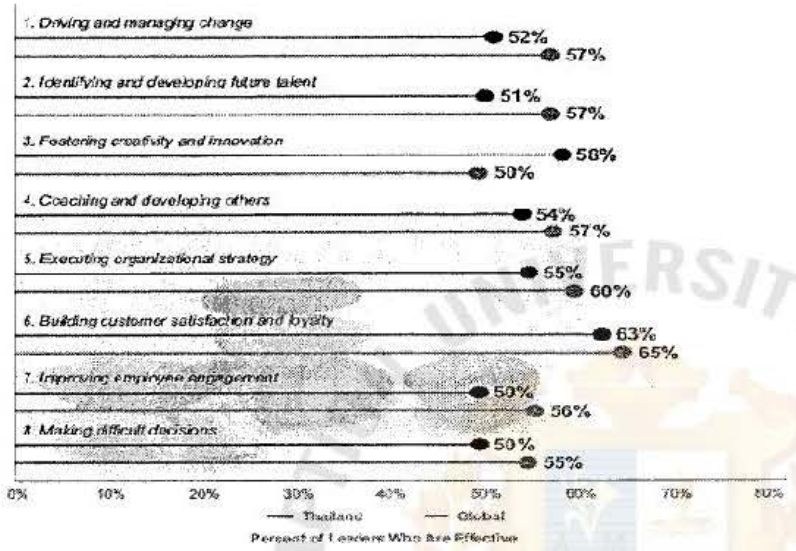
Thai leaders for next three years focus on innovation in leadership, when leaders asked about their own effectiveness in leadership skills. Among Thai leaders, slightly more than half claimed to be effective in any of the top three critical skills they need in the future (Figure

1.6, p. 8). Leaders in Thailand are better at fostering creativity and innovation 58 % said they were effective, which is the skill they identified as most critical for the future.

Figure 1.6: Leader effectiveness in skills



Source: Global Leadership Forecast 2011 Jazmine Boatman, Ph.D., and Richard S. Wellins, Ph.D. Retrieved from http://www.ddiworld.com/DDIWorld/media/trendresearch/globalleadershipforecast2011_globalreport on 9/10/2012

Conversely, Thai leaders rated their effectiveness as lower than other leaders around the world, particularly in driving and managing change and identifying and developing future talent. This study attempts to improve leadership qualification and effectiveness and to focus on the most critical skills that are less effective - where the pain from failure to improve will be felt the most in the coming years.

This study introduces new concept of leadership that Thai business leaders will need to focus on long-term goals and strategy rather than short-term execution. This study attempts to change mind-set of leaders and employees for more organizational effectiveness and job satisfaction.

This study attempts to introduce new concept of leadership that can be effectiveness in work situation especially in fostering creativity and innovation and executing organizational strategy and driving and managing change. These three skills are important skills that should be considered in Thai situation. The study suggests new concept of leadership for improvement of innovation and strategy and change management.

This research is well placed to define and analyze the variables which will help Thai and international companies in Thailand to create harmony in exchange relationships between leaders and subordinates and/or followers to achieve high organizational effectiveness and job satisfaction. The best advantage of the study is integration personal life and work situation of followers and their leaders of them in the context of self-concept with self-manifestation and spirituality in Thai and international companies in Thailand.

This study focuses on the role of leadership on job satisfaction in Thailand in the international institute with are Thai and international students, who are studying graduate programs from the Assumption University, Hua Mark campus in Bangkok. For graduate students, they are currently working full time in Thai companies of more than 100 employees.

The study attempts to describe leadership theories with spirituality approach that does not fill the gap between theory and practice. The study introduces transparency leadership whose essence is a new extension to the extant transformational leadership paradigm with Eastern philosophical foundation and the study attempts to measure the efficiency of transparency leadership on job satisfaction.

A common criticism of contemporary leadership research and theory, both from within the leadership arena and from other organizational theorists, has been that the literature is contradictory (Chemers, 1997, p. 151), resulting in multiple leadership paradigms.

Transparency leadership based on Eastern philosophy (Illumination philosophy) attempts to fill the gap between practice and theory because spirituality based on illumination philosophy has rational reasons. Transparency leadership suggests that leaders prepare situations that followers manifest their self-concept in work situation in the context of current experiences. Transparency leadership presents that spirituality is not separate part of individuals life and leaders and followers understand spirituality in the context of current experiences with unity and unique.

The review of study incorporates five areas of focus. The first area is general review of leadership theories (Trait Approach, Behavioral Approach and Contingency Approach). And the second area is general review of transformational leadership by Burns (1978) and Bass and Avolio (1994). Burns (1978) suggested that transformational leadership is a maturity interaction between leaders and followers which convert followers to leaders and leaders to moral doer. The third area is review of transparency leadership. The study attempts to describe that essence of transparency leadership is a new extension to the extant transformational leadership.

Based on transparency leadership, leaders do not seek to change their emotions but they attempt to rouse spirituality from their self-concept with the focus on the self-manifestation of leaders. The fourth area is general review of job satisfaction defining and its variables. The fifth area measures the relationship between transparency leadership and transformational leadership with job satisfaction.

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1.2 Objectives of the study

The study attempts to identify relationship between leadership style and job satisfaction and to indentify behaviors of leaders that have effect on job performance and job satisfaction. In other words, the study attempts to identify the needs of employees and looking for good ways to respect them.

The specific objectives of the study are:

- To study the relationship between transformational leadership and job satisfaction.
- To study the relationship between transparency leadership and job satisfaction

1.3 Statement of the problem

Harvey (2001) posited that spirituality studies in leadership do not have enough focus and without rigor. Hicks (2002) suggested that the concept of leadership is more disparate than the current leadership literature acknowledges. The biggest challenge of leadership is creating harmony between the contexts of an organization while nurturing individual identities (Crossan *et al.*, 2002). Leadership theories attempt to add spirituality approach in leadership based on strategic or consciousness or servant or charismatic approach (Larkin, 1994; Aldon, 1998; Cardona, 2000; and Crossan *et al.*, 2002). This study seeks to find the relationship between leadership theories and job satisfaction by answering the following questions:

1) Is there a relationship between transformational leadership and job satisfaction?
2) Is there a relationship between transparency leadership and job satisfaction?

1.4 Scope of the Research

This research focuses on students who are studying graduate programs in the Assumption University, Hua Mark campus in Bangkok. Some graduate students are currently working full time in small to Thai companies of approximately 1-199[1] employees. This study will be conducted during the period of December 2012 to January 2013. The number of respondents is forecasted to reach 300 or more. The respondents of this study will include students of all nationalities, ages, sex and work experiences which will be grouped to seek the difference among them following their profile later on. The independent variables in this study are transformational leadership and transparency leadership. The dependent variable is job satisfaction. This study focuses on finding the relationship between independent variables and dependent variable. The authors used survey questionnaire as a standard research instrument. This study would like to reach the actual target group which indicates the difference in demographic profile. This study is setting out first to analyze the relationship between transformational leadership and job satisfaction and in the second stage the study analyzes the relationship between transparency leadership and job satisfaction.

1.5 Limitations of the study

The research focuses only on 300 respondents. They are currently studying graduate programs in the Assumption University, Hua Mark campus in Bangkok. For graduate students, they are currently working full time in Thai companies of more than 100 employees.

This study will be limited to areas of independent variables of transformational leadership and transparency leadership. The researcher studies particular independent variables and

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1 Since 2001, The MOL classifies firms into four groups: 1–9, 10–49, 50–299, and more than 300 workers and defines them as micro, small, medium, and large firms, respectively (Wiboonchutikul, 2001).

there are more variables to study and evaluate in order to analyze the willingness to job satisfaction. The data for this research were collected from December 2012 to March 2013.

Other limitation of the study is that researcher did not determine the nature of the organizations that respondents work in them in the demographic part of questionnaire.

Finding of the study shows the efficiency of transformational leadership is more than transparency leadership in other word, transparency leadership is a new concept and the researcher does not have enough skills to convert philosophical language to business language and it can be another limitation of the study.

This study has been done in a Thailand situation and the concept used in the questionnaire is not clear for respondents so it can be other limitation of this study and additionally researcher should have more information about Thai culture and Thai language.

1.6 Significance of the Study

Transparency leadership suggests that defining of spirituality in the context of self-concept of followers have different meanings but the essence of spirituality based on illumination philosophy has a positive effect on leader-follower exchange relationship and organizational effectiveness and job satisfaction.

The study attempts to discover new concept of leadership that is useful for different cultures and different work situations in both Thai and international companies in Thailand. In this view point of leadership the global economic and global culture integrate together in union point. Based on this view point, leaders define structure and process based on self-manifestation. When this kind of consciousness generates in work situation it can clear followers' potentials and the best kind of motivation manifest in this kind of strategy.

This research is well placed to define and analyze the variables which will help Thai and international companies in Thailand to create harmony in exchange relationships between leaders and subordinates and/or followers to achieve high organizational effectiveness and job satisfaction. The best advantage of the study is integration personal life and work situation of followers and leaders of them in the context of self-concept with self-manifestation and spirituality in Thai and international companies in Thailand.

The research can be useful for other researchers who intend to further study in leadership field of research as it provides timely and accurate information which is well applicable to the current time.

1.7 Definition of terms

Job satisfaction:

Based on Locke (2002) job satisfaction is a positive feeling related to work or work experience. He posited that job satisfaction is a view point of followers and employees about their work. In this study, job is satisfied by followers who are working at both local and international organizations located in Thailand.

Transformational leadership:

Based on Bass & Avolio (1994) transformational leadership occurs when leaders and followers attempt to find new perspective to view their job and they believe awareness in the organization between followers and leaders is based on mission of team and organization. They suggest leaders attempt to convert followers to higher level of ability and motivation and they attempt to change thinking of followers beyond their self-interest.

Transparency leadership:

Transparency leadership based on illumination philosophy (Eastern philosophy) argues that strategic or consciousness or servant or charismatic approaches in leadership emerges from spiritual approach based on Eastern philosophy from radiating divine light.

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CHAPTER 2

LITERATURE REVIEW

The review of literature incorporates four areas of focus. The first section is different definitions of leadership and the second section is general review of leadership theories (Trait Approach, Behavioral Approach and Contingency Approach) and the third section is general review of transformational leadership by Burns (1978), Bass and Avolio (1994).

The fourth section is review of transparency leadership. The study attempts to describe that essence of transparency leadership is a new extension to the extant transformational. The fifth section of study is general review of job satisfaction defining and its variables. The sixth section is previous studies. In this part the study summarizes four past studies on the relationship of transformational leadership and job satisfaction.

Independent variables

2.1 Theories of Leadership

This part of study reviews Great Man, Trait and Behavior, Situational-Contingency theories and Transformational Leadership Theory and finally Transparency Leadership Concept.

2.1.1 Definition of leadership

Harvey (2001) suggested that relationship between leaders and followers and work situation is very complicated. Defining of leadership is very different, some scholars define based on traits of leaders, others believe that leadership foundation is based on behaviors and in contrast, some scholars believe that the concept of leadership does not exist.

Transparency leadership suggests that reality of leadership is beyond the concept and is the essence that illuminates realities. Leadership is a concept that is not able to define but leadership is an essence that could be manifest in different situations. Leadership concept from spiritual

approach based on illumination philosophy is the concept same as light that does not need to be defined based on strategy or consciousness or spirituality but these concepts define based on light approach in leadership.

Based on transparency leadership, leadership is then an expression of harmony and synchronicity between a leader's self-concept information and its manifestation in his or her attitudes and behaviors and situation.

2.1.2 Great Man, Trait, Behavior, Situational-contingency theories

Leadership theories emerged from the end of 19th Century and early 20th Century (Chemers, 1997; Northouse, 2001; and Stogdill, 1974).

First leadership theories focus on initial era of and hereditary properties based on Darwinist methodology (Bass, 1981). Great man theory seeks to define leadership based on leader traits. Great man theory argues that leaders have inherent characteristics capability to leading organizations and work situations and they effect on followers based on inherent factors and there is not any training for creating efficiency leaders and there is limitation of great leaders .Great man theory started from Mid-1800s to Early 1900s and studies did not approve the efficiency of this leadership style (McMahon, 1998).

Trait theories emerged in the early 20th century which introduces certain characteristics for leaders such as height, intelligence, and self-confidence. Behavior leadership introduces behavioral terms in leadership which make deep and meaning relationship between leaders and followers which is to understand the essence of leadership. (McMahon, 1998).

Trait theories suggest that some people have innate characteristics for leading organizations and work situation and leaders have special characteristic in their traits compared to their followers (McMahon, 1998).

Trait theories do not consider about situational work and organization .Measurement leadership based on traits is too difficult because traits are so unclear for measure and based on observation, all of the efficient traits of leaders cannot be understood .there is not enough studies about effectiveness of trait leadership theories and most leadership studies argue that leader characteristics are mediating variables in studies (McMahon, 1998).

Behavior leadership theories do not consider enough about work situation factors and leader-follower and follower-follower processes (Yukl, 1994). Behavioral theories started from 1950s until Early 1980s and until 1980, behavioral theories are great leadership theories to efficiency leadership and achievement organizational performance. Based on behavioral theories leaders consider about followers and their jobs (McMahon, 1998).

In behavioral theories leaders do not consider about situational variables and work situation studies about behavioral leadership theory and studies do not identify relationship between situational variables and leaders behaviors (McMahon, 1998).

Situational-contingency leadership theories emerged in the 1960s which leaders must adapt their viewpoints and actions with work situation. Situational-Contingency Theories started from 1950s until Early 1990s. Situational-Contingency Theories consider about work situation and organizations variables (McMahon, 1998).

Situational-Contingency Theories argue that leader's behaviors should fit with situational variables. The way of leadership is based on situation .Most of the theories related to Situational-Contingency Theories do not have clear structure and do not have structure for different situations (McMahon, 1998).

2.1.3 Transformational Leadership Theory

Burns (1978) conceptualized transactional and transformational leadership. Bass and Avolio (1994) introduced full range of leadership in increasing organizational effectiveness. Full range leadership theory incorporates transformational approach and transactional approach and a laissez-faire leadership dimension. There are more than 650 dissertations that have the title in transformational leadership (University Microfilm International, 2004). Burns conceptualized of transactional-transforming leadership theory and Bass and Avolio (1994) utilizable transactional-transforming leadership theory.

Blau (1964) and Homans (1961) posited that transactional leadership is singly an economic exchange relationship a formal transaction for rewards and punishments. Burns (1978) believed that transformational leadership is a maturity interaction between leaders and followers which convert followers to leaders and leaders to moral doer. Burns (1978) suggested that transformational leadership happen when the level of motivation and morality arise between leaders and followers.

Burn (1978) posited that transformational leadership has three main factors. Burn (1978) posited first positive relationship between leaders and followers and raise organizational culture with transformational leadership, increasing motivation level of followers and positive social change in internal and external situation. Burns (1978) referred social change that create with transformational leadership and can respond to followers authentic needs.

Burns (1978) suggested that transformational leadership is congruity between needs, values and morals. Bass and Avolio (1994) suggested that full range leadership model based on human needs and moral development and human values. Bass (1985) concerned that moral foundation is an essential factor in transformational leadership theory.

Bass and Avolio (1994) described that whole picture of full range of leadership is a matrix of dimensions – effective vs. ineffective and passive vs. active. Bass and Avolio (1994) posited that a part of full range of leadership model is laissez-faire leadership is the absence of leadership by definition most passive as well as the most ineffective.

Other part is transactional leadership that incorporates positive management by exception (MBE-P), active management by exception (MBE-A), and contingent reward (CR). Other part is transformational leadership that incorporates four factors idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Bass (1985) suggested that transactional leadership factors incorporates contingent reward that is contract between leaders and followers to do tasks based on reward or punishment and management by exception that leaders control performance of followers and immediately correct their mistakes or leaders wait for followers mistakes then note them and correct their mistakes.

2.1.4 Sub variables of Transformational leadership theory

Transformational leaders have four key factors:

The first factor is idealized influence that behavior of leaders creates follower admiration, respect, and trust. idealized influence incorporate behaviors such as considering the needs of others in advance of personal needs; consistency in action; demonstrating high standards of performance and moral conduct; and avoiding the use of power for personal gain. The second factor is inspirational motivation is related to leader behaviors with making inspiration and motivation in follower's .inspirational motivation incorporates factors such as Enthusiasm, team spirit, open communication and shared vision are hallmark characteristics of inspirational motivation. The third factor is intellectual stimulation that effect on followers creativity and innovation and challenging of situation. The last factor is Individualized

consideration is related to specific consideration to followers needs and develop the level of employees motivation (Avolio & Bass, 2002).

Table 2.1, p. 22 shows the sub variables (Idealized influence attributed, Idealized influence behavior, Individualized consideration, Inspirational motivation and Intellectual stimulation) of transformational leadership. The table provides the questions related to each of these sub variables of transformational leadership and these questions are one part of the questionnaire that will be used for the survey. Transformational leadership is independent variable of conceptual framework and researcher tries to find out the relationship between transformational leadership style and job satisfaction.

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Table 2.1 Sub variables of transformational leadership

Variables	Description
Idealized influence attributed	Instill pride in me for being associated with him/her.
	Go beyond self-interest for the good of the group.
	Act in ways that builds my respect.
	Display a sense of power and confidence.
Idealized influence behavior	Talk about his/her most important values and beliefs.
	Specify the importance of having a strong sense of purpose.
	Consider the moral and ethical consequences of decisions.
	Emphasize the importance of having a collective sense of mission.
Individualized consideration	Spend time teaching and coaching.
	Consider me as having different needs and abilities from others.
	Help me to develop my strengths.
	See me as having different aspirations from others.
Inspirational motivation	Talk enthusiastically about what needs to be accomplished.
	Talk about a great vision of the future.
	Express confidence that goals will be achieved.
	Talk optimistically about the future.
Intellectual stimulation	Re-examine ways of doing things to see if they are up to standard.
	Get me to look at problems from many different angles.
	Seek differing perspectives when solving problems.
	Suggest new ways of looking at how to complete assignments.

Source: Mark Loon, Yet Mee Lim, Teck Heang Lee, Cai Lian Tam, (2012) "Transformational leadership and job-related learning", Management Research Review, Vol. 35 Iss: 3/4, pp.192 - 205

2.1.5 Transparency Leadership Concept

2.1.5.1 General Review of Transparency Leadership Concept

Leadership theories attempt to add spirituality approach in leadership based on strategic or consciousness or servant or charismatic approach (Larkin, 1994; Aldon, 1998; Cardona, 2000; and Crossan, Nanjad, and Vera, 2002). Suhrawardi explained that spirituality approach based on illumination philosophy occurs in the context of present knowledge from current experiences with radiating divine light (Walbridge & Ziai, 1991). Transparency leadership based on illumination philosophy (Eastern philosophy) argues that strategic or consciousness or servant or charismatic approaches in leadership emerges from spiritual approach based on Eastern philosophy from radiating divine light.

The study attempts to describe the essence of transparency leadership based on illumination philosophy, is a new extension with new philosophical foundation to the extant transformational leadership paradigm.

2.1.5.2 Transparency Leadership Concept in the context of Spirituality

Dinani (2000) posited that the essence of spirituality in Western philosophy and Aristotle philosophy is existent and based on illumination philosophy spirituality is light and the truest existent in this word is light and the closest word to light is manifestation and spirituality actualizes with manifestation.

Walbridge & Ziai (1991) argued that based on illumination philosophy best origin of spirituality is the self-concept and spirituality phenomenon manifest in the context of self-concept.

Suhrawardi posited that Self-concept is beyond that rational concept and is intuitive actually; self-concept in the context of illumination philosophy cannot be defined but can define each concept (Walbridge & Ziai, 1991). He posited that Illumination philosophy argues that the

best and highest intensity of light manifestation in self-concept is directive experience from spirituality source (Walbridge & Ziai, 1991).

Transparency leadership based on illumination philosophy shows that spirituality cannot be created in work situation and it should be manifested in self-concept of leaders. In other words, spirituality cannot be defined but it can define other concepts such as strategic, consciousness, and morality in work situation.

Transparency leadership posits that arising spirituality from self-concept that called self-manifestation is a fundamental element of harmonize leader-follower exchange relationship. Transparency leadership posits that development of leadership theories occurred in the context of self-concept and self-manifestation.

Aldon (1998) suggested that evolution of leadership theories are based on the evolution of the individuals created them from great man theories until transcendent leadership theory .Transparency leadership argues that the evolution occurs in the self-concept of individuals and in the period of time the qualification of focus in the self-concept is higher.

Bo man and Deal (2001) identified charismatic leaders who have deep relationship with their own souls. In other words, based on transparency leadership who has clear understanding of spirituality manifestation from their self-concept.

Transparency leadership based on illumination philosophy asserts that leaders should have manifestation power in their self-concept and ability to illuminate follower's self-concept. Transparency leadership posits that based on illumination philosophy, defining of spirituality in the context of self-concept of followers have different meanings with the same essence.

Jacobsen (1994) suggested that 59% of participants agree with integrate spirituality in work situation. According to Bolman (2001), without relationship between the leadership and spirituality is a cause of organizational atrophy.

Mitroff and Denton (1995) posited that lack of spirituality in work situation is creating the current ethical pandemic in American business leadership. Wheatley (2002) suggested that leaders cannot prepare stability situation for followers to feel safe but transparency leadership suggests that self-concept of leaders prepare situation that followers manifest their self-concept in work situation that create situation for them safe.

Dinani (2000) posited that with this kind of view point of spirituality, the essence of self-concept of leaders has light perspective. Transparency leadership based on illumination philosophy argues that leaders with spirituality self manifestation make unity point between current experience and spirituality perspective, this point is a key factor to fill the gap between theory and practice.

Cardona (2000) posits that transcendent leadership occurs when transformational leaders add the spirit of service, and the development of this spirit in others. Transparency leadership argues that the essence of concept of spirit of service does not have any clear meaning for followers. In other words, the essence of spirit of service when can be clear that leaders with spirituality manifestation in their self-concept, make harmony between leaders self-concept and followers self-concept.

Transparency leadership based on illumination philosophy suggests that leaders should prepare work situation that followers understand the essence of self-concept of leaders with eternal satiability beyond time. In this point, followers with intuition potentials can understand that leader's decisions and behaviors are in right position.

Marinoble (1990) seeks to clear understanding of the relationship between spirituality and transformational leadership, finding of the study showed that spirituality has different meaning among participant leaders. Based on transparency leadership leaders make this kind of awareness based on current experiences and leaders do not identify spirituality (light) based on situational and human variables, they identify situational and human variables based on spirituality (light), it seems spirituality in transparency leadership based on illumination philosophy has same essence between leaders and followers.

Harvey (2001) posited that spirituality studies in leadership do not have enough focus and lack rigors. Hicks (2002) suggested that the concept of leadership is more disparate than the current leadership literature acknowledges. Transparency leadership argues that light concept has a clearing ability in essence of subjective and objective leader's activities and it seems leadership concept based on illumination philosophy has enough focus and rigorous.

Descartes (1641) argued the idea that all motion can be predicted. Indeed, given the laws of motion and the initial condition on the objects but Dinani (2000) posited that based on illumination philosophy, the major reason of awareness and motion is light spirituality from divine source and is not predictable and based on this idea can be accepted time revolution and accomplish revolution in leaders actions and organizational effectiveness.

Suhrawardi explained that the role of spirituality based on light concept is the unity-unique process, and the process perpetual convert together (Walbridge & Ziai, 1991).

Transparency leadership posits that process of converting between unities and unique is same rotating around the circle. Followers and leaders understand situational changes without intermediate in the context of self-concept and they understand unique characteristics of their self-concept and then they seek to adapt their self-information in the context of situational

work .In this point leaders and followers create unity point in their self-manifestation and situation variables and this process perpetual continue.

Transparency leadership argues that based on illumination philosophy the knowledge from spirituality light from divine source obtains in isolation situation in unique point and actualize in sharing situation in unity point and in this point output is significant.

The process of converting between unity and unique creates the knowledge that this kind of knowledge has spirituality resource.

2.1.5.3 Transparency Leadership Concept in the context of Present knowledge

Transparency leadership based on illumination philosophy suggests that present knowledge creates in the context of current experiences.

Studies of Elgin (1993), Toffler & Toffler (1995), Wade (1996), and Wilber (1996), Aldon (1998) support the present knowledge of transparency leadership that the "essence" of the leadership phenomenon can be viewed as an evolving state of consciousness, or being.

The knowledge based on illumination philosophy emerges from self-concept manifestation and in this point human variables and physical variables in work situation unity together in essence point. In other word the unity between livelihood and spirituality occurs in the context of present knowledge.

Transparency leadership posited that the present knowledge that creates based on spirituality in the context of illumination philosophy have essential characteristics of:

1- The knowledge based on illumination philosophy occurs based on beyond personality and situation variables and present knowledge is based on the light perspective without any limitations.

Transparency leaders deeply focus on the essence of situation and human variables and they prepare situation as well as employees receipt information without any limitations.

2- The knowledge based on illumination philosophy occurs without intermediate. Transparency leaders consider variables that are intuition for followers.
3- The knowledge creates from this kind of consciousness do not relate to traits and behaviors because it is beyond that.
4- The knowledge based on illumination philosophy is private knowledge that can not able to understand from others.

Transparency leadership based on illumination philosophy suggests that leadership with this kind of knowledge foundation creates leaders as a visionary who relates to the world of the possible.

Aldon (1998) argued that consciousness occurs based on the creating future in the essence of spiritual humanism while transparency leadership argues that the consciousness is based on present vision not future vision because the knowledge occurs in moment and the effect of the consciousness in transparency leadership is perpetual or eternal. In other words the consciousness occurs in moment in unique point and the effect of consciousness is eternal in unity point.

One of the best advantages of transparency leadership is the renewal controlled because the dynamics control with spirituality approach and self-manifestation. Based on this view point leaders define structure and process based on self-manifestation. When this kind of consciousness generates in work situation it can clear followers' potentials and the best kind of motivation manifest in this kind of strategy.

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2.1.5.4 Transparency Leadership Concept in the context of Exchange Relationship

Transparency leadership posits that one part of manifestation of spiritual light from divine source is leader-member exchange structure that the studies of Dansereau, Graen, & Haga, 1975; Graen, 1976; Graen & Cashman, 1975; Graen, Novak & Sommerkamp, 1982; Graen & Scandura, 1987; Graen & Uhl-Bien, 1991; Graen & Wakabayashi, 1994) and Servant Leadership theory (Greenleaf, 1970) support this idea of transparency leadership.

Leadership studies identify that individual, group, and organizational performance in the context of social relationship between leaders and followers (Chemers, 1984). Currently leadership theories seek to integrate the interpersonal and intrapersonal dynamics found among individuals, groups, organizations, and societies (House & Aditya, 1997). It can be understood that leadership theories in period of time is in a perpetual process of purification to ward actualization (Chemers, 1984).

Bass (1991) asserts that transformational leaders have influence power to transform followers. Chatterjee (1998) suggested that the biggest challenge of leadership is creating harmony between the contexts of an organization while nurturing individual identities.

Burns (1978) suggested that nature of leader-follower relation is the action and reaction of persons with different levels of motivation and power potentials to pursuit common goal, these relations corporate two kinds of forms [transactional and transforming].

Bolman and Deal (1995) asserted that leaders and followers seek to find deep meaning in their personal life and work.

Cardona (2000) argued that the foundation of transcendent leadership is Leader-Member Exchange (LMX) theory between leaders and followers without subjective approach in leadership phenomenon.

Bass, (1985) posits that moral attributes simply predicted transformational leadership as changing process (Carey, 1992).Transparency leadership believes that moral attributes without enough self-manifestation in the context of self-concept does not support enough development social exchange relationship. Jacobsen (1994) argued that leaders and followers seek beyond that reward and punishment in work situation and based on transparency leadership they seek to understand their self-concept.

Transparency leadership argues that essence of leader behaviors is light and is able to clearing relationship between leaders and followers and harmony the interactions between leaders and followers.

Transparency leadership suggests that the essence of leader-follower relations identify based on manifesting process in interactions.

Relationships between leaders and followers are based on their self-manifestation they try to manifest their self-concept in leaders self-concept or they seek to find their self-concept in leaders self-concept and this level of relationships is the highest level and it has high effect on organizational efficiency and followers move beyond individual self-interests toward collective mutual interests.

Burns (1978) believed that transformational leadership is a maturity interactions between leaders and followers which convert followers to leaders and leaders to moral doer while transparency leadership is illuminating the self-concept of leaders and followers in order to arising spirituality in work situation in the context of self.

2.1.6 Sub Variables of Transparency Leadership Concept

Transparency leadership is based on two key concepts:

1-self uniting

Suhrawardi explained that the role of spirituality based on light concept is the unity-unique process, and the process perpetual convert together (Walbridge & Ziai, 1991).

Transparency leadership posits that process of converting between unities and unique is same rotating around the circle. Followers and leaders understand situational changes without intermediate in the context of self-concept and they understand unique characteristics of their self-concept and then they seek to adapt their self-information in the context of situational work .In this point leaders and followers create unity point in their self-manifestation and situation variables and this process perpetual continue.

Transparency leadership argues that based on illumination philosophy the knowledge from spirituality light from divine source obtains in isolation situation in unique point and actualize in sharing situation in unity point and in this point output is significant.

At this point, leader's measure is based on six characteristics as follows:

Excitation characteristics

Leaders have abilities that they transfer the essence of situational and human variables immediately based on present knowledge and illumination philosophy that creates enthusiasm and eagerness in followers with spirituality taste because they get whole feeling at the moment and they understand present vision very well.

Unique characteristics:

Leaders based on illumination philosophy identify the characteristics of followers that related to the essence of their needs or potentials and the essence unique characteristics create internal motion in the followers without physical limitations. Motivation based on the essence of needs and potentials has eternal perspective and cannot be limit in the period of time.In other words Leaders have ability that followers can be unlike anyone else because leaders identify their potentials very good.

Eternal characteristics:

The essence of leader's behaviors and speech is beyond the time period for followers and eternal characteristics should be touch in followers and the character of leader for employees is beyond the situational variables.

Obvious characteristics:

Leaders should have abilities to prepare behavioral and physical situation factors that employees can understand directly the essence of situational variables .in other words with directive understanding of phenomenon's leaders guide the emotional and behavioral motions of employees in right way.

Relative characteristics:

Leaders consider that their leadership styles are beyond the behaviors and are based on the essence and they attempt to create common sense between followers and followers follow common sense in their relationships and behaviors and leaders attempt to create organizational culture based on common sense, not based on culture, society, or historical context.

Revolution characteristics:

The style of leader decisions have a revolution effect on job performance and organizational objectives because based on illumination philosophy, leaders decide based on the essence of phenomenon and the essence decisions have eternal perspective .

2-Self-manifestation

Transparency leadership posits that arising spirituality from self-concept that is called self-manifestation is a fundamental element of harmonized leader-follower exchange relationship. Transparency leadership posits that development of leadership theories occurred in the context of self-concept and self-manifestation.

Transparency leadership based on illumination philosophy asserts that leaders should have manifestation power in their self-concept and ability to illuminate of follower's self-concept. Transparency leadership posits that based on illumination philosophy defining of spirituality in the context of self-concept of followers have different meanings with the same essence.

Transparency leadership argues that the essence of concept of spirit of service does not have any clear meaning for followers in other words the essence of spirit of service when can be clear that leaders with spirituality manifestation in their self-concept make harmony between leaders self-concept and followers self-concept.

In this point leader's measure based on six characteristics as follows:

Improvisation characteristics:

Leaders have abilities to organize his or her relationship with followers without any past preparation .leaders attempt to create situation that followers also organize their relationships with them without any past preparation in behavior and conversation.

Freedom characteristics

The character of leader is such that do not have any kind pressure or heavy feeling from bchavioral leader or his or her personality because leaders focus the essence of followers potentials and needs not the physical perspective of needs and potentials.

Equilibrium characteristics:

Leaders have ability to make Equilibrium in decisions and based on leaders characteristics create harmony between situational variables and behavioral variables.

Diffusion characteristics

Leaders have multi party characteristics so that followers understand that leaders in all of their social life and individual life stand beside them in other words followers understand the essence of leader characteristics and this essence help them to decision making in their work or non-work situation and in their social or individual life.

Transforming characteristics

In this style leaders have abilities to reaction to situational variables and in emergency situation leaders can make through change in the form appearance of situational variables and also leaders change their character in emergency situational based on situational variables to accomplish organizational objectives.

Trusteeship characteristics:

The essence of character of leader is such that followers can understand that the decisions of leader in behavioral and physical decisions are such that the manifest best decision in best time and they put decisions in right positions.

Table 2.2, p. 36 shows the sub variables (Self manifestation and self uniting) of transparency leadership. The table provides the questions related to each of these sub variables of transparency leadership and these questions are one part of questionnaire will be used for the survey.

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Table 2.2: Sub variables of transparency leadership

Major variable -- Self-manifestation	
Sub variables	**Description**
Transforming characteristics	In challenging situation, make a thorough change in the appearance, or character towards organizational outcome.
Diffusion characteristics	Character of supervisor can help me in my individual and social relationship
Improvisation characteristics	Organize the relationship without any past preparation in behavior and conversation.
Trusteeship characteristics	Supervisor manifests best decision in best time and they put decisions in right positions.
Freedom characteristics	Little pressure or feeling from behavioral supervisor or his or her personality
Equilibrium characteristics	Supervisor has ability to make Equilibrium in decisions and behaviors.
Major variable -- Self - uniting	
Obvious characteristics	Character of supervisor can easily perceive environmental and emotional changes.
Excitation characteristics	Supervisor creates strong feelings of enthusiasm and eagerness in my personality and this enthusiasm has a spirituality taste
Relativity characteristics	Supervisor can make common essence between employees
Eternal characteristics	The physical character of supervisor is different but the essence of character is the same and is beyond time.
Revolution characteristics	The decisions of supervisor have a revolution effect on job performance and organizational objectives.
Obvious characteristics	Supervisor understands that truth, and morality exists in relation to culture, society, or historical context, and is not absolute.
Unique characteristics	Supervisor identifies unique potentials.

Source: Wallbridge and Hossein ziai (1999) Suhrawardi,Shihab al-Din . The philosophy of illumination.A New critical edition of the text of Hikmat al –ishraquestion translation , Notes,Commentary , and Introduction

Dependent variable

2.2 Job Satisfaction

Locke (2002) presented that job satisfaction is a positive feeling related to work or work experience. Locke (2002) posited that job satisfaction is a view point of followers and employees about their work.

Camp (1994) explained that job satisfaction is a view point of employees about their jobs and their follow employees and situational variables. Isen and Baron (1991) identified that job satisfaction is employee's perspective related to job and emotions about the job and the qualification of believes about the jobs. Elaborating on this, Camp (1994) suggested that job satisfaction is related to the qualification of respect to the needs and values of employees in work situation.

2.2.1 Sub variables of job satisfaction

Luthans (1998) posited that there are several sub variables that related to job satisfaction such as work itself, pay, supervision, promotion and the workgroup.

McCormick & Ilgen, (1985) posited that the job satisfaction concept is very complicated and there are some variables that related to job satisfaction any way the concept of job satisfaction is related to the qualification of interesting the job for employee and the level of their accomplishment and the level of enjoy of their job. Variables are, such as work itself, pay, promotions, recognition, working conditions, benefits, supervision and co-workers.

The Work Itself

Moorhead & Griffen (1992) posited that the essence of the job has powerful influence on job satisfaction. Luthans (1992) posited that employees like to do the interesting and challenging jobs and based on employees personality if job is interesting for them the level of job satisfaction improves. Eby, Freeman, Rush & Lance (1999) posited that determining different tasks for employees have a positive relationship with job satisfaction because with different tasks employees respect to their potentials.

Sharma and Bhaskar (1991) argued that the essence of the job has powerful influence on job satisfaction .they suggest some variables for the great essence of job such as job entails adequate variety, challenge, discretion and scope for using one's own abilities and skills.

Pay

Luthans (1998) suggested that pay is the amount of financial that employees receive for accomplishes the job. Luthans (1998) argued that reward and salary are complex factors in work situations and have different types of influence on job satisfaction and earning is the factor that related to the different level of human needs. Earning satisfy the first level of human needs or physiological needs of employees and also have influence on other levels of humanness.

Voydanoff (1980) posited that pay or salary or earning is the most important factor on job satisfaction .Taylor (1971) showed that the amount of pay effect on job satisfaction and employees in private companies are more satisfy compare to government organizations.

Boone and Kuntz (1992) explained that several factors related to pay can be efficiency in job satisfaction such as medical aid schemes, pension schemes, bonuses, paid leave and travel allowances .Lambert, Hogan, Barton and Lubbock (2001) rewards have a positive effect on

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job satisfaction any way salary and rewards satisfy physiology needs and social needs of employees and the amount of salary shows the importance of individuals in organizations.

Gunter and Furnham (1996) posited that the amount of reward has more effect on job satisfaction compare to salary and age and sex.

Promotion

Robbins (1998) suggested that the promotion has a positive effect on job satisfaction and promotions provide work situation for personal development and increasing receptiveness and improve the level of social interaction.

Drafke and Kossen (2002) showed that when employees believes about great future this kind of thinking has a positive effect on organizational effectiveness and job satisfaction they will have a chance to satisfy their abilities in work situation .they posit that if employees does not have positive thinking about the future in work situation the efficiency of organization and job satisfaction decrease.

Visser (1990) posited that personal and career aspirations have positive effect on job satisfaction .he posits that if employees understand that promotion policy of company is unfair but do not desire to be promoted, they may still be satisfied.

Luthans (1992) suggested that promotions have positive effect on job satisfaction ad promotions have different kinds and promotion with different rewards have more efficiency on job satisfaction and organizational effectiveness.

Work Environment

Luthans (1998) presented that situational variables have positive and negative effect on job satisfaction. He posited that if work situation is clean and the relationship between employees and employees-managers are kindly the effect of job satisfaction is positive in contrast if

work situation is not suitable for employees the effect on job satisfaction is negative and employees accomplish organizational objective hard. Vorster (1992) posited that work situation has positive and negative effect on job satisfaction and the negative work situation creates underlying problems to get organizational effectiveness.

Recognition and Rewards:

It is one factor of the extrinsic motivators which are positively valued work outcomes that are given to the individual by some other person in the work setting?

Table 2.3, p. 41 shows the sub variables (pay, promotion, recognition, work itself and work environmental) of job satisfaction. The table provides the questions related to each of these sub variables of job satisfaction and these questions are one part of questionnaire that will e distributed between respondents. Job satisfaction is dependent variable of conceptual framework and researcher tries to find the relationship between leadership styles and job satisfaction.

Table 2.3: Sub variables of job satisfaction

Variables	Description
Pay	I think that this company's pay is reasonable when compared with other companies.
	My job provides an appropriate set of fringe benefits.
	I am comfortable with the standard of living my income provides.
	My salary is appropriate to my qualification.
	The company pays increased salary for employees in times of financial crisis.
Recognition	My supervisor acknowledges my work that is well done.
	I hold an honorable position.
	My colleagues always seek my advice.
	People respect and accept me when dealing business with them.
	I am usually recommended for promotion.
Work itself	I have a good opportunity for promotion.
	My opportunities are based on my ability.
	I get fair promotion policy.
	I get regular promotion.
Promotion	The amount of work I expect to do is reasonable.
	Much of the work I do is routine and .
	Each project / work I do gives me a new experience and learning.
	I feel challenged when initiating a new task.
	The company normally rotates the employees to work for different departments.
Work Environment	The company provides appropriate working conditions.
	Suitable work station is provided for each function.
	Company provides adequate equipment to support work.
	I feel comfortable with my working conditions.
	I feel safe while doing my job.

Source: Patrawade Kutchsuwanmanee (2002),"A study on relationship among leadership style ,and work satisfaction of employees in private and public organization in bangkok", , Vol. 14 Iss: 2 pp. 35 – 38

2.3 Previous Studies

In this part the study summarizes four past studies on the relationship of transformational leadership and job satisfaction. The first study attempts to find the relationship between transformational leadership and variables such as job satisfaction and job performance and staff turnover in the educational situation and researcher used other two studies (Transformational leadership and job-related learning", The influence of transformational leadership on job satisfaction: The balanced scorecard perspective) for better understanding of transformational leadership in the business situation because the thesis of researcher talks about leadership style in business situation and the other point is the finding of these two studies are more strong about transformational leadership because the language of these two researches are more clear and more understandable for people. With the second previous study (A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction) the researcher attempts to understand the concept of job satisfaction.

The first study is transformational leadership and job-related learning, the objective of this paper is measurement the relationship between transformational leadership and learning concept in work situation and the method of the research is questionnaire survey consist of all of concepts related to organizational learning and transformational leadership and all data collected from 300 people. The output showed individualized influence behavior and individualized consideration has strong relationship with job related learning. Based on results leaders increase learning concept in work situation when they identify the top kind needs of their employees and goal directed development any way based on results if organization attempts to achieve high related learning in work situation using transformational leadership in work situation is necessary. (Mark Loon, Yet Mee Lim, Teck Heang Lee, Cai Lian Tam, 2012).

The second study is a relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction .The goal of the study is investigate the relationship between transformational leadership and Organizational culture, the operation of learning organization and employees' job satisfaction. The method of research study is using questionnaire survey. Questionnaire collected all of questions related to transformational leadership and organizational learning and job satisfaction. Data collected from 300 people. The findings of the study showed that the various operation extents of learning organization have significant difference under the dimensions of leadership, organizational culture and the Operation of learning organization and transformational leadership and organizational culture has strong positive relationship with job satisfaction. The study shows that using of knowledge workers in work situation in Taiwan is impossible and work situation needs to use transformational leaders to enhance organizational purpose with setting a good example to employees, encouraging innovation and learning activities, developing employees' potentials, giving education and training activities, etc, more money incentives (Su-Chao Chang, Ming-Shing Lee, 2007).

The third study is Relation of principal transformational leadership to school staff job satisfaction, staff turnover, and school performance and this study this study attempt to measure the effect of transformational leadership on turn over and job performance and satisfaction and the method for this study is Survey data were obtained from elementary school staff and students. The findings of the study present that Principal transformational leadership was not associated directly with either school staff turnover or school-aggregated student achievement progress. Rather, principal transformational leadership showed an indirect effect, through staff job satisfaction, on school staff turnover (negative) and on school-aggregated student achievement progress (James Griffith, 2004).

The fourth study is the influence of transformational leadership on job satisfaction: The balanced scorecard perspective and this study attempts to measure the effect of transformational leadership on job satisfaction by using the business perspective of the balanced scorecard. The method for this study is empirical research of four life insurance companies in Taiwan .for this study sales person's selected emphasis is placed on leadership and on how the employees' job satisfaction is reflected in the reduction of internal process costs. The finding present that organizational objectives achievement and group maintenance provide more details prediction of the relation between intrinsic and extrinsic components of employee job satisfaction and achieving the objective. (Yi-Feng Yang, Majidul Islam, 2012). Table 2.4, p. 45 shows the previous studies (Relation of principal transformational leadership to school staff job satisfaction, staff turnover, and school performance , A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction, Transformational leadership and job-related learning", The influence of transformational leadership on job satisfaction: The balanced scorecard perspective) that has directive effect on the conceptual framework of the study.

Table 2.4: Summary of previous studies

Author	Title	Findings
James Griffith, (2004)	Relation of principal transformational leadership to school staff job satisfaction, staff turnover, and school performance	Principal transformational leadership was not associated directly with either school staff turnover or school-aggregated student achievement progress. Rather, principal transformational leadership showed an indirect effect, through staff job satisfaction, on school staff turnover (negative) and on school-aggregated student achievement progress (positive)
Su-Chao Chang, Ming-Shing Lee, (2007)	A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction	The findings of the study showed that the various operation extents of learning organization have significant difference under the dimensions of leadership, organizational culture and the operation of learning organization and transformational leadership and organizational culture have strong positive relationship with job satisfaction.
Mark Loon, Yet Mee Lim, Teck Heang Lee, Cai Lian Tam, (2012)	Transformational leadership and job-related learning",	The output showed individualized influence behavior and individualized consideration has strong relationship with job related learning.
Yi-Feng Yang, Majidul Islam, (2012)	The influence of transformational leadership on job satisfaction: The balanced scorecard perspective	results suggest that organizational objectives achievement and group maintenance provide more details prediction of the relation between intrinsic and extrinsic components of employee job satisfaction and achieving the objective

CHAPTER 3

RESEARCH FRAMEWORK

This chapter incorporates four sections. The first section is theoretical framework and the second conceptual framework of study. The third section of the study is research hypothesis and the fourth operationalization of variables.

3.1 Theoretical Framework

Burns (1978) explained that transformational leadership occurs when leaders recognize the needs of followers and the potentials of followers. Leaders attempt to find high level of follower's needs and potentials and they seek to satisfy them. In the process of transformational leadership leaders seek to improve morality level of followers. Burns (1978) posited that transformational leadership have characteristics such as Conjoins the purposes of leader & follower(s) Elevates, inspires, mobilizes, exalts, uplifts, & exhorts followers.

Bass & Avolio (1994) suggested that transformational leadership occurs when leaders and followers attempt to find new perspective to view their job and they believe awareness in the organization between followers and leaders is based on mission of team and organization. They suggested leaders attempt to convert followers to higher level of ability and motivation and they attempt to change thinking of followers beyond their self-interest.

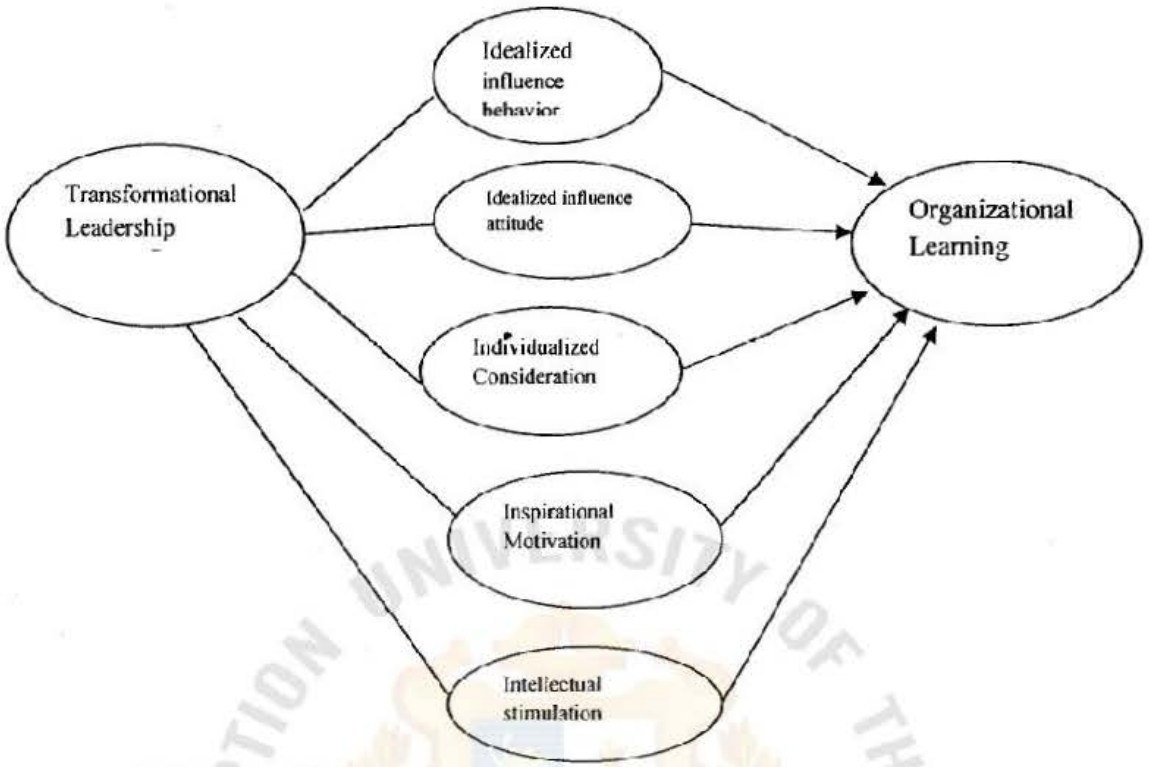
Transformational leaders have four key factors:

The first factor is idealized influence that behavior of leaders creates follower admiration, respect, and trust. idealized influence incorporate behaviors such as considering the needs of others in advance of personal needs; consistency in action; demonstrating high standards of performance and moral conduct; and avoiding the use of power for personal gain. The second factor is inspirational motivation is related to leader behaviors with making inspiration and motivation in follower's .inspirational motivation incorporates factors such as Enthusiasm,

team spirit, open communication and shared vision are hallmark characteristics of inspirational motivation. The third factor is intellectual stimulation that effect on followers creativity and innovation and challenging of situation. The last factor is Individualized consideration is related to specific consideration to followers needs and develop the level of employees motivation. (Avolio & Bass, 2002)

In this part, the study summarizes four past studies on the relationship of transformational leadership and job satisfaction and previous studies support the variables of the conceptual framework of the study. The first study is transformational leadership and job-related learning, this study presented that transformational leadership has five key factors: Idealized Influence Attributed, Idealized Influence Behavior, Individualized consideration, Inspirational Motivation, Intellectual Stimulation. The advantage of this study is analyzing transformational leadership with more factors and more independent variables (Figure 3.1, p. 48).

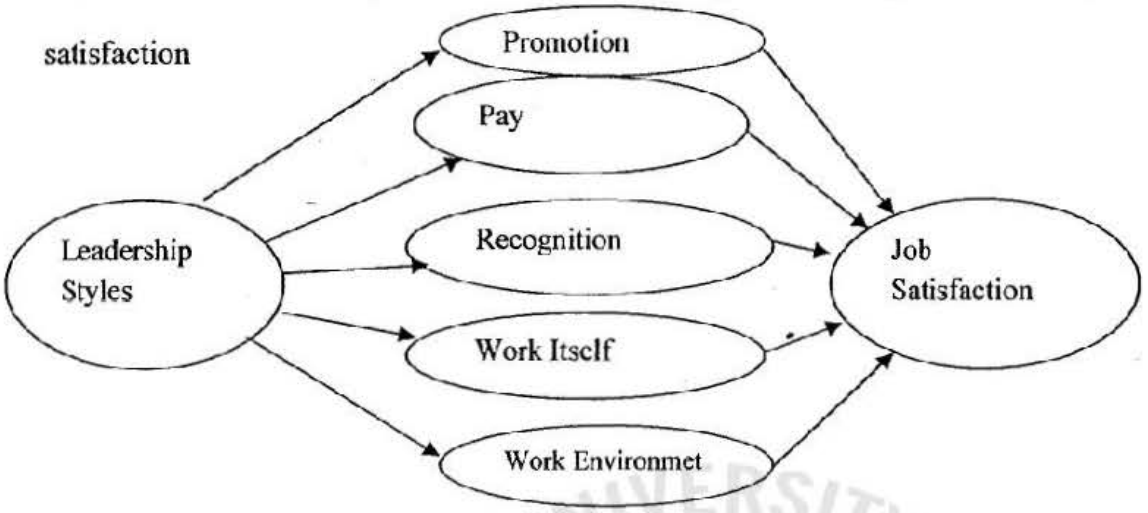
Figure 3.1: Relationship between transformational leadership and organizational learning



Source: Mark Loon, Yet Mee Lim, Teck Heang Lee, Cai Lian Tam, (2012) "Transformational leadership and job-related learning", Management Research Review, Vol. 35 Iss: 3/4, pp.192 – 205.

The second study is a relationship among leadership styles and work satisfaction of employee in private and public organization in Bangkok. The study posited that there are several sub variables that related to job satisfaction such as work itself, pay, supervision, promotion and the workgroup (Figure 3.2, p. 49).

Figure 3.2: relationship between leadership styles and organizational culture on job satisfaction



Source: Patrawade Kutchsuwanmanee (2002),"A study on relationship among leadership style ,and work satisfaction of employees in private and public organization in bangkok", , Vol. 14 Iss: 2 pp. 35 – 38

Leadership theories attempt to add spirituality approach in leadership based on strategic or consciousness or servant or charismatic approach (Larkin, 1994; Aldon, 1998; Cardona, 2000; and Crossan, Nanjad, and Vera, 2002). Suhrawardi explained that spirituality approach based on illumination philosophy occurs in the context of present knowledge from current experiences with radiating divine light (Walbridge & Ziai, 1991). Transparency leadership based on illumination philosophy (Eastern philosophy) argues that strategic or consciousness or servant or charismatic approaches in leadership emerges from spiritual approach based on Eastern philosophy from radiating divine light.

The study attempts to describe that the essence of transparency leadership based on illumination philosophy is a new extension with new philosophical foundation to the extant transformational leadership paradigm.

Transparency leadership based on illumination philosophy shows that spirituality cannot create in work situation and it should be manifest in self-concept of leaders in other words, spirituality cannot be define but it can define other concepts such as strategic, consciousness, and morality in work situation.

Transparency leadership posits that arising spirituality from self-concept that called self-manifestation is a fundamental element of harmonize leader-follower exchange relationship. Transparency leadership posits that development of leadership theories occurred in the context of self-concept and self-manifestation.

Transparency leadership posits that process of converting between unities and unique is same rotating around the circle. Followers and leaders understand situational changes without intermediate in the context of self-concept and they understand unique characteristics of their self-concept and then they seek to adapt their self-information in the context of situational work .In this point leaders and followers create unity point in their self-manifestation and situation variables and this process perpetual continue.

Relationships between leaders and followers are based on their self-manifestation they try to manifest their self-concept in leaders self-concept or they seek to find their self-concept in leaders self-concept and this level of relationships is the highest level and it has high effect on organizational efficiency and followers move beyond individual self-interests toward collective mutual interests.

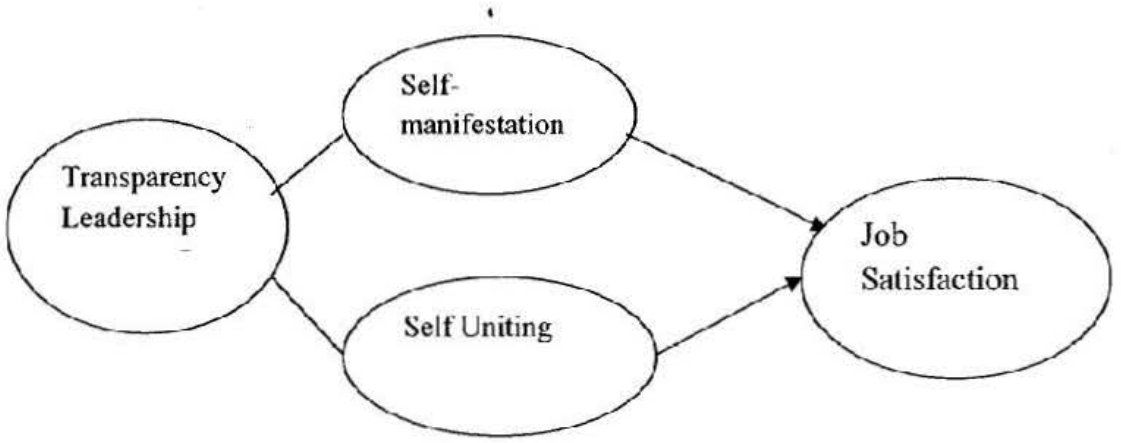
Transparency leadership is based on two key concepts:

1-Self uniting

2-Self-manifestation

Self unity factor incorporates excitation, unique, eternal, revolution, obvious, and Relative characteristics. Self-manifestation factor incorporates improvisation, transforming, truest, Equilibrium, and diffusion and freedom characteristics (Figure 3.3, p. 51).

Figure 3.3: Relationship between transparency leadership and job satisfaction



Source: Wallbridge and Hossein ziai (1999) Suhrawardi,Shihab al-Din . The philosophy of illumination.A New critical edition of the text of Hikmat al –ishraquestion translation , Notes,Commentary , and Introduction

Iscr. and Baron (1991) presented that job satisfaction is a view point of employees about their jobs and their follow employees and situational variables. Isen and Baron (1991) suggested that job satisfaction is a employees perspective related to job and emotions about the job and the qualification of believes about the jobs.

Within this research, the operational definition of employee job satisfaction is based on the sum of variance between expected satisfaction and actual satisfaction in the mind or job takers (MSQUESTION) proposed by Weiss *et al.* (1967).

3.2 Conceptual Framework

Based on previous studies job satisfaction identify based on two main factors : external satisfaction and internal satisfaction and transformational leadership identify based on five factors : Idealized Influence Attributed , Idealized Influence Behavior, Individualized consideration , Inspirational Motivation , Intellectual Stimulation and new concept of leadership as transparency leadership based on illumination philosophy that identify based on self-manifestation and self-uniting.

The study attempts to evaluate relationship between transparency leadership and job satisfaction and transparency leadership and job satisfaction. Transformational leadership has five key factors: Idealized Influence Attributed, Idealized Influence Behavior, Individualized consideration, Inspirational Motivation, Intellectual Stimulation.

Transparency leadership is based on two key concepts:

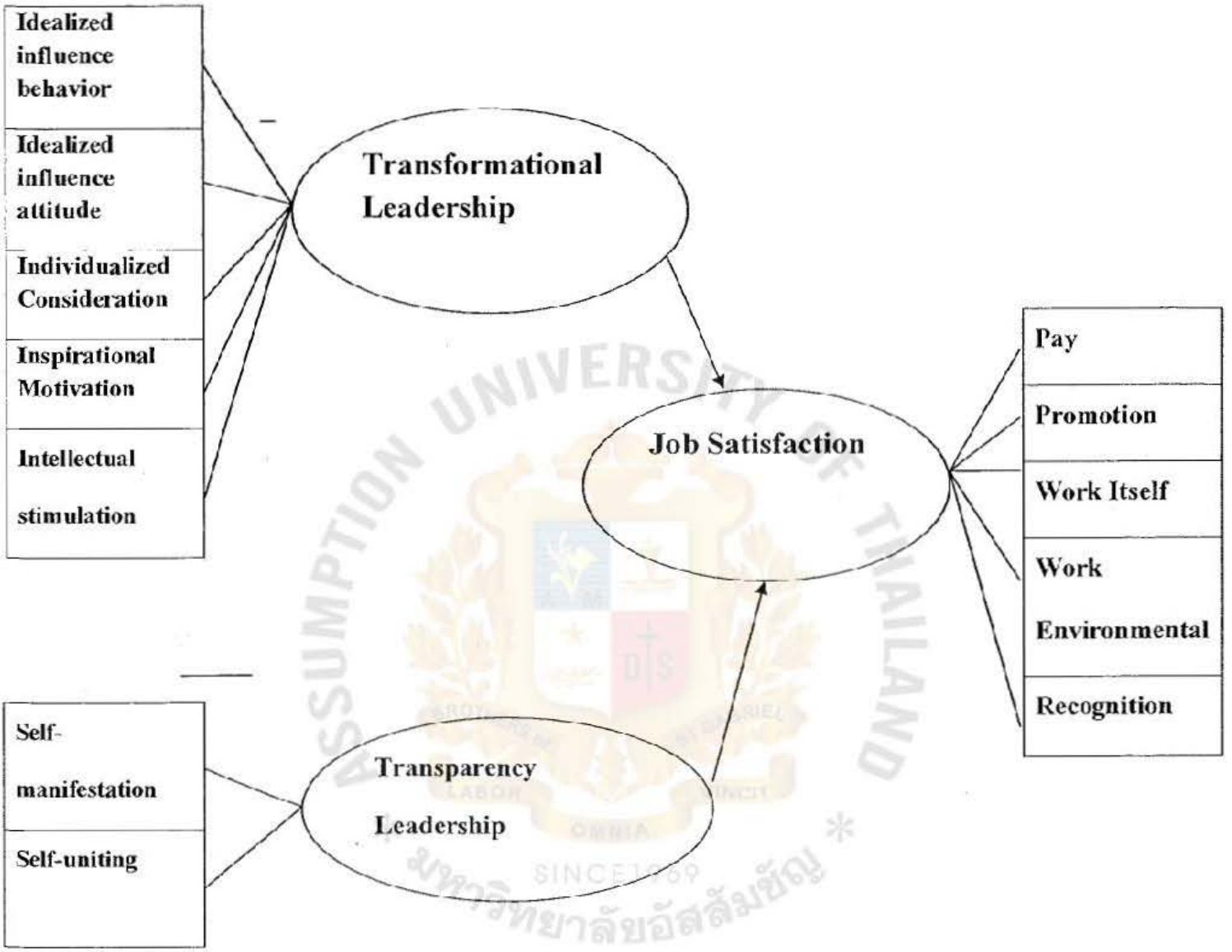
1-Self uniting

2-Self-manifestation

Self unity factor incorporates excitation, unique, eternal, revolution, obvious, and Relative characteristics. Self-manifestation factor incorporates improvisation, transforming, truest, Equilibrium, and diffusion and freedom characteristics

The study posited that there are several sub variables related to job satisfaction such as work itself, pay, supervision, promotion and the workgroup (Figure 3.4, p. 53).

Figure 3.4: The conceptual frame work of this study



Source: modified by the author based on :

1. Mark Loon, Yet Mee Lim, Teck Heang Lee, Cai Lian Tam, (2012) "Transformational leadership and job-related learning", Management Research Review, Vol. 35 Iss: 3/4, pp.192 – 205.
2. Patrawade Kutchsuwanmanee (2002),"A study on relationship among leadership style ,and work satisfaction of employees in private and public organization in bangkok", , Vol. 14 Iss: 2 pp. 35 – 38
3. Wallbridge and Hossein ziai (1999) Suhrawardi,Shihab al-Din . The philosophy of illumination.A New critical edition of the text of Hikmat al –ishraquestion translation , Notes,Commentary , and Introduction.

3.3 Statistical Hypotheses

H1o: There is no significant relationship between transformational leadership and job satisfaction.

H1a: There is a significant relationship between transformational leadership and job satisfaction.

H2o: There is no significant relationship between transparency leadership and job satisfaction.

H2a: There is a significant relationship between transparency leadership and job satisfaction.

3.4 Operationalization of Variables

3.4.1 Transformational leadership

The scales for the five dimensions of transformational leadership were adapted from Bass and Avolio's (1997) Multifactor Leadership Questionnaire (MLQUESTION Form5X). The MLQUESTION is the most commonly used measure of transformational leadership (Bono and Judge, 2004; Conger and Hunt, 1999; Gillespie and Mann, 2004). Similarly, a five-point Likert scale (i.e. 1 – strongly disagree, 2 – disagree, 3 – not sure, 4 – agree, and 5 – strongly agree) was used for all of the five dimensions.

Table 3.1, p. 55 and Table 3.2, p. 56 explained Operationalization sub variables of transformational leadership (Idealized influence attributed, Idealized influence behavior , Individualized consideration, Inspirational motivation and Intellectual stimulation). The table provides the questions related to each of these sub variables and definition of each of sub variables of transformational leadership and these questions are one part of questionnaire that

will be distributed between respondents. Transformational leadership is independent variable of conceptual framework and researcher tries to find the relationship between transformational leadership style and job satisfaction. The measurement is interval scale and question 1-20 from questionnaire is related to transformational leadership.

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Table 3.1 Operationalization of transformational leadership

Concept	Concept Definition	Operational Components	Measurement	No of Question
Idealized influence attributed	Transformational leaders exhibit confidence and instill emotions (such as dignity, integrity, and honor), a sense of selflessness, and respect in their followers.	My supervisor instills pride in me for being associated with him/her.	Interval Scale	Part 2 Question 1-4
		My supervisor goes beyond self-interest for the good of the group.		
		My supervisor acts in ways that builds my respect.		
		My supervisor displays a sense of power and confidence.		
Idealized influence behavior	Transformational leaders are goal-oriented and they encourage the completion of work based on a collective sense of beliefs, values, purpose, and mission.	My supervisor talks about his/her most important values and beliefs.	Interval Scale	Part 2 Question 5-8
		My supervisor specifies the importance of having a strong sense of purpose.		
		My supervisor considers the moral and ethical consequences of decisions.		
		My supervisor emphasizes the importance of having a collective sense of mission.		

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Table 3.2 Operationalization of transformational leadership (continued 1)

Concept	Concept Definition	Operational Components	Measurement	No of Question
Individualized consideration	Transformational leaders recognize the needs of their followers and provide them with personal guidance and development.	My supervisor spends time teaching and coaching.	Interval Scale	Part 2 Question 9-12
		My supervisor considers me as having different needs and abilities from others.		
		My supervisor helps me to develop my strengths.		
		My supervisor sees me as having different aspirations from others.		
Inspirational motivation	Transformational leaders are optimistic, visionary and Passionate about work.	My supervisor talks enthusiastically about what needs to be accomplished.	Interval Scale	Part 2 Question 13-16
		My supervisor talks about a great vision of the future.		
		My supervisor expresses confidence that goals will be achieved.		
		My supervisor talks optimistically about the future.		
Intellectual stimulation	Transformational leaders encourage innovation problem solving.	My supervisor re-examines ways of doing things to see if they are up to standard.	Interval Scale	Part 2 Question 17-20
		My supervisor gets me to look at problems from many different Angles.		
		My supervisor seeks differing perspectives when solving problems.		
		My supervisor suggests new ways of looking at how complete assignments.		

Source: Mark Loon, Yet Mee Lim, Teck Heang Lee, Cai Lian Tam, (2012) "Transformational leadership and job-related learning", Management Research Review, Vol. 35 Iss: 3/4, pp.192 - 205

3.4.2 Transparency leadership

The scales for the two dimensions of transparency leadership were adapted from researcher and each dimension has six key characteristics:

Table 3.3, p. 58 and Table 3.4, p. 59 explained Operationalization sub variables of transparency leadership (Self manifestation and self uniting). The table provides the questions related to each of these sub variables and definition of each of sub variables of transparency leadership and these questions are one part of questionnaire that will be distributed between respondents. Transparency leadership is independent variable of conceptual framework and researcher tries to find the relationship between transparency leadership style and job satisfaction. The measurement is interval scale and question 21-33 from questionnaire is related to transparency leadership.

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Table 3.3: Operationalization of transparency leadership

Concept	Concept Definition	Operational Components		Measurement	No of Question
Self-manifestation	Transparency leadership argues that based on illumination philosophy best origin of spirituality is the self-concept and spirituality phenomenon manifest in the context of self-concept.	In my challenging situation, I and my supervisor make a thorough change in the appearance, or character towards organizational outcome.	**Transforming characteristics**	Interval Scale	Part 2 Question 21-26
		Character of my supervisor can help me in my individual and social relationship.	**Diffusion characteristics**		
		I organize the relationship with my supervisor without any past preparation in my behavior and my conversation.	**Improvisation characteristics**		
		My supervisor manifests best decision in best time and they put decisions in right positions.	**Trusteeship characteristics**		
		I have little pressure or feeling from my behavioral supervisor or his or her personality	**Freedom characteristics**		
		My supervisor has ability to make Equilibrium in decisions and behaviors.	**Equilibrium characteristics**		

Table 3.4: Operationalization of transparency leadership (continued 1)

Concept	Concept Definition	Operational Components		Measurement	No of Question
Self Uniting	Transparency leadership posits that self uniting is the process of converting between unities and unique is same rotating around the circle.	Character of my supervisor can easily perceived or understood environmental and emotional changes.	**Obvious characteristics**	Interval Scale	Part 2 Question 27-33
		My supervisor creates strong feelings of enthusiasm and eagerness in my personality and this enthusiasm has a spirituality taste	**Excitation characteristics**		
		My supervisor can make common essence between employees	**Relativity characteristics**		
		The physical character of my supervisor is different but the essence of character is the same and is beyond time.	**Eternal characteristics**		
		The decisions of supervisor have a revolution effect on job performance and organizational objectives.	**Revolution characteristics**		
		I feel my supervisor understands that truth, and morality exist in relation to culture, society, or historical context, and are not absolute.	**Obvious characteristics**		
		My supervisor identifies my unique potentials.	**Unique characteristics**		

Source:Wallbridge and Hossein ziai (1999) Suhrawardi,Shihab al-Din . The philosophy of illumination.A New critical edition of the text of Hikmat al –ishraquestion translation , Notes,Commentary , and Introduction

3.4.3 Job satisfaction

Two popular questions that have been used for measuring work satisfaction are the Minnesota Satisfaction Questionnaire (MSQUESTION) and the Job Description Index (JDI). The MSQUESTION measures satisfaction with working conditions, chances for advancement. Freedom in doing ones job with one's own judgment, Praise for good work and feelings of accomplishment among others, the JDI measures the work itself, qualification of supervision, relationship with co-workers, promotion opportunities and pay. Judging from the integration of these two questionnaires, it's concluded that the common measures of work satisfaction relate to pay, recognition and rewards and promotion opportunities and work environment and task itself.

Table 3.5, p. 61 – Table 3.7, p. 63 explained Operationalization sub variables of job satisfaction (pay, promotion, recognition, work itself, work environmental). The table provides the questions related to each of these sub variables and definition of each of sub variables of job satisfaction and these questions are one part of questionnaire that will be distributed between respondents. Job satisfaction is independent variable of conceptual framework and researcher tries to find the relationship between leadership style and job satisfaction. The measurement is interval scale and question 34-57 from questionnaire is related to job satisfaction.

Table 3.5: Operationalization of job satisfaction

Concept	Concept Definition	Operational Components	Measurement	No of Question
Pay	Compensation system that bases an individual salary or wage increase on the measure of the persons performance accomplishments during a specific time period.	I think that this company's pay is reasonable when Compared with other companies.	Interval Scale	Part 3 Question 34-38
		My job provides an appropriate set of fringe benefits.		
		I am comfortable with the standard of living my income provides.		
		My salary is appropriate to my qualification.		
		The company pays increased salary for employees in times of financial crisis.		
Recognition	One factor of the extrinsic motivators which is positively valued work out comes that are given to the individual by some other person in the work setting.	My supervisor acknowledges my work that is well done.	Interval Scale	Part 3 Question 39-43
		I hold an honorable position.		
		My colleagues always seek my advice.		
		People respect and accept me when dealing business With them.		
		I am usually recommended for promotion.		

Table 3.6: Operationalization of job satisfaction (continued 1)

Concept	Concept Definition	Operational Components	Measurement	No of Question
Work itself	One of the JDI measurements which focus on responsibility, interest and growth that followers expect to receive.	I have a good opportunity for promotion.	Interval Scale	Part 3 Question 44-47
		My opportunities are based on my ability.		
		I get fair promotion policy.		
		I get regular promotion.		
Promotion	Individuals expect after contributing to the firm.	The amount of work I expect to do is reasonable.	Interval Scale	Part 3 Question 48-52
		Much of the work I do is routine and .		
		Each project / work I do gives me a new experience and learning.		
		I feel challenged when initiating a new task.		
		The company normally rotates the employees to work For different departments.		

Table 3.7: Operationalization of job satisfaction (continued 2)

Concept	Concept Definition	Operational Components	Measurement	No of Question
Work Environment	Related to working conditions, layout, temperature, facilities and the like are often the cause of work dissatisfaction.	The company provides appropriate working conditions.	Interval Scale	Part 3 Question 53-57
		Suitable work station is provided for each function.		
		Company provides adequate equipment to support work.		
		I feel comfortable with my working conditions.		
		I feel safe while doing my job.		

Source: Patrawade Kutchsuwanmanee (2002),"A study on relationship among leadership style ,and work satisfaction of employees in private and public organization in bangkok", , Vol. 14 Iss: 2 pp. 35 – 38

CHAPTER 4

RESEARCH METHODOLOGY

This chapter incorporates six parts. First part is methods of research used and the second part is respondents and sampling procedure. The third part is research instrument and the fourth part is collection of data .The fifth part is statistical treatment of data and the six part is pretest of questionnaire and its reliability.

4.1 Methods of research used

This research is a descriptive research, done in order to determine and describe the characteristics of a population (Zikmund, 2004). This research has been conducted on the Students who are studying graduate programs from the Assumption University, Hua Mark campus in Bangkok. For graduate students, they are currently working full time in Thai companies of more than 100 employees. The information and the data were collected from several sources: primary and secondary data sources.

4.1.1 Primary Data

The primary data come from survey questionnaire. The survey method is a research technique in which information is gathered form a sample of people by distributing the questionnaire. This survey technique provides inexpensive and efficient process, and accurate means of assessing information about the population (Zikmund, 2004).

4.1.2 Secondary Data

The secondary data come from books, journals, published materials as well as sources on the Assumption University's library internet.

4.2 Respondents and Sampling Procedure

4.2.1 Target Population

The target population was the definite group of components or objects processing information that researcher proposed to examine (Zikmund, 2003). In this study, employees who are currently working full-time or part-time for the past two-three years experiences in the organization were the target population as respondents. This study will focus on Students who are studying graduate programs from Assumption University, Hua Mark campus in Bangkok and working in companies with more than 100 employees at the same time. Therefore, the actual total number of respondents was 300.

4.2.2 Sample and sampling units

According to Zigmund (2010), sampling units refers to a single element or group of elements subject to selection in the sample. Thus, in this research, the researcher selected sample from the population mentioned above. The research has three different kinds of sampling units and were selected the number of samples according to the determine age: Bachelor Degree, Master Degree and doctoral of the sample size in this research. The number of Master Degree students was chosen as the biggest number among the three educational levels at Assumption University, Hua Mark campus because compare to other campuses, students at Hua Mark campus take Master Degree the most, and followed by Bachelor and Doctoral degree. Last,

all the three sampling units must are holding jobs to respond the questions so that the researcher can study about their perspectives of their leaders for job satisfaction.

4.2.3 Sample Size

The sample units in this research are those students who are studying graduate programs from the Assumption University, Hua Mark campus in Bangkok. For graduate students, they are currently working full time in Thai companies of more than 100 employees. The key informant method was used and only students with job experience were requested to respond the questions. Key informants are viewed as views as appropriate respondents if appropriate selection procedure is used .Thus, using guidelines on selecting key respondents from previous research key informants will selected based on the knowledge effective of leadership theories, and willingness to job satisfaction.

To determine the sample size, the researcher has employed the following formula:

N= (z^2 pquestion)/E^2

Where

n=number of items in sample

Z^2=square of the confidence interval in standard error units

P: estimated proportion of successes

QUESTION= (1-p)or estimated proportion of failures

E^2=square of the maximum allowance for error between the true proportion and sample proportion

The sample size of the study was calculated using the 95 % confidence level and allowable error up to 0.05.

N= (1.96) ^2*p*question) E^2

= (3.8416)(0.25)/(0.0025)

= 0.9604/0.0025

=384.16

Approximately 300 samples

Given this sample size therefore it was proposed that 200 samples be selected from Students who are studying graduate programs from the Assumption University, Hua Mark campus in Bangkok. For graduate students, they are currently working full time in Thai companies of more than 100 employees.

4.2.4 Sampling procedure

As the target population who are Students who are studying graduate programs from the Assumption University, Hua Mark campus in Bangkok. For graduate students, some of these are currently working full time in Thai companies of more than 100 employees. So the exact number of population cannot be determined. Therefore, the researcher employed two types of non-probability method's approaches which are judgment sampling and convenience sampling to select the participants for this study. There are two steps for this sampling procedure:

First step is by using judgment sampling which means to select the sample based on his or her judgment about some appropriate characteristic requested of the sample member (Zigmund, 2010).

Second step is by using convenience sampling which refers to the selection of sample by selecting people that are convenient available (Zimund, 2010). The researcher worked on the distribution at Assumption University of Thailand, Hua Mark Campus, which is the study area and distribute the questionnaire to those who are available to answer the questions, and

bring back the questionnaire to review if they are unusable. In case, the returned questionnaire are unusable, the researcher would choose more respondents to make sure the entire 300 questionnaire are completed and usable.

4.3 Research Instrument/Questionnaire

Questionnaire were used as the research instrument which comprises questions that covered all the research questions as outlined in chapter one. A questionnaire was used to elicit data from the two groups of respondents. In order to provide better understanding to the respondents as well as to receive accurate feedback, the researcher prepared the questionnaire in English.

The questionnaire was composed of the following sections:

Part 1: The personal profile of the respondents

Part 2: Transformational leadership questionnaire and Transparency leadership questionnaire

Part 3: Job satisfaction questionnaire

The types of questions were designed in the form of Liket scale and multiple choice questions for demographic profile.

The questionnaire covered the following sections:

Part 1: Is answered by part 1 of the instrument on the demographic profile in terms of ages, sex, marital status, educational attainment and experience.

Part 2: Covers the two leadership styles used in this study: idealized influence, inspirational motivation, intellectual stimulation, Individualized consideration, self-uniting, self-manifestation

Part 3: Deals with the aspects of job satisfaction: pay, promotion, recognition, work itself, work environmental

4.4 Collection of data

Two sources of data have been used in this research: primary data and secondary data. The primary data were collected through survey questionnaire. Our group members divided by 3 groups and distributed the questionnaire in Assumption University Hua Mak campus. Before we gave the questionnaire to the Students who are studying graduate programs from the Assumption University, Hua Mark campus in Bangkok. For graduate students, they are currently working full time in Thai companies of more than 100 employees.

The secondary data were obtained from various articles on the Emerald website during 2010 to 2011 on journals from different researchers and from textbooks. The information derived from these resources provides meaning, concept and model of theory and were used to develop the conceptual framework for this study. The researcher also used secondary data form article, journals, and textbooks related to this study. We searched the topic and chose two articles which could help us build the conceptual framework.

4.5 Statistical treatment of data

The research used the following statistical tools to answer the statement of problem and research hypotheses of this study. After the questionnaire and survey data were collected and encoded. The data were processed by SAS enterprise (master license number 61031892). Statistical software for evaluation and analysis of the data, the researcher used ordinal rank-order data to answer each of the questions on the statement of the problem and hypotheses.

Statistical scale used for each survey is presented below:

Question No 1:

The %age and frequency distribution (mean standard deviation and mean average for analyzing the personal profile of the respondents.)

Question No 2:

Independent sample T-Test and Levees Test was used to measure the differences of response in the two sectors in demographic profiles.

Question No 3:

Average weighted mean as relative weights on 5 point Likert scale .consisting of five – category continuum of agreement –disagreement and mean. Standard deviation and mean average.

Question No 4:

Independent –sample T-Test was used to measure the differences of responses in the two sectors in terms of leadership theories.

Question No 5:

Average weighted mean on the 5 point scale was used to measure the perception of respondents on job satisfaction.

Question No 6:

Multi variable analysis of variance (MANOVA) was used in finding relationships between demographic profiles and job satisfaction.

Question No 8:

Pearson correlation coefficient was used in finding relationships between leadership styles and job satisfaction. Research hypotheses will be tested at the .05 level of significance.

4.6 Pre-test of questionnaire and its reliability

Cooper and Schindler (2001) define pretesting as a practice for discovering errors in questions. It also helps exploring errors in sequence of questions, instruction of questionnaire, and direction. The pretest request participation of at least 25 respondents to be considered as valid (Vanichbuncha, 2001), therefore this study conducted the pretest on 30 respondents in order to measure the reliability of the questionnaire.

The study used Cronbach's Coefficient Alpha scales to measure the reliability. (Sekaran, 1992) claims that the reliability of 0.6 and above is considered as acceptable.

In the study the reliability of each variable was measured by the Cronbanch-Alpha Coefficient and a .5 significance level was used for testing all research hypotheses. All alpha coefficients in table were higher than 0.845. It means that the scales of measurement defined and used in the study had high internal consistency and were considered reliable.

Table 4.1, p. 72 explained Cronbach Alpha Coefficients of transformational leadership and transparency leadership and job satisfaction. Reliability value of all three variables are more than .8.

Table 4.1: Cronbach Alpha Coefficients

Variables	Reliability Value
Transformational Leadership	0.868.
Transparency Leadership	0.916
Job satisfaction	0.846

Source: created by author

Descriptive statistics

Zikmund (2003) states that descriptive statistics are used to describe and summarize the population or sample. This method transforms the raw data into the result which is easy to interpret. At this level, researcher analyzes the frequency distribution; Percentage distribution, Standard deviation and average distribution of the demographic characteristics which are consist of age, gender, income, occupation, and education.

Ingram and Monks (1992) describe the statistical tools and formula used as follow:

$$\text{Percentage (\%)} = \frac{X * 100}{n}$$

$$\text{Mean } (\overline{X}) = \frac{\sum X}{N}$$

$$\text{Standard Deviation (SD)} = \sqrt{\frac{\sum(X - \overline{X})2}{n - 1}}$$

Where:

$\overline{X}$ = Individual data values or frequency; X = Mean; n = Sample size; N = Population size;

SD = Standard deviation

Inferential statistics

Inferential analysis uses the sample to make inference or judgment about a population; therefore it is an appropriate tool to use in order to test the research hypothesis. The study is considering the use of Pearson's correlation analysis or Spearman rank-order correlation coefficient to measure the relationship between independent and dependent variables which is the appropriate method to measure (Fink, 1995). According to Zikmund (2003) the correlation coefficient formula for the X & Y variables is as follow:

$$r = \frac{\sum XY - \frac{\sum X \sum Y}{N}}{\sqrt{\left(\sum X^2 - \frac{(\sum X)^2}{N}\right)\left(\sum Y^2 - \frac{(\sum Y)^2}{N}\right)}}$$

Where:

$\overline{X}$ = the sample means of X

$\overline{Y}$ = the sample means of Y

Table 4.2, p. 73 below illustrates the R-value and corresponding strength of association. Pearson's correlation measures the strength of relationship among variables. The correlation coefficient has a range from +1.0 to -1.0. The value +1.0 shows the perfect strong relationship, and the value -1.0 implies the weak linear relationship.

Table 4.2 R-value and corresponding strength of association

Correlation ®	Interpretation
1	Perfect strong relationship
0.81-0.99	Very strong relationship
0.61-0.80	Strong relationship
0.41-0.60	Moderate relationship
0.21-0.40	Weak relationship
0.01-0.20	Very weak relationship
0	No relationship
-1	Perfect weak relationship

Source: Franzblau (1958), A Prime of statistics for Non-statisticians, Harcourt, Brace & World, Chap. 7, http://irp.savstate.edu/irp/glossary/correlation.html, 9/10/2012

Spearman rank-order correlation is a nonparametric measure of association based on the rank of the data values. The formula to calculate the Spearman rank-order correlation coefficient is as follow:

$$\rho = 1 - \frac{6\sum d_i^2}{n(n^2-1)}$$

Where:

ρ (rho) = Spearman's rank order correlation coefficient

d = difference between ranks for the two observations within a pair

n = total number of subjects

Spearman's rank-order correlation coefficient is used to measure the relationship of certain variables which are based on ordinal scales in the questionnaire.

This study focuses more on Pearson's correlation as there are interval variables which can be treated more accurate by using Pearson's correlation. Also Pearson's correlation method mostly applicable for normally distributed data which is fit to use for this study as the data normally distributed. Therefore the researcher chose Pearson's correlation upon Spearman's rank order correlation due to higher level of accuracy (http://stats.stackexchange.com/questions/8071/how-to-choose-between-pearson-and-spearman-correlation). Table 4.3, p. 75 shows the decision rule testing and interpretation of the data. If the P-value > 0.05 means the relationship between two variables is not significance and the Hypothesis will be rejected. The Pearson's correlation indicates the level of relationship between two variables.

Table 4.3: The Statistical Test for Hypothesis

Hypotheses	Statistical Techniquestionues used
H_1: To test the relationship between transformational leadership and job satisfaction	Pearson's correlation
H_2: To test the relationship between transparency leadership and job satisfaction	Pearson's correlation

Source: created by author

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CHAPTER 5

PRESENTATION OF DATA AND STATISTICAL ANALYSIS AND CRITICAL DISCUSSION OF RESULTS

This chapter consists of three sections. The first section presents descriptive analysis of demographic data, screening data, and variable. The second section implies the inferential analysis of hypothesis testing. The third section illustrates the summary of Hypotheses testing result. In this section, the researcher uses SAS enterprise license number 61031892 in order to analyze primary data obtained during December 2012 - February 2013 from 300 respondents.

5.1 Descriptive Statistics

The data was collected from 300 respondents who are studying graduate programs from the Assumption University, Hua Mark campus in Bangkok. For graduate students, they are currently working full time in Thai companies of more than 100 employees.

There were 164 females (54.67%) and 136 males (45.33%). Of total 300 respondents, 168 persons or 56% were 20-29 years old, 109 persons or 36.33% were 30-39 years old, 15persons or 5% were 40-49 years old and the rest 8 persons were more than 49 years old. They represented the group of high level of education, in which most of them had Master degree (88%) and Ph. D. (12%), respectively.

Of total 300 respondents, 181 persons or 60.33% were Thai, 82 persons or 27.33% were Chinese, 7 persons or 2.33% were India and the rest 30 persons were from other countries. Of total 300 respondents, 133 persons or 44.33% had work experience less than one year, 153 persons or 51% had work experience 2-3 years, 8 persons or 2.67% had work experience 4-5 years and the rest 6 persons had work experience more than 6 years.

Of total 300 respondents, 160 persons or 53.33% had staff position, 117 persons or 39% had middle management position and the rest 23 persons had supervisor position. They represented that 109 persons or 36.33% percent have 100-300 employees in their companies and 82 people or 27.33 percent have 300-600 employees in their companies and 35 persons or 11.67 percent have 600-900 employees in their companies and 21 persons or 7 percent have 900-1200 employees in their companies and rest 53 persons have more than 1200 persons in their companies.

In the variable evaluation part two, the respondents were asked to rate each statement of three variables including transformational leadership (question 1-20), transparency leadership (question 21-33), job satisfaction (question 34-57) in which 1= strongly disagree... and 5 = strongly agree. The finding results in Table 5.1 up to Table 5.3 show that mean is more than 3 in all questions which implies high positive response to all variables of the study.

5.1.1 Data analysis of transformational leadership

Table 5.1, p. 78 shows mean and Standard Deviation and Minimum and Maximum of all of questions about transformational leadership.

Table 5.1 Mean of Transformational Leadership

No		Variables	Mean	Std Dev	Min	Max	N
1	Idealized influence attributed	My supervisor instills pride in me for being associated with him/her.	3.33	0.09	1	5	300
2		My supervisor goes beyond self-interest for the good of the group.	3.23	1.07	1	5	300
3		My supervisor acts in ways that builds my respect.	3.31	1.03	1	5	300
4		My supervisor displays a sense of power and confidence.	3.32	1.07	1	5	300
5	Idealized influence behavior	My supervisor talks about his/her most important values and beliefs.	3.48	1.06	1	5	300
6		My supervisor specifies the importance of having a strong sense of purpose.	3.45	1.04	1	5	300
7		My supervisor considers the moral and ethical consequences of decisions.	3.44	1.05	1	5	300
8		My supervisor emphasizes the importance of having a collective sense of mission.	3.40	1.05	1	5	300
9	Individualized consideration	My supervisor spends time teaching and coaching.	3.53	1.04	1	5	300
10		My supervisor considers me as having different needs and abilities from others.	3.42	0.09	1	5	300
11		My supervisor helps me to develop my strengths.	3.34	1.06	1	5	300
12		My supervisor sees me as having different aspirations from others.	3.30	1.13	1	5	300
13	Inspirational Motivation	My supervisor talks enthusiastically about what needs to be accomplished.	3.43	1.13	1	5	300
14		My supervisor talks about a great vision of the future.	3.31	1.11	1	5	300
15		My supervisor expresses confidence that goals will be achieved.	3.45	1.03	1	5	300
16		My supervisor talks optimistically about the future.	3.32	1.04	1	5	300
17	Intellectual Stimulation	My supervisor re-examines ways of doing things to see if they are up to standard.	3.43	1.04	1	5	300
18		My supervisor gets me to look at problems from many different angles.	3.33	1.13	1	5	300
19		My supervisor seeks differing perspectives when solving problems.	3.41	1.03	1	5	300
20		My supervisor suggests new ways of looking at how complete assignments.	3.32	1.08	1	5	300
21		Average of mean	3.23				

Ingram and Monks (1992) describe the statistical tools and formula used as follows:

$$\text{Percentage (\%)} = \frac{X * 100}{n}$$

$$\text{Mean } (\bar{X}) = \frac{\sum X}{N}$$

$$\text{Standard Deviation (SD)} = \sqrt{\frac{\sum(X - \bar{X})2}{n-1}}$$

Where:

$\bar{X}$ = Individual data values or frequency; X = Mean; n = Sample size; N = Population size;

SD = Standard deviation

The questions from 1 to 4 were used to measure mean of the first dimension (Idealized influence attributed) of transformational leadership. Means for the scales were 3.33, 3.23, 3.31, 3.32.

Based on the results of table respondents have strong perception about all of questions related to idealized influence attributed of transformational leadership.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on Transformational Leadership. The minimum point was 1 and the maximum was 5.

The questions from 5 to 8 were used to measure mean of the second dimension (Idealized influence behavior) of transformational leadership. Means for the scales were 3.48, 3.45, 3.44, 3.45.

Based on the results of table respondents have strong perception about all of questions related Idealized influence behavior of transformational leadership.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on Transformational Leadership. The minimum point was 1 and the maximum was 5.

The questions from 9 to 12 were used to measure mean of the third dimension (Individualized consideration) of transformational leadership. Means for the scales were 3.53, 3.42, 3.34, 3.30.

Based on the results of table respondents have strong perception about all of questions related individualized consideration of transformational leadership.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on Transformational Leadership. The minimum point was 1 and the maximum was 5.

The questions from 13 to 16 were used to measure mean of the fourth dimension (Inspirational motivation) of transformational leadership. Means for the scales were 3.43, 3.31, 3.45, 3.32.

Based on the results of table respondents have strong perception about all of questions related Inspirational motivation of transformational leadership.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on Transformational Leadership. The minimum point was 1 and the maximum was 5.

The questions from 17 to 20 were used to measure mean of the fifth dimension (Intellectual stimulation) of transformational leadership. Means for the scales were 3.43, 3.33, 3.41, 3.32.

Based on the results of table respondents have strong perception about all of questions related Intellectual stimulation of transformational leadership.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on Transformational Leadership. The minimum point was 1 and the maximum was 5.

In the questions of transformational leadership, respondents have strong positive reaction to the statement (My- supervisor talks about his/her most important values and beliefs) with mean 3.48 and the statement (My supervisor considers the moral and ethical consequences of decisions.) with mean 3.45 and the statement (My supervisor specifies the importance of having a strong sense of purpose.) with mean 3.44. It means these questions have more means between all of questions related to transformational leadership. In the questions of transformational leadership, respondents have strong negative reaction to the statement (My supervisor goes beyond self-interest for the good of the group.) With mean 3.23 and the statement (My supervisor acts in ways that builds my respect.) with mean 3.31It means these questions have less means between all of questions related to transformational leadership.

In conclusion, Table 5.1, p. 78 shows that all the respondents have strong positive reaction with the self-concept of leaders or employees identify morality and ethical based on self-concept of leaders. Employees have more feeling to purpose of leader it means people consider about non economic goals with economic goals. In transformational leadership theory, the self concepts of leaders are so important for employees and should consider about that.

5.1.2 Data analysis of transparency leadership

Table 5.2, p. 82 shows mean and Standard Deviation and Minimum and Maximum of all of questions about transparency leadership.

Table 5.2 Mean of Transparency Leadership

No		Variables	Mean	Std Dev	Min	Max	N
1		In challenging situation, make a thorough change in the appearance, or character towards organizational outcome.	3.26	1.02	1	5	300
2		Character of supervisor can help me in my individual and social relationship	3.29	1.00	1	5	300
3	**Self-Manifestation**	Organize the relationship without any past preparation in behavior and conversation.	3.30	1.07	1	5	300
4		Supervisor manifests best decision in best time and they put decisions in right positions.	3.15	1.14	1	5	300
5		Little pressure or feeling from behavioral supervisor or his or her personality	3.15	1.12	1	5	300
6		Supervisor has ability to make Equilibrium in decisions and behaviors.	3.20	1.06	1	5	300
7		Character of supervisor can easily perceive environmental and emotional changes.	3.23	1.16	1	5	300
8		Supervisor creates strong feelings of enthusiasm and eagerness in my personality and this enthusiasm has a spirituality taste	3.09	1.05	1	5	300
9		Supervisor can make common essence between employees	3.19	1.09	1	5	300
10	**Self-Uniting**	The physical character of supervisor is different but the essence of character is the same and is beyond time.	3.27	1.10	1	5	300
11		The decisions of supervisor have a revolution effect on job performance and organizational objectives.	3.18	1.18	1	5	300
12		Supervisor understands that truth, and morality exists in relation to culture, society, or historical context, and is not absolute.	3.18	1.11	1	5	300
13		Supervisor identifies unique potentials	3.30	1.20	1	5	300
Average			3.21				

Ingram and Monks (1992) describe the statistical tools and formula used as follow:

$$\text{Percentage (\%)} = \frac{X * 100}{n}$$

$$\text{Mean } (\bar{X}) = \frac{\sum X}{N}$$

$$\text{Standard Deviation (SD)} = \sqrt{\frac{\sum(X - \bar{X})2}{n - 1}}$$

Where:

$\bar{X}$ = Individual data values or frequency; X = Mean; n = Sample size; N = Population size; SD = Standard deviation

The questions from 1to 6 were used to measure mean of the first dimension (Self-manifestation) of transparency leadership. Means for the scales were 3.26, 3.29, 3.30, 3.15, 3.15, 3.20.

Based on the results of table respondents have strong perception about all of questions related Self-manifestation of transparency leadership.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on Transparency Leadership. The minimum point was 1 and the maximum was 5.

The questions from 7 to 13 were used to measure mean of the first dimension (Self-uniting) of transparency leadership. Means for the scales were 3.23,3.09,3.19,3.27,3.18,3.18,3.30.

Based on the results of table respondents have strong perception about all of questions related Self-uniting of transparency leadership.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on Transparency Leadership. The minimum point was 1 and the maximum was 5.

In the questions of transparency leadership, respondents have strong positive reaction to the statement (I organize the relationship with my supervisor without any past preparation in my behavior and my conversation) with mean 3.30 and the statement (My supervisor identifies my unique potentials) with mean 3.30. It means these questions have more means between all of questions related to transparency leadership. In the questions of transparency leadership, respondents have strong negative reaction to the statement (I have little pressure or feeling from my behavioral supervisor or his or her personality) with mean 3.15 and the statement (My supervisor manifests best decision in best time and they put decisions in right positions.) with mean 3.15. It means these questions have less means between all of questions related to transparency leadership.

Table 5.2, p. 81-82 concluded that best way to identify of the self-concept of people is identify the unique potential of peoples and this is very important factor to make relationship based on spirituality and the best way for making motivation in employees is identify unique potentials of people.

5.1.3 Data analysis of job satisfaction

Table 5.3, p. 84,85 shows mean and Standard Deviation and Minimum and Maximum of all of questions about job satisfaction.

Table 5.3 Mean of Job Satisfaction

No		Variable	Mean	Std Dev	Min	Max	N
	Pay	I think that this company's pay is reasonable when compared with other companies.	3.19	1.06	1	5	300
2		My job provides an appropriate set of fringe benefits.	3.20	1.14	1	5	300
3		I am comfortable with the standard of living my income provides.	3.18	1.04	1	5	300
4		My salary is appropriate to my qualification.	3.12	1.09	1	5	300
5		The company pays increased salary for employees in times of financial crisis.	3.29	1.07	1	5	300
6	**Recognition**	My supervisor acknowledges my work that is well done.	3.29	1.09	1	5	300
7		I hold an honorable position.	3.26	1.14	1	5	300
8		My colleagues always seek my advice.	3.39	1.08	1	5	300
9		People respect and accept me when dealing business with them	3.28	1.07	1	5	300
10		I am usually recommended for promotion.	3.27	1.02	1	5	300
11	**Work Itself**	I have a good opportunity for promotion.	3.32	1.09	1	5	300
12		My opportunities are based on my ability.	3.39	1.15	1	5	300
13		I get fair promotion policy.	3.29	1.08	1	5	300
14		I get regular promotion.	3.31	1.10	1	5	300
15	**Promotion**	The amount of work I expect to do is reasonable.	3.27	1.12	1	5	300
16		Much of the work I do is routine and .	3.39	1.10	1	5	300
17		Each project / work I do gives me a new experience and learning.	3.29	1.10	1	5	300
18		I feel challenged when initiating a new task.	3.34	1.13	1	5	300
19		The company normally rotates the employees to work for different departments.	3.41	1.07	1	5	300
20	**Work Environment**	The company provides appropriate working conditions.	3.53	1.06	1	5	300
21		Suitable work station is provided for each function.	3.48	1.09	1	5	300
22		Company provides adequate equipment to support work.	3.46	1.07	1	5	300
23		I feel comfortable with my working conditions.	3.54	1.08	1	5	300
24		I feel safe while doing my job.	3.47	1.07	1	5	300
	Average		3.31				

Ingram and Monks (1992) describe the statistical tools and formula used as follow: -

$$\text{Percentage (\%)} = \frac{X * 100}{n}$$

$$\text{Mean } (\overline{X}) = \frac{\sum X}{N}$$

Standard Deviation (SD) = $\sqrt{\frac{\Sigma(X-\bar{X})2}{n-1}}$

Where:

$\bar{X}$ = Individual data values or frequency; X = Mean; n = Sample size; N = Population size;

SD = Standard deviation

The questions from 1to 5 were used to measure mean of the first dimension (pay) of job satisfaction. Means for the scales were 3.19, 3.20, 3.18, 3.12,3.29..

Based on the results of table respondents have strong perception about all of questions related pay of job satisfaction.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on pay. The minimum point was 1 and the maximum was 5.

The questions from 6to 10 were used to measure mean of the second dimension (recognition) of job satisfaction. Means for the scales were 3.29, 3.26, 3.39, 3.28, 3.27.

Based on the results of table respondents have strong perception about all of questions related recognition of job satisfaction.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on recognition. The minimum point was 1 and the maximum was 5.

The questions from 11 to 14 were used to measure mean of the third dimension (work itself) of job satisfaction. Means for the scales were 3.32, 3.39, 3.29, 3.31.

Based on the results of table respondents have strong perception about all of questions related work itself of job satisfaction.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on work itself. The minimum point was 1 and the maximum was 5.

The questions from 15 to 19 were used to measure mean of the fourth dimension (promotion) of job satisfaction. Means for the scales were 3.27, 3.39, 3.29, 3.34, 3.41.

Based on the results of table respondents have strong perception about all of questions related promotion of job satisfaction.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on promotion. The minimum point was 1 and the maximum was 5.

The questions from 20 to 24 were used to measure mean of the fifth dimension (Work Environment) of job satisfaction. Means for the scales were 3.53, 3.48, 3.46, 3.54, 3.47.

Based on the results of table respondents have strong perception about all of questions related Work Environment of job satisfaction.

Average weighted mean on the 5 point scale was used to measure the perception of respondents on Work Environment. The minimum point was 1 and the maximum was 5.

In the questions of job satisfaction, respondents have strong positive reaction to the statement (The company provides appropriate working conditions.) with mean 3.53 and the statement (Suitable work station are provided for each function)with mean 3.48 and the statement (Company provides adequate equipment to support work) with mean 3.46 and the statement (I feel comfortable with my working conditions) with mean 3.54 and the statement (I feel safe while doing my job) with mean 3.47 .It means all of variables related to work environmental have strong feeling on job satisfaction. Leaders should care about all of factors related to situation and they should try to make situation safe for them.

In the questions of job satisfaction, respondents have strong negative reaction to the statement (I think that this company's pay is reasonable when compared with other companies) with mean 3.19 and the statement (My job provides an appropriate set of fringe benefits.) with mean 3.20 and the statement (I am comfortable with the standard of living my income) with mean 3.18 and the statement (My salary is appropriate to my qualification) with mean 3.12 and the statement (The company pays increased salary for employees in times of financial crisis.) with mean 3.29.

Table 5.3, p. 84, 85 concluded that all of these questions are related to work situation and respondents have strong positive reaction with questions related to variables of situation and leaders should consider that the essence of job should be harmony with the unique potentials of employees. Thai situation is very good situation for work and most of respondents have positive feeling to Thai situation working.

5.2 Hypothesis Testing and results

H1a: There is a significant relationship between Transformational Leadership and Job Satisfaction.

Table 5.4, p. 89 shows the correlation between two variables, which are transformational leadership and job satisfaction. The Pearson correlation between these two variables is 0.56, with the significant value of 0.0001. The significant test is less than 0.01 which can be interpreted that there is significant relationship between transformational leadership and job satisfaction. With a value range of -1 to 1, a correlation coefficient of 0.56 indicates a moderate positive correlation between these two variables.

Table 5.4 Correlation between transformational leadership & job satisfaction

Pearson Correlation Coefficients, N = 300 Prob > |r| under H0: Rho=0	
	MTFLS
MJS	0.56322
	<.0001

H2a: There is a significant relationship between Transparency Leadership and Job satisfaction

Table 5.5, p. 89 indicates the correlation between two variables, which are Transparency Leadership and Job satisfaction. The Pearson correlation between these two variables is 0.43,

with the significant value of 0.0001. The significant test is less than 0.01 which can be interpreted that there is significant relationship between Transparency Leadership and Job satisfaction. With a correlation coefficient of 0.43, it indicates a moderate positive correlation between these two variables.

Table 5.5 Correlation between Transparency Leadership and Job satisfaction

Pearson Correlation Coefficients, N = 300 Prob > |r| under H0: Rho=0	
	MTPLS
MJS	0.43338 <.0001

Table 5.6, p. 90 illustrates the R-value and corresponding strength of association. Pearson's correlation measures the strength of relationship among variables. The correlation coefficient has a range from +1.0 to -1.0. The value +1.0 shows the perfect strong relationship, and the value -1.0 implies the weak linear relationship.

Table 5.6 R-value and corresponding strength of association

Correlation ®	Interpret
1	Perfect strong relationship
0.81-0.99	Very strong relationship
0.61-0.80	Strong relationship
0.41-0.60	Moderate relationship
0.21-0.40	Weak relationship
0.01-0.20	Very weak relationship
0	No relationship
-1	Perfect weak relationship

Source: Franzblau (1958), A Prime of statistics for Non-statisticians, Harcourt, Brace & World, Chap. 7, http://irp.savstate.edu/irp/glossary/correlation.html, 9/10/2012

Table 5.7, p. 90 explained the Correlation between two variables, which are transformational leadership and job satisfaction is 0.56, with the significant is 0.4.

Table 5.7 Summary of Hypothesis results.

Hypothesis	Hypothesis Result	Pearson Correlation	Related Table
H1: To test the relationship between Transformational Leadership and Job Satisfaction	**Reject Ho** 0.0001	**0.56 (Moderate)**	**5.4**
H2: To test the relationship between Transparency Leadership and Job Satisfaction	**Reject Ho** 0.0001	**0.43 (Moderate)**	**5.5**

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CHAPTER 6

SUMMARY OF FINDINGS AND CONCLUSIONS AND RECOMMENDATIONS

This chapter consists of five sections. First section presents the summary of descriptive analysis based on both demographic and screening analysis. Second section contains summary of hypothesis testing. Third section discusses the conclusion and implication of the study. The fourth section proposes some recommendations on relationship between leadership theories and job satisfaction, and the last section declares recommendation for further research.

6.1 Summary of descriptive analysis (demographic & screening part)

The finding results showed that all 300 students who are studying graduate programs from the Assumption University, Hua Mark campus in Bangkok. For graduate students, they are currently working full time in Thai companies of more than 100 employees. Of total 300 respondents, 181 persons or 60.33% were Thai, 82 persons or 27.33% were Chinese, 7 persons or 2.33% were India and the rest 30 persons were from other countries. Of total 300 respondents, 133 persons or 44.33% had work experience less than one year, 153 persons or 51% had work experience 2-3 years, 8 persons or 2.67% had work experience 4-5 years and the rest 6 persons had work experience more than 6 years.

Of total 300 respondents, 160 persons or 53.33% had staff position, 117 persons or 39% had middle management position and the rest 23 persons had supervisor position. They represented that 109 persons or 36.33% percent have 100-300 employees in their companies and 82 people or 27.33 percent have 300-600 employees in their companies and 35 persons or

11.67 percent have 600-900 employees in their companies and 21 persons or 7 percent have 900-1200 employees in their companies and rest 53 persons have more than 1200 persons in their companies.

In the variable evaluation part two, the respondents were asked to rate each statement of three variables including transformational leadership (question 1-20), transparency leadership (question 21-33), job satisfaction (question 34-57) in which 1= strongly disagree... and 5 = strongly agree. The finding results show that mean is more than 3 in all questions which implies high positive response to all variables of the study.

6.2 Summary of Hypothesis testing

The correlation between two variables, of transformational leadership and job satisfaction, is .56, with the significant value of 0.0001. The significant test is less than 0.01 which can be interpreted that there is significant relationship between transformational leadership and job satisfaction. With a value range of -1 to 1, a correlation coefficient of .56, indicates a moderate positive correlation between these two variables.

The correlation between two variables, of Transparency Leadership and Job satisfaction, is 0.43, with the significant value of .0001. The significant test is less than 0.01 which can be interpreted that there is significant relationship between transformational leadership and job satisfaction. With a correlation coefficient of 0.43, it indicates a moderate positive correlation between these two variables.

6.3 Implications and Conclusions

According to studies of Global Leadership Forecast 2011 leaders in Thailand were asked to identify the important leadership factors needed in the next three years and those needed for the next three years. Based on answers of Thai leaders, they identify three important skills in the next three years:

1. Fostering creativity and innovation

2. Executing organizational strategy

3. Driving and managing change

Additionally those Thai organizations increased their leadership development budget in 2011compared to other organizations in the other countries and even Thai companies plan to increase the budget in the coming year.

Based on three important skills in the next three years in Thailand, Thai companies have to identify important factors related to potentials of employees and followers first should to consider about their unique potentials.

Although spirituality concept is an unclear concept in Thailand and people cannot integrate spirituality approach and current life experiences and based on transparency concept leaders should to consider about unique potentials of people because starting of self discovery between employees has a strong relationship with spirituality approach.

Increasing demand for creativity and establish strategy and managing change is a good motivation for self discovery and spirituality.

Findings of this study show respondents have positive reaction about both variables of transformational leadership and transparency leadership because mean is more than 3 in all questions which implies high positive response to all variables of the study.

But the numbers of mean in some questions are higher so it means there is strong positive reaction between the respondents to these questions.

6.3.1 Implications related to transformational leadership

In the questions of transformational leadership, respondents showed strong positive reaction to the statement (My supervisor talks about his/her most important values and beliefs) with mean 3.48 and the statement (My supervisor considers the moral and ethical consequences of

decisions.) with mean 3.45 and the statement (My supervisor specifies the importance of having a strong sense of purpose) with mean 3.44. It means these questions have more means between all of questions related to transformational leadership. In the questions of transformational leadership, respondents have strong negative reaction to the statement (My supervisor goes beyond self-interest for the good of the group.) with mean 3.23 and the statement (My supervisor acts in ways that builds my respect.) with mean 3.31It means these questions have less means between all of questions related to transformational leadership.

The statement (My supervisor talks about his/her most important values and beliefs); it means employees at Thai companies looking for identify the self concept of leaders and they attempt to harmonize their relationship with the self concept of leaders.

In the questions of transformational leadership, respondents have more strong feeling to the statement (My supervisor considers the moral and ethical consequences of decisions.), it means employees at Thai companies looking for actualize morality in decisions of leaders and their activities. In other words, they are looking to integrate spirituality and current life.

In the questions of transformational leadership, respondents have strong positive reaction to the statement (My supervisor specifies the importance of having a strong sense of purpose) . It means employees at Thai companies attempt to get more knowledge from leaders to be more efficient to reach the goal.

All the respondents have strong positive reaction with the self-concept of leaders or employees identify morality and ethics based on self-concept of leaders. Employees have more feeling to purpose of leader. It means people consider about non economic goals more than economic goals. In transformational leadership, the self concepts of leaders are so important for employees that they consider about that.

In the questions of transformational leadership, respondents have strong negative reaction to the statement (My supervisor goes beyond self-interest for the good of the group.) and the statement (My supervisor acts in ways that builds my respect). It shows these questions have least means between all of questions related to transformational leadership.

All the respondents have weak relationship with the concept of self-interest because every subject of this world is identified with the self-concept of people, should to be consider about use of the world of (beyond self interest) and probably most people are confused about this concept. Respondents could not make strong relationship with (beyond self interest).

In other question respondents have weak feeling, based on the idea of researcher the words are not clear for respondents and it should better than change the sentence to more understandable sentence for respondents and other reason is that people interest to have morality in their self concept. They are not interest to have morality based on the emotions of the people they like to have own spirituality and morality.

6.3.2 Implications related to transparency leadership

In the questions of transparency leadership, respondents have strong positive reaction to the statement (I organize the relationship with my supervisor without any past preparation in my behavior and my conversation) with mean 3.30 and the statement (My supervisor identifies my unique potentials) with mean 3.30. So these questions have high means between all of questions related to transparency leadership. In the questions of transparency leadership, respondents have strong negative reaction to the statement (I have little pressure or feeling from my behavioral supervisor or his or her personality) with mean 3.15 and the statement (My supervisor manifests best decision in best time and they put decisions in right positions.) with mean 3.15. Therefore these questions have less means between all of questions related to transparency leadership.

Respondents have strong positive reaction to the statement (I organize the relationship with my supervisor without any past preparation in my behavior and my conversation). It can be interpreted that regarding managers at Thai companies, employees attempt to harmonize their relationship with leaders based on spirituality approach in illumination philosophy.

In other words, people like to have relationship based on present knowledge and people understand that prearranged relationship is not natural and does not mean true relationship. In this regard, leaders should give more consideration to the fact that truest relationship is the natural relationship.

Regarding respondents replies to questions on transparency leadership, respondents have strong positive reaction to the statement (My supervisor identifies my unique potentials). It means for managers at Thai companies, employees like to identify unique potentials of the employees.

In other words, the best way to identify the self-concept of people is to identify the unique potential of people, which is also important to make relationship based on spirituality the best way to motivate employees to identify unique potentials of people.

Conversely respondents expressed strong negative reaction to the statement (I have little pressure or feeling from my behavioral supervisor or his or her personality) and the statement (My supervisor manifests best decision in best time and they put decisions in right positions.), making these questions have less means between all questions related to transparency leadership.Based on the idea of researcher, the question related to little pressure or feeling from supervisor is not a clear question and it should have been more understandable as researcher used terms based on his culture which is different from Thai culture. Researcher should have used specific terms based on Thai culture.

In the statement (my supervisor manifest best decision in right time) employees have weak reaction because based on the idea of researcher Thai leaders consider economic goals more than non economic goals and leaders should consider all the decisions are not on economic goals only so they have to respect the self-concept of employees.

Thailand is described as a nation of high power distance. Power distance is a term used to help us understand the extent of power distance among members of an organization. This high power distance influences the behavior of directors, managers, administrators, civil servants and, in some cases, families. This is often seen within the unusually high level of personal esteem or social deference (referred to as *greng-jai* in Thai) given to members near the top of the hierarchy or those who have senior status. It's easy to see the differences in the height of the '*wai*" (the Thai greeting) which represents the extent of this power distance. People of high status receive a high *'wai'* meaning finger tips to the nose or even higher. People of lower status often receive a lower *'wai*", perhaps finger tips in front of the chest. It's not in greetings alone, Thai language has specific honorifics which indicate social standing for each sex, age, position, title or occupation. This is done to save the face of lower status individuals as one need not ask personal questions of a possibly higher status individual.

Potential leaders must be aware of the above cultural dimensions in Thailand if they plan to successfully implement any effective changes. To ignore the influence of these characteristics is to choose to confuse, offend and ultimately fail. Any leader here, especially a leader of western origin must practice and eventually become fluent in intercultural communication as this is an integral component of international situation in Thailand. There is a clear importance for all involved in this process to understand the importance of sociolinguistic backgrounds of those interacting with all levels of their Thai staff.

Subsequently, the challenge leaders' in Thailand face is framed within a cross-cultural paradigm. International leaders are left to question to what extent they can move towards internationalization of their departments and programs without systematically undermining local cultural norms.

6.3.3 Implications related to job satisfaction

In the questions of job satisfaction, respondents expressed strong positive reaction to the statement (The company provides appropriate working conditions.) with mean 3.53 and the statement (Suitable work station are provided for each function)with mean 3.48 and the statement (Company provides adequate equipment to support work) with mean 3.46 and the statement (I feel comfortable with my working conditions) with mean 3.54 and the statement (I feel safe while doing my job) with mean 3.47. It means all of the variables related to work environment have strong feeling on job satisfaction. Leaders should care about all of the factors related to job satisfaction and they should make an effort to provide work environment conducive for them. In the questions on job satisfaction, respondents reacted strongly and negatively to the statement (I think that this company's pay is reasonable when compared with other companies) with mean 3.19 and the statement (My job provides an appropriate set of fringe benefits.) with mean 3.20 and the statement (I am comfortable with the standard of living my income) with mean 3.18 and the statement (My salary is appropriate to my qualification) with mean 3.12 and the statement (The company pays increased salary for employees in times of financial crisis.) with mean 3.29.

All of these questions are related to work situation and respondents have strong positive reaction with questions related to variables of situation so leaders should consider that the purpose of job should be in harmony with the unique potentials of employees. Thai work environment is acceptable and most respondents expressed positive reaction toward it.

Consequently, Thai leaders should consider about the economic goals of employees and that not all respondents that agree with the economic policy of Thai companies and researcher thinks the reason is that employees are not in the right position because Thai leaders could not identify unique potentials of employees. In other words, people are not right in their position and their salary and benefit do not harmonize with their potentials.

6.4 Recommendation

The study reveals that there is significantly positive relationship between transparency leadership and job satisfaction and transformational leadership and job satisfaction. In order to improve the efficiency of work condition and increase the value of job satisfaction, leaders should consider about morality and spirituality based on transparency concept and transformational leadership. Leaders should consider that employees understand situational variables and spirituality in the context of self manifestation. According to the finding, the factors that affect job satisfaction the most were transformational leadership (Pearson correlation = .54) and transparency leadership (Pearson correlation = 0.38), respectively.

Thai leaders should mainly focus to identify unique potentials based on Thai cultures and the findings of statistical analysis which would be more effective in job satisfaction. The study attempts to discover new concept of leadership that is useful for different cultures and different work situations in both Thai and international companies in Thailand, as the global economic and global culture is integrated into one. Thai Leaders define structure and process based on self-manifestation. When this kind of consciousness generates in work situation, followers' potentials and the best kind of motivation is manifested in this kind of strategy.

Relationships between leaders and followers are based on their self-manifestation. They try to manifest their self-concept in leaders self-concept or they seek to find their self-concept in leaders self-concept and this level of relationships is the highest level and it highly effects organizational efficiency and followers move beyond individual self-interests toward collective mutual interests.

6.5 Further Study

Major limitation of this research is the difficulty to have truly representative samples because population is limited to only those who understand English, as questionnaires were used for only Students who are studying graduate programs in the Assumption University, Hua Mark campus in Bangkok. Further study can be extended to Thai students by designing two kinds of questionnaire in Thai and English languages, and do the survey on firms and companies both Thai and international.

In addition, the researcher studies only few variables. There are many other variables such as Cultural issues that can be studied further to develop this research.

Moreover, further study can be extended to other target population as this paper only focuses on students. Further researches can be done with other occupations such as employees and business owners.

Finally, this research is done in Bangkok, further study can be broadened to other provinces in Thailand or other countries to be able to study leadership styles and job satisfaction among Thai people and compare the factors with other countries especially ASEAN member countries which will be the most important concern for Thai business industries in the near future when Asian Economic Communities (AEC) is implemented in 2015.

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Appendix I

QUESTIONNAIRE

This questionnaire is an instrument that is designed for collecting data of your perceptions on leadership style and work satisfaction. Please answer all questions according to your honest opinion and perception:

Part: Demographic Profile of Respondents

Please mark (X) in the blank as an answer to the questions.

1. What is your gender?

_Male _Female

2. How old are you?

_20-29 yrs. _30-39 yrs. _40-49 yrs.

_49 yrs. and above

3. What is your nationality?

_ Thai _ Chinese _India _ other

4. How many employees are there in your company (all locations)?

_100-300 persons

_300-600 persons

_600-900 persons

_900-1,200 persons

_More than 1,200 persons

5. What is your highest educational attainment?

_Master Degree _Doctoral Degree

6 What is your current position in the company?

_Staff Level _Middle Management _Supervisor

7. How long have you been working in the present company?(years)

_Below 1 yr. _2-3 yrs. 4-5 yrs.

_6-7 yrs. _Above 7 yrs.

PART 2: Leadership Questionnaire

Please select by check (√) one answer of each following statements.

5 Strongly Agree 4 Agree 3 Neutral 2 Disagree 1 Strongly Disagree

Variables	1	2	3	4	5
1. My supervisor instills pride in me for being associated with him/her.					
2. My supervisor goes beyond self-interest for the good of the group.					
3. My supervisor acts in ways that builds my respect.					
4. My supervisor displays a sense of power and confidence.					
5. My supervisor talks about his/her most important values and beliefs.					
6. My supervisor specifies the importance of having a strong sense of purpose.					
7. My supervisor considers the moral and ethical consequences of decisions.					
8. My supervisor emphasizes the importance of having a collective sense of mission.					

9. My supervisor spends time teaching and coaching.					
10. My supervisor considers me as having different needs and abilities from others.					
11. My supervisor helps me to develop my strengths.					
12. My supervisor sees me as having different aspirations from others.					
13. My supervisor talks enthusiastically about what needs to be accomplished.					
14. My supervisor talks about a great vision of the future.					
15. My supervisor expresses confidence that goals will be achieved.					
16. My supervisor talks optimistically about the future.					
17. My supervisor re-examines ways of doing things to see if they are up to standard.					
18. My supervisor gets me to look at problems from many different Angles.					
19. My supervisor seeks differing perspectives when solving problems.					
20. My supervisor suggests new ways of looking at how complete assignments.					

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Variables	1	2	3	4	5
21. In my challenging situation, I and my supervisor make a thorough change in the appearance, or character towards organizational outcome.					
22. Character of my supervisor can help me in my individual and social relationship.					
23. My supervisor creates strong feelings of enthusiasm and eagerness in my personality and this enthusiasm has a spirituality taste					
24. I feel my supervisor understands that truth, and morality exist in relation to culture, society, or historical context, and are not absolute.					
25. My supervisor can make common essence between employees.					
26. I organize the relationship with my supervisor without any past preparation in my behavior and my conversation.					
27. Character of my supervisor can easily perceived or understood environmental and emotional changes.					
28. My supervisor manifests best decision in best time and they put decisions in right positions.					
29. I have little pressure or feeling from my behavioral supervisor or his or her personality					
30. The physical character of my supervisor is different but the essence of character is the same and is beyond time.					
31. The decisions of supervisor have a revolution effect on job performance and organizational objectives.					
32. My supervisor has ability to make Equilibrium in decisions and behaviors.					
33. My supervisor identifies my unique potentials.					

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PART 3: Job Satisfaction Questionnaire

Please select by check (√) one answer of each following statements.

5 Strongly Agree 4 Agree 3 Neutral 2 Disagree 1 Strongly Disagree

Variables	1	2	3	4	5
34.I think that this company's pay is reasonable when compared with other companies.					
35.My job provides an appropriate set of fringe benefits.					
36.I am comfortable with the standard of living my income provides.					
37.My salary is appropriate to my qualification.					
38.The company pays increased salary for employees in times of financial crisis.					
39.My supervisor acknowledges my work that is well done.					
40.I hold an honorable position.					
41.My colleagues always seek my advice.					
42.People respect and accept me when dealing business with them.					
43.I am usually recommended for promotion.					
44.I have a good opportunity for promotion.					
45.My opportunities is based on my ability.					
46.I get fair promotion policy.					
47.I get regular promotion.					
48.The amount of work I expect to do is reasonable.					
49.Much of the work I do is routine and .					
50.Each project / work I do gives me a new experience and learning.					
51.I feel challenged when initiating a new task.					
52.The company normally rotates the employees to work for different departments.					
53.The company provides appropriate working conditions.					
54.Suitable work station are provided for each function.					
55.Company provides adequate equipment to support work.					
56.I feel comfortable with my working conditions.					
57.I feel safe while doing my job.					

Pre-test Results:

Descriptive Analysis Tables:

Gender:

Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	136	45.33	136	45.33
2	164	54.67	300	100.00

Age:

Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	168	56.00	168	56.00
2	109	36.33	277	92.33
3	15	5.00	292	97.33
4	8	2.67	300	100.00

Education:

Education	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	264	88.00	264	88.00
2	36	12.00	300	100.00

Nationality:

Nationality	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	181	60.33	181	60.33
2	82	27.33	263	87.67
3	7	2.33	270	90.00
4	30	10.00	300	100.00

Length of work experience:

Lenghtwork	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	133	44.33	133	44.33
2	153	51.00	286	95.33
3	8	2.67	294	98.00
4	5	1.67	299	99.67
5	1	0.33	300	100.00

Number of employees:

EmployeeNu	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	109	36.33	109	36.33
2	82	27.33	191	63.67
3	36	11.67	226	75.33
4	21	7.00	247	82.33
5	53	17.67	300	100.00

Position:

Position	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	160	53.33	160	53.33
2	117	39.00	277	92.33
3	23	7.67	300	100.00