Abstract

This study was designed to examine the job satisfaction of Thai employees in air-conditioner companies affected by leadership styles. Data were collected from 120 employees in 13 companies' at all levels of staff except the top management. These air- conditioner companies are the sole authorized distributors in Bangkok .

This study employed an analytical survey method. Close-ended questions were used as survey instrument to measure employee perceptions of specific aspect on job satisfaction. The questionnaires were developed from several theories such as leadership styles measurement entitled "The performance-maintenance(PM) theory of leadership and job satisfaction measurement from Hackman & Oldham.
The 5 points Likert scale has been used throughout the questionnaire. The leadership styles were measured comparing the actual and the preferred perceptions. Chi-square and T-test were used to analyse the data gathered. All the differences or gap on actual and preferred factors were used to study its relationship to job satisfaction.

The study revealed that the differences between actual and preferred perceptions of leadership styles were statistically significant. In addition, the respondents perceived higher gap on people-oriented leadership style. All the relationships and correlations between each independent to dependent variables were statistically significant including the intra-relationships among each dependent variables. In the same direction, both people oriented and participative leadership styles have positive correlation with job satisfaction. In addition, the different mean tests show that there are differences on the responses between leadership styles and job satisfaction by different demographic profile of respondents.