

## ABSTRACT

The purpose of this study was to study the relationship between the four major leadership styles, i.e. directive, participative, achievement-oriented and supportive and relate these to the work satisfaction of employees in a selected private and public organization in Bangkok. The study employed a questionnaires, which was administered to 200 employees of Ministry of Interior and 200 employees of Bangkok Bank Limited, and 388 questionnaires were entirely collected back, 188 questionnaires from Ministry of Interior and all 200 from Bangkok Bank Limited. The descriptive statistical tools of Independent-Sample T-Test, Average Weighted Mean, MANOVA and Pearson Correlation Coefficient, were used to analyze the statement of the problems and the hypotheses. The findings showed that there were significant differences in demographic profiles, age and length of service. For the remaining factors, sex, educational attainment and position, there were no significant differences in the respondents' profiles. The findings of the study showed two interesting aspects. One, that higher educational level result in lower overall work satisfaction, especially in terms of recognition and reward. Second, that it was not those who had the longer work experience who were most satisfied, but those who had worked for a period of 5-6 years.

Some recommendations that the researcher can make based on the findings are more participation, and that leaders need to share more information with their employees. The two organizations also need to offer meaningful rewards and better training opportunities to increase their productivity.