

ABSTRACT

The overall objective of this study was to study the relationships and differences of perceived and preferred leadership style, as well as the factors that encourage job performance as well as those related to demographic profiles. The study specifically was conducted to describe, to identify, and to examine perceived and preferred four leadership styles (relation, position, result, and process) and four job performance's factors (competency, role orientation, context, and organization orientation) in the National Defence College of Thailand. In order to understand the relationship of these variables, relevant theories and concepts were reviewed and synthesized to form the theoretical and conceptual frameworks. A questionnaire consisted of 84 questions was designed based on the conceptual framework. The respondents of this study were all commissioned and noncommissioned officers of the National Defence College of Thailand. 148 sets of questionnaires were distributed to the organization based on the sample frame. One hundred and fourteen completed questionnaires were returned, representing 77 percent of total population. The overall results of this study indicated that respondents of this organization showed higher agreement on the actual leadership style than the preferred or ideal leadership style. Otherwise, the adjustment on leadership style, concerning on demographic profiles and factors on job performance, may increase the effectiveness of overall organization performance.