# ABSTRACT

The objectives of "A Case Study on Organizational Culture and Leadership Style of Noble Development Public Company Limited" are firstly, to study the characteristics of organizational culture of Noble Development Public Company Limited, Bangkok, Thailand; secondly, to investigate leadership styles of middle and top level managers of Noble Development Public Company Limited, Bangkok, Thailand; and lastly, to study the relationships between organizational culture and leadership styles of Noble Development Public Company Limited, Bangkok, Thailand.

Four hypotheses on this particular study are the intra-relationship between demographic profiles and organizational culture, the relationships between demographic profiles and leadership style, the significant correlation between organizational culture and leadership style, and differences in the responses of the respondents on organizational culture and leadership style.

One hundred and ten questionnaires are distributed to all levels of employees in the organization. The data from ninety returned questionnaires are concerned with demographic profiles of the respondents, organizational culture, and leadership style. Mean, standard deviation, frequency, percent, Chi-Square Test, Pearson Correlation, ANOVA are exploited to analyze the data obtained. Findings of the study are as followed:

**Organizational culture.** The highest acknowledgement of all respondents on organizational culture is team orientation with mean of 3.96. The second, third and fourth acknowledgement of organizational culture are outcome orientation, innovation

and risk-taking, and support culture respectively. In contrast, role culture is the least perceived organizational culture by the respondents as its qualitative rating is neutral with mean of 3.24.

**Leadership style.** Task-oriented leadership style is highly perceived by the respondents with mean of 3.81. Relationship-oriented style, participative style, and delegating style are perceived as agree rating with mean of 3.80, 3.66, and 3.47 respectively. In contrast, the least perceived leadership style is directing style with mean of 3.28.

**Correlation between organizational culture and leadership style.** Organizational culture has correlation with all variables in leadership style except directing style. While leadership style has correlation with all variables in organizational culture except team orientation. Outcome orientation and relationship-oriented leadership style show the highest correlation of "r" value at 0.606. While team orientation and participative leadership style show the lowest correlation of "r" value at 0.246.

**Differences in the responses of respondents on organizational culture and leadership style.** There are differences in the responses of different levels of employees on organizational culture while there are no differences in the responses of employees on leadership style. Top management has the highest perception on team orientation, innovation and risk-taking and support culture, whereas officers have the highest perception on role culture.

The research results show that the characteristics of organizational culture are emphasized on team orientation, outcome orientation, innovation and risk-taking, and support culture and leadership style are emphasized on task-oriented style,

relationship-oriented style, participative style, and delegating style. The results

indicate that organizational culture and leadership styles are positively correlated.