



A STUDY OF LEADERSHIP STYLES AND EMPLOYEES'
WORK VALUES: A CASE STUDY OF SIAM VIDEO
PRODUCTION COMPANY LIMITED

By

PAWEENA SINGBOORANA

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Organization Management

Graduate School of Business
Assumption University
Bangkok Thailand

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ABSTRACT

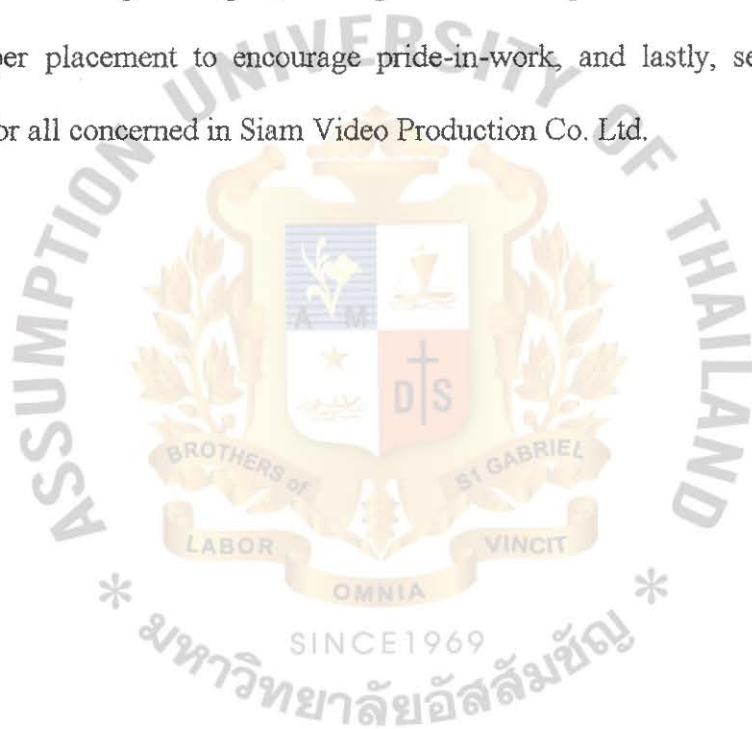
The objective of this study was to serve as a guideline for management in implementation of leadership style and employees' work values in Siam Video Production Co., Ltd. The thesis examined the relationship between leadership style and employees' work values.

The three groups of respondents in the study were groups of managers and supervisors, officers and entry levels staff of the Siam Video Production Co., Ltd. The number of respondents was 120 persons. In all, after the data collection, 118 of the respondents returned the questionnaires representing 98.3 % of total population. In this study, the conceptual framework consisted of independent variables which were demographic profile and four leadership styles, and the work values of employees comprised the dependent variable. Parametric and non-parametric statistics such as Spearman, Pearson's Correlation, and ANOVA were used to test the hypotheses set up for the study.

Results from the study showed that out of the four styles, the Task-Oriented Leadership Style and the Creative Leadership Style were the two top leadership styles rated by the respondents. Achievement –Oriented Leadership Style was significantly correlated to Age, and Monthly Income. For the Work Values, the result of the study showed that Pride- in- Work obtained the highest rating while perception on Attitude toward Earnings, got the lowest rating. Age was significantly correlated to Attitude toward Earning, and Pride –in –Work. Attitude toward Earning was significantly different by Age and Monthly Income. Three leadership styles had positive correlations with Pride-in-Work; which were 1) Task – Oriented leadership style as

employees perceived that their bosses insisted on high performance 2) Achievement leadership style as employees perceived that their boss emphasized excellent outcome and 3) the creative leadership style as employees perceived that their boss loved the challenge of staff learning new things. This study showed that respondents from Siam Video Production Co., Ltd. placed high values and were concerned on all leadership styles, except Human-Oriented Style, in relation to Pride-in-Work .

Some of the recommendations of the study included the company training programs for all personnel, including managers, management development to survey goal improvement, proper placement to encourage pride-in-work, and lastly, setting up challenging goals for all concerned in Siam Video Production Co. Ltd.



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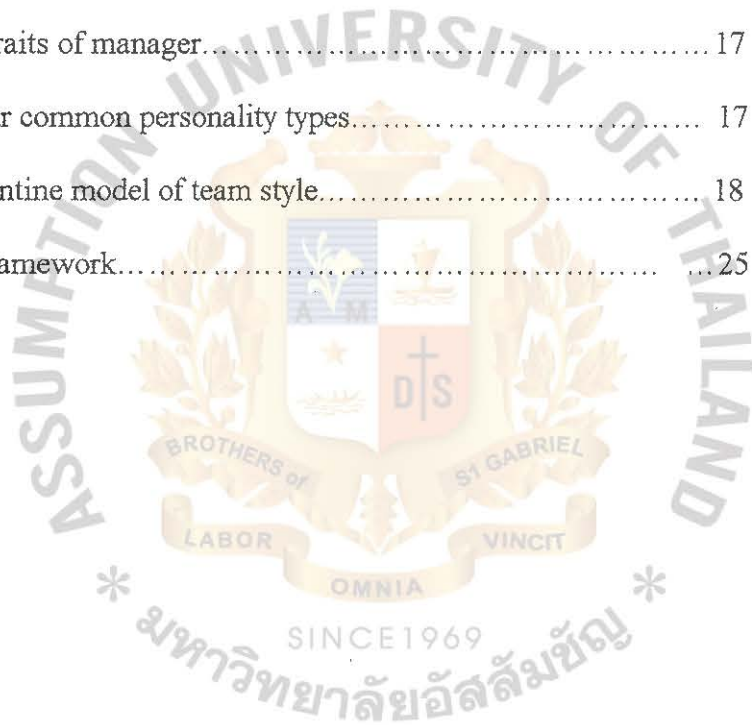
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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

For more than 50 years television has existed in Thailand, albeit the television business has been changed rapidly. The first channel was channel 4 which was run by the Thai Television Co., Ltd., before the Mass Communication Organization of Thailand (MCOT) was founded in 1950

Nowadays there are 6 free TV stations and a subscription TV station
Thailand has a total of 7 TV stations as follows;

1. Channel 3: operated by Bangkok Entertainment Co., Ltd.
2. Channel 5: operated by Royal Thai Army Broadcasting Department
3. Channel 7: operated by Bangkok Television Co., Ltd.
4. Channel 9: operated by MCOT
5. Channel 11: operated by Public Relations Department
6. ITV: operated by Siam Infotainment Co., Ltd.
7. UBC (Subscription TV): operated by United Broadcasting Cable TV Co., Ltd.

The TV businesses in Thailand have changed in many ways mainly due to high business competition.

Organizations in the entertainment field had to improve their competitive advantage in order to survive. One of the serious problems was that the turnover rate was high, leading to conflict and bad attitude of the employees. How could the company solve these problems? How could they contribute to the positive attitude to the staff?

All these factors affected entrepreneurial behavior. These was one part of the entrepreneur's responsibility's which concerned what Beckhard noted that "Organizations today are in a transition state, which is the period of time and the conditions that exist between identifying a need and achieving a desired future state" (Beckhard and Harris, 1977).

This study surveyed leadership styles and employees' work values among employees in Siam Video Production Co., Ltd. The company background is as follows:

The Siam Video Production Co., Ltd. is a Television Production House. It was established by the Bunyoprakarn Family. The company has successfully generated revenue over the past years. For 8 years the company had several subsidiaries and the number of employees were 120 persons approximately. The company is located in Bangkok, Thailand. The company supplies broadcasting equipment as the rental service, such as the OB Van (Outside Broadcasting Van), Video camera, lighting and editing rooms (including crews) and also other equipments for TV program shooting. This is the business domain of Siam Group. Beside as the service provider, they also own many TV Programs on TV stations; channel 5, channel 7, channel 9 and ITV.

The key successes of this kind of business are:

1. Human Resource: especially the good technical / specialists
2. Hi-Technological Equipment

3. Services provided.

At this moment, the major problem of Siam Video Production Co., Ltd. was high turnover rate of human resources. Some leave for setting up their own business and also acted as the competitor of Siam by sharing the same market / account. Moreover the Siam's customers moved to be their customer. Why? Because one criteria of customer decision was who would be in charge of jobs. Beside this inside problem in the organization, the outside problems such as high competition in the marketplace also was the one topic made the management concerned. The management also acknowledged that the industry needed to transition toward a humanistic management style, which emphasizes leadership and coaching skills to encourage teamwork and empower employees to work efficiently.

1.2 Statement of the Problem:

The study posed the following research questions:

- 1 What are the perceptions of respondents on leadership style in terms of task-oriented style, human-oriented style, achievement-oriented style and the creative style?
- 2 What are the perceptions of respondents on work values in terms of social status, activity preference, upward striving, attitude toward earning, pride in work and job involvement?
- 3 What is the relationship between the perceived leadership style and the employees' work values in Siam Video Production Co., Ltd.?

1.3 Research Objectives

The objectives of this thesis are

- 1) To determine the respondents' perception of leadership style
- 2) To determine the respondents' perception of work values
- 3) To examine the relationship of work values with leadership style as well as demographic features of the respondents.

1.4 Scope of Research

The company involved in this study is Siam Video Production Co., Ltd. and its subsidiaries. The target population approximately is 120 employees of the above-mentioned company.

1.5 Limitations of the Research

Limitation of this study was the sample frame for the study. Due to constraints of time and other resources, this study focused only on Siam Video Production Co., Ltd.; which is one holding company in the entertainment business in Bangkok, Thailand. The interpretation of the study would mainly serve as a guide to identify relatedness of leadership styles and employees work values for a particular business unit.

1.6 Significance of the Research

This study of leadership styles and work values was designed to contribute to the literature on leader and human behavior, to help practitioners better understand the climate within Siam's organization, and to provide a tool that can help or improve quality during this period of company self-evaluation.

The benefits and expectation of this research are as follows:

1.6.1 To determine key attributes of leadership style in leading the group of employees in Siam Video Production Co., Ltd.

1.6.2 To assist management in identifying the areas where there would be the opportunity for further training and development related to leadership development and awareness of the demanding trend of leadership style of managers in the Siam Video Co., Ltd.

1.7 Definition of Terms

Achievement-oriented style. A leadership style that sets challenging goals, expects the highest levels of performance, emphasizes continuous improvement in performance and displays confidence in meeting high standards.

Activity preference. A preference by the worker to keep himself or herself active and busy on the job.

Attitude toward earning. The value an individual places in making money on the job.

Creative style. A leadership style where the leader emphasizes on insight innovation and envision change.

Human relationship style. A leadership style that emphasizes on leader's awareness of and sensitivity to subordinates' interest, feelings and ideas

Job involvement. The degree to which a worker takes an active interest in co-workers and company functions, and desires to contribute to job-related decisions.

Leaders. The one who successfully marshals his human collaborator to achieve particular ends

Leadership. The process of inspiring and empowering others to voluntarily commit themselves to achieving the leader's vision.

Pride in work. The satisfaction and enjoyment a person feels from doing the job well.

Social status of job. The effect of the job alone has on a person's standing among friends, relatives, and co-worker in his or her own eyes, and the eyes of others.

Task-oriented style. A leadership style where the leader always shows the high concentration on planning and scheduling the work, coordinating subordinate activities, and providing necessary supplies, equipment and technical assistance

Upward striving. The desire to seek continually a higher level job and a better standard of living.

Work values. Attitudes towards work in general , rather than feelings about the specific job.

CHAPTER 2

REVIEW OF LITERATURE

This chapter reviews useful information from various sources of materials such as books, articles, or websites in order to indicate core concept of the study. It is divided into three parts: the first one was leadership, the second was the work values and the last one was the relationship between the leadership styles and the employees work values. The literature discusses these one by one, starting at the leadership style. It would compose of two parts; the first part was the definition of leadership styles and the second part was the leadership involvement.

2.1 Definition of Leadership Styles

Many authors have identified the definition for leadership as follow:

- (1) Leadership is the process whereby one individual influences other group members toward the attainment of group or organization goals (Yukl, 1989).
- (2) "Leadership is the involves a social influence process in which a person steers members of the group towards a goal" (Bryman,1986).
- (3) "Leadership is a relatively sustained of influence by one individual, the leader, over others, the subordinates" (Willner,1984).

(4) “Leadership is an influence relationship among leaders and subordinates who intend real changes that reflect their mutual purposes”, Rost (1993).

Leader, leadership, and leadership style are often used interchangeably and differences are obscured. Leadership style typically refers to personal characteristics or traits which are consistent across situations such as: an attitude of optimism or pessimism, assertiveness or passiveness, cautiousness or boldness, rigidity or flexibility. Bass, Farrow, Valenzi, and Solomon (1975) identified five types of management styles: direction, negotiation, consultation, participation, and delegation. Leadership as achieving group or organization goals. In the 1980s, this notion of leadership was popular (Rost, 1993). Hersey and Blanchard (1988) define leadership as “ the process of influencing the activities of an individual or a group in efforts towards goal achievement in a given situation”. Hart (1980) also defines that “leadership is a process of influencing one or more people in a positive way so that the tasks determined by the goals and objectives of an organization are accomplished”. Leadership involves “the process of influence between a leader and subordinates to attain group, organizational or societal goals” (Hollander, 1985).

And in this thesis the definition of leader is "the person who is the direct supervisor of the respondent and it means who are the leader of each department i.e. production manager in the studio, creative group head, marketing manager, finance, account, business relation manager, human resources etc".(more details will be shown in chapter 3).

2.2 Leadership Evolution

Toffler developed the three-waves model of technology. Wave one was agriculture, wave two was industry and wave three was information.

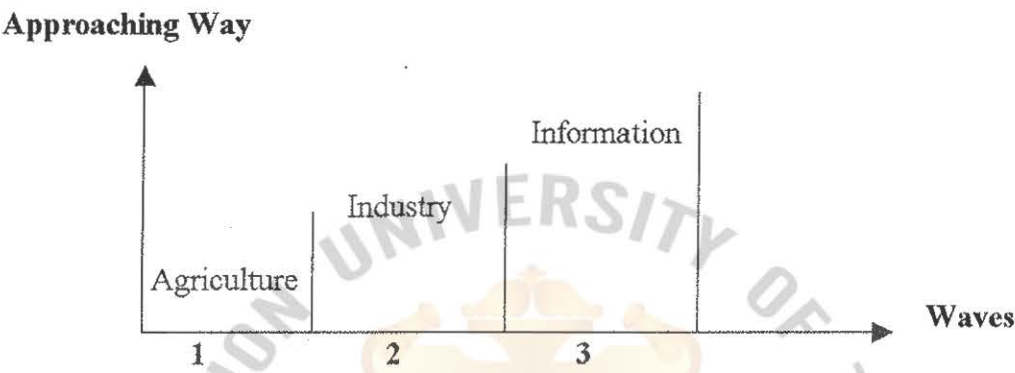


Figure 2.2.1: Three Waves Model of Technology. Adapted from A Brain Literacy Approach to Leadership, Management Development.

Leadership style has been classified in different approaches in the general books and researches. We can link the relationship between each wave and the leadership and management approaches as follow:

Waves	Themes of perspectives & Paradigms
Wave 1: Descriptive Orientation	<ul style="list-style-type: none">• Leaders are known for their traits & qualities.• Leaders are known for their styles.
Wave 2: Role Status & Functional Task Orientation	<ul style="list-style-type: none">• Leaders are known for their roles and concerns.• Leaders are known for their

Waves	Themes of perspectives & Paradigms
	function and task.
Wave 3: Value Development, Information Orientation	<ul style="list-style-type: none">• Leaders are known for their Values consciousness and development.• Leaders are known for their values disposition, whole brain functioning & performance.

Table 2.2.1: Leadership approach transition

In the past, trait approach was the early approach. Then the second wave we have the behavior approach and the third wave we have the situational approach and today, we emphasize on the innovation and creativity. The details of each one are as follows:

2.2.1 Wave one as trait approach. This approach identified leadership as personality. This is the oldest approach to the study of leadership. Trait research focuses on three broad categories: 1) Physical factors such as height, weight, age and physique 2) Ability attributes such as intelligence and knowledge, and 3) Personality features such as dominance and emotional control (Bryman, 1986). But unfortunately, leadership research has not been able to identify the specific set of traits needed for effective leadership. Results of these trait studies show that effective leadership consistently relates to high self-confidence, energy, initiative, emotional maturity, stress tolerance, and belief in internal locus of control (Yukl, 1989).

Currently, trait research is especially active in two areas. First, recent studies indicate that managerial motivation and skills (interpersonal, cognitive, and technical)

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look promising as predictors of effective leadership (Yukl, 1989). Second, at least two of the current situational approaches to leadership (LPC contingency and cognitive resource theories, discussed in a following section) focus on the link between leadership traits and performance.

Since the personality, trait approach still not so broad then Stogdill (1974) decided that an attempt should be made to study the behaviors rather than the traits of leader.

2.2.2 Wave two as behavior approach. The Behavior approach was to determine what behaviors are associated with effective leadership.

This major development was the observation of actual leader behavior. Behavioral approach stated that the most important aspect of leadership is not the traits of the leader but what the leader does in various situations. Successful leaders are distinguished from unsuccessful leaders by their particular style of leadership.

A variety of outcomes may be used to define leadership effectiveness, including the attainment of goals, group performance, individual performance, and attitude of followers. The three main areas of the behavioral approach include the Ohio State leadership scales, the University of Michigan behavior studies. Result of both study found three distinct components that identify manager effectiveness: task-oriented behavior, relationship-oriented behavior, and participating leadership (Yukl, 1989). Task oriented behavior and relationship-oriented behavior are similar to initiating structure and consideration.

Although the trait and leader-behavior approaches are useful, still show only the personality and the behavior at specific period of time that still not widely varying in different situation. Therefore, many leadership theorists Fiedler (1967), House and

Mitchell (1974), Blanchard (1988), no longer search for the more suited approach as the contingency or situational approach.

2.2.3 Wave three as situational approach. Several models in the Situational approach identify the key situational variables and it has proven to be more successful than others. And it has gained wider recognition (Saal and Knight, 1988).

Path-Goal Theory: one of the most respected approaches in the Contingency or Situational approach has been developed by House (1968, 1971, 1996). The author stated that "it is the leader's job to assist his or her followers in attaining their goals and to provide the necessary directions and/or support to ensure that their goals are compatible with the overall objectives of the group or organization" (cited in Stephen, 1991).

Path-Goal was identified as a situational approach because different situations calls for different leadership style as shown in figure 2.2.3

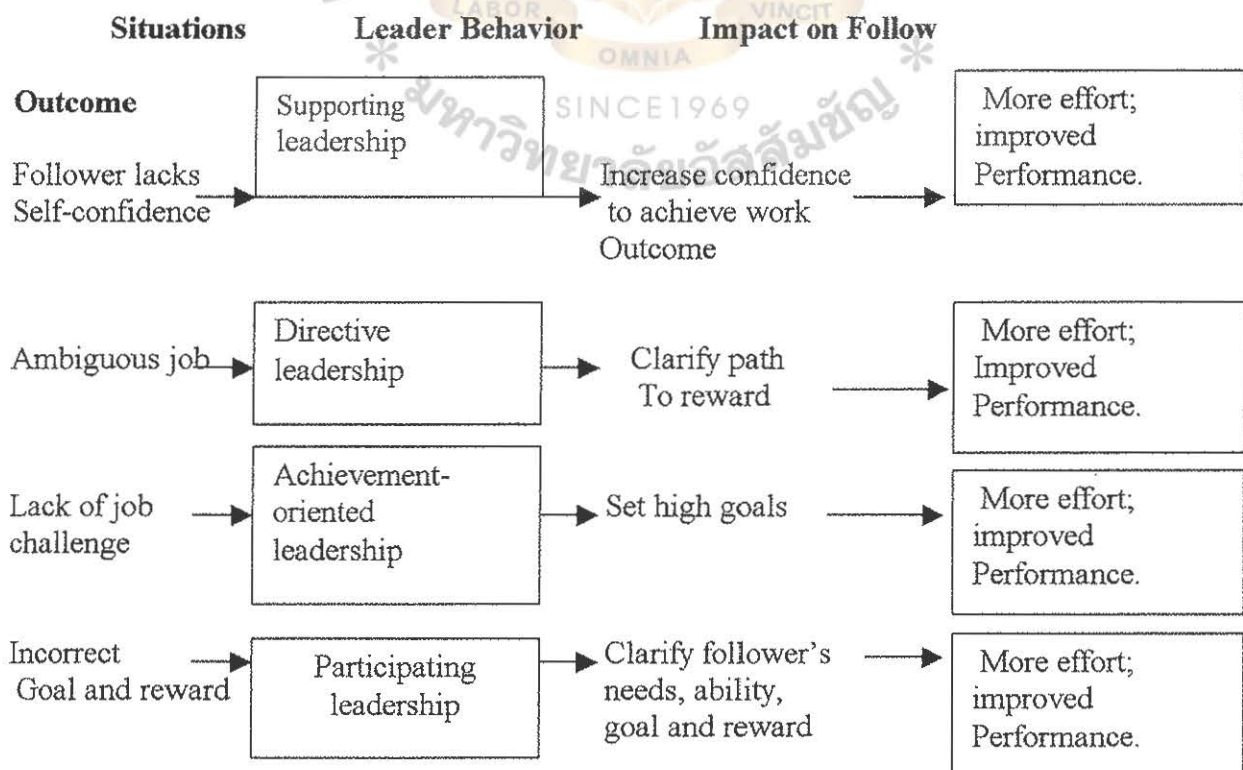


Figure 2.2.3: Path- Goal Theory: leadership style

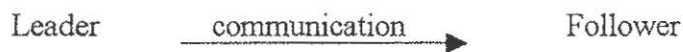
In a situation lacking of job challenge, Achievement-Oriented style challenging the goals and performance to lead more efforts and improve job performance. Path-Goal theory is an excellent example of the need to diagnose a situation before attempting a leadership intervention. The four behaviors are defined as:

- 1) Supporting leadership: Giving consideration to the needs of subordinates, and creating a friendly climate in the work unit.
- 2) Directing leadership: Letting subordinates know what they are expected to do, giving specific guidance, asking subordinates to follow rules and procedures, scheduling and coordinating the work.
- 3) Participating leadership: Consulting with subordinates and taking their opinion and suggestions into account.
- 4) Achievement-oriented leadership: Setting challenging goals, seeking performance improvements, emphasizing excellence and performance, and showing confidence that subordinates will attain high standards. It is behavior directed towards encouraging performance excellence;

The essence of this theory is that it's the leader's job to assist followers in attaining their goals and to provide the necessary direction and /or support to ensure that their goals are compatible with overall objectives of the group or organization.

Hersey and Blanchard's theory: This theory identifies the task behavior and relationship behavior in attempting to clarify the four styles of a leader (Fiedler 1967).

Task Behavior is the leader engages in spelling out the duties and responsibilities of an individual or group. Telling people what to do. It is characterized by one-way communication from the leader to the follower. Leader is not so much concerned with people feelings, but how to help them achieve the goals.



Relationship Behavior is the leader engages in listening, encouraging, facilitating and also supporting. It is characterized by two-way or multi-way communication. They basically know how to do the assignment but need some encouragement to get them over the hump.



Readiness in Situational Leadership is defined as the extent to which a follower demonstrates the ability and willingness to accomplish a specific task.

Hersey and Blanchard go a step further by considering each as either high or low and then combining them into four specific leadership styles: telling, selling, participating and delegating. They are described as follows:

- Telling (high task-low relationship). The leader defines roles and tells people what, how, when and where to do various tasks. It emphasizes directive behavior.
- Selling (high task-high relationship). The leader provides supportive behavior.

- Participating (low task-high relationship). The leader and follower share in decision making, with the main role of the leader being facilitating and communicating.
- Delegating (low task-low relationship). The leaders provide little direction and support.

According to Situational Leadership, “there is no one best way to influence people”. Individuals or group depends on the readiness level of the people the leader is attempting to influence.

Fiedler's Contingency Model. He identified two basic leadership styles: task-oriented and relationship-oriented. He also assumes that either a relationship or a task orientation will be more effective, depending on the “favorableness” of the situation. Favorableness in this sense refers to three variables:

1. Leader-member relations: how to leader and followers related to one another. If they like trust and have confidence in one another, the situation is more favorable.
2. Task structure: the extent to which the group's task is well defined. From the leader's vantage point, the situation is more favorable with high task structure (routine, easily understood, and unambiguous tasks with standard procedures).
When task structure is low, the group will need more guidance.
3. Position power: the authority and control over resources associated with the person's position within the organization. The higher the leader's position power (the greater his or her authority and control), the more favorable the situation.

The first theory, trait approach, dealt with the attributes of great leader (Bernard, 1926). Leadership was explained as the internal qualities with which a

person is born. And the second phrase theory, behavioral approach, looked at leader behaviors in term of what behavior are associated with effective leadership, in an attempt to determine what successful leaders do, not how they look others as stated by (Halpin and Winer, 1957; Hemphill and Coons, 1957). Then the third approach, situational approach, is the answer to the question about the best way to lead. It dealt with the interaction between the leader's traits, the leader's behaviors, and the situation in which the leaders exist are stated as the complex leadership theory of Fiedler (1967) House and Michell (1974).

Nowadays, we still need all approaches to cope and manage the organization. But it depends upon the type of business and its business domain. In the police and military still need the trait approach. And the organization always face the dilemma as the kindness and keep well relation in the work place and how to achieve the company's goal as the profit and so on. Behavior approach will clarify all about the task and the human relation. In the situation of problem solving all the times, they really need the situational approach. Especially at this moment high competition in the business has occurred cause the leader have to be the flexible and adaptable. That's why the creativities and innovation are the popular word today. As Masatoshi Naito, Matsushita Corporation said: Everything is in a state of change: nothing endures. We do not seek permanence. Especially the way how to deal and cope with people.

(www.thinksmart.com, Colorado, USA). So in this thesis, the literature mentions three approaches, i.e., which are the behavior approach, the situational approach and the new approach as the creative leadership.

Gretz, Karl F., and Drozdeck, Steven R.'s Theory: There is one theory focus on the creative leader personality. Gretz, and Drodeck, Steven R.(1982) discussed personality traits and manager effectiveness by emphasizing a simplified system of

evaluating and categorizing behavior. After consolidating different behavior into a profiling system, there were 2 basic personality types and 2 modifying characteristics. The two basic personality types were Leader and Follower, and two modifying characteristics were Hostile and Friendly.

Decisive, forceful,
Independent

Hostile

Self-oriented, insensitive,
uncooperative

Indecisive, passive,
dependent

Leader

Follower

friendly

other-oriented,
sensitive, cooperative

Figure 2.2.4 Personality traits of a manager

Each personality showed a combination of traits demonstrated on a simple grid. The merging of the 2 grids of basic personality types and modifying characteristics, provided an easy-to-use psychological profiling system. Led to the four common personality types: Dictator, Bureaucrat, Socialite, and Executive.

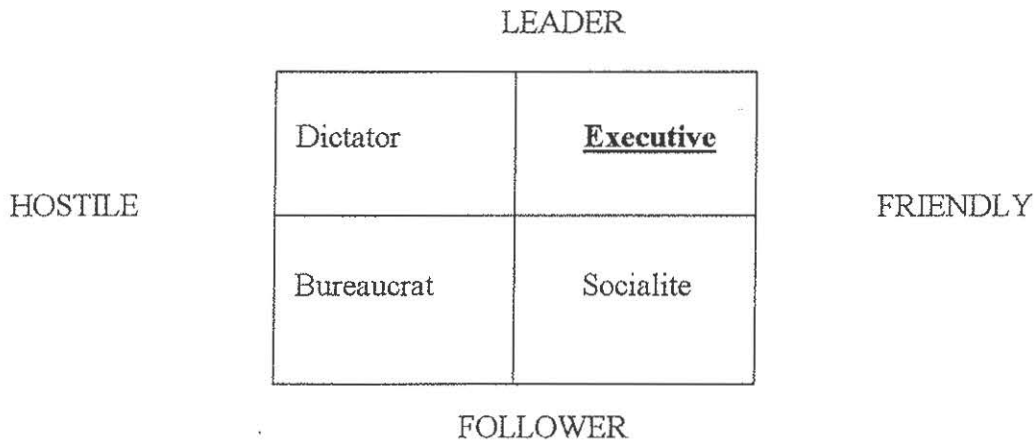


Figure 2.2.5 Leaders' four common personality types

The executive was the ideal manager of creative people, the most effective manager. He was an independent thinker and respectful of other's feeling and opinions. He was considered as a natural leader who was social, polite, and friendly, but not insincerely so. When necessary, he was able to set limits on himself. His warmth and friendliness enabled him to work well with innovative individuals without suppressing their creativity. At the same time, his self-confidence enabled him to explore and support ideas that might be radically different from his own. Moreover, his assertiveness helped him to establish goals and set limits with his staff to maximize productivity.

Humphrey, Watts S.'s Theory: referred to Farris, George and Andrews and Frank's studies regarding leadership style. They found that the way managers deal with their employees affected the quality of their work. And he conclude that for managers who were more competent and their people less so, a top- down instruction was important. Whose managers' technical skills were limited and their people were highly capable, managers should focus on goals and objective from the bottom – up.

Humphrey also mentioned Larry Constantine's model of Team Styles.

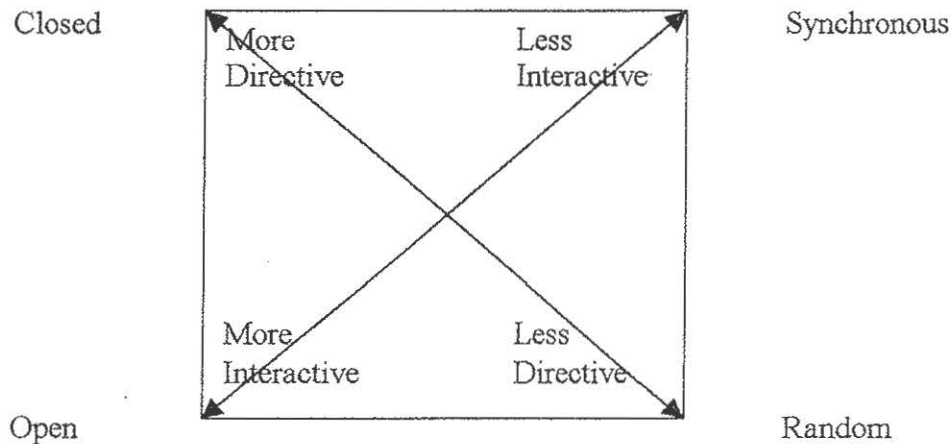


Figure 2.2.6 Larry Constantine's model of Team Styles.

Referring to the model figure 2.2.6, there are 4 team styles: 1) the closed group, 2) the random group, 3) the synchronous group, and 4) the open group, and each group requires different leadership style. As shown in the figure, each style is at each corner while the areas within the square indicate combination behavior appropriate under different situations. In conclusions, managers should use whichever style that was most suitable to the situation at hand, or "situational leadership" (especially the leader of the live TV program which is broadcasting.)

Carr, Clay's Theory: indicated that an organization demands the qualify manager and leader as follow:

"A manager achieves goals by controlling the behavior of workers to achieve them, a leader creates a mission and then align the effort of the organization behind this mission."

West, Alan's Theory: stated that leadership was a key factor in organizational achievement. A certain type of leadership is required in order to promote innovation

in the organization. 1) openness, 2) encouraging free exchange of information, 3) creating a supporting organization climate, 4) promoting employees' involvement, 5) being a good communicator and good planner. This can be summarized as a democratic management styles.

Levey's Theory: observed in the popular management literature a prominent goal to "change" organizational cultures. She questioned whether this is what Warren Bennis (1972) meant in stating that the best a leader can do is understand the conditions creating a climate of growth and do his or her best to irrigate.

From the above review, we can conclude that all 3 waves need all approaches to cope. Because leadership in the future will not only need to be able to cope with the emotional impact of a step-by-step change but also to help people in the organization rapidly reach a new, more effective performance and way of working. Previous success will be no guarantee of future success. Certainty has given way to uncertainty. So in this thesis will used four styles to measure leadership style the detail of each one would discuss later in chapter 3

2.3 Definition of Work Values

The definition of work Values is quite abstract. It has some definitions which were defined by some researchers as follows:

Wollack et al. (1971) suggested that Work values is the one attitude toward work in general, rather than feelings about the specific job

Katz and Kahn (1978) suggested that work values is a relationship between a person's value set and his/her behavior.

Rockeach, (1973) suggested that Values are the most important shared dimension of culture Studies of work values. He also noted that the people in the workplace are influenced by sociological, economic, and historical factors (Pine and Innis, 1987). The influences on work values have specifically included ethnicity, subcultures, sex roles, historical cohorts, socioeconomic status, society, and economic conditions (Fine-Davis, 1983; Wrenn, 1964).

2.4 Theories and Studies Related to Work Values

There are some research studies about work values. The dimension and scales of each research depend upon the each researcher.

Research on Thai Cultural and Work Values. It was undertaken by Komin in 1978 and 1990. she found that In a forced-choice statement between “maintenance of good and friendly relations” (person-orientation) as opposed to “seriousness and conscientiousness” (task-orientation) in work, 69.8 per cent of the urban Thai and 57.6 per cent of the rural Thai perceived maintenance of good relationships as more important than conscientiousness in work. This supports the view that serious work is not as highly valued in Thailand as interpersonal relations. She found that the achievement value of being ambitious and hardworking to attain one’s goals, has been consistently ranked as the least important value (the 23rd) in relation to the rest. For the majority of Thais, hard work as an achievement value ranked much lower than many of the social relationship values. So, participative management style and organization climates in which employees were rewarded for their creativity.

The Survey of Work Values 1976 (Wollack et al.). This survey defined work values into six scales as follow:

1. Social Status : is the effect the job alone has on a person's standing among friends, relatives, and co-workers, in his or her own eyes, and/or the eyes of others.
2. Activity preference: is preference by the worker to keep himself or herself active and busy on the job.
3. Upward striving: is the desire to seek continually a higher level job and a better standard of living.
4. Earnings: is the value an individual places in making money on the job.
5. Pride: is the satisfaction and enjoyment a person feels from doing the job well.
6. Job involvement: is the degree to which a worker takes an active interest in co-workers and company functions, and desires to contribute to job-related decisions.

Bass (1981): stated that the most important values found among leaders generally are task orientation, and a need for self-actualization and autonomy. Their performance is associated with pragmatism, risk preferences, and valuations of short-term maximization or long-term gain. He found that strong motivators are pay, identification with the organization, and commitment to its goals. Satisfaction with the leader role is associated with earnings, status, power and control, and role clarity. The higher one's status in an organization, the greater one's job satisfaction generally.

2.5 Relationship between leadership styles and the work values

Why is it important to know an employees work values or individual attitude? Although they don't have a direct impact on behavior, these can provide insight into his or her attitudes. For example; the work values differ, leader can use the Work Values survey to assess potential employees and determine if their work values align with the dominant values of the organization. An employee's performance and satisfaction are likely to be higher if his or her work values fit well with the organization. For instance, the person who places high importance on imagination, independence, and freedom is likely to be poorly matched with an organization that seek conformity from its employees. Leaders are more likely to appreciate, evaluate positively, and allocate rewards to employees who "fit in" and employees are more likely to be satisfied if they perceive that they do fit.

The leaders should be interested in their employee's attitudes because attitudes give warnings of potential problems and because they influence behavior. Satisfied and committed employees, for instance, have lower rates of turnover and absences down-especially among their more productive employees-they will want to do those things that will generate positive job attitudes.

Many contemporary organizations face questionable futures in relation to the current socio-economic environment, especially in Thailand, and must draw on the work done on excellent performance and work values in order to prepare for the future. We need to know more about Thai organizational factors, as well as the personal and professional proclivities, needs, and interests, that determine Thai managers' participation in, and ultimately their success and satisfaction with the corporate world. There is a need for this thesis to examine, not only the values,

abilities, and goals, but the extent to which these are associated with increased productivity. It is the aim of the researcher to contribute to this goal and hence this research study is undertaken.

Current trends of leadership styles in the workplace, such as participative management styles, teamwork, and workforce diversity, may elevate the importance of procedural justice in organizations because of its linkage with trust (Konovsky & Pugh, 1994; Korsgaard et al., 1995). To the extent that procedural justice builds trust in social exchange relationships, trust becomes an important consideration in connection with social power bases as well. Future research should examine relationships among social power bases, procedural justice, and trust, as well as their impact on work attitudes and behavior.

Chapter summary

The search of the literature on leadership styles and the employees' work values indicates that these concepts have not been linear developments, but have been meaningful in most investigations related to the human aspect of organizations. It is important to note that "new" concepts which have been popular during the last decade are newly presented, not newly formulated. One noteworthy finding from the literature is that many different approaches have been taken to explore the concept of leadership styles and the work values. The important result is that, although in practice these variables have trailed the technical aspects of management over the years, they have been formulated and articulated in a variety of ways that have gained them recognition by a world audience. This has helped maintain an interest that ensures their continued visibility. Many contemporary organizations and institutions face questionable futures in relation to the current socio-economic-political

indicators, and managers must draw from the work that has been done on work values and leadership style in order to prepare for the future. It was in the spirit of contributing toward this goal that the subject research was undertaken.



CHAPTER 3

THEORETICAL AND CONCEPTUAL FRAMEWORK

In this chapter, the leadership styles are defined according to the theories of several authors of leadership theory as identified in the previous chapter.

No one leadership style is better than the others. It also depends on different situations and organization. And it is up to the leader to determine the leadership style which is suitable for reaching job satisfaction and enhancing the subordinate's productivity. And we will try to show different styles for leading people. No one particular style is better than the others. It also depends on different situations and different time and different business type. Some people said the advertising man or the people in entertainment are the special type, some times they were perceived as abnormal types! . How the organization can manage them to work at their highest level of productivity. How maximize outcomes? . What is the style of person who can get along with them or lead them. And from the global competition, the company has to know what are the perception and the attitudes of employees lead to the business plan setting.

3.1 Conceptual Framework

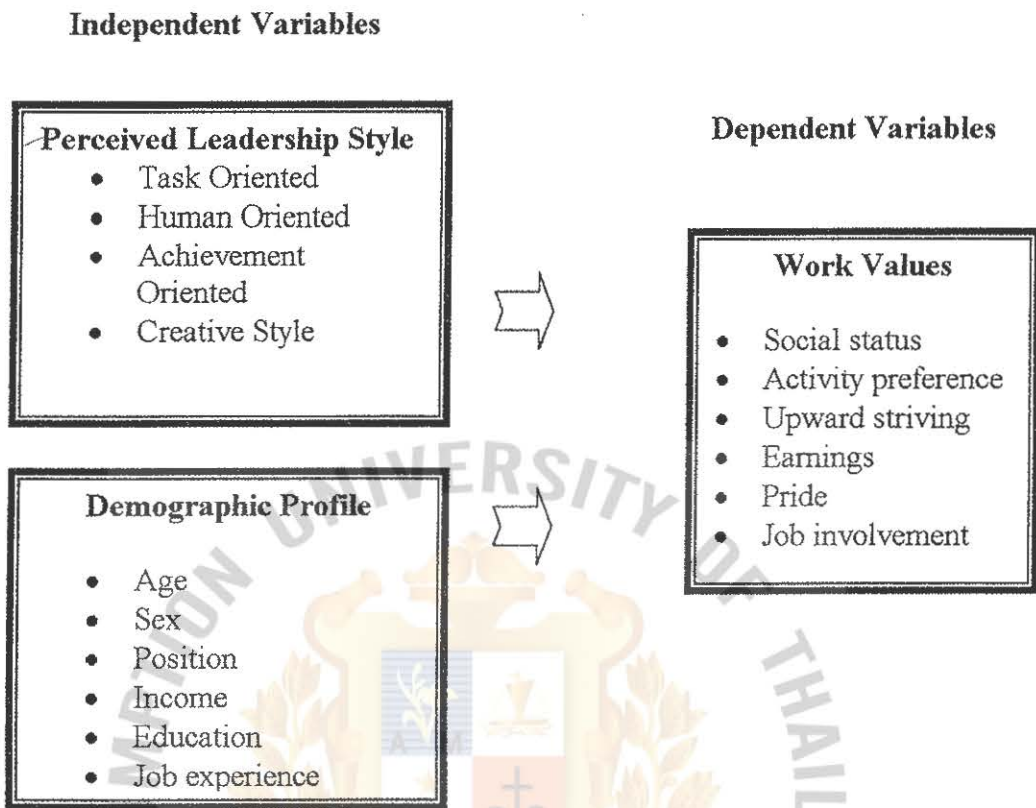


Figure 3.1: Conceptual Framework

In the conceptual framework, there are two groups of variables. The independent variables are the demographic profile as age, sex, position, income, education, and job experience. And another independent variable is the Leadership Style factors that specifies the three leadership approaches, i.e., the Behavior approach, Situational approach and Creative approach. Here, the leadership style is clarified to be the Task-oriented style, Human-oriented, Achievement Oriented style, and Creative style. Each style contained its sub-variables (factors). The dependent variable for this study was employee work values.

Task- oriented style

Ohio state research (Yukl, 1989; Hersey, Blanchard and Johnson,1996; Fiedler, 1967; Bass,1981) stated that leadership style is classified as initiating structure in that a leader clearly states what the tasks of the leader and the subordinates are in order to accomplish the unit's formal goal. In this style, the leader defines and structures his or her own role and the roles of subordinates toward attainment of the group's formal goals. Some examples include; criticizing poor work, emphasizing the importance of meeting deadlines, assigning subordinates to tasks, maintaining definite standards of performance, asking subordinates to follow standard procedure, offering new approaches to problems, coordinating the activities of subordinate and seeing that subordinates are working up to capacity.

It is worthwhile to note that the effective manager does not spend his time and effort doing the same kind of work as his subordinates. Instead, the more effective managers concentrated on task-oriented functions such as planning and scheduling the work, coordinating subordinate activities, and providing necessary supplies, equipment, and technical assistance.

Moreover, effective manager guides subordinates in setting performance goals that were high but realistic. The task-oriented style found to be important as in the Michigan studies appear similar to initiating structure as defined by the Ohio State researchers (Yukl,1989).

Human- Oriented Style

The Relationship oriented style emphasizes on consideration (Yukl,1989, Hershey, Blanchard and Johnson,1996; Fiedler, 1967; Bass,1981) is the degree to

which a leader acts in a friendly and supportive manner, shows concern for subordinates, and looks out for their welfare. The effective managers were more considerate, supportive and helpful with subordinates. The type of relationship-oriented style found to be correlated with effective leadership included showing trust and confidence, acting friendly and considerate, trying to understand subordinate problems, helping to develop subordinates and further their careers, keeping subordinates informed, showing appreciation for subordinates' ideas, and providing recognition for subordinate contribution and accomplishments. Some examples include: doing personal favors for subordinates, finding time to listen to subordinates' problems, consulting with subordinates on important matters before going ahead, being willing to accept subordinate suggestions, and treating a subordinate as an equal. Moreover, effective managers tended to use general supervision rather than close supervision. That is, the managers established goals and general guidelines for subordinates but allowed them some autonomy in deciding how to do the work and how to pace themselves. Likert (1961) proposed that a manager should treat each subordinate in such a way that the person will view the experience as supportive and it will build and maintain the person's sense of personal worth and importance. The relationship-oriented behaviors found to be important in the Michigan studies appear similar to consideration (Yukl, 1989).

Achievement-oriented leadership style

Achievement-oriented leadership is setting challenging goals, expecting and encouraging followers to perform at high levels, and showing confidence in their abilities. Achievement oriented style is not merely performance or goal emphasis.

Through achievement oriented style stress pride in work and self evaluation is based on personal accomplishment. (House, 1996; Yukl, 1989)

It will depend on the achievement motivation of subordinates. Achievement motivation is a no conscious concern for personal involvement in competition against some standard of excellence and unique accomplishment (McClelland, 1985).

Individuals who are highly achievement motivated are motivated to make accomplishment through their own personal efforts rather than through influencing others or delegation of responsibility for achievement. Individuals with high achievement motivation set goals that are challenging, pursue them persistently and vigorously, take intermediate levels of calculated risk, assume responsibility for goal attainment, anticipate obstacles, establish strategies for goal accomplishment and for overcoming obstacles, and seek and use feedback information (McClelland, 1985).

For subordinates who have a moderate to high level of achievement motivation, achievement oriented style arouses subordinates achievement motivation. Occupations in which the achievement motive has been found to be most predictive of performance are technical job, sales persons, scientists and engineers, and owners of entrepreneurial firms. Individual who are highly achievement motivated respond to achievement stimuli such as tasks for which one can assume personal responsibility, tasks which when performed well reflect upon the competence of the individual, tasks that which when performed well reflect upon the competence of the individual, tasks that require moderate levels of risk and therefore are challenging, and tasks that provide opportunities for development and performance feedback. Achievement motivated individuals do not obtain satisfaction from, and usually become frustrated by, tasks that rely on others for effective performance. Consequently, a high level of

achievement oriented style is dysfunctional for higher level manager whose effectiveness depends on effective delegation (House, Spangler, and Woyche, 1991).

Creative style

Creative style is the style of the leaders who are focused on Self-esteem, and Prefers independence. They have ability to judge own ideas and has commitment to perfection and to work. Also they are nonconformists. The definition by Plsek, clearly illustrates that creativity is ability within the individual to produce new ideas. Therefore people who want to be more creative should cultivate characteristics like flexibility in their thinking.

Innovation: The definition by Plsek, illustrated more clearly that “Innovation is the first, practical, concrete implementation of an idea done in a way that brings broad-based, extrinsic recognition to an individual or organization”. A key word in the definition of innovation is “implementation”. While creativity is mainly concerned with thinking, innovation focuses on doing. In short, creativity is about the production of ideas, while innovation is about the practical implementation of those ideas. Moreover, both terminologies are so close, for simplicity in this study, researcher will use the term “creativity” and “innovation” interchangeably.

Because both creativity and innovation serve as a source of development, it is vital for organizations to have innovators in order to ensure survival within the rapidly global environment. Creative ideas in marketing and sales, together with production innovation, contribute to the well being of the company. Creative approaches to internal structures and systems can be effective, particularly organizational restructuring. Recognition of creative people within the organization can lead to a

boosting of staff morale, while at the same time building up new growth and profitability for a company.

As mentioned by Zeldman, *"Creativity for organization, is like vitamins for people. It is essential for good health and growth"*. Organizations that fail to adapt to changing circumstances, fail to meet and resolve challenges, fail to adopt new programs, new plans and new products & services will soon die. (Fletcher & Winston., 1998). That's why in this thesis, the sampling frame is the entertainment firm and the focus is on the TV program provider. It really needs the creative leadership style to cope with the demands of the organization.

Work values

Employees work values are important for the leader to the study. Because they lay the foundation for the understanding of attitudes and motivation, and because they influence the perceptions. Once, an employee enters the organization with pre-conceived notions of what "ought" and what "ought not" to be. Of course, these notions are not value-free. On the contrary, they contain interpretations of right and wrong. Furthermore, they imply that certain behaviors or out-comes are preferred over others. As a result, work values cloud objectivity and rationality.

In the whole picture, work values influence attitudes and behavior. Suppose that an employee enters the organization with the view that allocating pay on the basis of performance is right, whereas allocating pay on the basis of seniority is wrong. Take the case of Siam, which was also allocating pay on the basis of performance. But according to Thai culture some employee joined the organization because they had a personal relationship with the leader. Therefore, this can lead to job dissatisfaction and bad attitude. And it was probably not going to lead to more money anyway.

Stage	Apply to waves	Entered the Work Force	Approximate Current Age	Dominant Work Values
Protestant	Wave 1	mid-1940s to late 1950s	55-75	Hard work, conservative, high org loyalty.
Existential	Wave 2	1960s to mid-1970s	40-55	Quality of life, nonconforming, loyalty to self.
Pragmatic	Wave 2 & 3	mid -1970s to late 1980s	30-40	Success, achievement, hard work, loyalty to career.
Generation X	Wave 3	1990 to present	Under 30	Flexibility, job satisfaction.

Table 3.1: Dominant Values in Today's Workforce

The above figure shows about the transition of work values in each era and need the leader differ.

Demographic profile

As mentioned in the conceptual framework, this thesis is essentially concerned with finding and analyzing the variables that have an impact on employee work values, performance and their satisfaction. The list of those variables as shown in conceptual framework is a bit complicated and often hard to assess. It might be valuable, then to begin by looking at factors that are easily definable and readily available; data that can be obtained, for the most part, simply from information available in an employee's personal file. So obvious characteristics would be an

employee's age, sex, position, education, income and experience with the organization.

3.2 Research Hypotheses

Based on the thesis framework, the hypotheses that were tested in this study are listed below

- 1 There was no difference between demographic profiles in term of perceived leadership style.
- 2 There was no difference between demographic profiles in terms of employee work values.
- 3 There was no relationship between perceived leadership style and work values.

3.3 Expected Outcomes

1. Because the organization under study is a dynamic one in a rapidly-changing field, it is assumed that the perceived leadership style of respondents should be the creative leadership style firstly. Because Siam Video Production Co., Ltd. is a TV. Program producer / provider, Creativity is the need one has to have the most..
2. First, priority of perceived work values should be the attitude toward pay, because it might be the most important thing for the employees.
3. There should be relationships which exist between educational attainment and monthly income and attitude toward earning. Because different educational

level should have different perceptions of earning. The well-educated person might be less concerned about the pay packages than the other.

4. There should be relationships existing between creative leadership style and an employee's pride-in his/her work.



CHAPTER 4

RESEARCH METHODOLOGY

This chapter discusses the methods of research to be used, respondents and sampling procedure, research instrument questionnaire and collection of data/gathering procedures and statistical treatment of data.

4.1 Methods of Research Used

Questionnaire survey and Descriptive statistics were used in describing primary data of the respondents' demographic profile and their perceptions of their supervisor's leadership style and its implication on work values. Parametric and non-parametric statistics such as Pearson's Correlation Coefficient, and ANOVA were used to test the hypotheses in relation to the study.

4.2 Data Source

The target groups of respondents who were included in the study were namely: managers, supervisors, officers and workers. At the time of the collecting data through questionnaire, the officers and workers were chosen from the several departments in the company as the sales & marketing, technical, production, creative,

sales support, and messengers. The managers selected were General manager, Division manager, Department manager, Assistant managers, Supervisors in Siam Video Production Co., Ltd (and its subsidiaries). And the researcher chose the entire population for the purpose of the research (120 person approximately).

The researcher contacted or asked permission from the Board of Directors to distribute the questionnaires to members of the organization. At the same time, the secretary would help in the process of distributing and collection back of the questionnaires.

4.3 Research Instruments/Questionnaire

Part I: Demographic profile. The demographic profile question focused on the age, sex , position , income, education, and job experience. And to facilitate convenience for the selected sample population, the questionnaires used user-friendly wording, providing the respondents with return- sealed envelop to assure the respondents with the anonymity they required. The questionnaires also explained the purposes of the research study to help the respondents feel at ease and be able to answer the questions candidly. The questionnaires also explained the procedure of how the channel in which the filled- out questionnaires could be returned, so as to reduce the burden of the HR Department. Datelines had been well established between the researcher and HR Director on when the questionnaires would be collected back.

Part II. Leadership style profile of the supervisor. The factors associated with leadership styles are Task-oriented, Human-oriented, Achievement-oriented, and Creativity oriented styles, and their sub – variables.

Part III. Work Values profile. The factor associated with Work Values are Social status, Activity preference, Upward striving, Attitude toward Earnings, Pride – in – Work and Job involvement and their sub – variables.

The questionnaires have been designed to acquire necessary data as to be consistent with the statement of problems. The questionnaire had been designed in the English version and then translated into Thai by ensuring a user-friendly approach according to the respondent's literacy level. Part I of the questionnaire was multiple choices, Part II and Part III were based on a five- point scales. The profile of the respondents include the following:

1. Ages were divided into 5 groups: 18 –22 years, 23-27 years, 28-32 years, 33- 37 years, 38- 42 years and 42 years up.
2. Gender: male and female.
3. Job Position: divided into 5 groups : Executive Director or above, Department Manager, Supervisors, technician/ specialist and others
4. Monthly Income : divided into 5 groups :8,000 baht and below, 8001-16,000 baht, 16,001- 24,000 baht , 24,001-32,000 baht , 32,001 baht up
5. Educational Attainment: divided into 4 groups : M.6 or equal, Diploma or equivalent, Bachelor's Degree , Master's Degree and higher
6. Job experience: divided into 4 groups: Less than 1 year, 1-3 years, 4- 6 years and 6 years up.

Table 4.1 Structure of the Questionnaires

Part I	Demographic Profiles: Age , Sex, Position, Income, Education and Job experience.
Part II	Using 5- scale points divided into 24 items on leadership styles.
Part III	Using 5-scale points divided into 36 items on work values.

The following is a operationalization of the variables used in the study:

Attributes of Operationalization of Leadership Style

Variable	Operationalized by
<ul style="list-style-type: none">• Task- oriented	<ul style="list-style-type: none">• Criticizing poor work.• Assigning subordinates to tasks.• Maintaining definite standards of performance.• Asking subordinates to follow standard procedures.• Offering new approaches to problems.• Seeing that subordinates are working up to capacity.

Variable	Operationalized by
<ul style="list-style-type: none"> Human-Oriented Style 	<ul style="list-style-type: none"> Doing personal favors for subordinates. Finding time to listen to subordinates' problems. Backing up subordinates. Consulting with subordinates on important matters before going ahead. Being willing to accept subordinates' suggestions. Treating a subordinate as an equal.
<ul style="list-style-type: none"> Achievement-Oriented Style 	<ul style="list-style-type: none"> Comparing old Performance with New Target. Emphasizing on High Performance. Insisting on Challenging Work Assignments.
<ul style="list-style-type: none"> Creative Style 	<ul style="list-style-type: none"> Initiating work program Adaptability Keep improving

Work Values

Variable	Operationalized by
<ul style="list-style-type: none"> Social status 	<ul style="list-style-type: none"> Real respect from others Worthy of praise from other Satisfaction depends on self & other's perception
<ul style="list-style-type: none"> Activity preference 	<ul style="list-style-type: none"> Prefer to have something to do Prefer hard work Prefer a busy schedule

Variable	Operationalized by
<ul style="list-style-type: none">• Upward striving	<ul style="list-style-type: none">• Look forward to a career path• Push for promotion• Chance for advancement
<ul style="list-style-type: none">• Earnings	<ul style="list-style-type: none">• Pay is the most important• Prefer over-time job• Income oriented
<ul style="list-style-type: none">• Pride	<ul style="list-style-type: none">• Artist style• I do as I want & as I like• Self-enjoy working
<ul style="list-style-type: none">• Job involvement	<ul style="list-style-type: none">• Prefer participating• Solution come up by group• Colleagues, relationships are important

The questionnaire was used to elicit data from the target groups of respondents based on the situation of the problem. The questionnaires were pre tested with ten volunteer respondents. The researcher prepared it in English and translated in Thai by using Thai definitions from local business book i.e. Principle Centered Leadership, to the respondents' preference and better understanding of the questionnaire to be answered. The questionnaire was composed of three (3) parts, namely:

Part I Demographic profiles in relation to the research framework of this study consisting of age, sex, job position, income, education and job experience.

Part II The respondents were asked to rate 24 questions using five point scale. These questions referred to the perception of the leadership styles.

Part III The respondents were asked to rate 36 questions using five points scale. These questions referred to the work values.

From the statement of problems:

Question No. 1 - will be answered by Part II of the questionnaire of the leadership styles.

Question No. 2 - will be answered by Part III of the Questionnaire the work values.

Question No 3 - will be answered after the analysis of Part II & Part III of the Questionnaire.

4.4 Collection of Data/Gathering Procedures

Secondary data collection was from several sources included electronic journal, foreign and local management journals, articles as well as academic textbooks via Internet and libraries sources. Foreign articles under the leadership theories, the leadership style and work values were reviewed. Various textbooks on organization behavior, leaderships, management, management of organizational behavior, leadership in organization, performance management and so on were also included. Information about leadership in Thailand was searched from library source.

Primary data was collected via questionnaire (Self-Administered Questionnaire). The questionnaires, with returned envelope, were delivered by hand

to the company, accompanied by the letter from the Dean of the faculty requesting permission to conduct the study and for cooperation in distributing the questionnaires to the employees. The respondents would return the questionnaire to the researcher by using provided envelope to ensure the anonymity. It was agreed that some parts of questionnaires would be returned by hand, after being sent to the respondents.

4.5 Statistical Treatment of Data

The researcher made use of the following statistical tools to answer the question of the research questions:

Demographic profile of respondents - the percentage and frequency distribution, for presenting the personal profile of the respondents.

Question 1 - Weighted average mean on 5 points-scale and descriptive statistics were employed to identify the perceptions of respondents on leadership style and work value. Average weighted means was assigned to the categories of rating as follows:

Descriptive rating		Arbitrary level
Very effective	5 points	4.20 – 5.00
Effective	4 points	3.40 – 4.19
Moderate	3 points	2.60 – 3.39
Ineffective	2 points	1.80 – 2.59
Very ineffective	1 points	1.00 – 1.79

Question 2 - To determine relationship (correlational) of work values with leadership style and demographic values, Spearman's Product Correlation Co-efficient was used in finding relationships in employees' perception of work values.

To determine relationship (difference) of work values with leadership style and demographic value One way ANOVA F test was used in examining the difference between age, position, income, education, job experience. T-test for independent was used in examine the difference between sex with work values and leadership style.

Question 3 - Pearson correlation was used in finding relationship (both intra and inter) between leadership style and work value.

Table 4.5.1 Methodology for testing hypothesis

Hypothesis	Statistical Methodology
1. There was no difference between demographic profiles in term of perceived leadership style.	ANOVA
2. There was no difference between demographic profiles in term of employee work value.	ANOVA
3. There was no relationship between perceived leadership style and work values.	Pearson correlation

CHAPTER 5

RESEARCH FINDINGS, ANALYSIS AND INTERPRETATION

This chapter presents the research finding and analysis of the study in order to answer the research questions as well as the research hypothesis mentioned in Chapter I. The chapter begins with the description of respondents' demographic profile in which primary data derived from questionnaire part I, is presented in section 5.1 of the chapter. The following section deals with the analysis of leadership Style in which primary data was derived from question part II and the Employees' Work Values in which primary data is derived from questionnaire part III. Descriptive and inferential statistics were used. The presentation was in section 5.2, 5.3. The relationships of Demographic Variables to Leadership Style and to Work Values is presented in section 5.4 and 5.5 of this chapter. Relationships of Leadership Styles and Work Values is presented in section 5.6. Discussion is presented in the final part of this chapter as section 5.7

5.1 Demographic Profile of the Respondents

The first part focused on describing parameters of the demographic profile of the respondents:

From the table 5.1.1, the highest respondent's age was 23 - 27 years which consisted of 45.8 %. Second highest respondent's age was between 26 – 32 years which consisted of 22.9 %. The remaining are aged between 33- 37; age between 18 – 22; age between 43 and over, and 38- 42 which are 14.4 %, 7.6 %, 5.9 % and 3.4 % respectively.

More than 60 % of respondents belonged to Generation X (23 – 32 years) because Siam Video Production Co., Ltd. was just founded in 1992. And majority of employees were the cameramen and technical crews who had to have high flexibility, sometimes need 24 working hours, hence it is evident that this type of business was suited for the younger generation.

Table 5.1.1 Description of Age

Age Range (year)	Frequency	Percent
• 18-22	9	7.6
• 23-27	54	45.8
• 26-32	27	22.9
• 33-37	17	14.4
• 38-42	4	3.4
• 43 and over	7	5.9
Total	118	100.0

As shown in table 5.1.2, the respondent's gender composed of 60.2 % males and 39.8 % females. The majority of male's respondent was the technical crew, but officers i.e. marketing officers, accountants were among those who were female.

Table 5.1.2 Description of Gender

Gender	Frequency	Percent
Male	71	60.2
Female	47	39.8
Total	118	100.0

In table 5.1.3, distribution of job position shows that the majority of respondent were technicians and specialists composed of 80.5 % and the department managers composed of 8.5 % and other i.e. car drivers and mates composed of 5.1 % and executive directors composed of 2.5 %

Majority of respondents were specialists because the organization is a highly specialized business, i.e. producer of the films, drama, T.V. program, etc.

Table 5.1.3 Description of Job Position

Job Position	Frequency	Percent
• Executive Director & above	3	2.5
• Department manager	10	8.5
• Supervisor	4	3.4
• Technical /specialist	95	80.5
• Others	6	5.1
Total	118	100.0

The monthly income as shown in 5.1.4 reflected that most of employee had monthly income 8,000 – 16,000 baht which composed of 40.7 %. The second was 8,000 baht and below which composed of 31.4 %. The remaining composed of respondent with 16,001 – 24,000; and 24,001 baht up which are 20.3 % and 7.6 % respectively.

The income rates can be explained by the fact that the majority of respondents were the technical crews and also were newcomers. So their average monthly income was not over 16,000. Baht.

Table 5.1.4 Description of Monthly Income

Monthly Income	Frequency	Percent
• 8,000 baht and below	37	31.4
• 8,000 – 16,000 baht	48	40.7
• 16,001 – 24,000 baht	24	20.3
• 24,001 – 32,000 baht up	9	7.6
Total	118	100.0

As shown in table 5.1.5, most of the respondents achieved education of bachelors degree or higher which composed of 50 %. Respondent with M. 6 or equivalent attained, composed of 28.8 % and respondents with diploma or equivalent attained, composed of 21.2 %.

Under situation (demand less than supply in the market place), almost every position requires at least bachelor degree for employee’s educational attainment

Under situation (demand less than supply in the market place), almost every position requires at least bachelor degree for employee's educational attainment

Table 5.1.5 Description of Educational Attainment

Education	Frequency	Percent
• M.6 or equivalent	34	28.8
• Diploma or equivalent	25	21.2
• Bachelors Degree or higher	59	50.0
Total	118	100.0

The job experience with organization reflects that most of employee had job experience of less than 1 year which composed of 41.5 %. Those respondents with 1 – 3 year composed of 37.3 %. The remaining composed of respondents with 4-6 years of services, and more than 6 years were 13.6 % and 7.6 % respectively.

The percent of newcomers (having job experience less than one year) was so high because the company has had much expansion along some more business lines.

Table 5.1.6 Description of Job Experience

Job Experience	Frequency	Percent
• Less than 1 year	49	41.5
• 1 – 3 years	44	37.3
• 4 – 6 years	16	13.6
• More than 6 years	9	7.6
Total	118	100.0

5.2 Perceptions of Leadership Style

The second question of the research focused on the assessment of leadership style as perceived by the respondents.

5.2.1 Perceptions on Task-Oriented Style. The overall result shown that the respondent's perceived that their leaders utilize task-oriented style. The overall mean rate was at 3.61. The highest rating when ranked in descriptive form stated that their leaders insist on high standards of performance.

Table 5.2.1 Perceptions on Task-oriented Style

Constructs & Items	Mean	S	Rating
<u>Task-Oriented</u>			
1) Your boss insists on high standard of performance.	4.05	.97	E
2) Your boss fixed on planning on the daily works.	3.47	1.07	E
3) Your boss gives you new approve to solve the problems.	3.75	1.02	E
4) Your boss emphasizes on the deadlines of your work.	3.31	1.09	M
5) Your boss criticizes on the quality of your work.	3.40	1.07	E
6) Your boss closely supervises you in order to work to your full capacity.	3.68	1.10	E
TASK-ORIENTED STYLE	3.61	.567	E

S = Standard Deviation, VE = Very Effective, E = Effective, M = Moderate,

In = Ineffective, VIE = Very Ineffective

5.2.2 Perceptions on Human-Oriented Style. The overall result showed that the respondent's agreed that their leader utilized human –oriented leadership style in the company. The overall mean rated was at 3.45. The highest rating when ranking in descriptive form stated that their leader encourages them to insist on new ideas during the meeting.

Table 5.2.2 Perceptions on Human-oriented Style

Constructs & Items	Mean	S	Rating
<u>Human-Oriented</u>			
1) Your boss encourages you to insist on new ideas during the meeting.	3.82	1.19	E
2) Your boss trusts you to handle any new projects in the company.	3.26	1.05	M
3) Your boss shows appreciation to your work during the workdays.	3.24	.93	M
4) Your boss discusses your personal problems.	3.22	1.14	M
5) Your boss makes you feel comfortable during the workdays.	3.58	1.06	E
6) Your boss acts friendly to consult you on your difficulties.	3.58	1.10	E
HUMAN-ORIENTED STYLE	3.45	.756	E

S = Standard Deviation, VE = Very Effective, E = Effective, M = Moderate,

In = Ineffective, VIE = Very Ineffective

5.2.3 Perceptions on Achievement-Oriented Style. The overall result

showed that the respondents agreed that their leaders utilized achievement –oriented leadership style in the company. The overall mean rated was at 3.57. The highest rating when ranking in descriptive form stated that their leader insists on high standards of performance.

Table 5.2.3 Perceptions on Achievement-oriented Style

Constructs & Items	Mean	S	Rating
<u>Achievement-Oriented</u>			
1) Your boss gives you challenging work assignments.	3.40	1.08	E
2) Your boss insists on high standards of performance.	4.01	.98	E
3) Your boss emphasize on your excellence performance.	4.00	1.04	E
4) Your boss compares your performance with the old performance.	3.02	.97	M
5) Your boss sets up new goals or target periodically.	3.53	1.01	E
6) Your boss praises the top employees who can attain the target during the meeting.	3.47	.96	E
ACHIEVEMENT-ORIENTED STYLE	3.57	.481	E

S = Standard Deviation, VE = Very Effective, E = Effective, M = Moderate,

In = Ineffective, VIE = Very Ineffective

5.2.4 Perceptions on Creative Style. The overall result showed that the respondents agreed that their leader utilized creative leadership styles in the company. The overall mean rated was at 3.60. The highest rating when ranking in descriptive form stated that their leader loves to challenge the staff to learn new things.

Table 5.2.4 Perceptions on Creative Style

Constructs & Items	Mean	S	Rating
<u>Creative-Oriented</u>			
1) Your boss always suggests new ways of doing thing.	3.60	1.05	E
2) Your boss uses his intelligence application of knowledge when solving problems.	3.71	1.04	E
3) Your boss leads me to feel that changing lead to good consequences.	3.60	.99	E
4) Your boss could adapt to new way of doing thing easily.	3.04	1.11	M
5) Your boss is never satisfied with the existing work, keep improving to be better.	3.73	.98	E
6) Your boss loves to challenge the staff to learn new things	3.94	1.13	E
CREATIVE STYLE	3.60	.733	E

S = Standard Deviation, VE = Very Effective, E = Effective, M = Moderate,

In = Ineffective, VIE = Very Ineffective

5.2.5 Summary of perceptions on leadership styles. The overall perception

of the respondents was under effective. But the highest leadership style was reflected in task oriented leadership style and creative leadership styles. Both with mean 3.60, but creative style had standard deviation higher than Task-Oriented (.733 and .567).

The creative leadership style gained a higher rating. The reason that support this result was; the business domain of Siam Video Co., ltd. is an entertainment business provider. So creativity was to be the main criteria in recruiting. And the task-oriented leadership style was the one to be perceived by the respondent because in

this situation, high competition made the leaders / organization had to be more tasks – oriented.

Table 5.2.5 Summary of Leadership Style.

Variables	Mean	S	Rating
TASK-ORIENTED STYLE	3.60	.567	E
HUMAN-ORIENTED STYLE	3.45	.756	E
ACHIEVEMENT-ORIENTED STYLE	3.57	.481	E
CREATIVE STYLE	3.60	.733	E

5.3 Perceptions on Work Values

The third part of the research focused on the assessment of respondents’ perception on employee work values (six dimensions) as follows:

5.3.1 Perceptions on Social Status. The overall perception on Social Status was moderate and obtained a mean of 3.33. But there were 2 constructs obtained the rating effective which the first one with mean 4.02 stated that a person does not deserve respect because they had a good job. And the second one with mean 3.50 stated that the person who holds down a good job is the most respected person in the neighborhood/family.

Table 5.3.1 Perceptions on Social Status

Construct & item	Mean	S	Rating
1. The reasons that I work is to make my family respect me.	3.07	1.18	M
2. A person does not deserve respect because they have a good job.	4.02	1.01	E
3. My friends would not think much of me if I did not have a good job.	3.34	1.15	M
4. Prestige should not be a factor in choosing a job.	3.35	1.02	M
5. The person who holds down a good job is the most respected person in the neighborhood / family.	3.50	1.06	E
6. Even though they make the same amount of money, the person who works in an office has more impressive job than the person working as a sales clerk.	2.69	1.24	M
PERCEPTIONS ON SOCIAL STATUS	3.33	.309	M

5.3.2 Perceptions on Activity Preference. The perceptions on activity preference obtained a mean of 3.56; which means that the subordinates agreed that they preferred to keep themselves active and busy on the job. This suggests that activity preference: arises from an internal source, and if it finds expression in work, people will strive to perform optimally.

Table 5.3.2 Perceptions on Activity Preference

Construct & item	Mean	S	Rating
1. A job which requires the employee to busy during the day is better than a job which allows a lot of loafing.	4.10	1.11	E

Construct & item	Mean	S	Rating
2. When an employee can get away with it, the employee should take it easy.	3.58	1.08	E
3. A worker who takes long rest pauses is probably a poor worker.	3.64	1.20	E
4. If a person is given a choice between jobs which pay the same money, the person should choose the one which requires as little work as possible.	3.07	1.20	M
5. A person should try to stay busy all the day rather than try to find ways to get out of doing work.	2.24	1.09	In
6. If a worker keeps himself or herself busy on the job, the working day passes more quickly than if the worker were loafing.	3.53	0.98	E
PERCEPTIONS ON ACTIVITY PREFERENCE	3.56	.268	E

5.3.3 Perceptions on Upward Striving. The overall result showed that the respondents agreed about the perceptions on work values. The overall mean rated was at 3.73. The highest rating when ranking in descriptive form stated that “In choosing a job, a person ought to consider chances for advancement as well as other factors.”

This scale assesses the worker’s desire to seek continually a higher- level job and better standard of living, with needs of getting ahead. “Upward Striving” is akin to Maslow’s (1954) “self-actualization” concept. It implied that people wish to achieve a level of human development that brings self-esteem and self-fulfillment.

Table 5.3.3 Perceptions on Upward Striving

Construct & item	Mean	S	Rating
1. Even if a person has a good job, one should always be looking for a better job.	3.49	1.03	E
2. In choosing a job, a person ought to consider chances for advancement as well as other factors.	4.19	.69	E
3. One should always be thinking about pulling oneself up in the world and should work hard with the hope of being promoted to a higher-level job.	4.05	.89	E
4. If a person likes the job, then one should be satisfied with it and should not push for a promotion to another job.	3.68	1.06	E
5. A worker who turns down a promotion is probably making a mistake.	3.16	1.00	M
6. A well paying job that offers little opportunity for advancement is not a good job for me.	3.83	.95	E
PERCEPTIONS ON UPWARD STRIVING	3.73	.213	E

5.3.4 Perception on Attitude toward Earnings. The overall perceptions on Attitude toward Earnings was moderate which obtained the mean of 3.32. But one construct obtained the rating ineffective with mean 2.39 which stated that A good job is a well paying job. And 3 constructs obtained a rating of effective. Especially the first construct with highest mean 4.14 stated that a person should hold a second job to bring in extra money if he/she can get it.

Table 5.3.4 Perceptions on Attitude toward Earnings

Construct & item	Mean	S	Rating
1. A person should hold a second job to bring in extra money if one can get it.	4.14	.68	E
2. A person should choose the job, which pays the most.	3.20	1.05	M
3. If I were paid by the hour, I would probably turn down most offers to make extra money by working overtime.	3.59	.98	E
4. The only good part of most jobs is the paycheck.	2.86	1.12	M
5. When someone is looking for a job, money should not be the most important consideration.	3.73	.96	E
6. A good job is a well paying job.	2.39	.92	In
PERCEPTIONS ON ATTITUDE TOWARD EARNING	3.32	.313	M

5.3.5 Perceptions on Pride-in-Work. The overall result showed that the respondents agreed that they had perceptions on pride- in – work. The overall mean rated was at 3.89. The highest rating when ranking in descriptive form stated that “a worker should feel some responsibility to do a decent job, whether or not the supervisor is around.”

This scale assesses the satisfaction and enjoyment a person feels from doing the job well.

Table 5.3.5 Perceptions on Pride-in-Work

Construct & item	Mean	S	Rating
1. A worker should feel some responsibility to do a decent job, whether or not the supervisor is around.	4.38	.81	VE
2. There is nothing as satisfying as doing the best job possible.	3.74	.83	E
3. One who feels no sense of pride in one's work is probably unhappy.	3.69	1.08	E
4. One should feel a sense of pride in one's work.	4.14	.70	E
5. The most important thing about work is liking the work.	4.31	.85	VE
6. Doing a good job should mean as much to a worker as a good paycheck.	3.10	1.11	M
PERCEPTIONS ON PRIDE-IN - WORK	3.89	.325	E

5.3.6 Perceptions on Job Involvement. The overall result showed that the respondents agreed that they had perceptions on job involvement. The overall mean rated was at 3.83. The highest rating when ranking in descriptive form stated that their “Even if a worker has a very low-level job in a company, it is still possible for the worker to make suggestions, which will affect company policy.” This scale assesses the degree to which a worker takes an active interest in co-worker, company function and desires to contribute to job-related decisions.

Table 5.3.6 Perceptions on Job Involvement

Construct & item	Mean	S	Rating
1. If something is wrong with a job, a smart worker will mind his or her own business and let somebody else complain about it.	4.09	.78	E
2. Once a week, after the workday is over, a company may have the workers get together in groups for the purpose discussing possible job changes. A good worker should remain after quitting time to participate in these discussions.	3.52	.82	E
3. Even if a worker has a very low-level job in a company, it is still possible for the worker to make suggestions, which will affect company policy.	4.42	.74	VE
4. If a worker has a choice between going to the company picnic or staying home, the worker would probably be better off at home.	2.50	.83	In
5. A good worker is interested in helping a new worker a new worker learn the job.	4.19	.72	E
6. One who has an idea about how to improve one's own job should drop a note in the company suggestion box.	4.26	.67	VE
PERCEPTIONS ON JOB INVOLVEMENT	3.83	.177	E

5.3.7 Summary of Perceptions on Work Values.

The summary of perceptions on work values showed that the highest rating was Pride-in-Work. The rated was at 3.89. The second was Job Involvement; the mean rated was at 3.82. The remaining were Upward Striving; Activity Preference; Social Status; Attitude toward earning which were 3.73, 3.56, 3.33 and 3.32 respectively.

Money is not the only reason why people have to work. In this research finding, the researcher found that the majority of respondents gave the lowest rating to the sub variable of Attitude toward Earning. But the Pride-in-Work and the Job

Involvement gained a very high rating. People employed in the mass communication field often report that they are more satisfied with the scope and responsibility of the job than the extent of their pay package that they get from the organization.

Table 5.3.7 Perceptions on Summary of Work Values

Variable	Mean	S	Rating
1. Social Status	3.33	.309	M
2. Activity Preference	3.56	.268	E
3. Upward Striving	3.73	.213	E
4. Attitude toward Earning	3.32	.313	M
5. Pride –in –Work	3.89	.325	E
6. Job Involvement	3.82	.177	E
Work Values	3.58	.131	E

5.4 Relationships of Demographic Profile to Leadership Style

This section was to test the hypotheses stating "There was no relationship between demographic variables and Leadership style"

The following was to test whether there were differences in Leadership Styles by demographic profile. To identify those differences, ANOVA was used together with the T-test to test the relationship between the gender and other variables.

H₀₁ : There was no significant difference in demographic profile and leadership style

H_{A1} : There was significant different in demographic profile and leadership style

The results from hypothesis testing indicated that demographic profiles were indifferent (accepted null hypotheses stated there was no difference in Leadership Style by demographic profile) except the following:

5.4.1 Difference of Age and Leadership Style. There was statistically significant difference between Age and Achievement-Oriented leadership style. Significant value of F ($.003 < .005$), so there were differences in opinion in Achievement-oriented by different age groups at the .01 level of significance.

Table 5.4.1 Difference of Age and Achievement-Oriented Style

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.333	5	1.667	3.896	.003
Within Groups	47.912	112	.428		
Total	56.245	117			

In order to identify such differences, the researcher further identified which among the categories of the demographic variables, were significantly different making use of multiple comparison – Least Significance Difference method.

The results from testing mean difference to find which pairs of the age range were significantly different, is shown in table 5.4.1.1. It appeared that those age ranges which perceived very favorable on Achievement-Oriented leadership style was statistically significant with the exact same groups. Perception from those with age ranging between 33-37 with the mean of 4.06, and more than 42 with the mean of

4.17 was significantly different with those of 23 – 27 years (mean of 3.43), and those of 28 – 32 years (mean of 3.42)

Table 5.4.1.1 Mean Difference of Age and Achievement-Oriented

Age	Mean	18-22	23-27	28-32	33-37	38-42	>42
18-22	3.56						
23-27	3.43				*		*
28-32	3.42				*		*
33-37	4.06		*	*			
38-42	3.42						
>42	4.17		*	*			

5.4.2 Difference of Monthly Income and Leadership Style.

Results from testing null hypotheses stated no difference in Leadership Style by demographic profile found that only Monthly Income showed a statistically significant difference with Achievement-oriented leadership Style at .05 level of significance since significant value of $F_{.016} < .025$.

Table 5.4.2.1 Difference of Montly Income and Achievement-Oriented

	Sum of		Mean		
	Squares	df	Square	F	Sig.
Between Groups	4.860	3	1.620	3.594	.016
Within Groups	51.385	114	.451		
Total	56.245	117			

Results from testing mean difference to identify which pairs of Monthly Income perceived Achievement-oriented leadership style differently, found that those employees who had the lowest monthly income (mean of 3.34) were significantly different with the two highest earned highest monthly income of Baht 16,000 - 24,000 per month (mean of 3.80), and higher than Baht 24,000 (mean of 3.98).

Table 5.4.2.2 Mean difference of Monthly Income and Achievement Oriented

Monthly Income	Mean	> 8000	8001-16000	16001-24000	24001-32000
< 8000	3.34			*	*
8001-16000	3.55				
16001 – 24000	3.80	*			
24000 – 32000 +	3.98	*			

5.5 Relationships of Demographic Profile and Work Values. The

following was to test whether there were differences in Work Value by different groups in the demographic profile. To identify those differences, ANOVA was used to test. And T-test was used in testing the relationship between the gender and other variables.

Ho₂ : There was no significant difference in demographic profile and work value

Ha₂ : There was significant different in demographic profile and work value

The results from hypothesis testing indicated that demographic profiles were indifferent (accepted null hypotheses stated there was no difference in Work Value by demographic profile) except in the following:

5.5.1 Difference on Age and Attitude toward Earnings

Resulted from testing null hypotheses stated no difference in employees' work value by demographic profile. It was found that only Age was statistically significant different with Attitude toward Earnings at .05 level of significance since significant value of $F .006 < .025$.

Table 5.5.1.1 Difference of Age and Attitude toward Earnings

	Sum of	Mean			
	Squares	df	Square	F	Sig.
Between Groups	4.924	5	.985	3.473	.006
Within Groups	31.752	112	.283		
Total	36.675	117			

There was statistically significant difference between Age and Attitude toward Earning. Significant value of $F (.006 < .025)$, so there were differences in opinion in Attitude toward Earning by different age groups.

In order to identify such differences, the researcher further identified which among the categories of the demographic variables, were significantly different making use of multiple comparison – Least Significance Difference method.

Results from testing mean difference to identify which pairs of age perceived

Attitude toward Earnings differently found that those employees who had the age 33 – 37 (mean of 3.46), the age 23 – 27 (mean of 3.44) and the age 28-32 (mean of 3.31) were significantly difference with the three groups of age 38 – 42 (mean of 2.75), the group of age more than 42 years(mean of 2.86) and the group of age 18-22 years (mean 2.98)

Table 5.5.1.2 Mean Difference of Age and Attitude toward Earnings

Age	Mean	18-22	23-27	28-32	33-37	38-42	>42
18-22	2.98		*		*		
23-27	3.44	*				*	*
28-32	3.31						*
33-37	3.46	*				*	*
38-42	2.75		*	*	*		
>42	2.86		*	*	*		

5.5.2 Difference in Age and Pride-in-Work

There was statistically significant difference between Age and Pride –in -Work. Significant value of F (.024 < .025), so there were difference in opinion in Attitude toward Earning by different age groups.

Table 5.5.2.1 Difference of Age and Pride-in-Work

	Sum of		Mean		
	Squares	df	Square	F	Sig.
Between Groups	4.076	5	.815	2.693	.024
Within Groups	33.898	11	.303		
Total	37.974	2			
		11			
		7			

As shown in table 5.4.4.2.1, results from the tests of mean difference to identify which pairs of age perceived Pride –in-Work differently found that those employees who had the age 33 – 37 (mean of 4.29) and the age 38 - 42 (mean of 4.17) were significantly different with the rest of groups which are; age 18 – 22 (mean of 3.96), age 23 – 27 (mean of 3.77), age 28 – 32 (mean of 3.86) and age of 42 years and over (mean 3.74).

Table 5.5.2.2 Mean Difference of Age and Pride –in- Work

Age	Mean	18-22	23-27	28-32	33-37	38-42	>42
18-22	3.96						
23-27	3.77				*		
28-32	3.86				*		
33-37	4.29		*	*			*
38-42	4.17						
>42	3.74				*		

5.5.3 Difference of Monthly Income and Work Value.

There was statistically significant difference between Monthly Income and Attitude toward Earning. Significant value of $F (.001 < .025)$, so there were difference in opinion in Attitude toward Earning by different Monthly Income groups.

Table 5.5.3.1 Difference of Monthly Income and Attitude toward Earning

	Sum of		Mean		
	Squares	df	Square	F	Sig.
Between Groups	5.228	3	1.743	6.317	.001
Within Groups	31.447	114	.276		
Total	36.675	117			

As shown in table 5.5.3.2, results from testing mean difference to identify which pairs of Monthly Income perceived Attitude toward Earnings differently found that those employees who had the monthly income less than 8000 bht with highest mean of 3.62 was significantly difference with the rest of groups which are 8000 – 16000 Baht (mean of 3.21), 16001 – 24000 bht (mean of 3.19) and 24001 bht and more (mean of 3.00).

Table 5.5.3.1 Mean Difference of Monthly Income and Attitude toward Earning

Monthly Income	Mean	> 8000	8001-16000	16001-24000	24001-32000
> 8000	3.62		*	*	*
8001-16000	3.21	*			
16001 – 24000	3.19	*			
24000 – 32000 +	3.00	*			

* The mean difference is significant at the .05 level

5.5.4 Difference of Gender and Work Values. To test whether there was difference in Work Values by Gender, T-test was used. Testing the null hypotheses stated there were no difference of six variables of the Work Value with Gender, the researcher found that only one variable of Work Value i.e. Activity Preference was significantly different by Gender.

Gender was significantly different with Activity Preference. Activity Preference was significantly difference with gender at .05 level of significance with sig. value of .008 (t value = -2.68, df at 116, using equal variance not assumed as significant value of F, sig. value of F less than .025 implied difference in variance of gender. It showed that Females (mean of 3.51) had perceived higher effectiveness toward Activity Preference than that of Males (mean of 3.26).

Table 5.5.4.1 Differences of Gender and Work Values

		Mean	Std. Dev.		F	t	Sig.	df	Mean diff.
Activity Preference	Female	3.51	.3534		10.44		.002*		
				Equal variance Assumed		-2.68	.004*	115.25	-.25
	Male	3.26	.5827						
				Equal variance not assumed		-2.68	.008	116	-.25

- Difference was significant at .05 level

5.5.5 Summary of Relationships of Demographic Variables and Work

Values. Among six demographic factors and four leadership styles there were four relationships existing. Age had relation with Achievement Oriented, Sex had relation with Task Oriented, Job Position had relation with all leadership styles except one, which was Human Oriented. And the last one was Monthly Income which had a relationship with Achievement Oriented. The research findings showed that two differentiations exist, Age and Monthly Income with Achievement Oriented.

And among six demographic factors and six work value dimensions, there were three relationships existing. Sex had relationship with Activity Preference, Job Involvement. Monthly Income and Educational attainment had relationship with Attitude toward Earnings. The research findings showed that four differentiations

existed. Age with Attitude toward Earnings and Pride-in-Work. Monthly Income with Attitude toward Earnings. And Sex with Activity Preference.

5.6 Relationships of Leadership Styles and Work Values

The section presented the test inter-relationships between the independent group variables of Leadership Style and Work Values. To test the relationship between the two groups, Pearson Correlation was used to test the following hypotheses:

H_{O3}: There was no correlational relationship between leadership style and work values.

H_{A3}: There was corelational relationship between leadership style and work values.

Results of testing the hypotheses found that all null hypotheses stated no co-relations between Leadership Style and Work value. There was one exception and that was the one about relationship which Attitude toward Earnings with all of four leadership styles factors; Task –Oriented with correlation coefficient value of .063 at significant value of .498 (.05 level of significance), Human –Oriented with correlation coefficient value of .057 at significant value of .538 (.05 level of significance), Achievement – Oriented with correlation coefficient value of -.102 at significance .271 (.05 level of significant) and the last one was Creative style with correlation coefficient value of .115 at significant value of .216 (.05 level of significance)

Table 5.6.1 Correlation between Leadership Style and Work Values

Correlational Matrix

(Person's)	Social Status	Activity Preference	Upward Striving	Attitude toward Earning	Pride Work	in Job Involvement
Task	.470**	.304**	.306**	.063	.600**	.399**
Human	.264**	.233*	.210*	.057	.497**	.259**
Achieve	.505**	.310**	.240**	-.102	.596**	.404**
Creative	.434**	.305**	.291**	.115	.533**	.267**
Sig. (2-tailed)						
Task	.000	.001	.001	.498	.000	.000
Human	.004	.011	.023	.538	.000	.005
Achieve	.000	.001	.009	.271	.000	.000
Creative	.000	.001	.001	.216	.000	.003

Task = Task - Oriented Leadership Style

Achievement = Achievement -Oriented Leadership Style

Human = Human -Oriented Leadership Style

Creative = Creative -Oriented Leadership Style

* Correlation was significant at the .05 level (2-tailed)

** Correlation was significant at the .01 level (2-tailed)

5.7 Discussion of Research Findings

The last section of this chapter is the discussion built on the results of research findings and the conceptual framework that have already been presented in chapter 3.

The discussion is presented as follows:

From the research findings, out of four leadership styles presented in this study Creative Leadership Style and Task –Oriented Leadership Style are perceived as obtaining the highest scores (with mean of 3.60) followed by Achievement –Oriented and Human –Oriented. The results reflected some interesting information. In the situation whereby a company faced very high competition in the marketplace, the Task –Oriented style is one of the organization’s needs. And also Creative leadership style is the one important in every organization especially in entertainment business as the one Siam is in. It was evident from the findings that the management should still maintain the creative style of leadership.

Table 5.7.1 Acknowledgement of the Leadership Style

	Rank	Mean
Task –Oriented Style	1	3.60
Creative- style	1	3.60
Achievement –Oriented Style	3	3.57
Human –Oriented Style	4	3.45

Beside the perceived leadership style of the employees, the employees’ work value is the one which the management should be concerned about improving. Two factors that they can examine are the package of benefits, and new ways for enhancing productivity. From the research findings, it was found that dimension of Work Value; Pride- in- Work and the Job Involvement are the two highly acknowledged work values. Taking the mean of work value (mean of 3.89 and 3.82) as the basis of judging the strength of each element constitutes work value, Upward

Striving and Activity Preference are also the major issues. Surprisingly the attitude toward Earning, gained the lowest mean (3.32) in the research findings.

Table 5.7.2 Acknowledgement of the Work Values

Variable	Rank	Mean
Pride –in –Work	1	3.89
Job Involvement	2	3.82
Upward Striving	3	3.73
Activity Preference	4	3.56
Social Status	5	3.33
Attitude toward Earning	6	3.32
Work Values		3.58

It appeared that Achievement-Oriented leadership style had the highest relationships with the three demographic profiles in term of the Age, Job Position and Monthly Income. Task –Oriented leadership style also had relationships with the two demographic profiles which were Gender and the Job Position. And the last one where relationships existed was the Creative leadership style with the Job Position. But no relationship was evident in other variables of the demographic profile.

Table 5.7.3 Relationships of Demographic Profile and Leadership Style

	Task	Human	Achievement	Creative
Age			***	

	Task	Human	Achievement	Creative
Gender				
Job Position				
Monthly Inc.			***	
Education				
Job Exp.				

*** = Having Relationship existed

In terms of relationships between demographic profile and work values, it appeared that Attitude toward earnings had strongest relationship with the demographic profile in term of Age, Monthly Income and Educational Attainment. And Age also had relationship with the Pride- in- Work. Gender had two relationships with work values; which were Activity Preference and Job Involvement.

Table 5.7.4 Relationships of Demographic Profile and Work Value

	Social St.	Act. Pref.	Up Striv.	Earning	Pride	Job Inv.
Age				***	***	
Gender		***				
Position						
M. Inc				***		
Education						
Job Exp.						

*** = Having Relationship Existed

Only one variable of work values did not have relationship with the leadership styles. It was the Attitude toward Earnings. Hence it was clearly a confirmation of the respondents in the organization that money is not the main subject for them.

Table 5.7.5 Relationships between Leadership Style and Work Value

	Social Status	Activity Preference	Upward Striving	Attitude toward Earning	Pride in Work	Job Involvement
Task	C	C	C		C	C
Human	C	C	C		C	C
Achieve	C	C	C		C	C
Creative	C	C	C		C	C

C = Correlations

From the summary of research findings, one finding was the respondents had worked because they took pride in their work. And job involvement was another one factor that made them satisfied with their work. The results of hypotheses testing which showed the correlation between the leadership style and the work value found that Task- Oriented leadership style, Achievement- Oriented leadership style and Creative leadership style had strong positive correlations with Pride- in- Work.

CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

SUMMARY

The objective of this thesis was to serve as a guide in the implementation of management practice and determination of the respondents' demographic profile, the leadership style and employees' work value in the Siam Video Production Co., Ltd. (Thailand). The study examines the relationship between leadership style and employees' work values.

The study assists the management in understanding the relationships between leadership style and employees' work values, which in turn, enables the managers to improve and to adapt his / her own style to encourage the employee's enhanced job performance. Another significant aspect of this study was to serve as a guideline for the management in seeking which style would directly affect employee job performance. This finding helps the management to evaluate their own management style and to utilize the appropriate style in managing their employees in Siam Video Production Co., Ltd.

The thesis was the study of the factors affecting employees' work value survey done with employees in the Siam Video Co., ltd., with the following research questions were being brought into consideration:

1. What are the perceptions of respondents on leadership style in terms of task-oriented style, human-oriented style, achievement-oriented style and the creative style?
2. What are the perceptions of respondents on work value in terms of social status, activity preference, upward striving, attitude toward earning, pride in work and job involvement?
3. What is the relationship between the perceived leadership style and the employees work value?

The objectives of this thesis were:

1. To determine the respondents' perception of leadership style and their work values
2. To examine the relationship of work values with leadership style as well as demographic features of the respondents.

Significance of the Research:

This study of leadership styles and work values was designed to contribute to the literature on leader and human behavior, to help practitioners better understand the climate within Siam organizations, and to provide a tool that can help improve quality during this period of company self-evaluation.

The benefit and expectations of this research were as follows:

- To determine key attributes of leadership style in leading the group in Siam

Video Production Co., Ltd.

- To assist management in identifying the area where there would be the opportunity for further training and development related to leadership development and awareness of the demanding trend of leadership style of the Siam Video Co.,Ltd.

Conceptual Framework of the Study

Concepts and theories of “leadership style” and “work values” are reviewed and synthesized under three perspectives which become the research / conceptual framework of this study. The descriptive approach explains what a leadership style is, what work values are, and their relationships to the jobs that employees are doing.

The objective of this study was to find relationships between the demographic profile of the respondent, leadership style and the work values. The independent variables were demographic profile and the leadership style. The work values of employees were the dependent variable.

Research Methodology; Questionnaire survey and Descriptive statistic used in describing primary data of the respondents' demographic profile and their perceptions on their supervisor's leadership style and implication of work values. Parametric and non-parametric statistics such as Spearman, Pearson's Correlation, and ANOVA were used to test the hypotheses in relation to the study.

Research Instrument/Questionnaire From the conceptual framework. The questionnaire comprised of three parts.

Part 1: Demographic Profile

Part 2: Twenty-four items using the five –point-scale. The items referred to perceptions on leadership styles.

Part 3: thirty- six items using the five- point-scale. The items referred to perceptions on the employees work values.

Data Gathering Procedure and Outcome; The questionnaires were distributed to all employees in the sampling frame in order to have maximum exposure to the working people in the company. The researcher floated 120 questionnaires that represented the total number of employees in the company.

The returned and completed questionnaires were 118, which represented the return rate of 98.3 percent of the total floated questionnaires.

Statistic Treatment of data

The gathered data was encoded into symbolic form that used SPSS software. Based on the results of the survey, analysis, finding and interpretation of data, the following findings emerged from the study:

1) Respondents' Demographic Profile

Age: age range 23 – 27 years is the largest group, represent 45.8 % of total respondents, followed by age group of 26 – 32 years with 22.9 %, age group of 33 – 37 years with 14.4 %, age group of 18 – 22 years with 7.6 %, age group of 43 years and over with 5.9 % and 38 – 42 years with 3.4 %.

Gender: males represent 60.2 % of total respondents and the females represent 39.8 % of total respondents.

Job Position as shown that the majority of respondent is technical and specialist composed of 80.5 % and the department managers composed of 8.5 % and other i.e. car driver and mates composed of 5.1 % and executive director composed of 2.5 %

The Monthly Income reflects the most of employee has monthly income 8,000 – 16,000 baht which composed of 40.7 %. The second is 8,000 baht and below

which composed of 31.4 %. The remaining composed of respondent with 16,001 – 24,000; and 24,001 baht up which are 20.3 % and 7.6 % respectively.

Educational Attainment: the largest group of respondent's educational attainment is bachelor degree or higher (59 persons, 50 %). M. 6 or equivalent (34 persons, 28.8 %) and Diploma or equivalent (25 persons, 21.8 %)

The Job Experience with organization reflect that most of employee has service year of less than 1 year which composed of 41.5 %. Those respondents with 1 –3 year composed of 37.3 %. The remaining composed of respondent with 4-6 years of services and more than 6 years which were 13.6 % and 7.6 % respectively.

2. Perceptions on Leadership Style

Perceptions on Task-Oriented Style: The overall result showed that the respondent's perception agree that their leader utilize task-oriented style. The overall mean rate was at 3.61. The highest rating when ranking in descriptive form stated that their leader insists on high standard of performance.

Perceptions on Human- Oriented Style: The overall result showed that the respondent's perception agreed that their leader utilized human –oriented leadership style in the company. The overall mean rated was at 3.45. The highest rating when ranking in descriptive form stated that their leader encourages them to insist on new ideas during the meeting.

Perceptions on Achievement -Oriented Style: The overall result showed that the respondent's perception agreed that their leaders utilized achievement –oriented leadership style in the company. The overall mean rated was at 3.57. The highest rating when ranking in descriptive form stated that their leader insists on high standards of performance.

Perceptions on Creative Style: The overall result showed that the respondent's perception agreed that their leader utilized creative leadership styles in the company. The overall mean rated was at 3.60. The highest rating when ranking in descriptive form stated that their leader loves to challenge the staff to learn new things.

Summary of Perceptions on Leadership Styles:

The overall perception of the respondents, fell under the rating of effective. But the highest leadership style was reflected in task oriented leadership style and creative leadership style. Both with mean 3.60, but creative style had standard deviation higher than Task-Oriented (.733 and .567).

3) Perceptions on Work Values.

The overall perceptions on Social Status was moderate, which obtained the mean of 3.33. But there were 2 constructs which obtained the rating of effective. The first one with mean 4.02 stated that a person does not deserve respect because they have a good job. And the second one with mean 3.50 stated that the person who holds down a good job is the most respected person in the neighborhood / family.

The perceptions on activity preference obtained the mean of 3.56, which means that the subordinates agreed that they preferred to keep themselves active and busy on the job. This suggests that "activity preference" arises from an internal source, and if it finds expression in work, people will strive to perform optimally.

Perception on Upward Striving: The overall result showed that the overall mean rated was at 3.73. The highest rating when ranking in descriptive form stated that In choosing a job, a person ought to consider chances for advancement as well as other factors.

This scale assesses the worker's desire to seek continually a higher- level job and better standard of living, needs of getting ahead. "Upward Striving" is akin to

Maslow's (1954) "self-actualization" concept. It implied that people wish to achieve a level of human development that brings self-esteem and self-fulfillment.

The overall Perceptions on Attitude toward Earnings was moderate which obtained the mean of 3.32. But had one construct obtained the rating ineffective with mean 2.39 stated that A good job is a well paying job. And had 3 constructs obtained the rating effective. Especially the first construct with highest mean 4.14 stated that a person should hold a second job to bring in extra money if he/she can get it.

Perceptions on Pride-in –work. The overall result showed that the respondent's perceptions on pride- in – work. The overall mean rated was at 3.89. The highest rating when ranking in descriptive form stated that "a worker should feel some responsibility to do a decent job, whether or not the supervisor is around." This scale assesses the satisfaction and enjoyment a person feels from doing the job well.

Perceptions on Job Involvement: The overall result showed respondent's perceptions on job involvement. The overall mean rated was at 3.83. The highest rating when ranking in descriptive form stated that their "Even if a worker has a very low-level job in a company, it is still possible for the worker to make suggestions, which will affect company policy." This scale assesses the degree to which a worker takes an active interest in co-worker, company function and desires to contribute to job-related decisions.

The summary of perceptions on work values shown that the highest rating was Pride-in-Work. The rated was at 3.89. The second was Job Involvement; the mean rated was at 3.82. The remaining are Upward Striving; Activity Preference; Social Status; Attitude toward earning which were 3.73, 3.56, 3.33 and 3.32 respectively.

4. Difference of Demographic Profiles and Leadership Style

Mean Difference of Age and Achievement-Oriented. The results from testing mean difference to find which pairs of the age range was significantly different was shown in table 5.4.1.1. It appeared that those age ranges; which perceived very favorably on Achievement-oriented was statistically significant with the same exact groups. Perception from those with age range between 33-37 with the mean of 4.06, and more than 42 with the mean of 4.17 was significantly different with those of 23 – 27 years mean of 3.43), and those of 28 – 32 years (mean of 3.42)

Mean difference of Monthly Income and Achievement Oriented Style.

Results from testing mean difference to identify which pairs of Monthly Income perceived Achievement-oriented differently found that those employees who had the lowest monthly income (mean of 3.34) were significantly different with the two highest earned highest monthly income of 16,000 - 24,000 bht./month (mean of 3.80), and higher than 24,000 (mean of 3.98).

5. Differences of Demographic Profiles and Work Value

Difference on Age and Attitude toward Earnings; Results from testing mean difference to identify; which pairs of age perceived that Attitude toward Earnings differently found that those employees who had the age 33 – 37 (mean of 3.46), the age 23 – 27 (mean of 3.44) and the age 28-32 (mean of 3.31) were significantly different with the three groups of age 38 – 42 (mean of 2.75), the group of age more than 42 years(mean of 2.86) and the group of age 18-22 years (mean 2.98)

Difference on age and pride-in-work. Results from testing mean difference to identify which pairs of age perceived Pride -in-Work differently found that those employees who had the age 33 – 37 (mean of 4.29) and the age 38 - 42 (mean of 4.17) were significantly different with the rest of groups which are; age 18 – 22 (mean of 3.96), age 23 – 27 (mean of 3.77), age 28 – 32 (mean of 3.86) and age of 42 years and over (mean 3.74)

Difference of Monthly Income and Attitude toward Earning. Results from testing mean difference to identify which pairs of Monthly Income perceived Attitude toward Earnings differently found that those employees who had the monthly income less than 8000 bht with highest mean of 3.62 was significantly difference with the rest of groups which are 8000 – 16000 bht (mean of 3.21), 16001 – 24000 bht (mean of 3.19) and 24001 bht and more (mean of 3.00).

Difference of Gender and Work Values. To test whether Gender was significantly different with Activity Preference, it was revealed that activity preference was significantly different with gender at .05 level of significance with sig. value of .008 (t value = -2.68, df at 116). Using equal variance not assumed as significant value of F, sig. value of F less than .025 implied difference in variance of gender. It showed that Female (mean of 3.51) had perceived higher effectiveness toward Activity Preference than that of Male (mean of 3.26).

Summary of relationships of demographic variables to leadership style, and to work value.

Among six demographic factors and four leadership styles it was found that four relationships existed. Age had relation with Achievement Oriented. Sex had

relation with Task Oriented. Job Position had relation with all leadership styles except one, was Human Oriented. And the last one was Monthly Income had relationship with Achievement Oriented. The study findings found that two differentiations exist; Age and Monthly Income with Achievement Oriented.

Among six demographic factors and six work value dimensions, there were three relationships existing. Sex had relationship with Activity Preference, Job Involvement. Monthly Income and Educational attainment had relationship with Attitude toward Earnings. The study found that had four differentiations exist. Age with Attitude toward Earnings and Pride-in-Work. Monthly Income with Attitude toward Earnings. And Sex with Activity Preference.

6. Correlations between Leadership Style and Work Value. Results of testing the hypotheses found that all null hypotheses stated no co-relations between Leadership Style and Work values. There was only one exception and that was the one about relationship which Attitude toward Earnings with all of four leadership styles factors; Task –Oriented with correlation coefficient value of .063 at significant value of .498 (.05 level of significance), Human –Oriented with correlation coefficient value of .057 at significant value of .538 (.05 level of significance), Achievement –Oriented with correlation coefficient value of -.102 at significance .271 (.05 level of significant) and the last one was Creative style with correlation coefficient value of .115 at significant value of .216 (.05 level of significance).

CONCLUSIONS

This study focused on four leadership styles: Task –Oriented Leadership Style, Human –Oriented Leadership Style, Achievement –Oriented Leadership Style and the last one Creative Style. Yes the findings of the study indicated that the two most important styles were the Task –Oriented Leadership Style and Creative Leadership Styles.

Perhaps an explanation about the findings can be offered in terms of the nature of the industry in which the business is operating. The entertainment field, albeit the one which is operating in terms of television, is a highly competitive one. The nature of the job does not call for a rigorous style such as directive leadership. Instead, the emphasis is on maximizing the creative potential of employees and getting the best out of their ideas. It must be also mentioned that the entertainment business falls under the domain of organic style of organization structure. This implies that employees are free to discuss their ideas with their immediate bosses, work on a project-oriented basis, and have very flexible office hours.

The second highlight of the study was the employees' Perceptions on Work Values. The results showed that the Pride- in- Work was the highest of respondents' value. And the Attitude toward Earnings was the lowest. This can be explained by the fact that in a business such as the entertainment field, it is not really what or how much one earns that is of paramount importance. Rather it is the nature of the job, the amount of responsibility, and the scope of decision-making, that employees feel are of greater importance.

The results of the study also revealed that Achievement –Oriented Leadership Style was shown significantly related to Age , Monthly Income, Pride-in –Work and Social Status. It is not surprising that achievement is related to age. Generally, the older the workers, the more importance they place in goal settings, achievement, the pride in their work - all of which in turn, also reflect their monthly income. It must be mentioned here that older workers usually put their best efforts in the job mainly because they already have experience in other places and have made the decision that their present place is the best one for them. With the knowledge of this, they do the utmost to earn respect from their colleagues and bosses, unlike the newer generation who are still unsure of what the future holds for them.

Task–Oriented Leadership Style was shown significantly related to Pride-in Work. The results of Fielder (1967) showed that task orientation was the leadership style preferred by those who were older, had more experience, and also were skilled at their work.. Fielder also sought to portray the fact that the more experienced the worker, the more he/she wanted the boss to be task-oriented, a finding that was more evident in highly competitive work fields.

Creative Leadership Style was shown significantly related to Pride – in- Work. Given the fact that the company under study was in the field of entertainment and that the workforce was relatively young, it is not surprising that the results indicated a relationship between creative style and pride-in-work. Many studies showing differences between the working paradigms of younger and older work groups, indicate that creativity is more of an issue within younger age groups. Education was found to be a major factor responsible for this result. While the older generation was satisfied with working for bosses who issued orders and strictly supervised their work,

the younger generation has not been trained to be subservient and take orders easily. Instead, they want to be part of the management and want to have an active role in determining the nature of their jobs.

Age was shown significantly related to Attitude toward Earning, Pride –in –Work. As reflected earlier, age is an important factor determining both earning as well as the job done. It must be mentioned that older employees also have families to support. They are at an age where they probably have school or college-going children, and hence have to find enough resources to secure the well-being of their families, a factor that is not of great importance in Generation X people who are still single.

Only one of four leadership style did not show any significantly relationship to Pride- in – Work, Human –Oriented Leadership Style. The Human-Oriented style is not related to any demographic factor. This is mainly because it is a style associated with solving problems of employees, both at work and outside the workplace. Assuming that workers of all age groups have problems, both in and outside the workplace, it is the responsibility of an effective leader to look into both aspects that can make their people perform to the best of their ability.

Three leadership styles had positive correlations with Pride-in –Work; which were Task – Oriented leadership style as employees perceived that their boss insisted on high performance. This is not surprising given the nature of the industry in which the firm is operating. Achievement leadership style as employees perceived that their boss emphasized excellent outcome. Again, this is expected given the fact that if the company cannot produce at the level that the market expects, it cannot continue to

survive in the field. Creative leadership style as employees perceived that their boss loved to challenge the staffs to learn the new things. Again, one should consider the nature of the job. This is not a line and staff organization, with fixed responsibilities, neither are the customers of the type that can expect standardized results. Rather the end result in the field of entertainment is measured against competitors, other entertainment companies that can provide the best resources that satisfy the needs of diverse customers.

RECOMMENDATIONS

Drawings from the research findings, and respondents' perceptions on the leadership styles that have implication on work values, Top management need to understand the important factors that might affect the jobs that employees are doing.

There are some related factors as drawn out from this study, that might be examined so as to create an enhanced working environment for the employees:

1. Company Training

Given the nature of the industry, only the fittest can survive. In keeping with this, training is the most widely used approach in improving leadership skill. Besides encouragement for formal education, the management should provide continuous internal and external training programs, especially the training programs that concentrate on the technical skills so that the employees can expand their capabilities to cope with more complex task especially at the lower staff levels.

Conceptual skills are more difficult to acquire through short-term training. Training for managerial level should emphasize conceptual skills training, which include cases, business games, simulations, and problem solving exercises. Texts, films, and videotapes are used to present procedures for problem analysis, forecasting, planning, solution generation, and solution evaluation. Specialized training; such as instruction in how to use the idea generation techniques can enhance creativity. Staff at all levels should be concerned in business games, forecasting, planning, solution generation, and solution evaluation that enable them to increase their performance.

2. Management Development

This is a more complex area to deal with. Before the management can make any relevant changes, it must understand the individual currently employed in it organization and key variables associated with their current job satisfaction levels and needs. Changes in management behavior must be supported by knowledge gained objectively, through a carefully administered survey in order to achieve total quality management goals and improve the product quality (services, T.V. Program) thus to ensure a strong foothold for the industry's future.

3. Reach the employee's insight

Put the right person into another right job. The management might consider this approach - Certain Leadership Styles that match certain Work Values; Certain Work Values for Certain groups. The results of the study indicate that the Pride-in-Work and Job Involvement were the most selected by respondent specially the group of age 27 – 33 years old. Hence, it is evident that in order to enhance Pride-in-Work, the management should focus on this specific group.

4. Setting the Challenging Goals

The top management should set challenging goals for the employees and emphasize excellence performance by comparing prior goals to new targets. By setting challenging goals, the management seeks improvement, emphasizes excellence in performance, and shows confidence that the employees would attain higher standards of performance.

Recommendation for Future Research

The current study only emphasizes the employees in a single organization. This is a limitation in the sense, more organizational research is necessary to come up with better results. The study therefore recommends the following:

1. More studies done on other companies in the entertainment industry, so that the results on leadership style and work values can be compared in a wider area.
2. A study to examine the relationships between other leadership styles (except the all four in this conceptual framework) and work values.
3. Study of perceptions on leadership style in different sectors or companies in other countries on the topic of leadership, employees' work value. For example, is culture an important variable affecting perception of leadership style? Does demographic factors of employees in other regions affect their perception toward work values and leadership styles?

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QUESTIONNAIRES

A study of leadership style in relation to employees' work values in

Siam Video Production Co., Ltd., Thailand.

Dear Respondents:

The following statements are related to the important aspect of leadership style and employees work values.

Please place a checkmark (/) in each item under the column that best describes your boss styles.

The researcher assures respondents that any information provided in this study will be treated with highest confidentiality.

Ms.Paweena Singboorana
Researcher

PART I: PERSONAL PROFILE

AGE: () 18-22 years () 23- 27 years () 28- 32 years

☐ 33-37 years ☐ 38-42 years ☐ 42 years up

GENDER: () male () female

POSITION: () Executive Director and above

() Department manager () Supervisor

() Technical / specialist () others

INCOME: () 8,000 baht and below, () 8001-16,000 baht,

☐ 16,001- 24,000 baht ☐ 24,001-32,000 baht

() 32,001 baht up

HIGHEST EDUCATION ACHIEVED:

() M.6 or equivalent

() Diploma or equivalent

() Bachelor's Degree

() Master's Degree and higher

JOB EXPERIENCE: ☐ Less than 1 yr

☐ 1-3 yrs

() 4-6 yrs

() 6 yrs up

PART II

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

Task- oriented style:

No.	Questions: to what extent does	SD	D	N	A	SA
1	Your boss insists on high standard of performance.	1	2	3	4	5
2	Your boss fixed on planning on the daily works.	1	2	3	4	5
3	Your boss gives you new approaches to solve the problems.	1	2	3	4	5
4	Your boss emphasizes on the deadlines of your work.	1	2	3	4	5
5	Your boss criticizes on the quality of your work.	1	2	3	4	5
6	Your boss closely supervise you in order to work to your full capacity.	1	2	3	4	5

Human – oriented style:

No.	Questions: to what extent does	SD	D	N	A	SA
1	Your boss encourage you to insist on new ideas during the meeting.	1	2	3	4	5
2	Your boss trusts you to handle any new projects in the company.	1	2	3	4	5
3	Your boss shows appreciation to your work during the working days.	1	2	3	4	5
4	Your boss discusses your personal problems.	1	2	3	4	5
5	Your boss makes you feel comfortable during the workdays.	1	2	3	4	5
6	Your boss acts friendly to consult you on your difficulties.	1	2	3	4	5

Achievement –oriented style:

No.	Questions: to what extent does	SD	D	N	A	SA
1	Your boss gives you challenging work assignments.	1	2	3	4	5
2	Your boss insists on high standards of performance.	1	2	3	4	5
3	Your boss emphasize on your excellence performance.	1	2	3	4	5
4	Your boss compares your performance with the old performance.	1	2	3	4	5
5	Your boss sets up new goals or target periodically.	1	2	3	4	5

No.	Questions: to what extent does	SD	D	N	A	SA
6	Your boss praises the top employees who can attain the target during the meeting.	1	2	3	4	5

Creative style:

No.	Questions: to what extent does	SD	D	N	A	SA
1	My boss always suggest new ways of doing thing.	1	2	3	4	5
2	It seems that my boss use his / her intelligence application of knowledge when solving problems.	1	2	3	4	5
3	My boss loves to challenge the staff to learn new things.	1	2	3	4	5
4	My boss lead me to feel that changing lead to good consequences.	1	2	3	4	5
5	My boss could adapt to new way of doing thing easily.	1	2	3	4	5
6	My boss is never satisfy with the existing work he/ she always think that we could keep on improving to be better.	1	2	3	4	5

PART III: WORK VALUES

1. Social status of the job:

No	Questions: to what extent..... does	SD	D	N	A	SA
1	One of the reasons that I work is to make my family respect me.	1	2	3	4	5
2	A person does not deserve respect just because he or she has a good job.	1	2	3	4	5
3	My friends would not think much of me if I did not have a good job.	1	2	3	4	5
4	Prestige should not be a factor in choosing a job.	1	2	3	4	5
5	Having a good job makes a person more worthy of praise from friends and family.	1	2	3	4	5
6	Even though they make the same amount of money, the person who works in an office has more impressive job than the person working as a sales clerk.	1	2	3	4	5

2. Activity Preference:

No	Questions: to what extent..... does	SD	D	N	A	SA
1	A job which requires the employee to be busy during the day is better than a job which allows a lot of loafing.	1	2	3	4	5
2	When an employee can get away with it, the employee should take it easy.	1	2	3	4	5
3	A worker who takes long rest pauses is probably a poor worker.	1	2	3	4	5
4	If a person is given a choice between jobs which pay the same money, the person should choose the one which requires as little work as possible.	1	2	3	4	5
5	A person should try to stay busy all the day rather than try to find ways to get out of doing work.	1	2	3	4	5
6	If a worker keeps himself or herself busy on the job, the working day passes more quickly than if the worker were loafing.	1	2	3	4	5

3. Upward Striving:

No	Questions: to what extent..... does	SD	D	N	A	SA
1	Even if a person has a good job, one should always be looking for a better job.	1	2	3	4	5
2	In choosing a job, a person ought to consider chances for advancement as well as other factors.	1	2	3	4	5
3	One should always be thinking about pulling oneself up in the world and should work hard with the hope of being promoted to a higher-level job.	1	2	3	4	5
4	If a person likes the job, then one should be satisfied with it and should not push for a promotion to another job.	1	2	3	4	5
5	A worker who turns down a promotion is probably making a mistake.	1	2	3	4	5
6	A well paying job that offers little opportunity for advancement is not a good job for me.	1	2	3	4	5

4. Attitude toward earnings:

No	Questions: to what extent..... does	SD	D	N	A	SA
1	A person should hold a second job to bring in extra money if one can get it.	1	2	3	4	5
2	A person should choose the job which pays the most.	1	2	3	4	5
3	If I were paid by the hour, I would probably turn down most offers to make extra money by working overtime.	1	2	3	4	5
4	The only good part of most jobs is the paycheck.	1	2	3	4	5

No	Questions: to what extent..... does	SD	D	N	A	SA
5	When someone is looking for a job, money should not be the most important consideration.	1	2	3	4	5
6	A good job is a well paying job.	1	2	3	4	5

5. Pride-in-work:

No	Questions: to what extent..... does	SD	D	N	A	SA
1	A worker should feel some responsibility to do a decent job, whether or not the supervisor is around.	1	2	3	4	5
2	There is nothing as satisfying as doing the best job possible.	1	2	3	4	5
3	One who feels no sense of pride in one's work is probably unhappy.	1	2	3	4	5
4	One should feel a sense of pride in one's work.	1	2	3	4	5
5	The most important thing about work is liking the work.	1	2	3	4	5
6	Doing a good job should mean as much to a worker as a good paycheck.	1	2	3	4	5

6. Job involvement

No	Questions: to what extent..... does	SD	D	N	A	SA
1	If something is wrong with a job, a smart worker will mind his or her own business and let somebody else complain about it.	1	2	3	4	5
2	Once a week, after the work day is over, a company may have the workers get together in groups for the purpose discussing possible job changes. A good worker should remain after quitting time to participate in these discussions.	1	2	3	4	5
3	Even if a worker has a very low-level job in a company, it is still possible for the worker to make suggestions which will affect company policy.	1	2	3	4	5
4	If a worker has a choice between going to the company picnic or staying home, the worker would probably be better off at home.	1	2	3	4	5
5	A good worker is interested in helping a new worker learn the job.	1	2	3	4	5
6	One who has an idea about how to improve one's own job should drop a note in the company suggestion box.	1	2	3	4	5

THANK YOU AGAIN FOR YOUR KIND ASSISTANCE IN FILLING THIS QUESTIONNAIRE.

KINDLY MAIL BACK USING THE PROVIDED ENVELOPE



Appendix B-

Questionnaire and Cover Letter (Thai)

วันที่ 25 กรกฎาคม 2544

เรื่อง ขอความอนุเคราะห์ตอบแบบสอบถามเพื่อการทำวิจัย

เรียน ผู้ตอบแบบสอบถาม

แบบสอบถามฉบับนี้เป็นส่วนหนึ่งของการทำวิทยานิพนธ์ ของนักศึกษาปริญญาโทสาขาการจัดการ (Master of Management in Organization Management) ของมหาวิทยาลัยอัสสัมชัญ (ABAC) การวิจัยในครั้งนี้ มีวัตถุประสงค์เพื่อศึกษาเรื่อง “สไตล์การเป็นผู้นำและคุณค่างานที่ทำของพนักงาน” Leadership Styles and Employees Work Values

ดังนั้น จึงใคร่ขอความอนุเคราะห์จากท่านได้โปรดกรุณา สละเวลาเพื่อตอบแบบสอบถามที่แนบมานี้ คำตอบของท่านไม่ได้แสดงผลเป็นรายบุคคล ผลการวิเคราะห์ข้อมูลและรายงานผลการศึกษาก็จะกระทำโดยภาพรวม (ผลเฉลี่ยทางสถิติ) นอกจากนั้นชื่อและหน่วยงานของท่านจะ ไม่นำไปเปิดเผยแต่อย่างใด

ผู้ทำการวิจัยขอขอบพระคุณและขอความกรุณาตอบแบบสอบถามทุกข้อพร้อมแล้วใส่ซองที่แนบมาปิดผนึกให้เรียบร้อย

ขอแสดงความนับถือ

ปวีณา สิงห์บุรณา

ผู้วิจัย

() อื่น ๆ

() 8,001 – 16,000.-

() 24,001 – 32,000 .-

() อนุปริญญา , ปวส . หรือเทียบเท่า

() ปริญญาโท หรือสูงกว่า

() 18-22 ปี

() 23-27 冊

() 28-32 ปี

() 33-37 頁

() 38-42 冊

() 43 ปีขึ้นไป

() ชาย

() หญิง

() กรรมการบริหารหรือสูงกว่า

() หัวหนักกลุ่ม , หัวน้ำทึม

() ผู้จัดการฝ่าย

() อื่น ๆ

() พนักงานทั่วไป

4. รายได้ ต่อเดือน (บาท)

() ต่ำกว่า 8,000.-

() 8,001 - 16,000.-

() 16,000 - 24,000.-

() 24,001 – 32,000 .-

() 32,001.- ขึ้นไป

5. วุฒิการศึกษา

() มัชฌม, ปวช, หรือเทียบเท่า

() อนุปริยญา, ปวส, หรือเทียบเท่า

() ปริณญาตร

() ปริณญาโท หรือสูงกว่า

6. ระยะเวลาทำงานกับ เอส. พี. เอ็ม. และสขามรวมกัน กี่ปี

() น้อยกว่า 1 ปี

() 1-3 ปี

() 4-6 ปี

() มากกว่า 6 ปี

ส่วนที่ 2 : Leadership Styles

กรุณากาบาท X เลือกเพียง หนึ่งช่อง ต่อ หนึ่งข้อ

- 1 = ไม่เห็นด้วยเป็นอย่างยิ่ง
- 2 = ไม่เห็นด้วย
- 3 = ไม่แสดงความเห็น
- 4 = เห็นด้วย
- 5 = เห็นด้วยเป็นอย่างยิ่ง

Task- Oriented Style : เจ้านายที่มุ่งเน้นเฉพาะงาน

	1.	2.	3.	4.	5.
1. เจ้านายของคุณเน้นการทำงานที่ต้องได้คุณภาพดี มีคุณภาพสูง					
2. เจ้านายของคุณทำงาน โดยวางแผนงานทุก ๆ วัน					
3. เจ้านายของคุณ มักจะ ให้แนวทางใหม่ ๆ ในการแก้ไขปัญหาเสมอ					
4. เจ้านายของคุณ มักจะ กำหนดระยะเวลาการทำงานให้คุณเสมอ					
5. เจ้านายของคุณมักจะ วิจารณ์ , ดิชม คุณภาพงานของคุณเสมอ					
6. เจ้านายของคุณมักจะ ให้คำแนะนำคุณอย่างใกล้ชิด เพื่อให้งานมี ประสิทธิภาพสูงสุด					

Human – Oriented Style

1 2 3 4 5

1. เจ้านายของคุณสนับสนุนให้พนักงานแสดงความคิดเห็นเสมอ ระหว่างการประชุม					
2. เจ้านายของคุณเชื่อมั่นในการทำงานชิ้นใหม่ ๆ ของคุณเสมอ					
3. เจ้านายของคุณแสดงความพึงพอใจในการทำงานของคุณอย่างเปิดเผย					
4. เจ้านายของคุณให้คำปรึกษาปัญหาส่วนตัว เมื่อคุณต้องการ					
5. เจ้านายของคุณเป็นคนที่คุณทำงานด้วยแล้วรู้สึกสบายใจ					
6. เจ้านายของคุณปฏิบัติต่อคุณและร่วมงานด้วยความซื่อสัตย์					

- 1 = ไม่เห็นด้วยเป็นอย่างยิ่ง
- 2 = ไม่เป็นด้วยปานกลาง
- 3 = ไม่แสดงความเห็น
- 4 = เห็นด้วยปานกลาง
- 5 = เห็นด้วยมากที่สุด

Achievement –Oriented (เจ้านายที่มุ่งผลสำเร็จของงาน) 1 2 3 4 5

1. เจ้านายของคุณมอบหมายงานที่ท้าทายให้คุณเสมอ					
2. เจ้านายของคุณต้องการมาตรฐานของผลงานที่สูง					
3. เจ้านายของคุณเน้นการทำงานที่ต้องมีผลงานดีเยี่ยม					
4. เจ้านายมักจะเปรียบเทียบผลงานเก่าของคุณกับผลงานปัจจุบันเสมอ					
5. เจ้านายของคุณมักจะวางเป้าหมาย (Target) เป็นช่วง ๆ เช่น ทุกเดือน หรือ ทุก 3 เดือน					
6. เจ้านายของคุณมักจะชื่นชมพนักงานที่ทำงานได้ตามเป้าหมายในที่ประชุม					

Creative Style: เจ้านายที่มีความคิดสร้างสรรค์ 1 2 3 4 5

1. เจ้านายของคุณมักจะแนะนำในสิ่งแปลก ใหม่ เสมอ					
2. เจ้านายของคุณใช้ความรู้อันฉลาดมาแก้ไขปัญหามาเสมอ					
3. เจ้านายของคุณทำให้คุณรู้สึกว่ “การเปลี่ยนแปลง” นำไปสู่ผลลัพธ์ที่ดีได้					
4. เจ้านายของคุณปรับเปลี่ยนวิธีการทำงานได้อย่างง่าย ๆ					
5. เจ้านายของคุณไม่เคยพึงพอใจแค่สิ่งที่ทำอยู่ แต่พยายามมองหาแนวทางเพื่อปรับปรุงให้ดีขึ้นเสมอ					
6. เจ้านายของคุณมักผลักดันให้พนักงานเรียนรู้ในสิ่งใหม่ ๆ เสมอ					

- 1 = ไม่เห็นด้วยเป็นอย่างยิ่ง
- 2 = ไม่เห็นด้วย
- 3 = ไม่แสดงความเห็น
- 4 = เห็นด้วย
- 5 = เห็นด้วยเป็นอย่างยิ่ง

ส่วนที่ 3 : คุณค่างานที่ทำของพนักงาน (Work Values)

สถานภาพทางสังคม (Social Status)

1 2 3 4 5

1. เหตุผลหนึ่งที่คุณทำงานก็เพื่อทำให้คนอื่น ๆ เคารพและชื่นชมคุณ					
2. คุณคิดว่า อาชีพหรือตำแหน่งงานที่ดีเพียงอย่างเดียว ไม่อาจทำให้คนอื่นมาเคารพเราได้					
3. เพื่อน ๆ จะนึกถึงคุณ ถ้าคุณมีงานที่ดีทำ					
4. คุณคิดว่า ชื่อเสียงและศักดิ์ศรีของงานที่ทำ ไม่น่าจะเป็นปัจจัยสำคัญในการเลือกงาน					
5. คุณคิดว่า คนที่ได้งานดี ๆ ทำ จะได้รับการยกย่องจากคนรอบ ๆ ข้าง					
6. คุณคิดว่าถึงแม้การเป็นแม่ค้าขายของในตลาดสดจะมีรายได้เท่ากับการเป็นเสมียนในบริษัท แต่เสมียนน่าจะภูมิใจในงานที่ทำมากกว่า					

2. กิจกรรมที่ชอบทำ (Activity Preference)

1 2 3 4 5

1. คุณคิดว่า การอยู่อยู่กับงานทั้งวัน ดีกว่าการเดินทางไปเดินมาแต่ไม่ได้ทำงาน					
2. คุณคิดว่า งานที่ดีไม่ควรเป็นงานที่จำเจ					
3. คุณคิดว่า คนที่ชอบหยุดงานนาน ๆ เป็นพนักงานที่ใช้ไม่ได้					
4. คุณคิดว่า ถ้าเรามีงานสองอย่างที่ได้เงินเดือนเท่ากัน คนจะเลือกงานที่ทำงานเบา ๆ สบาย ๆ					
5. คุณคิดว่า คนเราควรทำตัวให้ยุ่งทั้งวันมากกว่าหาวิธีหางานให้เสร็จโดยเร็ว					
6. การทำงานยุ่งตลอดทั้งวัน จะทำให้เวลาผ่านไปอย่างรวดเร็ว					

3. ความต้องการความก้าวหน้า (Upward Striving)

1 2 3 4 5

1. แม้ว่าเราจะมีงานที่ดีทำ แต่เราก็ควรมองหางานใหม่ที่ดีกว่าเสมอ					
2. ในการเลือกงาน เราควรคำนึงถึงโอกาสในการก้าวหน้าในงานนั้น ๆ					
3. คนเรามักทำงานหนักเพื่อจะ ได้มีชีวิตที่ดีขึ้น					
4. ขอเพียงคนเราชอบงานที่ทำอยู่ ก็ไม่จำเป็นต้องมองหางานใหม่					
5. คนที่ปฏิเสธการเลื่อนตำแหน่ง ถือว่าเป็นการตัดสินใจที่ผิด					
6. งานที่แม้จะได้เงินดี แต่ไม่ค่อยมีโอกาสดิบโต ก็ไม่ใช่งานที่ดีสำหรับคุณ					

- 1 = ไม่เห็นด้วยเป็นอย่างยิ่ง
 2 = ไม่เห็นด้วย
 3 = ไม่แสดงความเห็น
 4 = เห็นด้วย
 5 = เห็นด้วยเป็นอย่างยิ่ง

4. ทศนคติเรื่องรายได้ (Attitude Toward Earnings)

1 2 3 4 5

1. ถ้าเรามีโอกาสทำงานเสริม ก็ควรทำเพื่อเพิ่มรายได้ให้กับตนเอง					
2. คนเราควรเลือกงานที่ให้ค่าตอบแทน (เงินเดือน) สูงที่สุด					
3. ถ้าบริษัทจ่ายค่าจ้างแบบนับตามชั่วโมงที่ทำงาน คุณจะทำงาน โอ.ที. ด้วย เพื่อจะได้เงินมาก ๆ					
4. สิ่งที่ดีที่สุด สิ่งเดียวจากการทำงาน คือการได้รับเงินเดือน					
5. เงินไม่ควรเป็นสิ่งสำคัญที่สุดในการตัดสินใจเลือกงาน					
6. คำว่า “งานดี” ในความหมายของคุณ คือการได้เงินเดือนมาก ๆ					

5. ความภาคภูมิใจ ในงานที่ทำ (Pride in Work)

1 2 3 4 5

1. คนเราควรทำงานที่ได้รับมอบหมายให้เสร็จ ไม่ว่าจะต่อนหน้าหรือลับหลังเจ้านายก็ตาม					
2. คุณรู้สึกว่าคุณมีความสุขกับงานที่ทำอยู่ตอนนี้					
3. คนที่ไม่มีความภาคภูมิใจ ไม่น่าจะมีความสุข					
4. คนเราควรภูมิใจในงานที่ทำ					
5. สิ่งสำคัญที่สุด ในการทำงาน คือเราต้องชอบงานที่เราทำอยู่					
6. งานที่ดี น่า จะหมายถึงงานที่ได้เงินมาก ๆ ด้วย					

6. ความเกี่ยวข้องกับงาน (Job Involvement) SINCE 1969

1 2 3 4 5

1. ถ้างานที่ทำอยู่ มีความผิดพลาดเกิดขึ้น เราควรจะมีส่วนร่วมในการแก้ไขปัญหานั้น ๆ					
2. หลังเลิกงานในแต่ละวัน พนักงานควรจะมีการ ไปกินข้าวด้วยกัน เพื่อแลกเปลี่ยนความคิดเห็น เพื่อปรับปรุงงานให้ดีขึ้น					
3. แม้ว่าจะ ไม่ได้ทำงานในตำแหน่งสูง ๆ ของบริษัท แต่พนักงานทุกคนก็ควรมีสิทธิ์แสดงความคิดเห็น เพื่อปรับปรุงงานของบริษัทได้					
4. ระหว่างการไปสังสรรค์กับเพื่อน ๆ ที่ทำงานเพื่อเชื่อมสัมพันธ์ไมตรีกับการได้อยู่บ้าน..... “คุณจะไม่เลือกอยู่บ้าน”					
5. พนักงานที่ดี ควรจะช่วยสอนงานให้พนักงานที่เข้ามาใหม่ ๆ					
6. พนักงานที่ดี ควรจะกล้าบอกกับเจ้านายเพื่อปรับปรุงคุณภาพของงานร่วมกัน					

ขอขอบคุณเป็นอย่างสูง และกรุณานำแบบสอบถามชุดนี้ พับใส่ซองที่แนบมาพร้อมปิดผนึกให้เรียบร้อย (เพื่อเก็บเป็นความลับ) และส่งคืนให้ผู้วิจัยด้วย



