

## ABSTRACT

This study was designed to examine the job satisfaction of Thai employees in automobile companies affected by leadership styles and motivational factors. Data were collected for 398 employees in 12 companies' at all level staff except top management and workers in the manufacturing department. These automobile companies were the role authorized distributors in Thailand and have its head office in Bangkok.

The study employed an analytical survey method. <sup>used</sup> ~~Closed~~-ended questions was used as survey instrument to measure employee perceptions of specific aspect on job satisfaction. The questionnaire were developed from several theorist: leadership styles measurement entitled "The performance-maintenance (PM) theory of leadership (Misumi and Peteron, 1985); motivational factors measurement developed from several text books such as Herzberg's (1967), Shermerhorn (1996), Drafke & Kossen's (1998), and etc.; and job satisfaction measurement were drawn from Hackman & Oldham (1980) and Drafke & Kossen (1998). The 5 points Likert scale has been used through the questionnaire. The leadership styles and motivational factors were measured comparing the actual and the preferred perception. All the differences or gap on actual and preferred factors were used to study its relationships to job satisfaction.

The study revealed that the differences between actual and preferred perception on leadership styles and motivational factors were statistically significant. In addition, the respondents perceived higher gap on people-oriented style of leadership. The perceptions on actual people-oriented style also shown low level or negative at mean 2.88. The results on the perceptions on motivational factors, respondents perceived even lower in both on intrinsic at mean 2.89, whereas extrinsic rewards at 2.76 or the lowest level of perception among the two independent variables. Perceptions on overall job satisfaction was neutral at 3.23 with organization's supports and effort/reward ratio which had shown the lowest scores at 2.83 and 2.96 respectively. Across all the relationships and correlations between each independent to dependent variable were statistically significant including the intra-relationships among each independent variables. Those respondents who perceived high on leadership with people-oriented style and rewards had shown high perceptions on job satisfaction. In the same direction, both leadership styles and motivational factors had positive correlations to job satisfaction. In addition, the different mean tests had shown that there are differences on the responses in leadership styles, motivational factors, and job satisfaction by different demographic profile of respondents.