

# Abstract

The overall objectives of this study was to examine the relationship between demographic profile of respondents and organizational climate, leadership styles and organizational climate, and the most preferred leadership styles perceived by subordinates. Additional study also conducts to examine whether there is similarities and differences in gender's leadership style (if any). In order to understand the relationship of these variables, relevant theories and concepts were reviewed and synthesized to form the theoretical and conceptual framework.

Sources of data gathered were leadership theories and organizational climate theories that were incorporated into the research. The competitive framework by Robert E. Quinn was put into studies to assist in logical thinking and has been repositioned to match with the brain technology power. The theoretical framework was set on demographic profile and leadership style as independent variable and organizational climate as dependent variables. Leadership styles consisted of four main styles of leadership namely human relationship, creative, goal oriented, and conservative leadership styles. The demographic profile such as gender, age, level of education, and experiences are included in this study. Organizational climate comprised of integration, adaptation, goal oriented, and pattern maintenance.

The questionnaires have been produced through operationalized the reiterated variables frequently mentioned in the theories. The questionnaire has two versions, English and Thai language. The questionnaire has been translated into Thai language and user's friendly wordings have been ensured to be compatible with respondent's literacy level. The objective of the questionnaire was to acquire the subordinate's perspective on their supervisor's leadership styles and how such styles implicated working climates' condition. The questionnaire consisted of thirty-eight questions was designed on the basis of the conceptual framework. The study has been conducted in Human Resource and Administration Department, Thai Airways International Public Company Limited, Bangkok. Two hundred and eighty sets of questionnaires were distributed to respondents in the sampling frame.

Research methodology used for this research, Chi-square test for independence and frequency tables was used in examining the correlation relationships between respondents' demographic profile and perception on their

supervisor's leadership style. Pearson correlation coefficient was used in finding relationships between leadership styles and organizational climates. Alpha coefficient was used to analyze the reliability for all independent variables and dependent variables. Finally, all research hypotheses were tested at 0.01 and 0.05 level of confidence.

The results of this research reflect that there is a relationship between leadership style and organizational climate. It had reconfirmed competitive framework of Robert E. Quinn on leadership style implication on organizational climate. The research also showed that demographic profile had a significant relationship with organizational climates. Research indicated that human relationship leadership style is the most preferred style perceived by subordinates. One of findings of this study revealed that the top five critical factors for leadership perceived by subordinates were that the leader should clarify plan, build team morale, be innovative, be aggressive, and have sense of humor. Likewise, the least five critical factors for leadership were that the leader should be competitive, conservative, and close supervision. Leader should also focus on accomplishment and supervise subordinates closely.

The conclusion that flowed from the findings was that it requires the leader to balance all four styles in order to be an effective, efficient and competitive leader in order to gain the competitive advantages for the organization. This can help the organization to improve work performance, increase satisfaction level of employees, and reduce job turnover rate.