

## ABSTRACT

Companies need to understand the leadership roles of manager and their effect on leadership effectiveness. The association between leadership roles and leadership effectiveness has been given considerable attention in the literature.

The objectives of this study are (1) To determine the association between managers' leadership roles and leadership effectiveness perceived by managers themselves (2) To determine the association between managers' leadership roles and leadership effectiveness perceived by subordinates (3) To examine whether the perception of leadership effectiveness of managers and subordinates are interrelated to each other or not.

This study addressed the association between leadership roles and leadership effectiveness from the perspective of both managers and subordinates in Ho Chi Minh industrial zones.

The quantitative research method used in this study was based on the non-probability sampling design. Spearman's Rank Correlation Coefficient test was employed to analyze collected data. 554 questionnaires were distributed among managers and subordinates in Tan Thuan industrial zone, Ho Chi Minh City.

The results, in sum, showed that though at different levels, these leadership roles have exerted a substantial effect on leadership effectiveness. More importantly, managers and their subordinates differed on their perception of each leadership role when evaluating the dimensions of leadership effectiveness.

Managers saw a statistically significant association between goal achievement leadership roles and effectiveness. From their perspective, broker, monitor and innovator leadership roles and effectiveness have a moderately low association with each other while mentor and facilitator leadership roles have a relatively low association with effectiveness.

Subordinates also perceived a significantly strong association between goal achievements leadership roles and effectiveness. The degree of association between leadership roles performed by managers and effectiveness in the eyes of subordinates could be ranked from the strong association between the goal achievement leadership roles and effectiveness, to

the relatively strong association between facilitator, mentor, monitor and broker leadership roles and effectiveness.

The results pointed out that there was no positive relationship of perception of leadership effectiveness between managers and subordinates. The differences between their positions, characteristics of job could be taken into consideration to explain why their perceptions are not interrelated to each other.

From the study's finding, four main recommendations have been made. First, aware of the degree of influence exerted by each leadership role on effectiveness. Therefore, the Vietnamese manager should focus their performance on those roles that are strongly associated with effectiveness.

Second, the growing challenge of management demand in the labor market suggests that more information is needed regarding extrinsic cue usage for job performance evaluation and leadership effectiveness.

Third, organizations should be concerned that the relationships between leadership roles and effectiveness as perceived by managers converge significantly with those of other constituents. For this reason, managers should try to be well aware of the expectations of their subordinates as well as the other constituents around them.

Fourthly, a response mechanism that includes the different expectations held by various constituents, including subordinates needs to be developed to help managers to be more effective as leaders in their organizations.