

ABSTRACT

THE RELATIONSHIP BETWEEN PERCEIVED LEADERSHIP STYLE AND
EMPLOYEE JOB SATISFACTION IN THAI MANUFACTURING COMPANIES:
AN APPLICATION OF PATH-GOAL THEORY

BY

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The objectives of this research study was to examine the effect of leadership styles on employees' job satisfaction under different situational according to House's Path-Goal Theory and to investigate why certain behaviors were more effective than others. The research was conducted in four large Thai manufacturing companies.

The survey instrument developed for the specific purpose of this study was mailed to 680 employees in the manufacturing companies, of which 400 returned usable surveys, giving the response rate of 59%. The survey asked the employees about their manager/boss leadership style, the environmental factors (task structure, authority system, and work group), their demographic data, and their own perception of job satisfaction in five facets (work itself, pay, opportunities for promotion, supervisor, and co-workers).

This study found that employees had high level of job satisfaction with directive leadership style. The study also found that each leadership style was not

mutually exclusive; the managers could adapt their styles of leadership to handle different situation. The current study found that the satisfaction on the co-workers was the first priority of employees' job satisfaction followed by work itself, supervisor, and pay. The employees did not satisfy with the opportunities for promotion in their company.

In each test of the hypotheses, the coefficient correlation was used at a significant level of 95 percent. Consequently, it can be concluded that there was significant relationship between perceived leadership style and employees' job satisfaction.

Recommendations for the future study are offered.

