

## ABSTRACT

The purpose of this study was to study the relationship between the six major leadership styles i.e. visionary, coaching, affiliative, democratic, pacesetter, and commanding and relate these to employee motivation in terms of extrinsic (i.e. pay & fringe benefit, job security, working condition, and relationship) and intrinsic factors of motivation (i.e. achievement, recognition, challenge, and advancement) in the pharmaceutical trading company in Thailand. The study employed questionnaires, which were administered to 76 employees of ABC Company Limited, except the employees in Warehouse Department and 100% of the questionnaires were returned and used for analyses.

The findings from the research illustrated that there were significant relationships between perception of respondents on leadership style and employee motivation level. The visionary, affiliative, and coaching style showed the positive relationship with employee motivation at moderate to weak degree. While the pacesetter style showed no significant relationship with employee motivation and the commanding style showed the negative relationship with employee motivation at a weak degree. Furthermore, the findings showed that there was no difference in perception of respondents on leadership style between sales and non-sales function, as well as no difference in employee motivation between sales and non-sales functions.

The recommendations on Organization Development that the researcher presented are consecutive training on leadership for ABC Company management team, transparent communication about internal change, empowerment, rewarding work place, and performance appraisal reassessment.