

CHAPTER THREE

METHODOLOGY

This chapter describes the subjects, the materials, the procedures used in the collection and analysis of the data, and the data analysis.

3.1 SUBJECTS

The subjects of this study were employees who work as full-time employees in the position of supervisor in the subject organization, a chemical company in Bangkok. They were asked if they could voluntarily participate in this study. The total population was 32:16 males and 16 females. There were 8 persons working in different business units representing each position: supervisor, manager, senior manager, and director.

3.2 MATERIALS

A closed-end questionnaire both Thai and English language was used to obtain demographic and leadership styles of managers in the company. Thirty-two copies of questionnaires were distributed to the respondents. All thirty-two copies were returned. The questionnaire was divided into two main parts:

3.2.1 Part I: Demographic information

This part of the questionnaire is concerned with the personal information of respondents including gender, age, education, position, and numbers of working years.

3.2.2 Part II: Leadership Styles of Managers

The leadership self-assessment tool was adapted to assess 32 managers from the studied organization.

3.3 PROCEDURES

The respondents were asked to reply to a series of questions on demographic data and the self-assessment tool adapted from “Lewin’s Leadership Style Theory” by

Donald Clark, Instructional System Design as autocratic, democratic, or laissez-Faire (Clark, 2004).

On the part of self-assessment, the respondents were asked to mark the score of each item representing three types of leadership styles: autocratic, democratic, and laissez-faire. For example, if the respondent score item one with a 5 (strongly agree or agree very much), then 5 is entered next to item one. All the scores were totaled and interpreted. The highest of the three groups of scores indicated the leadership style of each respondent.

3.4 DATA ANALYSIS

3.4.1 Statistics Used for Analysis

The frequency distributions converted to percentage were used to analyze the data.

3.4.2 Criteria for Rating Scale

The leadership style that showed the highest score was the style the manager usually used. The lowest of the three scores was an indicator of the style the manager used least. The questionnaire dealing with leadership styles were fairly evenly divided into 3 categories: autocratic, democratic, and laissez-faire.

Questions 1, 4, 7, 10, 13, 16, 19, 22, 25 and 28 reflected autocratic style:

1. I always retain the final decision making authority within my department or team.

4. I do not consider suggestions made by my subordinates as I do not have the time for them.

7. I tell my subordinates what has to be done and how to do it.

10. When someone makes a mistake, I tell them not to ever do that again and make a note of it.

13. Newly-hired staff are not allowed to make any decisions unless they have got approval from me first.

16. When something goes wrong, I tell my subordinates that a procedure is not working correctly and he/she establishes a new one.

19. I closely monitor my subordinates to ensure they are performing correctly.

22. I like the power that my leadership position holds over my subordinates.

25. I must direct or threaten my subordinates with punishment in order to achieve the organizational objectives.

28. My subordinates seek mainly security.

Questions 2, 5, 8, 11, 14, 17, 20, 23, 26 and 29 reflected democratic style:

2. I always try to include one or more of my subordinates in determining what to do and how to do it. However, I maintain the final decision-making authority.

5. I ask for my subordinates' ideas and input on upcoming plans and projects.

8. When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get my subordinates' advice.

11. I want to create an environment where my subordinates take ownership of the project. I allow them to participate in the decision making process.

14. I ask my subordinates for their vision of where they see their jobs going and then apply their vision strengths where appropriate.

17. I allow my subordinates to set priorities with my guidance.

20. When there are differences in role expectations, I work with them to resolve the differences.

23. I like to use my leadership power to help my subordinates grow and develop.

26. I ask my subordinates to exercise self-direction if they are committed to the objectives.

29. I know how to use creativity and ingenuity to solve organizational problems.

Questions 3, 6, 9, 12, 15, 18, 21, 24, 27 and 30 reflected laissez-faire style:

3. I and my subordinate always vote whenever a major decision has to be made.

6. For a major decision to be passed in my department, it must have the approval of each individual or the majority.

9. To get information out, I send it by email, memo, or voice mail; very rarely is a meeting called. My subordinates are then expected to act upon the information.

12. I allow my subordinates to determine what needs to be done and how to do it.

15. My subordinates know more about their jobs than me, so I allow them to make decisions and supplement action necessary to do their job.

18. I delegate tasks in order to implement a new procedure or process.

21. Each individual is responsible for defining their own job.

24. I like to share my leadership power with my subordinates.

27. My subordinates have the right to determine their own organizational objectives.

30. My subordinates can lead themselves just as well as I can.