

**Thesis Title** Leadership and Group Characteristics  
Relating to the Effectiveness of the  
Public Agency in charge of Countering  
Corruption

**Name** Lalita Soonthornvipart

**Degree** Master of Arts (Criminology and Criminal  
Justice)

**Thesis Supervisory Committee** Duangduen Bhandhumnavin, A.B., M.A., Ph.D.  
Asawin Wattanawibool, LL.B., M.A.  
Atcharapan Udomsin, B.A., M.A.

**Date of Graduation** 21 December B.E. 2531 (1988)

Abstract

Inspection and counter corruption seem to be necessary in any bureaucratic organization. These functions are the responsibility of at least two offices of the Thai Government. Within each office, the government officers are divided into units of 3 to 7 individuals, with level 6th officers as leaders. These units could be better classified as coacting groups.

This field study employed Fiedler's Contingency Theory of Leadership and Group Effectiveness in predicting effectiveness of the work units of the two offices. The samples comprised of 81 level 6th leaders of the work units. These leaders were highly cooperative in answering sets of questionnaires assessing their personal and group characteristics. Leader effectiveness as well as group effectiveness were evaluated both by these leaders and their supervisors. Besides

the variables from Fiedler's theory, two dimensions of the styles of leadership namely, warm-cold and directive-nondirective behaviors were also used as independent variables. The respondents' as well as their supervisors' biosocial and work background factors were used as moderator variables in this study.

The Two way Analysis of Variance and Multiple Regression Analyses were used to analyze these data.

Fiedler's theory was found to be well substantiated by the data in this study. First it was found that the good-fit units were significantly more effective than the bad-fit units. Fiedler's independent variables could better account for the variation of leadership performance rather than group performance. The highest percentage accounted for (52.81%) was found in the older (older than 44.1 years) of the Office of the Commission of Counter Corruption and (42.33%) in the leaders who had stayed longer in their position (more than stayed longer in their position (more than 41 months) Second, styles of leadership were found to better predict group effectiveness especially (31.55%) in leaders with higher education (more than 16 years of education) and in female leaders (27.57%). Nondirective but warm leaders were the most effective. Furthermore, it was found that leadership effectiveness correlated significantly with leaders' mental health especially in leaders ( $r = -.44$ ) who stayed longer on their position (more than 41 months), female leaders ( $r = -.43$ ) and leaders in bigger units ( $r = -.22$ , high scores signified greater mental health problems).

This correlational study was found to be highly useful for the future selection, promotion and training of the leaders in these two offices.